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The Role of Artificial Intelligence (AI) in School Business Management: Revolutionising Education Administration: A Nigerian Perspective

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ABSTRACT

Education is the cornerstone of societal progress, and effective school management is pivotal in delivering quality learning experiences. School business management encompasses the administrative, financial, and operational aspects of educational institutions, ensuring seamless operations and optimal resource allocation. A school manager, as the helm, oversees this intricate system that is hydra-headed– administrator, leader, and innovator. School management systems comprise various components, including students' information, academic plan, finance, and human resources. Students' management systems, focus on tracking attendance, grades, and students' engagement. Artificial intelligence (AI) is transforming the education sector, and school management is no exception. The integration of artificial intelligence (AI) is revolutionising these systems, offering unprecedented opportunities for efficiency and personalisation. The benefits of AI in school business management are multifaceted: predictive analytics, inform decision-making, automation, streamlines administrative tasks, and personalised learning experiences, enhance students' outcomes among others. AI-powered tools can help school managers identify areas of improvement, optimise resource allocation, and foster a culture of change and innovation. However, challenges such as data security, teacher training, and policy frameworks must be addressed. To harness the potential of AI, school management must develop clear AI policies and guidance, invest in teacher training and support, ensure data quality and security, and monitor AI adoption and evaluate its impact. By embracing AI responsibly, school managers can unlock new frontiers in education, fostering a culture of innovation and excellence to shape the future of education in Nigeria and other parts of the world.

Keywords: Education, school manager, school business management, artificial intelligence (AI), problem-solving, virtual learning environments, personalised learning

INTRODUCTION

In the world of education, the smooth running of schools' rest on two vital elements: the management of the school itself and the management of the students. These two components, are interwoven and they serve distinct purposes to different groups of people. Educators, administrators, and decision-makers must grasp the differences between school management, and student management to ensure the effective operation of educational institutions. This article delves into the intricacies of these two aspects, illuminating their distinctions and underscoring the significance of recognising these differences.

The term 'education' has plethora of definition, and as such, it has been defined in various ways by different authors; some in a broad sense and others in narrow sense. Also, different educationists have explained it according to the need of the time. Etymologically, the word 'education' according to Parankimalil (2012) was derived from the latin words:

- 'educere' which means 'to bring out' or 'to nourish'.
- 'educare' which means 'to lead out' or 'to draw out'.
- 'educatum' which means 'act of teaching' or 'training'.
- 'educatus' which means 'to bring up, rear, educate'

The education sector has been slow to adopt technology, but artificial intelligence (AI) is changing the landscape. AI-powered tools are being increasingly used in school management to streamline administrative tasks, improve student engagement, and enhance students' academic performance.

The application of artificial intelligence (AI) in school management for students has the capacity to revolutionise the field by enhancing learning capabilities; by leveraging AI technologies, educational institutions can create a more engaging, efficient, and effective learning environment that prepares students for future challenges and opportunities in the business world. In Nigeria, schools are leveraging AI to overcome traditional challenges such as limited school business resources and infrastructure, data quality and security, teacher training and support among others.

School Business Management and Manager

School business management involves harmonising all its elements and resources, ensuring the school (or institution) operates smoothly and achieves its earmarked goals. This broad responsibility encompasses many different areas, such as: Planning, financial insight, staff coordination, curriculum development, facility maintenance, and policy execution (Ogan, 2025).

A school business manager oversees a school's administrative, operational and financial strategies. The key goal of this profession is to help a school generate money while making sure its non-teaching personnel have access to professional development opportunities that are attractive to staff and cost-efficient for the school administration. Frequently, these managers liaise with headteachers and key decision-makers to give them salary assessments or employee benefits advice (Indeed Editorial Team, 2025).

A school business manager (SBM) oversees a school's administrative, operational and financial strategies. The key goal of this profession is to help a school generate money while making sure its non-teaching personnel have access to professional development opportunities that are attractive to staff and cost-efficient for the school administration. Frequently, these managers liaise with headteachers and key decision-makers to give them salary assessments or employee benefits advice (Indeed Editorial Team, 2025).

A school business manager (SBM) according to Ogan (2025), is a high-ranking, non-teaching professional that is responsible for managing a school's business- including strategic planning for instructional delivery, finance, human resources (HR), procurement of school plants and maintenance, supervision, and decision-making based on systemic evaluation of general school activities. A school business manager acts as a strategic partner to headteachers, optimising resources to support educational outcomes and driving efficiency in administrative services. A school business manager is sometime referred to as school administrator (Ogan, 2025).

