

MANAGEMENT

PRODUCTIVITY

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# Management IN NIGERIA

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# SILVER JUBILEE CELEBRATIONS IN PICTURES

CELEBRATIONS marking the Silver Jubilee Anniversary of the Nigerian Institute of Management (NIM) were held last November.

Activities for the celebrations started on November 14, 1986, with a Press Facility Visit to Management House on Victoria Island, followed by Jumat service in mosques throughout the country later in the day, and a symposium organised by the Lagos Branch of the Institute in the evening.

Other activities, at headquarters, included the final of the Young Manager's Competition and the launching of both the Institute's Diploma programme and the first in a series of five management books, at Sheraton Hotel, Ikeja, on November, 15.

Christian religious service at the Cathedral Church of Christ in Lagos, and in other churches throughout the country, was held on November, 16.

There was a public lecture at Management House on the 17th. On November 18, the President of the Federal Republic of Nigeria, Major-General Ibrahim Babangida performed the official opening ceremony of Management House which is the N8 million headquarters building of the Nigerian Institute of Management.

The celebrations were rounded off with a dinner at Eko Holiday Inn, in the evening of the 18th. The guest of honour was the Governor of Lagos State, Navy Captain Mike Akhigbe.

There were also series of activities at the Branches and these ranged from facility visits and workshops to lectures, symposia, cultural displays, press conferences and luncheons.

The NIM, which is the nation's premier Institute for professional managers, was founded in 1961. Some of the photographs taken on the occasion are shown here and on the next page.



*Management House at the time of its opening on November 18, 1986.*



*Air Vice-Marshall, I. A. Shekarri, cuts the tape to declare Management House open. He stood in for President Babangida*



*Two former Directors-General of the NIM (from left) Mr. P. G. Malins and Chief O. I. A. Akinyemi, at the celebrations.*

*Continued on pages 46 and 47*

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## PRODUCTIVITY MANAGEMENT

The final of the 1986 Young Managers' Competition was held at Sheraton Hotel in Lagos, in November last year, as one of the activities marking the Silver Jubilee Anniversary of the Nigerian Institute of Management. The winning paper, which we are publishing here, had the above title and was presented by Mr. Festus B. O. Odimegwu of the Nigerian Breweries Limited, Aba.

Mr. Odimegwu describes *productivity management* as "the process or technique of achieving the highest level of effective performance with the least expenditure of resources through motivated and committed people." — Page 7.



## MANAGERIAL KNOWLEDGE and UNIVERSITY ADMINISTRATION

In our November/December 1986 issue, a contributor wondered aloud why the academics were adept at focusing their researches on "other groups" while leaving their own "job characteristics and managerial perceptions" unstudied.

As if to pick up the challenge, a lecturer at the University of Lagos, in this issue, discusses the application of managerial knowledge to university administration. He discusses, among others, the concepts of delegation and control, participation management by objective and systems approach. He then romps through some motivation theories and their relevance to university administration — Page 18.



## PROFESSIONALISM IN MANAGEMENT TRAINING

Is professionalism in management training a myth or a reality? Professor A. R. Anao of the department of accounting, University of Benin, answers the question interestingly in this issue of the journal... Page 29.



## TELECOMMUNICATIONS SERVICES &

### NATIONAL DEVELOPMENT

A telecommunications engineer, with NITEL, reviews past national development plans vis-a-vis telecommunications development. After discussing resource allocation, programming and actual implementation of projects he goes on to identify problems and then suggests appropriate strategies for achieving the nation's telecommunications objectives... Page 40.



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## NIM SPECIAL NEWS

### NIM LAUNCHES DIPLOMA IN MANAGEMENT

The Nigerian Institute of Management has launched a Management Diploma Programme which is described as a "judicious blend of theory and practice", aimed at encouraging practising or potential managers "to participate in a correspondence-type-on-the-job continuing management education programme" to improve managerial effectiveness and speed up the process of professionalism in management.

The Diploma Course was launched at Sheraton Hotel on Saturday, 15th November, 1986, as part of the events commemorating the Silver Jubilee Anniversary of the Institute.

Launching the Course, NIM's First Vice-President, Engr. Teju Oyeleye, FNIM, noted the importance of managerial skill and competence in both industry and government and regretted the inability of many hardworking managers and supervisors to have the opportunity of receiving formal management education by regular attendance at formal courses. The NIM Diploma course, will therefore supply the missing link in this regard, Engr. Oyeleye said.

The course is a three-part programme, with provision for project work, and candidates who complete the course in not more than three

years will receive the NIM President's Award.

The designatory letters for graduates of the diploma course are "Dip NIM".

Advertisements have already appeared in the papers for prospective students to apply for registration forms.

Many students have already registered for the course.



Prof. J. Ogunlade,  
Director-General of NIM.

### FOURTEEN RECEIVE LONG SERVICE AWARDS

The Nigerian Institute of Management has given impressive awards to those of its staff that have served for a minimum of ten years.

In a colourful event which formed part of the Silver Jubilee Dinner held last November at Eko Holiday Inn, five members of staff received awards for 15 years' service and above while nine were honoured for 10 years' service and above.

Recipients of the 15-year-service awards were Mr. B. A. Adebayo (Senior Lecturer/Consultant), Mr. S. L. O. Lajubutu (Business Manager—Publications), Mr. B. Duru (Supervisor-Postal Services), Mr. G. B. Fatigun (Senior Technical Assistant) and Mr. E. William. (Projector)

The ten-year-service awards went to Mr. Kayode Ajasin, (Director of Research & Consultancy); Mr. Fidelis N. Ikpong, (Director of Training); Mr. Charles A. Oloruntuyi, (Head—Personnel & General Administration) and Mr. I. O. O. Alonge, (Manager—Membership Services Department).

Others were Mr. A. A. Hodonu, (Assistant Manager—Accounts); Mr. Kolawole Oyelola, (Confidential Secretary I); Mr. M. Adebambo, (Personal Secretary) and Mr. A. Akintomide, (Technical Assistant Grade I).

Also receiving the ten-year award was a Senior Copy Typist—Mr. S. U. Igbo.

(see more stories on page 26)



Mr. C. A. Oloruntuyi, receives his award package from Wing Commander Salami who represented Lagos State Governor as guest of honour.

# PRODUCTIVITY MANAGEMENT

## A Consolidated Operational Approach

BY FESTUS B. A. ODIMEGWU

*This paper won the first prize in the 1986 Young Manager's Competition which was held recently at Sheraton Hotel in Lagos.*

### INTRODUCTION AND STRATEGY

**P**RODUCTIVITY is a quantitative or statistically-weighted measure of how efficiently a given set of resources is used in achieving a given set of objectives. It therefore connotes efficiency within a defined effectiveness context.

Organizational productivity is normally influenced, in principle, by a wide range of external and internal Variables. Some of the external variables include:

- (a) the political leadership and stability of policies—The commitment of the national leadership to productivity and investment decisions, to dynamic policy reforms and accountability, to positive development strategies and manpower development. The government is the ultimate motivator or determinant for a productive economy.
- (b) the general state of the economy—
  - the employment market system: the quality of the population, its classification and the achieved standard of living.
  - the money market system: fiscal and monetary policies, credit facilities, banking and insurance policies.
  - consumer supply-demand system: adequacy of public utilities and infrastructural aids, agricultural development and the state of vital economic projects (the liquified natural gas iron and steel industries, petro-

chemicals and fertiliser projects, supply of raw and packaging materials.

- technological and educational/health systems: sophistication, relevance of and acquisition decisions, development of indigenous technology and production ethics.
  - socio-cultural systems: work ethics, social values and peaceful atmosphere.
- (c) geographical and climatic characteristics: soil fertility, mineral wealth and location.
  - (d) competition for the productive resources needed by the organization and for the human organizations that co-operate with the organization.
  - (e) trade union practices.

The Nigerian economy is presently demonstrating the characteristics of stagflation (inflation and unemployment compounded with low rate of output growth and investment), weighed down by the world oil glut and debt servicing; by the static agricultural growth and increasing population, weighed down by the general inability to complete vital economic projects like the iron and steel industries, the liquified natural gas projects, the fertilizer plant and the take-off of indigenous technology. The situation was critical enough for a 15-month economic emergency to be declared while a structural-adjustment package was sought to correct these economic imbalances.

Today, the Nigerian economy is under the grips of a second-tier

foreign exchange market (SFEM). It is no news that this SFEM was designed to provide a structural adjustment mechanism that will, among other objectives, determine the value of the naira and promote productive investments. What is not commonly known and should be emphasized is that SFEM mainly calls for increased productivity as the only rational alternative that will provide a valuable Gross National Product (G.N.P.) base for the naira and solve the low supply problem that is aiding inflation.

After the fifth bidding of 23/10/86 the Business Times of 27/10/86 not only reported the continual drop of the naira, but also the fluctuation of its value. It is important to state that all previous foreign exchange transactions were conducted under the first-tier window with higher naira value than now.

The implications of this structural adjustment measures for most organizations will be four-fold:

#### (a) Medium to Long-term Increase of Operating Costs

This will be due to increased costs of raw materials and spare parts/machinery. Even locally sourced raw materials will initially be expensive due to the cost of starting-up machinery and knowhow.

#### (b) Medium to Long-term Emergence of Competition

This will be due to general decrease in demand that will be precipitated by reduced value of disposable income. Emphasis will shift to very

essential and basic needs.

(c) **Medium to Long-term Operation at less than 100% of installed capacity**

High operating costs and competition will lead to market-oriented production with high probability of under-utilisation of operating capacities. This will most likely affect industrial organizations that are engaged in the marketing of non-essential goods or services.

(d) **Difficult Strategic Planning and constant reviews**

This will be due to the fluctuating value of the naira.

Achievement of organizational goals will therefore demand greater and more enlightened effort than before. Organizations will adjust their strategies (those internal productivity variables) in order to adapt to the changing environment.

Within the Nigerian context, this adjustment of strategies, this rationalization, will include the following:

- (a) standardization or diversification of products as the case may be;
- (b) development of products with low material content using value engineering techniques. Local sourcing of raw materials has already started;
- (c) research and development into the possibilities of developing and using local technology. Fabrication of spare parts has already started;
- (d) possibilities of operating only the units with locational advantages (proximity to the market and raw materials source for a multiplant organisation);
- (e) changes in span of decision-making and the managerial structure;
- (f) employment and deployment of result-oriented leadership that has the ability and will to rise to the challenges and opportunities of the times;
- (g) rationalization of all productive resources in a capacity balancing exercise that should be designed to reduce overall

fixed costs in achieving the intended optimum production capacity;

- (h) coupling of the production function to the market through a dynamic pricing policy and rationalized distribution strategy (with the abolition of factory gate price control);
- (i) structural adjustment mechanism that will transform the marketing function from de-marketing to competitive marketing;
- (j) spirited effort to apply some of the sound management principles like MBO, PERT, cost/benefit analysis, work study and human engineering techniques and cost-effective material flow management;
- (k) development of a comprehensive and co-ordinated planning and review system;
- (l) formulation and implementation of maintenance investment strategy and strategic investment;

However, the effectiveness of adopting any of the above policies will greatly depend, more than ever before, on the operating efficiencies of the organisation. Operating efficiencies and effectiveness will become tools for cost reduction and competition.

