

PREFACE

Effective Management (Management Concepts, Ideas and Practices). I believe the book will be useful to students who are undergoing courses in Business Administration/Management, Co-operative and Rural Development, Economics and Public Administration in Universities and other Higher Institutions of Learning. The book will also be useful to those preparing for Professional Examinations and Master's degree programme in Business Administration. Others who are interested in acquainting themselves with the principle of management and practitioners would find this textbook very useful.

All topics have been treated in details and made as practical as possible. Viz:

The concept of management, Indigenizing management concepts and practice, Professional management and indigenous leadership patterns: A comparative appraisal, Effective managerial approaches: the private sector experience and Effective managerial approaches: the public sector experience.

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allowed management personnel. Without an appropriate measure of self-control by management personnel, MBO would be no more than a new name for Winslow Taylor's Scientific Management.

That this was not the intent of Peter Drucker can be seen as what he regards as the foundations of his philosophy of management of MBO and Self-Control.

The first of these foundations is the need for any business enterprise to build a true team and weld individual efforts into a common effort... Emphasis should be on team-work and team results.

Secondly, it rests on an analysis of the specific needs of the management group and the obstacle it faces.

Thirdly, it rests on the assumption that motivation to achieve objectives could be strengthened by

1. Active participation in setting them
2. My perception of one's efforts as contributing to the success of one's group or organization
3. By planned management rather than management by 'drives' or crises.

And fourthly, it applies to every manager from the 'big boss' down to the foreman or the chief clerk and not only to the factory hands:

According to Wickens, the four types of a person namely,

1. Economic man
2. Social man
3. Self-actualizing man
4. Complex man

Ideal typically found in organizations, will because of their need position respond differently to an MBO technique of management. The first two of these types of managers may find the demands of the techniques unwarranted imposition on what they respectively want to get out of their membership in the organization- monetary rewards and peer group approval-. The type of manager who will find MBO most congenial to his need-disposition is the 'complex man' who is "capable

Target Setting or Target Management

Simply put, “target management” requires each unit of the organization to justify its existence by comparing performance with some bench-mark which for a business organization can be an absolute profit target or other intermediate goals such as percentage of market share, sales, revenue growth, percentage of expenditure to sales revenue, product quality, volume growth, etc. and control is exercised through regular reports and briefings.

A manager is responsible for his unit’s targets and is given sufficient authority and resources to enable him to arrive at them. In this case, the manager will be encouraged to sub-divide the targets to each unit as he considers most appropriate.

The picture that emerges from the foregoing is that targeting or target management only differs from MBO not in details, but in the ways and processes in which targets are arrived at. To encourage effective and efficient use of target management, special cash payment is usually made to those who achieve and surpass their targets. Those who oppose the target management approach accused it short term vision, that is it encourages the practitioners to think only of each year’s target rather than long term strategic direction of the organization. If the system is well managed. It should achieve long term as well as short term goals.

Management Science: - (Networks, Forecasting, Modelling and Games).

Management Science (MS) is an approach to management problems solving and there are many dimensions to it. The Management Science approach involves developing a conceptual model of a problem possibly restating it in mathematical terms and performing operations to get a solution.

When an organization’s targets and goals have been clearly defined in the form of plans, these are normally seen as the inputs in the system while the results of performance and goal attainment are the relevant outputs. Management science links the two by generating feedback, stressing the importance of outputs.

The various techniques of management science offer managers an analytical objective and quantitative basis for making better decisions. Management

other government departments including industry.

Few people realize the extent to which greater use of O&M could add to national productivity. Waste and inefficiency that we are currently experiencing in some of the African's countries could be greatly reduced if effective O&M were put in place, particularly in the public sector.

Some Useful Tips in Management

It is relevant to briefly consider some of the key factors which are useful in determining the competence of a successful manager. They reflect essential qualities which can help describe and distinguished superior performing managers. They are no substitute for good management. However, if put in a wise hand, these can boost efficiency to a remarkable extent.

i. Vision

Managers ought to be men of vision with clear ideas as to what the organization is and where it is heading. Whether in government or the private sector, it is helpful for the manager, particularly the top manager to have an idea of where he wants the organization to be as well as the ways and means to get there. The manager must also make an effort to gain the commitment of subordinates to this.

ii. Objective Assessment of Needs

Managers are often faced with complex and multi-dimensional problems. An effective manager should be able to analyze the problems critically and have a clear practical solution to the issue and what needs to be done.

iii. Ethics, Integrity, Self-Confidence and Accountability.

Effective managers should be able to stand up for convictions and values and speak up when they disagree with superiors, customers and colleagues. They ought to be guided by the need to be fair and just in their dealings with subordinates, especially when it involves issues like performance appraisal, training and development as well as appointments and promotions.

To succeed, managers need to return to the old but sustainable values and culture of honesty, hard work, integrity and loyalty which regrettably have been

1. *"The consolidation of modernizing leadership"*
2. *"Economic and social transformation"*
3. *"The integration of society-*

Is a phase characterized by the transformation of " the structure of society such that the individual ties with local, regional and other intermediate structures are reduced at the same time that his ties with the larger and more diffuse urban and industrial network are strengthened."

In Cyril Black's classification, the following countries were put in the "Fifth Pattern" and their levels of performance on the dimensions of modernization are shown in the table below.