Component of School Business Management Systems

There various parts of a school management that work cooperatively to achieve the education goals. Educational goals in Omoghenemuko (2025) include ensuring citizens: acquire adequate knowledge, develop of critical and creative thinking, develop collaborative learning skills, enhance their problem-solving abilities, improve their communication skills, and develop effective digital literacy skills.

Administrative leadership. The school management team, usually led by a principal or headmaster, sets the school's goals and vision. This team oversees the school's daily operations and ensures the school's policies match educational standards and government regulations.

Resource management. Effective school management involves managing resources, including finances, employees, and facilities. This includes making a budget, hiring and training staff, and maintaining the school's buildings and equipment.

Curriculum and instruction. School management is also important in developing the curriculum and planning instruction. This includes choosing the right teaching methods, materials, and assessment tools to meet students' educational needs.

Community engagement. Building relationships with parents, community members, and local organizations is another crucial part of school management. Engaging with the community helps create a supportive student environment and encourages collaboration.

Components of Student Management Systems

There are four major components of student management systems according to Schoolcues (2025). These components are:

1. Behaviour management;
2. Academic support;
3. Counseling and guidance;
4. Extracurricular activities.

Behaviour management. One of the core aspects of student management is maintaining discipline and addressing behavioral issues. This involves implementing codes of conduct, monitoring student behavior, and applying disciplinary measures when necessary.

Academic support. Student management includes providing academic support to students, such as tutoring, mentoring, and individualized learning plans. This ensures that students can achieve their academic goals and receive the help they need to succeed.

Counseling and guidance. Addressing students' emotional and psychological needs of students is a critical part of student management. School counselors and psychologists work with students to help them navigate personal challenges, set goals, and develop coping strategies.

Extracurricular activities. Encouraging participation in extracurricular activities, such as sports, arts, and clubs, is another element of student management. These activities contribute to the holistic development of students and help them build social skills, leadership qualities, and a sense of belonging

Responsibilities and Roles of a School Business Manager

Some of the responsibilities and roles of a school business manager include:

1. Financial management;
2. Administration and operations;
3. Human resource management;
4. Strategic leadership, etc.

Financial management. A School Business Manager (SBM) is charged with the responsibility of managing school finance by creation of budget, monitoring income and expenditure, and aligning financial resources with strategic educational goals. They ensure compliance with regulations, oversee procurement for value for money, manage cash flow, and prepare detailed financial reports for the

headteacher and governors. Developing budgets, managing income/expenditure, and utilizing benchmarking tools for cost-saving (Schoolcues, 2025).

Administration and operations. As a school manager, administration and operations involves the day-to-day activities and ensuring the school runs smoothly. A school manager oversees non-curriculum functions, including facility maintenance and health and safety.

Human resource management. As a school manager, human resource management is like the task of a team's coach. It involves recruiting and hiring the best available staff, training and developing teachers and support staff, managing performance and addressing issues, fostering a positive culture, and handling staff relations and conflict.

Strategic leadership. Serving on the senior leadership team to shape the school's direction, often acting as a bridge between staff, governors, and third-party services

Origin of Artificial intelligence (AI)

The origin of Artificial Intelligence (AI) in computational history dates back to the mid-20th century. The term *Artificial Intelligence* was coined by John McCarthy, a computer scientist, at the 1956 Dartmouth Conference. This conference marked the beginning of AI as a field of research (Omoghenemuko, 2025).

Early artificial intelligence (AI) research focused on developing rule-based systems, which used logical rules to reason and solve problems. Examples include the Logical Theorist (1956) and, a natural language processing program ELIZA in 1966. Between 1960s-1970s, machine learning emerged as a subfield of AI, with researchers exploring ways to enable machines to learn from data. The development of neural networks, such as the perceptron (1958), laid the groundwork for modern machine learning. Between 1970s-1980s, expert systems, which mimicked human decision-making processes, became popular in AI research. These systems used knowledge bases and inference engines to solve complex problems (Omoghenemuko, 2025).

What is artificial intelligence (AI)?

Artificial intelligence (AI) refers to the ability of machines to perform tasks that typically require human intelligence that involves learning, problem-solving, decision-making, and perception (Omoghenemuko et al., 2025). Omoghenemuko (2025) defines artificial intelligence (AI) as the science and technology of programming computers to simulate or mimic human intelligence through the use of computer systems that can perform tasks that typically require human intelligence, such as: Learning; problem-solving; reasoning; perception; language understanding and translation, etc.

Godspower and Egbunefu (2024) state that artificial intelligence is the application of scientifical methods and procedures in creating intelligent machines, robots through intelligent computer programs that can replicate human and simplify daily tasks. These tasks include problem-solving, understanding natural language, recognizing patterns, learning from experience, and making decisions.