Rationalised operational flexibility and integration will pose operational challenges with possible and tremendous benefits. Operational productivity must be one of the overriding concerns in organisations and in fact the nation as a whole. One comprehensive technique that could be adopted for this much-needed operating effectiveness and efficiency while maintaining flexibility and greater professionalism is productivity management.

**Productivity Management, for a rationalised organisation with specified products (as is common in many organisations in Nigeria), is the process or technique of achieving the highest level of effective performance**

**with the least expenditure of resources through motivated and committed people.**

As a management process, it applies the general principles of planning, directing and controlling while as a practical technique, it maximises the output/input ratio for the effective realisation of specified objectives.

Productivity management focuses attention on productivity, forces quantitative evaluative criteria into plans and **Provides Accountability for consumed resources.** It deals with any possible bad work ethics and exposes the high-activity but low result performers for the overall benefit of increased productivity which is so badly needed now, in order to curb the present inflationary trend that is basically a low-supply (productivity) and high-demand (population) problem.

Another reason why productivity management technique is very useful is that it forms a natural vehicle for progress and performance appraisal and this leads to deliberate productivity efforts, heightens motivation and encourages preventive rather than corrective management.

The objective of this discussion therefore is to call attention to the urgent need for increased productivity as a strategic requirement to contain the present economic malaise.

The adopted approach, which is based on the author's practical experience, is to establish the conditions for effective productivity management at the operations level of a rationalised organisation with specific products, stress the need for detailed work planning and control as a vehicle for productive performance, attract attention to the many variables of practical productivity management and to develop a productivity appraisal method that has been and could still be used to achieve willing role behaviour, total commitment and sustained motivation for overall increased productivity.

Within the context of this experience therefore and subject to conducive organisational atmosphere, rationalised resource base, specified products and adjusted organisational strategy, the following productivity management steps could be adopted.

**Establishment of maximised productivity conditions, comprising maximisation of resource capacities, reviewing and updating of all job descriptions, and development of productivity plans;**

**Detailed work planning which consists of:**

Daily work planning and control, and periodic reviews;

**Annual Productivity Appraisal**

### ESTABLISHMENT OF MAXIMISED PRODUCTIVITY CONDITIONS

**I**n order to establish a rational basis for increased productivity, the employed strategy must maximise the productive capacities of labour, machines and materials as separate resources and then proceed to synthesise these through detailed and ambitious work plans that should be backed by appropriate management and productivity appraisal systems.

### Maximisation of Resource Capacities

The objective of this should be to maximise the capacity of a giver factor of production; mainly labour and capital (raw materials and machines) in a real production situation.

### Labour Capacity Maximisation Process

Organisational productivity is a management responsibility for achieving the highest level of effective performance with the least expenditure of resources through motivated and committed people. In practice therefore, it should be clearly stated as a central policy that every manager is responsible and will be held accountable for the agreed productivity assessment criteria of his authority. An atmosphere that seeks to liberate

the total organisational energy by inspiring the work force to strive willingly for the realisation of the highest level of performance possible with the least expenditure of resources must be developed. The realisation of this involves the acknowledgement and intelligent application of the variables of performance.

A comprehensive labour Performance-Reward-Satisfaction theory was developed by Porter and Lawler and is mathematically stated as follows:

$$P^1 = F (M \times A \times R.P.) \dots (1)$$

where  $M = F (V \times E)$  according to Vroom's model... (2).

where  $P^1 =$  Performance

$M =$  Motivation (effort, force, energy)

$A =$  Abilities/traits

$R.P. =$  Role perception

$V =$  Valence (value of reward)

$E =$  Expectancy (perceived effort-performance and performance instrumentality for reward probability).

The lessons urged by equations (1) and (2) above demand that a productivity management should develop an atmosphere that is conducive to productive performance by establishing and developing the following decision rules:

★ Deliberate effort must be made to ensure that the reward system of the organisation is unconditionally related to performance. This must be a certainty and never connected to conjectures.

★ Jobs should be designed to be challenging, but achievable and selection combined with job training to ensure that efforts could be productive in order to provide a rational basis for a good effort-performance probability.

★ Job description must be up-dated when due and counselling always given to ensure that a clear idea of the job is imparted for an unambiguous job perception. Productivity targets must be discussed, agreed

and achievable.

★ Deliberate effort will be made to identify the needs—both the social hygiene and motivating factors—of the members of a team so that the reward of the company can be combined with other job and human relation factors to obtain a good acceptance and hence high value for the reward in question. The equitable nature of the reward can also be better managed than is commonly observed.

★ Personnel selection must be executed by experts to ensure the engagement of persons with predictable performance potentials who have value systems that can be aligned to the reward system of the organisation. Proper induction and assessment during the trial period should also be executed in a planned and careful manner to further narrow down the chances of hiring a person who will not perform.

★ Above all, **TRAINING** on the job must be given top-most priority and executed like a religion.

Productivity management encompasses activities that will comprehensively pursue the realisation of the performance variables as elucidated by Lawler and Porter.

Within the framework of the above perspective, a systematic personnel process could be adopted at the operations level (within the general company policy) to further ensure that advantage is taken of the above established conditions. This process can be summarised as follows:

#### 1. Proper staff selection

1. If a manager ever gets the rare opportunity of employing new staff, the user manager, who will be responsible for the performance of the new employee, if taken, must be present and his views weighted significantly.

He is however expected to be capable of taking a decision of taking or rejecting an advice from the personnel expert. The ability variables of qualifications, professional experience, even family position and perso-

nality traits should be carefully weighed and the man taken to match an existing job.

## 2. Full orientation and training

Initial orientation is very important and should not be wasted with improper planning and uncaring execution. It is a period that the new employee should be properly briefed about the operations and the personnel policies of the organisation. He must be programmed to meet key managers in almost all departments if a manager or some of the relevant managers if a member of staff.

His training must be planned in detail and executed properly. The reasons for all the standard specifications must be explained and the consequences of the compliance or deviations must be fully rationalised. The new employee must only be trained by persons that are officially rated as good performers at that point in time.

Full orientation and training greatly adds to abilities, role perception and motivation through confidence. They must be weighted very highly.

## 3. Proper Placement within a Rationalised Establishment

Productivity management insists on designing the establishment in such a way that manning capacity is just sufficient to match the greatest demand forecasted for the organisation in order to avoid redundancy and to create opportunity for job enrichment and enlargement.

Matching the potentials of a man to the responsibilities of a job must be carefully planned to avoid a situation where performance is not possible. Improper placement can neutralise abilities, corrode confidence/motivation and further complicate the chances of proper role perception. Mediocres should never be placed at strategic productivity positions to avoid an organisational calamity.

## 4. Detailed Work Planning

Detailed work planning and enlightened operational management of resources, including labour, is very important.

More emphasis must be placed on the knowledgeable and preventive activities of planning, organising, staffing and directing than on control.

Controls must be designed in order to handle the exceptional and incidental variances, but should not be the rule.

Management must work hard to accept and discharge the responsibilities of decision making/planning. It stresses foresight while backward control stresses hindsight. This will be treated in detail later.

## 5. Adequate Supervision

Co-operative supervision, guidance and teaching approach and the planned execution of the activities of "directing"—executing leadership, two-way communication, productivity-oriented motivation, objective-focused co-ordination, prevention or solving of problems and control should be executed with planned methodology—the situation should never be allowed to take over control and usurp management responsibility of acting in a prudent and thoughtful way always.

The dynamic dimensions of supervision should always be highlighted.

## 6. Fair and Courageous Productivity Appraisal

Appraisals must be productivity oriented and totally devoid of conjectures. They must be fair and coura-

geous. A continuous oral appraisal may be necessary in order to keep the job objectives in constant focus and a formal written one should be prepared annually. The detailed approach will be treated later.

7. **Productivity-based Reward:** This must be the rule.

## 8. Corrective and Non-punitive Disciplinary Action

To ensure compliance to the various operational standards and guidelines needs strict self-discipline and this should be emphasised.

Deviations should be viewed seriously and treated with dispatch. The corrective action must include a re-evaluation of all the services that the subordinate should get. Has the senior authority discharged all its responsibilities that should enable a productivity performance on the part of the subordinate. It must be a two-way assessment before decisions are made.

A poor performer must never be condoned as that can ruin a productivity system in seconds. The lesson from this consolidated, personnel, process is that it is only after the proper execution of items (1) to (7), within a productive atmosphere, that the subordinate can be held liable and disciplined. And such cases, in reality, are in the exception given a positive and objective leadership.

To illustrate the adoption of the



Mr. Odimegwu receiving his prize from NIM Vice-President, Chief (Mrs) I. B. A. Kuforiji-Olubi.

process, a subordinate manager for instance should be developed in such a way that he cannot contemplate on querying a subordinate (item 8 that is) without either planning properly (item 4) or practising the principle of productivity-based reward (item 7).

The sequential execution of the above package will ensure willing role behaviour, maximised labour capacity and unambiguous role perception for maximised labour productivity.

## MACHINE CAPACITY MAXIMISATION OPERATIONS

**C**OMPLEMENTARY to labour capacity and of great importance is also machine capacity maximisation. With the scarcity of spare parts and machines strategies should be re-emphasised in such a way that any machine can be used as long as desirable and machine parts that depreciate with use can also be used for longer times if certain machine usage decision rules are observed. All machine safeties must be given priority above production or anything else.

All machine starting-up procedures must be specified and execution compliance ensured.

All machines must be operated on automation at the specified level of productivity and utilities consumption efficiency. To ensure this, all machine should be put on automation, locked and the keys kept with the user managers who could only use them on very exceptional cases with controllable managerial discretion.

All machine operational stop limits must be specified and executed under control.

All machine running-out procedures must be specified and unconditionally observed.

Cleaning of all machines before, during and after production, general cleaning and good house-keeping must be accorded a priority status that is equivalent to production.