Fifth Pattern of Modernization		
	Consolidation of Modernization Leadership	Economic and social Transformation
Russia	1861- 1917	1917-
Japan	1868- 1945	1945-
China	1905- 1949	1949-
Iran	1906- 1925	1925-
Turkey	1908- 1923	1923-
Afghanistan	1923-	
Ethiopia	1924-	
Thailand	1932-	

Source: C. E. Black: The Dynamic of Modernization.

The foregoing countries are grouped in the class because they share the following characteristics;-

1. The immediate political challenge of modernity to the traditional leaders was internal.
2. They enjoyed a continuity of territory and population during the modern era.

policy of selective adaptation not only unviable but also counter-productive are the following characteristics:-

1. They are multi-ethnic colonies-turned states,
2. Their colonial powers pursued limited and belated programmes of modernization and preserved the status quo through their policies of indirect rule.
3. The countries lack a common traditional culture sufficiently developed to be capable of selective adaptation to any significant degree to tackle modern functions.
4. The leaders of these countries and many of their followers have been experiencing a revolution of rising expectations and a mounting sense of relative deprivation when they compare their lot with those of the people of the relatively modernized societies.

Phenomenon of Ethnocentrism

The potential of ethnolinguistic, religious difference to choose cultural items for indigenizing in a country like Nigeria in Africa exceedingly problematic rests largely on the universal phenomenon known as ethnocentrism. As understood by social scientists, ethnocentrism is the partly conscious and partly unconscious tendency to take the aspects of the culture of the group into which one was born and socialized, as the standard against which one judges, negatively or evaluates as inferior, the aspects of the cultures of the other ethnic groups.

The tendency toward ethnocentric reaction, judgements and cognitive assessment of one's own culture and those of others, derives mainly from the following factors:-

Firstly, that the socialization of individuals into the beliefs, values, norms and practices of their ethnic groups is carried out in family and other social units, the members of which exist in the vast majority of cases. In ethnically homogeneous communities, living in relative and in most cases, complete isolation from members of differing ethnic/tribal communities.

high tariff and out-right prohibition in some cases. The Federal Government played the role of the locomotive of the economy. Consequently, the Government created economic enterprises to solve critical supply problems and to accelerate industrialization. Among such enterprises include National Supply Company, Insurance Company, Banks, Iron and Steel Industry, Fertilizer Industry etc. The anti-export bias of the policy reduced the growth rate of exports. Again, the increased sophistication of domestic manufacturers greatly increased the demand for imported inputs.

The leadership style of the 60s through to 1985, gave the impression of uniform expansion policies, instead of a transition from traditional to modern forms of economic organization. Consequently, the strategies during the afore-mentioned periods did not help in achieving industrial specialization or manufactured exports.

Military Administration and Africa Economy

The problem that arose in the government's efforts to co-ordinate liberalization with micro-economic stabilization policies lay in the right order of liberalization so as not to create further distortions in the economic system. Usually, no nation always has the necessary management team to cope with the onerous demand of such a policy. What was required was the need for liberalization agenda to be enhanced by a more positive vision of government policy through.

- i. Realistic Exchange Rate
- ii. A reasonable interest rate
- iii. The distinction between primary export and manufactured export;
- iv. The use of development programmes to enhance domestic production and thereby reduce the high rate of unemployment.

The success of Turkey since 1980 in adopting this approach is a striking example. Again, Japan, the Taiwan province of China and the Republic of Korea, all liberalized by aggressively encouraging exports both by setting undervalued exchange rates and by protecting domestic manufacturing industries from foreign competition. Their strategy was a combination of import substitution and export promotion than out-right liberalization.

Given such a total programme evaluation, a better basis is provided for analyzing the comparative merits of the alternative programme and possible trade-offs among them, according to the Planning Programme and Budgeting approach. The major problem here is how to adequately account for all the cost and benefits that are associated with a public sector expenditure programme, Managerial decision making under this approach is essentially sensitive to this information, getting relevant data is a major problem confronting managers in some African's countries.

Today more than ever before, some of the African's countries and their institutions are beset with a bewildering array of problems that have proved intractable and unsolvable. African's politics has landed some of these countries in a quagmire, their economy is in shambles, their national debt burden crushing. Their industries uncompetitive abroad, are now on the verge of collapse. Their healthcare system is in disarray. Their education system is bankrupt. Their capacity to uphold justice, law and order are scandalous. Their output as people is dismal.

Their commitment to the fatherland is only shown in pious words, corruption and anti-rational attitudes have become second-nature. Despair, visionlessness and therefore loss of direction, decline, suspicion, loss of faith in government and the polity in general- these are now the dominant features of our social relations. There is a tragic failure of both management and administration.

It will be the wrong diagnosis to conclude that the problem is politics and political and therefore to be left to civilian politicians and the government to resolve. All sectors and group should get actively involved in seeking effective approaches for wrenching some of the African's countries back from the brink and putting it back to work.

A starting point in considering effective managerial approaches in the private sector is to examine why the organizations that make up the private sector come about. Companies are chartered by society for the express purpose of using societal resources for creating and increasing societal wealth and improving the quality of life of society. Companies, therefore, hold societal resources in trust for