According to Godpower and Egbunefu (2024), artificial intelligence systems leverage various technologies and techniques to achieve these capabilities, such as:

Machine Learning (ML): A subset of AI that involves training algorithms on data to enable them to make predictions or decisions without being explicitly programmed. ML includes techniques like supervised learning, unsupervised learning, and reinforcement learning.

Deep Learning: A subfield of machine learning that uses neural networks with many layers (hence "deep") to model complex patterns in data. Deep learning has been particularly successful in image and speech recognition.

Natural Language Processing (NLP): The ability of AI to understand and generate human language. NLP is used in applications like chatbots, language translation, and sentiment analysis.

Robotics: The design and creation of robots that can perform tasks autonomously or semiautonomously, often using AI for navigation, object manipulation, and interaction with humans.

Expert Systems: AI programs that simulate the decision-making abilities of a human expert. These systems use a set of rules and knowledge base to provide advice or make decisions in specific domains, such as medical diagnosis or financial planning.

Integration of Artificial Intelligence (AI) in School Business Management in Nigeria

Historically, school management has primarily relied on human decision-making, administrative expertise, official legislations, and structured leadership models. However, artificial intelligence (AI) is increasingly playing a pivotal role in enhancing school administration, improving decision-making, and supporting leaders in unprecedented ways in Nigeria and other parts off the world. From automating routine tasks to providing deep, data-informed insights for strategic planning, AI is ushering in a new era in school leadership—one defined by a synergistic partnership between human insight and AI tools. AI tools now support school leaders and policymakers by offering comprehensive decision-making tools that extend beyond basic alert systems, providing data-driven insights to optimise school operations.

A report by PricewaterhouseCorper (PwC) and the World Economic Forum (2024) highlights that within the next five years, generative artificial intelligence advancements could reshape a substantial number of jobs, potentially affecting up to 40% of total global working hours. As AI continues to transform industries, education leaders and school principals worldwide are actively exploring its potential to enhance school operations. Indeed, a recent study involving school leaders from twenty countries found that AI tools are already being implemented for data analysis, strategic planning, content creation, and administrative support (Döğer & Göçen, 2025). At a foundational level, participants reported using AI-powered tools such as ChatGPT and Claude to set meeting agendas, track performance metrics, manage communications, and even conduct predictive analyses to support student success (Gocen et al., 2025).

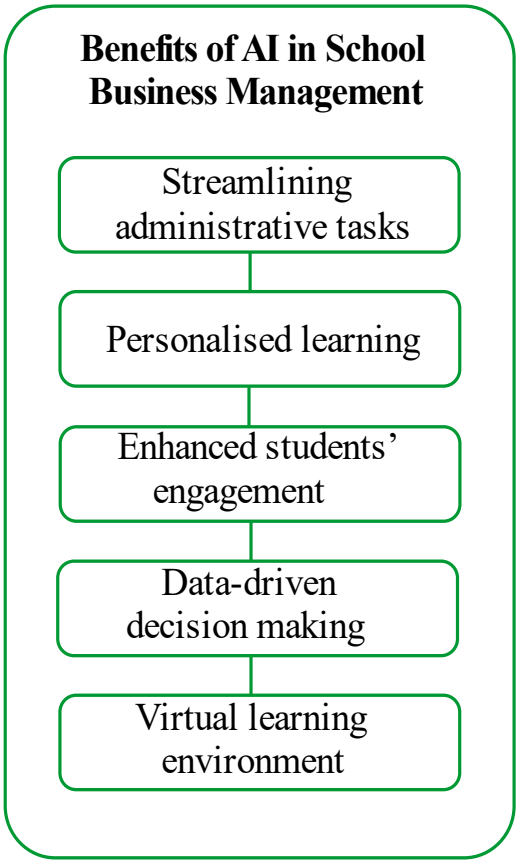
As schools accelerate their transition to cloud-based systems, AI is poised to transform education management beyond current applications, optimizing both teaching methodologies and administrative efficiency. To fully harness these advancements, education policymakers must develop frameworks that ensure effective AI adoption while aligning technology integration with long-term educational objectives (Gocen et al., 2025).

Benefits of Artificial Intelligence (AI) in School Business Management in Nigeria

There are many benefits of artificial intelligence **(**AI) in School business Management in Nigeria. They include:

1. Streamlining administrative tasks;
2. Personalised learning;
3. Enhanced students' engagement;
4. Data-driven decision making;
5. Virtual learning environments.