Machine planned maintenance must be executed on schedule and

constantly improved (condition-based) to minimise down-times with the greatest emphasis on planned inspection and lubrication. Critical spare parts can be procured via a priority indenting system.

Repair maintenance, when needed, should be treated with planned dispatch.

All operators will be responsible for the continuous inspection and minor adjustment of their machines, and will also be responsible for the cleaning and proper operation of their machines to guarantee the reliability of the plant capacity and improved life span.

To achieve the above objectives needs the formalisation of comprehensive safety checklist that should be executed under rigid supervision. Starting-up, stop limits and running-out procedures should be rigidly standardised and strictly implemented. A weekly audit of plant inspection and lubrication by a user manager is normally necessary to complement the effort of the engineers.

A weekly compilation of repair jobs, classified as "outstanding—2 months", "outstanding 2 months" and "new jobs" will be useful to avoid the possibility of accumulating repair jobs.

Observation of safety rules, correct automatic operations, planned maintenance and proper cleaning and housekeeping can greatly improve the life span of a machine; this will ensure the reliability of the machine capacity and, above all, reduce the effect of spare parts scarcity on productivity and overall cost.

Application of mechanised technology and its subsequent automation revolutionised productivity and the development of an enlightened machine operation and maintenance culture as suggested above can be critical to any reasonable competitive productivity. Therein lies the main thrust of this operational machine management postulation.

## MATERIAL YIELD MAXIMISATION

**T**o manage the material resources of the organisation in such a way that the output/input ratio is maximised requires a series of operations as discussed below:

### 1. Confirming The Physical Stock Quantity on Receipt

Waybill in-wards paper must be physically confirmed to avoid a situation where items are recorded as having been received when in reality the items were never supplied.

The received items must be quantitatively measured and proper records kept. Discrepancies between expected and obtained quantity must be treated formally if the variance exceeds an acceptable minimum; this minimum should tend towards zero now with the present material situation in the country.

### 2. Executing Tight Entrance Quality Control

The entrance quality control specification for each raw/package material input should normally be formulated and this must be confirmed before accepting or rejecting the materials. This is very critical; defective materials can neutralise the gains from maximised labour and machine capacities.

Should there be need, give the raw materials situation in the country, to accept material with a certain non-critical degree of deviation from specification, effort must be made to plan out lines of action that will nullify this deviation during use.

### 3. Periodic Stock-taking

To avoid material flight, periodic stock-taking must always be instituted and accurately executed.

Measurement methods must be seen to be accurate in order to generate material stock figures that are accurate and usable.

The importance of this exercise and its contribution to the overall material usage effectiveness is increasing with the present economic

downturns in the country. It is beginning to attract senior management attention.

#### 4. Optimisation of Processes for Material-process Yield Maximisation

At this point, advantage should be taken of the maximised capacities of labour and machinery to convert the raw materials into the highest possible output through an optimised process that still guarantees the maintenance of product quality, process time specification with possible reduction of overall cost.

The process variables and their inter-relationship must be understood in order to maximise the output/input ration through their manipulation.

Sometimes slight modification to the process may be necessary and executed as long as it does not affect any short or long term quality or cost specification.

**Work study techniques complimented with cost evaluative models have been found to be very useful for process optimisation. The requirement of developing productive work is critical in order to avoid the wastage or misdirection of the maximised capacities of labour and machines.**

#### 5. Smooth Coupling of Batch Flows

This is more important than is usually observed. In all practical situations, there must be minimum number of batches that must be processed as a set to reduce operating cost, quality problems and losses that are associated with frequent starting-ups and running-downs. It is, most times, more cost-effective to postpone operations than to operate with less than the minimum number of batches. The target should be to have a continuous flow.

Strategies for managing the isolation of the production function from the customer or trade can be better mobilised to ensure the smooth flow of operations. This strategy should

include:

- (a) Integrating the gains that should be obtained from smooth flows into the finished product inventory cost for overall profitability. The level of finished product inventory should be sufficient to disengage the production function from direct market demand. The level of this need will depend on the reliability of the process and production systems and on the consequences of not meeting demand.
- (b) Customer scheduling systems with sufficient time lag.

#### 6. Material Information System

Material balancing quantitative information system that will track materials from input to packed output will also be very helpful.

Material recycling and by-product marketing for sundry revenues will all add to maximise the output/input ratio.

The time allocated to the maximisation of the contributions of labour, machine or material will vary between organisations and situations. As a general guide, however, it will be productive to allocate time as follows:

- Labour capacity maximisation	40%
- Machine capacity maximisation:	30%
- Material capacity maximisation:	30%
	100%

**Given the general tendency among the so-called technical manager's mechanistic approach where all the emphasis is placed on machines and materials with little or no time for people—who really matter most—the emphasis is that a reasonable time, even more than that given to other areas, should be devoted to improve the ability/motivation and role perception of the members of a working team.**

It is only after doing this properly

that we can hope to reap the fruits of achieving the highest level of effective performance with the least expenditure of resources since this is only possible through motivated people with the correct executive ability and in-depth role perception. If not the complex human matrix can neutralise and frustrate efforts in order areas with consequent tendency towards crisis management.

Having established conditions for the productive performance of resources, the next conditions for creating a conducive atmosphere for productivity is to review and update all job descriptions.

#### REVIEWING AND UPDATING ALL JOB DESCRIPTIONS

**D**URING the period under review, the annual operating plan will be supplied. The priority areas and the productivity evaluation criteria should always be specified.

Targets for problem solving for resource usage/increased productivity should also be incorporated into the plan for the period. A demand-capacity analysis should be done and any significant variations that cannot be absorbed by inventory or scheduling techniques should be sorted out and final agreements reached.

Thereafter, operations management meeting should be held where details of the current demand on the establishment should be discussed, possible suggestions on how to meet the demand will be collected and analysed and general acceptance should be obtained for the demand. Commitment to responsibilities needs to be generally agreed. The process of reviewing all job descriptions, if need be, is then initiated by calling for inputs from all job incumbents—staff and management.

All inputs are collected and necessary additions and adjustments will be made to reflect the commitments for the period.

All job descriptions, management as well as staff, will then be updated in such a way that the emphasis on the priority areas of the current

operating plan is maintained.

Job description normally include general statements concerning expected activities to be executed in the significant responsibility areas of the job. The example below is given for illustrative purposes:

Company: A-Team Limited  
Location: Lagos, Lagos State  
Title: Operations Manager

ty plans will then be developed for all management positions. These should be clear and concise productivity targets that should be achieved as formal commitments by individual members of the team. The number of these commitments should be kept to a minimum but significant level. It is this productivity plan that develops the focus on productivity and clearly

states the areas where superior performance is needed.

Productivity plans are not prepared for staff since their managers are expected to direct them towards the required targets.

For illustrative purposes, a typical productivity plan for an operations manager could be as follows:

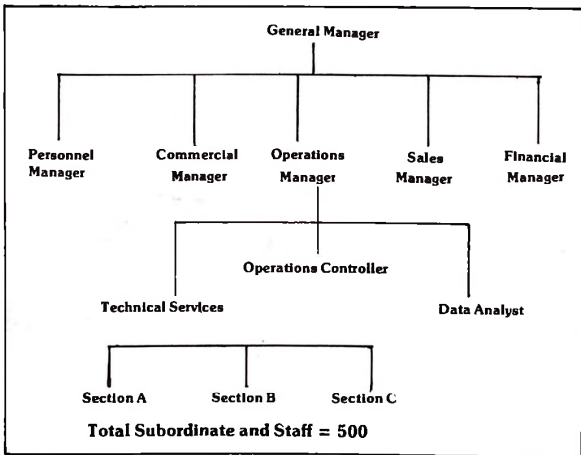
The development of the productivity plan complete the conditions needed for increased productivity in a rationalised organisation with specified products. This is normally backed with a realistic but challenging budget, a comprehensive information system and a dynamic leadership style.

### DETAILED WORK PLANNING AND EXECUTION

**T**HE objective of this detailed planning will be to synthesise the maximised capacities of labour machines and materials for the realisation of the highest level of performance with the least expenditure of resources.

### Annual Operating Plans

This is normally part of a longer term plan and it forms the basis for operations planning. It is normally based on an aggregate smoothed



### General Objectives

Responsible for the production of the company's products consistent with specified quality, quantity, and overall cost effectiveness.

### Main Fields of Responsibility

- Ensures that process losses are kept to the absolute minimum or less
- Ensures that the production lines are properly used and maintained to maintain a reasonable gross efficiency.
- Ensures the provision of operational standards in order to achieve objectives.
- Keeps reprocessing stocks to the minimum and so on.

### DEVELOPMENT OF PRODUCTIVITY PLANS

**B**ASED on the updated job descriptions, the annual productivi

Company: A-Team Limited  
Name: Adam A. Adam  
Position: Operations Manager

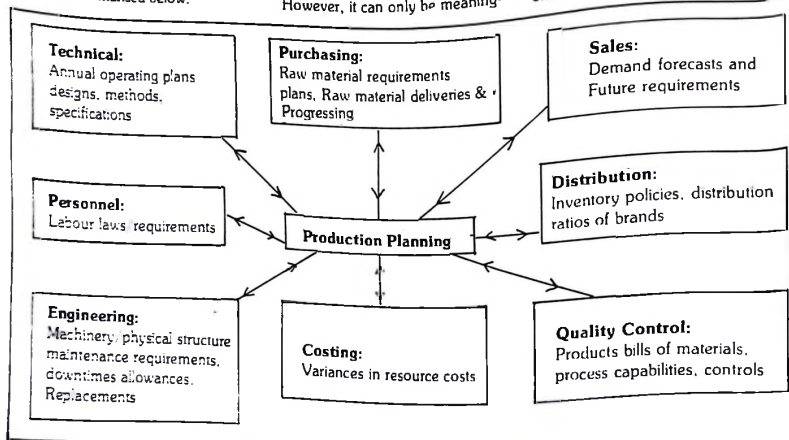
Date: January 1st  
Appraisal period starts: January  
Appraisal period ends: December

Priority Rating	Objectives to be achieved: Performance/resources	Assessment Criteria	Target or Agreed
1	Achieve 100% of annual operating plan within annual budget	100% A. O. P. 100% Budget	December
2	Ensure that total process loss is 3% or less for the year	3% loss or less.	December
3	Achieve an average of 70% gross efficiency for the three production lines for the year.	Line I = 70% Gross Eff. Year Line II = Year Line III = Year	December
4	Complete the optimisation of the three major loss processes within one month while reducing loss to 2% max. for the for the three processes	3 processes optimisation to reduce loss to 2% or less 20 days	February
5	Develop and install a comprehensive operating instructions for the operations controller to eliminate due times & quality problems within 3 months	1 comprehensive operations instruction to eliminate due time & quality problems 60 days	March
6	Achieve the reduction of stocks to be reprocessed from 70kg/week average to max of 10kg/week within one month.	60kg eliminated reprocessing work 20 days	February

demand forecasts for a buyers' market or aggregate capacity forecasts for a selling market. In Nigeria today, we may be moving from a sellers' to a buyers' market and this requires capacity-inventory and scheduling strategies that will have the flexibility of meeting demands within a tight time-base. This in itself necessitates detailed planning of operations.

Within the longer term plan that generates the annual operating plans, labour, machine and material capacities should be rationalised in order to benefit fully from the maximised capacities of resources and detailed planning. It is within this context that this is further discussed.

A lot of information is needed to break down the yearly aggregate plans into periodical lots. This information is summarised below:



Consequently, schedules must be based on information relating to operations required, delivery dates, material availability, capacity of resources, labour availability, demand level, *et cetera*.

The production planning activity therefore constitutes the "central nervous system" of any production-oriented organisation due to the

delicate network of inter-relationships that is needed to make the planning activity effective. The overall objective of all the relationships however will be the need to maximise the productivity of resources and achieve the required customer services. It is under this general framework that the daily planning activity takes place.

#### Daily Work Planning and Execution

Without using any particular technique, because of situational differences, the daily plan must be based on a realistic but achievable capacity forecast.

The daily work plan should be comprehensive, detailed and TIME-BASED. Task jobs should be productivity-based and on inelastic time that is realistically allocated.

However, it can only be meaning-

This must particularly aim at preventing unavailability of resources, utilities and general services. The allocation of resources must be balanced to ensure that they are available at the time of use.

★ Supervisory services must be integrated into the plan with clear standing instructions as to what should be checked, shift (if any) management guidelines, and reporting system that is time-based. The development of a strong supervisory team that can stand the test of practical challenges in pursuing the realisation of the planned goals should be pursued with vigour. This should be a dream that must be realised.

★ Productivity evaluative criteria must be part of the plan as a motivating and target-focussing force. Fast and ego worshipping activities should never be mistaken for pro-

ful to base plans on times if the "method" of the operations have been optimized and if the "time standards" are known and generally accepted by the operating managers and staff.

★ Problems must be anticipated at the planning stage and preventive mechanisms developed to clear them.

ductivity achievement. The yardsticks must be clear and unconditionally invoked.

★ The plan should finally be backed with a control system that must be seen to be handling exceptions and not adopted to replace planning and all pre-manufacturing activities like the management of all inputs ensure that they meet specification

or that special process or supervision is planned for their use.

blem. Postponement of maintenance or prolonged maintenance (mini-

focused on the productivity of performance without losing sight of the general responsibility areas of the job authority.

This is a very powerful tool that is not fully utilised in most organisational situations in Nigeria because of the ad-hoc manner in which it is executed. Appraisal is not generally based on productivity in Nigeria and that mainly explains why the nation is characterised by wasteful pattern of life.

For illustration purposes, the productivity appraisal of the productivity plan and job description of the hypothetical operations manager used in the earlier part of this discussion is shown as follows:

Assuming a 20/80% Pareto Law we can weight productivity performance result of 87% to have contributed 80% towards the achievement of the organisational goal while the 72% performance in other areas will have contributed 20% towards the achievement of the organisational goal.

The job description and productivity plan must be designed in such a way as to achieve this weighted average contributions.

This assumption will give the following overall performance for the operations manager:

$$\frac{(80 \times 87 + 20 \times 72)\%}{100} = \frac{(69.6 + 14.4)\%}{100} = 84.0\%$$

If the **Performance Rating** system in use in the A-Team Company Limited is as follows:

- Excellent (E) 90% performance**
- V. Good (VG) 75-89% performance**
- Good (G) 60-74% performance**
- Satisfactory (S) 50-59% performance**
- Unsatisfactory (US) 40-49% performance**
- Poor (P) 40%**

the appraised operations manager would have to be rated (V.G.) since 84% falls within the range of 75-89%.

The achievement of this performance, based on a challenging job performance appraisal, must be recognised and rewarded equitably

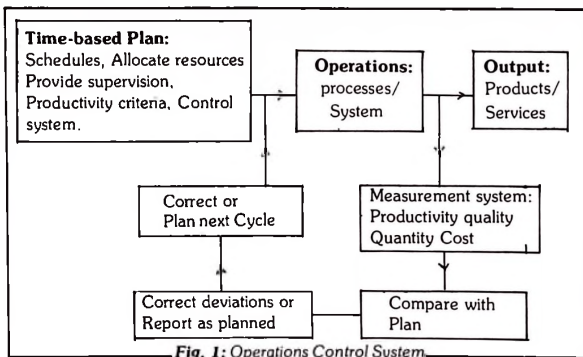


Fig. 1: Operations Control System.

The emphasis must be on a comprehensive and self-sufficient operating plan that is geared towards the realisation of specified productivity objectives. The ability to foresee and solve immediate problems and design systems for their future prevention is normally very useful.

#### Periodic Reviews

In addition to the daily ad-hoc appraisal discussions with individuals or groups, a detailed capacity to meet demand targets effectively for the team should be appraised at fixed times and necessary corrective actions taken. Above all, the productivity performance of the individuals should be orally appraised in an organised manner and corrective actions taken. The appraisee managers should be encouraged to discuss any problems that may be affecting productivity adversely and deliberate effort should be made to assist in clearing the problems that may be militating against the realisation of the fixed objectives.

The corrective actions can include reviewing the objectives, hiring or firing of labour, retraining, motivation, the use of alternative or more readily available raw material or the use of inventory to absorb demand for operational systems with inventory provisions at the point that will assist in solving the particular pro-

blem. Postponement of maintenance or prolonged maintenance (mini-

overhaul) can all be invoked as appropriate.

The strategies for adjusting capacity (the quality, quantity (inventory) sequential timing (allocation), safety and cost of resources) can also be involved for the rationalisation of resources in relation to a critical and capacity limiting resource in order to create a base that must ensure increased productivity.

The adjusted capacity may need an updating of job descriptions and development of enriched or enlarged jobs. A new productivity plan or planning method or emphasis may be needed. All these possible re-adjustments and reviews which represent the dynamic tool of the productivity management approach must aim at increased productivity; the realisation of the highest level of effective performance with the least expenditure of resources.

Generally, this should be a stock-taking period when strategies are mapped out to fully utilise recognised strengths and neutralise possible weaknesses.

#### ANNUAL PRODUCTIVITY APPRAISAL

THE annual productivity appraisal and interview should be based mainly on the productivity plan within the general framework of the updated job description. It must be

December. 15th  
7 Years

Company: A - Team Limited  
Name: Adam A. Adam  
Position: Operations Manager

Date:  
Service Year:

**Productivity Plan Performance Results**

1.	<b>Objective expected:</b> Achieve 100% of annual operating plan within annual budget.	Actual = 90 = 90% Planned = 100	<b>Target date:</b> December	<b>Priority:</b> 1
	<b>Results achieved:</b> Completed 90% A.O.P. within budget.	PI =		
2.	<b>Objectives expected:</b> Ensure that the total processing loss is 3% or less for the year.	Planned = 3 = 60% Achieved	<b>Target date:</b> December	<b>Priority:</b> 2
	<b>Results achieved:</b> Held total processing loss to 5% for the year.	PI =		
3.	<b>Objective expected:</b> Achieve an average of 70% gross efficiency for the three production lines for the year	PI = 63 = 90% 70	<b>Target date:</b> December	<b>Priority:</b> 3
	<b>Results achieved:</b> Achieved an average of 63% efficiency for the three production lines for the year.			
4.	<b>Objectives expected:</b> Optimisation of three major loss processes to achieve a loss of 2% maximum for them.	PI = 2 = 100% 2	<b>Target date:</b> February	<b>Priority:</b> 4
	<b>Results achieved:</b> Optimised the three processes and 2% loss achieved for them			
5.	<b>Objective expected:</b> Developing and installing an operating instruction for the operations controller to solve due time and quality problems.	PI = Planned = 100% Achieved	<b>Target date:</b> March	<b>Priority:</b> 5
	<b>Results achieved:</b> Developed and installed instructions in March and problems are over.			
6.	<b>Objective expected:</b> Achieve the reduction of reprocessing stock from 70kg/week to 10kg/week within one month	PI = 48 = 80% 60	<b>Target date:</b> February	<b>Priority:</b> 6
	<b>Results achieved:</b> Elimination of 48kg/week of reprocessing work within one month.			

**Average Productivity Performance result = 87%**

in order to ensure future effort aimed at increased productivity. The earlier equations (1) and (2) of Porter and Lawler model demand this. Productivity management approach demands it also and it must be seen as a right of the individual performer and not a favour.

It may even be appropriate to publish and communicate the verified summary of the performance rating of all the managers in an organisation every year as a motivating force for general productivity and hence performance rating improvement.

## SUMMARY AND RECOMMENDATIONS

**T**HE key points that are addressed in this paper for the achievement of the highest level of effective performance with the least expenditure of resources are highlighted as follows:

1. It is stressed that increased productivity should be emphasised as a strategic approach to ensure the continued survival and growth of organisations in the present Nigerian context.
2. The productivity management approach that ensures the realisation of the highest level of effective performance with the least expenditure of resources has been discussed in detail for possible applications at the operational levels where its success has been experienced by the author.
3. The productivity management approach of establishing a conducive productivity atmosphere through the maximisation of the capacities of resources, updating of job descriptions and development of productivity plans was also discussed at length.
4. The process of synthesizing the factors of maximised resource capacities, updated job descriptions and developed productive plans for the realisation of specified productivity objectives

### Other Job Descriptions Responsibility Areas

The other essential aspects of the job authority will be appraised subsequently

1	Plan—	Provides detailed, comprehensive and realistic but challenging plans that completes work on target.	Min.									Max.
			1	2	3	4	5	6	7	8	9	(9)
2	Quality—	Work meets expected standard of job and profession	1	2	3	4	5	6	(7)	8	9	10
3	Quantity—	Achieves quantity of work on a day-to-day basis	1	2	3	4	5	6	7	(8)	9	10
4	Controls—	Understands standards, measures results and takes corrective action	1	2	3	4	5	(6)	7	8	9	10
5	Motivation—	Has a motivated team that is ready to put in extra effort willingly	1	2	3	4	(5)	6	7	8	9	10
6	Cost effectiveness—	Uses cost evaluative model for good judgement	1	2	3	4	5	6	(7)	8	9	10
7	Budget use—	Works within budget	1	2	3	4	5	6	(7)	8	9	10
8	Time use—	Utilises time efficiently and eliminates unnecessary activities	1	2	3	4	5	6	7	8	(9)	10
9	Self development—	Aware of strengths and weaknesses and strives to develop	1	2	3	4	5	6	7	(8)	9	10
10	Team relations—	Works well in a Team	1	2	3	4	5	(6)	7	8	9	10
<b>Total Score = 72 = 72%</b>												
			100									

through detailed work planning was emphasised. The factors that the work planning must satisfy were indicated.