Figure 1
Benefits of artificial intelligence (AI) in school business management



Source: Ogan, M. O. (2025). Benefits of artificial intelligence (AI) in school business management. A lecture note (unpublished).

Streamlining administrative tasks. AI can improve the efficiency of administrative tasks in educational institutions in Nigeria. AI-powered systems can automate routine tasks such as grading, scheduling, and record-keeping, freeing up educators' time to focus on more impactful work like lesson planning and student engagement (Oztok & Zingaro, 2019). Educational institutions deal with numerous administrative tasks, and AI can automate many of these, allowing educators to focus on teaching and supporting students (Godspower et al., 2025).

Personalised learning. AI can help in creating personalised learning experiences for students by analyzing their learning styles and abilities. This allows educators to customise their teaching methods, curricula, and materials to meet the individual needs of each student. AI-based learning systems can analyse student data, such as their learning style, pace, and preferences, and provide tailored learning experiences. This can lead to improved engagement, motivation, and ultimately, better learning outcomes (Oztok & Zingaro, 2019). Omoghenemuko et al. (2026) state that AI is much needed in education through: Tailored learning experiences- AI can help create personalised learning plans for individual student's needs, abilities, and learning styles. AI-powered assessments can adjust their level of difficulty and content in real-time to match a student's performance, thereby improving academic outcomes.

Enhanced students' engagement. AI-powered chatbots and virtual assistants provide students with instant support and feedback. AI can provide immediate feedback to students, helping them to identify areas where they need improvement. enabling proactive interventions (Omoghenemuko et al., 2026). Recent research suggests that the application of AI in educational management can help improve learning

outcomes for students (Gupta, 2020). AI-powered tutoring systems can provide personalised feedback and adaptive learning experiences tailored to each student's needs and learning style (O'Neil & Chuang, 2019). AI can analyze large amounts of student data, such as assessment scores and behavioral patterns, to identify areas where students may be struggling and provide targeted interventions (Zawacki-Richter & Anderson, 2014). AI can help educators identify which teaching methods and materials are most effective, refining and improving the curriculum for better student academic performance (Godspower et al., 2025).

Data-driven decision making. AI can help analyse large datasets to identify trends, patterns, providing insights that inform school policies and strategies, which inform teaching practices and improve student outcomes. AI-powered predictive analytics can help identify students who may be at risk of falling behind or dropping out, allowing instructors to provide targeted support (Omoghenemuko et al., 2026).

Intelligent tutoring. The use of AI in educational management can improve intelligent tutoring systems (ITS) by providing personalised and adaptive feedback to students (VanLehn in Godspower et al., 2025). AI-powered ITS can collect and analyze data on student performance, learning patterns, and engagement levels to provide individualized support and interventions (O'Neil & Chuang, 2019). Additionally, AI can enable ITS to adjust the difficulty of the content based on the student's proficiency level, promoting mastery learning and increasing motivation (Woolf, 2010). AI-powered intelligent tutoring systems can provide immediate feedback to students, identify knowledge gaps, and suggest suitable learning strategies, which is particularly beneficial for students needing extra support in their learning (Godspower et al., 2025).

Virtual learning environments. Virtual learning environments (VLEs) are online and AI-powered platforms that facilitate online learning and collaboration- and bring learning to life by making instructional materials for active learning more accessible and impressive. With AI-powered VLEs, students can access classes, educational resources, assignments, from anywhere, at any time. Some obvious benefits of VLEs include, personalised learning experiences tailored to individual student's learning needs, flexibility for students with different learning styles, access to global education resources and virtual field trip across continents (Omoghenemuko et al., 2025).

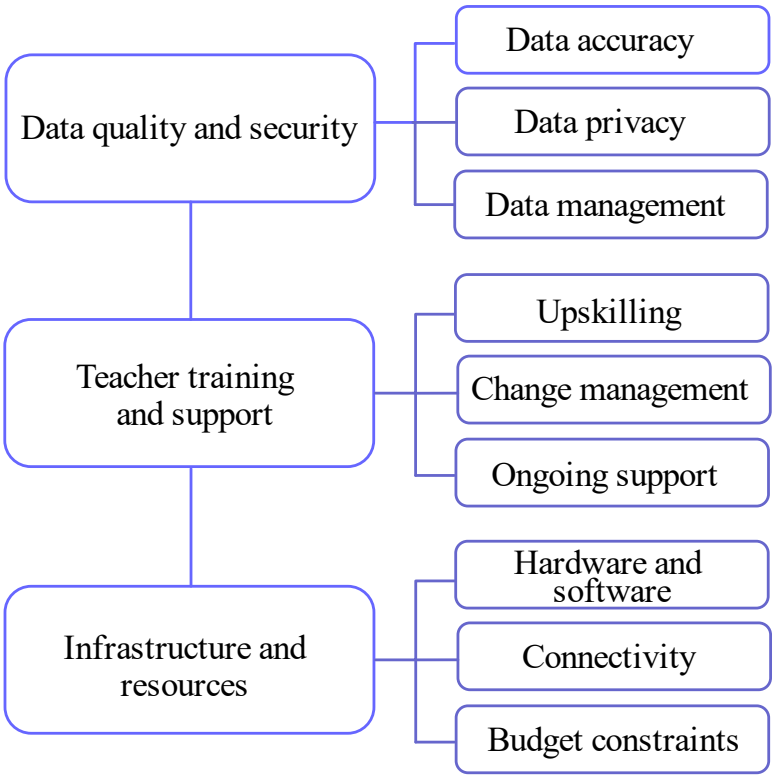
Challenges and Limitations of Artificial Intelligence (AI) in School Business Management