5. Finally, the appraisal of performance through a productivity plan system was developed and demonstrated.

The following recommendations are then developed to assist organisations in Nigeria as a tool for achieving the highest level of effective performance with the least expenditure of resources:

1. Top management should adopt a productivity management approach for the entire management with particular emphasis for the operational levels where specific resource productivity can yield the greatest gains.
2. Organisational reward must unconditionally be related to productivity performance results.
3. Operational guidelines that will include the factors discussed in this paper should be compiled as an aid to operational managers.
4. Finally, the annual ritual of performance appraisal should be effectively utilised as the

management tool that it meant to be by adopting the productivity appraisal method discussed in this paper.

It is expected that government and corporate leadership will discharge their primary responsibility of pursuing prudent investment strategies while making the necessary strategic adjustments.

NIM in its 25 years of existence has contributed immensely to the improvement of productivity through the formulation and implementation of policies that rigorously pursue management development as a priority objective. The Institute needs the support of all for the realisation of this laudable objective. Today we should wish the Institute well and it three hearty cheers from me.

The responsibility of achieving the highest level of **Resource productivity** should be discharged with the utmost commitment, dedication and single-minded determination that deserves in order to survive the present economic malaise.

**Mr. Festus Odimegwu is technical controller and acting production manager with the Nigerian Breweries Limited at Aba in Imo State.**

# MANAGERIAL KNOWLEDGE AND UNIVERSITY ADMINISTRATION

BY MICHAEL A. ALUKO

## INTRODUCTION

**R**OBERT LANTZ (1973), a well-known author in the field of management practice, observed that a wide gap exists between managerial knowledge and its applications in academic settings. The exposition of experience, he further stresses, research and study, primarily in business and industry is potentially useful for all organizations, including non-profit educational institutions.<sup>1</sup>

From the personal experiences of this writer, some educators, however, are unwilling to replace engrained managerial traditions. In spite of their managerial knowledge, some university administrators cannot adequately, or are not willing to, apply their valuable knowledge to administrative practices.

This paper calls for the necessity for asking this question: Can managerial knowledge used by profit-making organizations be effectively applied to non-profit organizations?

The writer believes it can. It is obvious that distinct operational differences exist, but much managerial knowledge has broad application to all organizations, regardless of their character.

Some organizations are small and struggling to survive. Others are large and coasting along on past successes. Some are oriented to manufacturing a product for profit while others offer non-profit services. The fact remains that all organizations have one factor in common; they involve people through whom work is effectively or ineffectively accomplished.

The principles of successful management are no less important to education than they are to industry. Planning, goal setting, and coping with change are as necessary to a university as they are to a profit-oriented business. The need to motivate, reward, and develop is not the exclusive need of profit-making organizations.

## MANAGEMENT CONCEPTS IN EDUCATIONAL ADMINISTRATION

The practice of management is as old as man's history. Historical references assert that men have joined with others to accomplish a goal, first in families, later in tribes and in other more sophisticated political units.

As (Mooney, 1939) states in his analysis of the historical management development, "The real secret of the greatness of the Romans was their genius for organization".<sup>2</sup> Relatively sophisticated management practices emerged during the era of the Greek and Roman empire. The administration of the far-flung Roman empire required the application of management concepts.

These social achievements were created many years ago through the use of management techniques. There is no justifiable reason for the non-application of the management principles and concepts in modern higher educational administration. *Management Principles*

Henri Fayol (1929), an outstanding practitioner of management, sought to discover principles of management which determine the good working order of the firm.<sup>3</sup>

Such principles are flexible in the adaptation to circumstances and events, such as administrative practices in universities.

It did not seem that (Fayol, 1929) was seeking fixed rules of conduct; rather, he apparently sought guidelines to thinking. Out of the fourteen principles Fayol proposed, this article will discuss only some which should guide the thinking of higher educational administrators in solving problems.

### (i) *Division of Work*

As viewed by (Mooney, 1939), specialization of labour is the natural means by which institutions and society have progressed and developed. It results in increased productivity through the reduction of job elements required of each worker.<sup>4</sup> In higher educational administration as well, specialization of labour will permit large-scale efficiency at minimum cost.

### (ii) *Authority and Responsibility*

Authority on the part of the superior involves the right to give orders and the power to exert obedience. Responsibility on the part of the subordinate is the feeling of moral compulsion. Man possesses personal characteristics that enable him to influence the efforts of subordinates. The use of these principles by educational administrators will aid in achieving success in educational administration.

Fayol stated that authority and responsibility should be equal.<sup>5</sup> However, this is a belief which has been challenged in the literature of mana-

gement. This, in Fayol's opinion, is to effect efficient administrative performance. It should be realized that the ultimate check on authority has to be integrity and moral courage of administrators.

#### (iii) **Delegation and Control**

A renowned management expert (Uris, 1976), indicates that delegation has been called "the secret of executive sanity." He stresses that executives work through others in order to be successful.<sup>6</sup>

Applying this principle to university administration will result in greater productivity, because no matter how good an administrator may be, his responsibilities will always be greater than his personal capacity to carry them out.

The techniques of delegation and assignment of duty are major keys to the effective utilization of subordinates. University administrators, however, should realize that when they delegate responsibility, they do not really get rid of it. They must still exercise a measure of control. In fact, unlimited authority is an instrument of bad management. Control is needed in order to achieve coordination to see that the assigned task works in with other objectives and to achieve satisfactory results.

#### **PARTICIPATION CONCEPT**

If one takes seriously the work of behavioural researchers and writers such as McGregor, Herzberg, Tannerbaun, Likert, Dennis, and Argyris, the role which workers are expected to play in university administration will be fulfilled by the encouragement of participative patterns of leadership and group behaviour. Experience in general organization administration has shown that most executives like to hold "things" tight to themselves. They care little for the participation of others in group discussion, particularly in group decision making.

The implication for management is clear. Uris believes that if employees are given the chance to participate in decision making, they will accept the

fiscal decision and be more wholehearted in working towards its implementation.<sup>7</sup>

**Complementary to this assertion is the observation of Follett (1940) in her theory of "The Law of the Situation." She observes that if subordinates are allowed to know about the facts of the situation, and if they are permitted to participate in the discussion about the matter that affects them, they will obey an order without hesitation. In fact, she remarks that it is a method of exercising authority smoothly.<sup>8</sup>**

There is no doubt that participative patterns, stand in marked contrast to authoritarian patterns of leadership behaviour. University administration could be more effective by employing the participative concept of management to a reasonable degree.

Researching in private business, Grieder and Jordan (1969) report that the pursuit of participative patterns will make possible the achievement of outcomes viewed as desirable by the most humanistic educational administrators.<sup>9</sup>

**Participatory management brings employees a sort of encouragement. In fact, participation enables employees to feel a sense of importance necessary for development and gives them a perspective as to the importance of their role to the rest of the organization to which they belong. Personnel in university administration abundantly benefit from interactive engagements.**

#### **SPECIALIZATION, CENTRALIZATION AND DECENTRALIZATION**

##### (i) **Management Specialization**

Paradoxically, the advanced nations of the world are entering an age of super-specialization. Perhaps the developing nations, too, are feeling the impact. Some years ago, a single executive could take care of all his company's financial functions and

problems. Today, the financial function is often divided among a number of specialists in such areas as taxes, investments, fund raising, *et cetera*.

The growing complexity of the university in general is evidence supporting the view that a single administrator in an administrative section would be incapable of taking care of the diverse administrative functions. It stands to reason that the day of the "generalist" will never be over. Companies and non-business enterprises will always need men with a broad understanding that cuts across departmental and functional lines. However, the increasing technical content of university responsibility will see the innovation of new staff functions.

Administrators in functional and operative departments will be served by specialists in operations, analysis, statistics, *et cetera*. In this regard, new knowledge will be brought from many disciplines to bear on operative problems administratively and for strategic planning in university administration.

#### **CENTRALIZATION AND DECENTRALIZATION AS ADMINISTRATIVE TOOLS**

Fayol (1929) defined centralization as the degree to which the importance of the subordinates' roles is reduced. He further stated, however, that the degree of centralization should be related to the character of the manager, the reliability of subordinates, and the conditions of the business.<sup>10</sup>

The term "decentralization" has been placed into a behavioural context because such terms as "democratic," less "authoritarian," and more "autonomous" are used when decentralization examples are cited.

University administration should use centralization and decentralization judiciously as administrative tools. In view of the many good qualities attributed to decentralization, university administrators may achieve more desirable results from

using decentralization as an administrative tool rather than centralization. Centralization, however, could be used as deemed necessary.

Reasons for this suggested atonement are many. It is assumed that decentralization encourages the development of executives or administrators. In effect, decision-making authority is pushed down in the organization. This opportunity enables administrators to adapt and prove themselves in advance in the organizational setting.

As has been mentioned earlier, the university is growing in complexity; administrators in this setting placed in a decentralized structure will often have to adapt and deal with difficult decisions. By so doing, they are assumed to be trained for promotions into positions of greater authority and responsibility.

Additionally, in the decentralized pattern, university administrators will be able to exercise more autonomy and this will satisfy their desire to participate in problem solving. This freedom will in no small measure lead to administrative creativity, ingenuity, and action that contributes to the growth and development of their institutions and themselves.

### **MBO IMPLEMENTATION**

A management concept that has been successfully used by business and industrial organizations is Management by Objectives (MBO) which has great potential as a system to be implemented in the university administration. Its focus in this respect is to enable the institution, its significant sub-units, and its employees to manage work more efficiently against defined goals and plans.

Management by Objectives is described by one expert, (Odiome, 1965) as a system for making organizational structure work in order to bring about vitality and personal involvement in the hierarchy.<sup>11</sup> This can be achieved by means of statements of what is expected for everyone involved and

measurement of what is actually achieved.

Another source (McConkey, 1962) defines Management by Objectives as "a continual process whereby superior and subordinate managers of the firm periodically identify its common goals, define each individual's major area of responsibility in terms of results expected of him, and use these agreed-upon measures as guides for operating each department and for assessing the contribution of each manager to the work of the entire company."<sup>12</sup>

This system has applicable potential to university administration. Two concepts to be realized which are common to all MBO programmes are:

1. the clearer the idea one has of what one is trying to accomplish, the greater the chances of accomplishing it, and
2. progress can only be measured in terms of a goal.

It therefore stands to reason that it does not matter what the characteristics of the organization—education or commercial—are that uses the management system.

Management by Objectives as discussed by (Drucker, 1954) and systematized by Odiome (1965) came about to implement management needs.<sup>13</sup>

**MBO can do a lot in the hands of university administrators.**

It can improve motivation by involving each individual in the establishment of his own goals to be approved or modified by the superior. Properly applied, MBO allows for more communication between executives. The system acknowledges individual expertise and departmental orientation, yet forces coordination of efforts.

MBO is most effective when implemented from top management through the first line of supervision, provided that top

management is committed to and supportive of the system.

### **SYSTEMS APPROACH**

In the opinion of Banghart and Trull, Jr. (1973), the term "systems approach" is difficult to define because it covers a variety of techniques, technology, and approaches.<sup>14</sup> For the purpose of this article, however, the definition of system given by (Flagle, 1960) will suffice. He defines system as an "integrated assembly of interacting elements designed to carry out cooperatively a predetermined action".<sup>15</sup>

Relevant to this definition of system is the one given by (Grieder and Jordan, 1961) that a system is said to consist of "complex unrelated elements which interact among themselves for the purpose of achieving the goals of the organism or unit of which they are a part".<sup>16</sup>

If these definitions oversimplify systems theory, they, at least, place the components of the educational enterprise in a pattern which permits internal consistent relationships, thus making possible the maximum utilization of resources for achieving educational objectives.

**Therefore, the latest and one of the most promising developments in the practice of educational administration should be utilization of the system approach.**

### **SYSTEMS CONCEPT AND MANAGEMENT PROCESS**

An organization, profit-oriented or not, comprises broad interdependent processes and systems which are supposed to have mutual components. Baker (1973) defines system as "a particular linking of elements which has a facilitating effect, or an intended facilitating effect on the carrying out of a process".<sup>17</sup>

In the university establishment administrators are needed to convert the disorganized resources of materials, and money into a useful and effective non-business enterprises. Essentially, management is the process whereby these unrelated

resources are integrated into a total system for objective accomplishment.

Contributing knowledge, (Athos and Coffey, 1975) indicate that a manager gets things done by working with people and physical resources in order to accomplish the objective of the system. He coordinates and integrates the activities and the work of other rather than performing operations himself.<sup>18</sup>

Administrators of university establishments, like the profit-oriented organizations, are to coordinate and integrate the activities of the people through whom they hope to achieve their institutional objectives of teaching, research, and service. This can only be accomplished by integrating the managerial activities which (Kootz and O'Donnell, 1959) call "functions, and (Newman, 1950) labels "processes."<sup>19</sup> They are planning, organizing, coordinating, directing, and controlling.

Structuring educational administration according to a systems concept does not eliminate the need for the basic functions of planning, organization, direction, coordination, and communication.

For example, there should be top-level planning by the master planning council. Here the project and facilitating systems are planned and resources allocated to them. In the planning process, staff specialization of skills are provided and effectively integrated.

Traditional organization theory emphasizes parts and segments of the structure and is concerned with the separation of activities, tasks, or operational units. It does not give sufficient emphasis to the interdependence and integration of activities.

Adapting the higher education administrative organization to the systems concept places emphasis upon the integration of all activities toward the accomplishment of overall objectives. It also recognizes the importance of efficient subsystem

performance in allocating manpower and facilities throughout the organization.

Lahti (1973) indicates that the systems concept features control as a means of gaining greater flexibility in operations. He asserts further that it is designed to serve the operating system as a subsystem of the larger operation.<sup>20</sup>

In systems concept, therefore, control is brought into the university administration to accurately identify variations in systems operation and report the need for correction to the actuating group. Every system in the university administration should be designed to make its own corrections when necessary. Thus, the master planning council in the university administration setting, has broad planning, organizing, controlling, and integrative functions.

#### **INTEGRATION OF INDEPENDENT SYSTEMS**

A university setting encompasses several interdependent systems at the institutional level. In educational administration, independent systems approach may be used to explain, clarify, or analyze concepts about authority.

As has already been discussed in this article, the broad processes and systems which comprise an educational organization are independent and have mutual components. No one administrator, unless he is the chief executive, can completely pre-empt the management of any general administrative process that is planning, organizing, coordinating, directing, actuating, and controlling. Also, no single educational administrator can completely pre-empt any operational process such as financial management, personal management and the like on an institution-wide basis.

The statement here does not mean that an educational administrator may not be assigned general responsibility over the management of one of these processes.

Of course, this may be the wisest

course of action. What the statement really means is that the administrator is dependent upon the cooperation of the other administrators who will also have authority over mutually-held components within his assigned processes.

For example, in the Nigerian University settings, like in most commonwealth universities, the registrar is the chief administrator. He is dependent for effective administrative accomplishments upon the bursar, the fiscal chief and all his deputies. It stands to reason that any successful executive will depend upon the effective management of the processes which precede and follow his arbitrary segment of responsibility.

#### **PROCESS-SYSTEMS APPROACH**

There is no doubt that in educational administration, the "process-system" approach also serves to focus attention on the question of efficiency of flows of events across traditional academic and administrative department lines and also between academic and administrative divisions. By this, improvements are permitted in the design of facilitating systems.

The process-system approach, if utilized in educational administrative practice, may provide a framework for determining the extent to which events flow relative to the utilization of human and other resources can be productively systematized.

By focusing on both processes and systems as an approach toward a model of the educational establishment, the approach may be useful in further analysis of the administrative setting of the university establishment.

#### **GENERAL MOTIVATION THEORIES**

Kast and Rosenzweig (1970) argue that a motive is what prompts a person to act in a certain way, or at least to develop a propensity for specific behaviour. This urge to action can be touched off by an external

stimulus, or it can be internally generated in individual thought processes.<sup>21</sup>

Human relations and motivation theorists believe that men's actions are guided by their cognitions—by what they think, believe, and anticipate. Elton Mayo (1945), an outstanding figure in the field of scientific management and his group hypothesized that the increased production was a result of changed social situations of the workers, modifications in their motivation and satisfaction, and differing patterns of supervision.<sup>22</sup>

Some assumptions of the motivation theorists are that an individual wants power, he wants status, he fears social ostracism, and he fears threats to his self-esteem.

Granting that the assumptions are real, it is apparent that they will stimulate administrators to increase their efficiency and productivity if used in university administrative practices.

Two of the motivation theories considered relevant to the subject matter are briefly discussed in this article.

### EXPECTANCY THEORY

Vicor Vroom was one of the leaders in the development of the expectancy theory of motivation. The motivational considerations proposed by Abraham Maslow are those based on man's behaviour being motivated by five sets of needs, but by Vroom's theory of motivation, man's behaviour is motivated by expectancy.

The university personnel are not outside the need for this expectancy theory of motivation. The theory asserts that individuals engage in specific tasks because of the ultimate rewards they expect.<sup>23</sup> In the practice of university administration, the use of this theory will be rewarding. Obviously, no employees of a university would like to put much effort into an action, no matter how much they desired to be successful in the endeavour, if they think they will fail

or if they expect to be inappropriately rewarded.

### ACHIEVEMENT THEORY

This is another important concept for motivation theory—the need for achievement. This achievement theory is implied in Maslow's need hierarchy of esteem and self-actualization—desire to become anything one is capable of becoming.

In a situation like a university environment, this theory can be employed to boost the ego of administrators. McClelland, (1961), the achievement theorist of motivation, suggested several key characteristics of the achievement theory which are employable in motivating employees like those working in university establishments. Three of the characteristics are:

1. Man likes situations in which he takes personal responsibility for finding solutions to problems.
2. He has a tendency to set moderate achievement goals and to take calculated risks.
3. He wants concrete feedback as to how well he is doing.<sup>24</sup>

Without responsibility, the individual would have no personal sense of achievement, and without feedback, he could not know where he stood in his organization. If university administrators are saddled with achievement motivation, they would apparently be inclined to take moderate risks rather than gamble on situations with high potential failure.

It stands to reason that they, as achievers, would be interested in a consistent string of successes in their administrative assignments.

### CONCLUSIONS

In concluding, it would be well to refer to the assertion of a writer, James Surface, as recorded in his article, "Universities Aren't Corporations: Why Corporate Managers Won't Work." In spite of his contrary view, he commends the efforts of university administrators in copying organization designs and practices which he says promise to improve

their functions.<sup>25</sup>

It cannot be logically disputed that managerial conditions in the university differ substantially from those in the business firms. The fact that the university lives with seemingly more different constraints than those experienced by the business firms cannot dismiss the validity of the application of managerial knowledge to university administration.

With great concern, it should be noted that some knowledgeable practising university administrators are misfits in their institutions. They may be knowledgeable in the theory of management, but unable to execute essential programmes effectively.

Lahti (1973) says that although institutions are the training ground for most educational managers, their inability to apply their expertise to their organizations is not only ironic, but it also increases public intolerance.

This article provides the practising university administrator with some insight into what educational management is about in practice. If they have access to it, the article will serve as a guide to help them objectively assess their own work, diagnose their weaknesses, and take measures for effective administrative performance.

### FOOTNOTES

- 1 Lahti, p. ix.
- 2 Mooney, p. 6.
- 3 Fayol, p. 25.
- 4 Mooney, p. 17.
- 5 Fayol, p. 45.
- 6 Urlls, p. 6.
- 7 Ibid., p. 16.
- 8 Metcalf, and Urwick, p. 119.
- 9 Grieder and Jordan, p. 17.
- 10 Fayol, p. 64.
- 11 Odiorne, p. 64.
- 12 McConkey, pp. 540-546.
- 13 Drucker, p. 78.
- 14 Baughart and Trull, Jr., p. 104.
- 15 Jangle, pp. 59-60.
- 16 Grieder and Jordan, p. 109.

## Footnotes continued

<sup>17</sup>Baker, p. 428.

<sup>18</sup>Athos and Coffey, p. 416.

<sup>19</sup>Kootz and O'Donnell, p. 35.

<sup>20</sup>Lahti, p. 100.

<sup>21</sup>Kast and Rosenzweig, p. 219.

<sup>22</sup>Mayo, p. 8.

<sup>23</sup>Vroom, p. 174.

<sup>24</sup>McClelland, p. 47.

<sup>25</sup>Surface, pp. 2-3.