Some of the challenges and limitations of artificial intelligence (AI) in school business management, according to Sakpaide (2026), are:

1. **Data quality and security**. Data is the lifeblood of AI systems, and schools handle sensitive info like student records, grades, and personal data. Ensuring data quality and security is crucial. Challenges include:
   - *Data accuracy*. AI is only as good as the data it's trained on. Inaccurate or incomplete data can lead to flawed decisions.
   - *Data privacy*. Protecting student data from breaches or misuse is paramount. Schools must comply with regulations like Family Educational Right and Privacy Act (FERPA).
   - *Data management*. Integrating data from various sources (e.g., student information systems, learning platforms) can be a great headache to school managers and administrators.
2. **Teacher training and support**. Teachers are key to AI adoption, but they might need help adapting. Challenges include:
   - *Upskilling*. Teachers need training to effectively use AI tools, interpret insights, and adjust teaching methods.
   - *Change management*. To manage and innovation is a serious problem in organisations in Nigeria, and the education institution is no exception Some educators might resist AI adoption due to concerns about job security. Job security is a major factor why change and innovative ideas are mostly not supported by staff educator- and they are therefore, frustrated to fail in most cases.
   - *Ongoing support*. Schools must provide continuous support to address technical issues and pedagogical questions.

3. **Infrastructure and resources**. Schools' management need the right infrastructure and skill to support AI integration. Challenges include:
   - *Hardware and software*. AI tools often require specific hardware (e.g., devices, servers) or software (e.g., AI platforms).
   - *Connectivity*. Reliable internet and network infrastructure are essential for AI-powered tools.
   - *Budget constraints*. Implementing AI solutions can be costly, and schools might struggle to allocate resources.

Figure 1
Challenges and limitations of artificial intelligence (AI) in school business management



Source: Sakpaide, J. (2026). The role of artificial intelligence (AI) in business education management in Nigeria. A lecture note (unpublished).

CONCLUSION

The integration of AI in education marks a remarkable transformation, redefining the role of school administrators from system managers to transformational leaders. By embracing AI with effective leadership, schools can foster more dynamic and inclusive learning environments while ensuring that technology enhances rather than diminishes the human aspects of teaching. However, this progress comes at a high financial cost. Implementing AI-driven tools to improve efficiency in schools requires substantial financial investment and strategic planning, placing a significant burden and responsibility on educational policy makers and educational bodies such as ministries of education, as well as other stake holders. Moreover, despite benefits of AI in school business management, it comes with some challenges such as the capacity to widen the digital divide, create disparities in access and opportunities if not equally used by all schools across Nigeria.

Clearly, AI has the capability to transform school management, improving efficiency, student outcomes, and decision-making. However, as AI adoption in school management grows, schools must address challenges and ensure equitable access to AI-powered tools. By harnessing the power of AI, school

managers and administrators can create a more personalised, effective, and engaging learning environment.

RECOMMENDATIONS

To effectively integrate AI in school management, the article recommends to school managers and administrators,
to:

1. **Develop clear AI policies and guidelines**. To effectively integrate AI in school business, school management should establish transparent policies outlining AI usage, data protection, and ethical considerations to ensure responsible AI adoption.
2. **Invest in teacher training and support**. School management should provide ongoing training and provide resources for educators to effectively leverage AI tools for the enhancement of teaching and learning experiences.
3. **Ensure data quality and security**. School management should implement robust data management practices to safeguard students' information, staff data, fee payment-related data, and maintain general data and information integrity.
4. **Monitor AI adoption and evaluate impact**. School management should regularly assess AI's effectiveness, identifying areas for improvement and optimising its role in supporting teachers and student successes.

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