<sup>26</sup>Lahti, pp. x and xi.

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## QUOTE

"The ideal Chief Executive Officer (CEO) would be a poet, an historian and a student of weather maps. Writing poetry will give him precision in thought and language, history will teach him strategy while studying weather maps will teach him decision making under uncertainty."

**Bill Reddin.**

Starting Dates	Course Title	Duration	Location
23-2-87	<b>FEBRUARY</b> Developing Supervisory Leadership Skills	1 Week	Kaduna
9-3-87	<b>MARCH</b> How to Improve Managerial Performance	1 Week	Kano
16-3-87	Management Appreciation	1 Week	Lagos
16-3-87	Supervisory Management	1 Week	Lagos
16-3-87	Effective Selling Skills	1 Week	Lagos
16-3-87	Leadership & Motivation in Management	1 Week	Kaduna
23-3-87	Management Appreciation	1 Week	Lagos
30-3-87	Management Course for Executive Secretaries and Personal Assistants	1 Week	Aba
30-3-87	Supervisory Management	1 Week	Lagos
30-3-87	Finance for Non-Finance Managers	1 Week	Kaduna
9-4-87	<b>APRIL</b> How to Improve Managers' Performance	1 Week	Owerri
9-4-87	Management Appreciation	1 Week	Lagos
9-4-87	Production Planning and Control	1 Week	Lagos
9-4-87	Internal Auditing	1 Week	Lagos
9-4-87	Field Sales Management	1 Week	Lagos
9-4-87	Developing Supervisory Leadership Skills	3 Days	Kano
27-4-87	National Management Seminar for Middle Managers	1 Week	Lagos
27-4-87	Management Appreciation	1 Week	Lagos
27-4-87	Maintenance Management	1 Week	Lagos
27-4-87	Advanced Management Accounting & Information Control	2 Weeks	Badagry
4-5-87	<b>MAY</b> Supervisory Management	1 Week	Lagos
4-5-87	Selling of Industrial Products	1 Week	Lagos
4-5-87	Managing People for Desired Results	1 Week	Lagos
11-5-87	Leadership and Motivation in Management	1 Week	Kano
11-5-87	Action Tools for Middle Managers	1 Week	Aba
18-5-87	How to Improve Managerial Performance	1 Week	Lagos
18-5-87	Financial Management for Directors	1 Week	Lagos
18-5-87	Effective Selling Skills	1 Week	Lagos
25-5-87	Middle Level Management	1 Week	Lagos
25-5-87	Middle Level Management	2 Weeks	Kaduna
25-5-87	Inventory Management	1 Week	Lagos
25-5-87	Managing Accounting Departments	3 Days	Lagos
1-6-87	<b>JUNE</b> Corporate Strategy for Directors (Residential)	1 Week	Badagry
1-6-87	Organisation and Methods	1 Week	Lagos
1-6-87	Budgeting and Budgetary Control	1 Week	Lagos
1-6-87	Field Sales Management	1 Week	Lagos
1-6-87	Developing Supervisory Leadership Skill	1 Week	Lagos
8-6-87	Middle Level Management	2 Weeks	Calabar
8-6-87	Management Accounting	1 Week	Lagos
15-6-87	Middle Level Management	2 Weeks	Lagos
15-6-87	Work Study	2 Weeks	Lagos
15-6-87	Marketing and Sales Management (Residential)	3 Weeks	Jos
15-6-87	Personal Effectiveness Self & Time Management	1 Week	Lagos
22-6-87	Leadership and Motivation in Management	1 Week	Jos
22-6-87	Credit and Debt Management	1 Week	Lagos
22-6-87	Leadership and Motivation in Management	1 Week	Lagos
6-7-87	<b>JULY</b> National Management Seminar for Senior Executives	3 Days	Lagos
6-7-87	Supervisory Management	1 Week	Lagos
6-7-87	Finance for Non-Finance Managers	1 Week	Lagos
6-7-87	Personnel Management (Residential)	1 Week	Badagry
13-7-87	Management Appreciation	3 Weeks	Lagos
13-7-87	Supervisory Appreciation	1 Week	Aha
13-7-87	Supervisory Management	1 Week	Lagos
13-7-87	Management Auditing	1 Week	Lagos
13-7-87	Products and Brand Management	1 Week	Lagos
20-7-87	Corporate & Boardroom Management for Directors (Residential)	1 Week	Lagos
20-7-87	Management Appreciation	1 Week	Kaduna
20-7-87	Network Analysis & Project Management	1 Week	Lagos
27-7-87	Action Tools for Middle Managers	1 Week	Aba
27-7-87	Practical Purchasing Management	1 Week	Lagos



21/7/87	Banking and Corporate Cash Management	1 Week	Lagos
27/7/87	Field Sales Management	1 Week	Lagos

## AUGUST

3/8/87	Management Course for Executive Secretaries and Personal Assistants	1 Week	Lagos
3/8/87	Leadership and Motivation in Management	1 Week	Sokoto
3/8/87	Managing People for Desired Results	1 Week	Lagos
10/8/87	Leadership and Motivation in Management	1 Week	Aba
10/8/87	Production Planning and Control	1 Week	Lagos
10/8/87	Management Accounting	1 Week	Lagos
10/8/87	Advertising Sales Promotion & Merchandising	2 Weeks	Lagos
17/8/87	Advanced Management (Residential)	3 Weeks	Kaduna
17/8/87	Supervisory Management	1 Week	Lagos
17/8/87	Budgeting and Budgetary Control	1 Week	Lagos
17/8/87	Developing Supervisory Leadership Skills	1 Week	Lagos
24/8/87	Management Appreciation	1 Week	Aba
24/8/87	Managing Accounting Departments	3 Days	Lagos
31/8/87	Leadership and Motivation in Management	1 Week	Kano
31/8/87	Work Study, Productivity & Cost Reduction	4 Weeks	Lagos
31/8/87	Advanced Management Accounting and Information Control	2 Weeks	Kaduna
31/8/87	Marketing & Sales Management (Reporting Back)	1 Week	Lagos
31/8/87	Industrial Relations	1 Week	Lagos

## SEPTEMBER

7/9/87	How to Improve Managerial Performance	1 Week	Port Harcourt
14/9/87	Marketing Research	2 Weeks	Lagos
14/9/87	Employment Laws and Regulations	1 Week	Lagos
21/9/87	Top Management (Residential)	1 Week	Enugu
21/9/87	Management Appreciation	1 Week	Maduguri
21/9/87	Management Appreciation	1 Week	Aba
21/9/87	Financial Management for Directors	1 Week	Lagos
21/9/87	Leadership and Motivation in Management	1 Week	Lagos
28/9/87	Managing The Team	3 Days	Lagos

## OCTOBER

5/10/87	How to Improve Managerial Performance	1 Week	Lagos
5/10/87	Supervisory Management	1 Week	Aba
5/10/87	Internal Auditing	1 Week	Lagos
5/10/87	Effective Selling Skills	1 Week	Lagos
12/10/87	Management Appreciation	1 Week	Lagos
12/10/87	Organisation and Methods	1 Week	Lagos
12/10/87	Finance for Non-Finance Managers	1 Week	Lagos
12/10/87	Developing Supervisory Leadership Skills	1 Week	Lagos
19/10/87	Middle Level Management	2 Weeks	Kaduna
19/10/87	Leadership and Motivation in Management	1 Week	Owerri
19/10/87	Management Accounting	1 Week	Lagos
19/10/87	Managing People for Desired Results	1 Week	Lagos
19/10/87	MBO Advisers Course - Getting results through MBO (Residential)	3 Weeks	Lagos
26/10/87	Supervisory Management	1 Week	Lagos

## NOVEMBER

2/11/87	Inventory Management	1 Week	Lagos
2/11/87	Budgeting and Budgetary Control	1 Week	Lagos
2/11/87	Job Evaluation and Salary Administration	1 Week	Lagos
9/11/87	Middle Level Management	2 Weeks	Port Harcourt
9/11/87	Credit and Debt Management	1 Week	Lagos
16/11/87	Maintenance Management	1 Week	Lagos
16/11/87	Field Sales Management	1 Week	Lagos
16/11/87	Effective Human Relations in the Organisation	1 Week	Lagos
16/11/87	Management Appreciation	1 Week	Zaria
23/11/87	Middle Level Management	2 Weeks	Lagos
23/11/87	Work Study, Productivity & Cost Reduction (Reporting Back)	1 Week	Lagos
23/11/87	Leadership and Motivation in Management	1 Week	Lagos
30/11/87	Banking and Corporate Cash Management	1 Week	Lagos

## DECEMBER

7/12/87	How to Improve Managerial Performance	1 Week	Kano
7/12/87	Supervisory Management	1 Week	Lagos
7/12/87	Managing Accounting Department	3 Days	Lagos
7/12/87	Effective Selling Skills	1 Week	Lagos
7/12/87	Developing Supervisory Leadership Skills	1 Week	Lagos
14/12/87	Management Appreciation	1 Week	Lagos
14/12/87	How to Improve Managerial Performance	1 Week	Owerri



## FMG DONATES ₦50,000

The Federal Government has made a donation of ₦50,000 towards the completion of Management House.

This brings to ₦300,000 the total contribution of the Federal Government so far to the Management House project.

The donation was made in November last year, on behalf of the Federal Government, by the President of the Federal Republic of Nigeria, Major-General Ibrahim Babangida, during his address at the official opening by him, of the House.

The President, in his capacity as Patron of the Institute, also appealed to "the members and friends of the Institute" to give more financial support to facilitate the full completion of Management House.

The President acknowledged the fact that the NIM "has made tremendous progress in propagating management education and training since its inception in 1961" and that "its publication, seminars and conferences have greatly enhanced the

standard of managerial performance in the country". He, however, regretted that "in spite of the good number of Nigerian managers and supervisors who have been exposed to the management education of the Institute, and the key positions occupied by NIM's members in all the facets of the Nigerian economy, our application of management techniques to the problems of the nation has not been as effective as it should be".

The President therefore enjoined the Institute to "brace itself up to this challenging situation and come up with concepts that will enable us manage our affairs to withstand changes in the international economic climate".



Dr. C. O. Kolade

## NIM IS HAPPY WITH GOVT

The Nigerian Institute of Management has hope and confidence in the Federal Government's efforts at revamping the economy.

In a welcome address presented to President Ibrahim Babangida by NIM's Chairman of Council, Dr. Christopher Kolade, on the occasion of President Babangida's opening of Management House last November, Dr. Kolade said that members of the Institute were "filled with new hope and confidence" at government's dismantling of some "bureaucratic controls which have proved unproductive"; at government's "success in reducing the level of financial subsidy which the tax-payer has been obliged to offer in certain areas of optional expenditure"; and at "government's plans to shift the emphasis of our national attention from the over-indulged urban areas to the needy rural communities of our country". The NIM Council chairman then went on to brief the nation's President on the major functions and areas of growth of the Institute, as well as on the progress of work so far made on Management House. Dr. Kolade finally appealed for a further donation from the Federal Government towards the total completion of Management House whose estimated cost of ₦5 million had shot up to ₦8 million as a result of inflation.



President Ibrahim Babangida

## MANAGEMENT HOUSE FACILITIES

The headquarters building of the NIM, named Management House, is built on a 3,000-square-metre land and has the following as its main facilities:

- ★ Ground floor entrance hall with mosaic mural depicting the Institute's activities as a Management Training Centre.
- ★ Split-level Library.
- ★ Lecture rooms, administrative offices and canteen facilities.
- ★ First floor internal court-yard with a fountain over which hangs an entirely suspended Boardroom, the only one of its kind in Nigeria.
- ★ The Veneered pannelled Board room has a richly carved entrance door.
- ★ Banking Hall, and
- ★ A Pent House.

This information was given to

members of the press by NIM's First Vice-President, Engineer Teju Oyeleye, when he addressed them at the press facility visit held in Management House last November to mark the Institute's Silver Jubilee.

Engineer Oyeleye told the media that, since its inception and before the construction of Management House, the Institute had been holding its meetings and other activities in rented premises. Management House, he said, "was the fulfilment of the dreams of the founding fathers, the dedication of succeeding Councils as well as the industry and sacrifice of its members".

Engineer Oyeleye later took the press on a tour of the building, in preparation for its opening which took place four days later.

# NBL CONTROLLER IS YOUNG MANAGER OF THE YEAR

**A** technological controller with the Nigerian Breweries Limited, Aba, Mr. Festus Oha Odimegwu, is Young Manager of the Year, 1986.

In a keenly contested Final of the Young Managers' Competition organised by the Nigerian Institute of Management (NIM), Mr. Festus Oha Odimegwu beat five other contestants to emerge overall winner.

The competition held recently at Sheraton Hotel, Ikeja, was one of the activities that marked the Silver Jubilee Anniversary of the Nigerian Institute of Management.

The paper which Mr. Odimegwu presented, and which won him the prize, was entitled Productivity Management.

Like his fellow contestants, Mr. Odimegwu had earlier won the competition at his Zone (Port Harcourt) before being invited to Lagos to participate at the Final.

Other contestants, were Mr.



Mr. Festus Odimegwu

Emmanuel Anacha (who won at the Kano Zone), Mr. Chiedo Oduanze Iwueke (from the Ibadan Zone), and Mrs Jumoke Apinke Oderinde (who had earlier won at the Lagos Zone II)

Also contesting were Mr. Rex Chima Kanu (winner at Lagos Zone I), and Mr. Ekundayo Olushola Mejabi (from Lagos Zone III).

### The judges were:

Professor B. K. Adadevoh, *FNIM (Chairman), Chairman, Education, Training and Programmes Committee of NIM.*

Professor Kunle Iyanda, *Dean, Faculty of Business Administration*

*University of Lagos.*

Professor G. O. Nwankwo, *FNIM, Department of Finance, University of Lagos.*

### Others were:

Mr. Vincent I. Maduka, *MNIM, Former Director-General of NTA.*

Mr. M. O. Ogunkoya, *MNIM, Personnel Director, John Holt Limited.*

Mr. M. O. Okereke, *MNIM, Public Relations Adviser, UAC of Nigeria Ltd.*

and Dr. S. A. Salami, *Deputy General Manager, (Administration) Societe Generale Bank (Nigeria) Ltd.*

Announcing the result at the end of the competition, the Chairman, Professor B. K. Adadevoh, said that all the contestants had done well in their presentations and that those who did not win prizes could not be considered as failures. What the judges therefore did was to rank the contestants in order of merit.

The first prize winner—Mr. Odimegwu—went home with a beautiful certificate and a cash prize of N1000.00. The first runner-up was Mr. Rex Chima Kanu (Lagos Zone I) who receive a certificate and a cash prize of N750.00. The third place winner was Mr. Ekundayo Olushola Mejabi (Lagos Zone III) who was given a certificate and a cash prize of N500.00.

The National Young Managers' Competition is an annual event organised by the Nigerian Institute of Management and sponsored by some corporate bodies in both the private and public sectors.

The sponsors of this year's competition were:

- Afromedia Nigeria Limited
- Cadbury Nigeria Limited
- John Holt Limited
- Nigeria Airways
- Seven-Up Bottling Company Ltd.,
- Tate & Lyle Nigeria Limited and
- Tower Aluminium Nigeria Limited

The paper that won Mr. Odimegwu the prize is published on page 7

## NIM LAUNCHES MANAGEMENT BOOKS

**T**he Nigerian Institute of Management has launched the first in a series of five management books published to mark its 25th Anniversary.

The launched book is "Production Management—a book of readings" The book was jointly edited by Mr. B. A. Adebayo, a senior lecturer/consultant with the NIM and Mr. K. A. Ibraheem, a lecturer/consultant, also with the NIM.

Launching the book at Sheraton Hotel during the Institute's Silver Jubilee celebrations, Otunba M. O. Balogun, who is chairman and chief executive of First City Merchant Bank Limited as well as chairman of City Securities Limited and CSL Stockbrokers Limited, noted, with pleasure, his long association with the NIM and the fact that the Institute had decided to celebrate its Silver Jubilee, in concrete terms, with the

launching of the book and others in the series.

Supporting Otunba Balogun in the launching were Alhaji M. S. Umoru-chairman and chief executive of Ceramic Manufacturers Limited; Mr. Eze Mbonu—a director of Total Nigeria Limited, Mr. Lai Yusuf—director of Army Training and Alhaji Isa Ozi Salami—chief executive of the Nigerian Paper Mills Limited.

The fifth co-launcher of the book, Chief M. O. Akinrele, was NIM's first lecturer/consultant in Production Management who rose to become director of training and consultancy before leaving to establish his manufacturing firm—GACOL (General Appliances Company Limited). One of his papers also formed a chapter in the book.

Each launcher expressed his pleasure at the initiative of the Institute and strongly recommended the book to readers.

(See review on page 39)

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# PROFESSIONALISM IN MANAGEMENT TRAINING: — Myth or Reality?

by A. R. Anao

## INTRODUCTION

**T**HE training function is an emerging key area in the organization's total effort which perpetually seeks to extend the frontiers of levels of performance. Management training as a subset within this broad function has a particularly unique role, namely, one of ensuring a steady availability of effective leadership that will resolve the uncertain organisational problems and face the challenges of the uncertain environment; one that will optimise returns to organizational effort and resource-utilization.

Management training is distinct from the training in specific technical skills in that its domain of knowledge, skill and attitudinal concerns are wider and more diffused, and the overall impact on organizational performance is consequently much more significant. Management training therefore constitutes an important element in an organization's continuing endeavour to enhance the attainment of its objectives whatever these may be.

The 1970's was the golden age of management training in this country. It was in this decade that the first recognitions were given by government to the potency of the management training remedy and because of the pivotal importance of government and the enormous resources which it commands, this recognition was itself a significant development for the entire socio-economic system.

It is not that the management training activity did not take place at all before the 1970's. It did. Many multi-national companies (example UAC, Shell, to name a few) had

conducted in-house management training for decades before 1970, while on the other hand, following the footsteps of its metropolitan British forebear, the Nigerian Institute of Management already featured management training on its 'bill of fare' regularly offered to fee-paying clients since the middle sixties.

Government's intervention in the early 70's however gave tremendous impetus to the development of the management training activity. This has been brought about through the establishment of support institutions such as the Nigerian Council for Management Education and Training and its operating organ, the Centre for Management Development, the Industrial Training Fund, *et cetera*, and the moral and material support given by these organisations to myriad organizations and associations, as well as through active patronage and policy pronouncements by government.

In spite of the immense strides made as amply attested to by the numerous organizations now gainfully employed in this activity and the enormous patronage which has helped to assure the survival and prosperity of these firms, the question is now asked, whether there is any professionalism in this endeavour!

In my opinion the question arises for two main reasons. First is the feeling by some practitioners, especially those who are in paid employment, that they do not enjoy adequate recognition in terms of status, financial reward and promotion opportunities. Second is the apparent ease of entry into this industry, thus connoting that there is no requisite body of

knowledge or skill, and the absence of any regulation of standards of work or ethics. This situation has permitted a proliferation with the consequent adverse impact on the profession's image.

In addition to the above, doubts are also expressed concerning the amount of professionalism in management training because of the disillusion by some persons that the enormous outlay collectively made in management training during the past decade or so by all sectors may not have brought about commensurate benefits in terms of the improved skills or enhanced performance that it has engendered. This particular point, more than anything else, seems to highlight the characteristic difficulty of measuring returns to effort in training generally, but especially management training.

Nevertheless, in advancing this view it seems to be fundamentally assumed that for management training to be accepted as a profession, in the tradition in which medicine, law, or engineering is, it must offer concrete or worthwhile benefits which should be capable of being measured. This point is discussed in a later section of this paper, but is preceded by first, an examination of the methodology of training and then a discussion of those conditions which should be fulfilled for an activity to be termed a profession.

## THE ROLE AND PROCESS OF MANAGEMENT TRAINING

**A** brief overview of the goals of training and the critical steps in the management training process should yield the requisite perspectives for considering the question posed in this paper. Our eventual concern would be to assess the methodology of training as a logical scientific process which calls upon a faculty of knowledge of a reasonable order, since that is the first condition of professionalism.

A natural starting point is to establish the place of management train-

ing in the scheme of things. Management training is a developmental activity. It belongs to the series of activities collectively referred to as management development, whose major concern is to ensure the continuing availability of competent and highly motivated managers that possess the requisite positive and innovative outlook for a successful prosecution of the organisation's mission against the background of the challenges, uncertainties, hostilities and threats posed by the environment.

Management development is a highly complex and dynamic activity. The complex nature of this activity is appropriately conveyed by Ernest Franz and Bill Ludekens who define it as

"... the practical and successful application of new and existing management theories and skills to the actual work group of the manager in such a way that he realises his full individual potential and resolves managerial problems in innovative but realistic ways while functioning as a constructive member of a management team".

This definition of once portrays management development as an activity that is continuously striving to grapple with the evolving discipline of management, which recognizes the influence of group behaviour on managerial performance and disposition, and strives to unify individual and organizational effort in the fulfilment of their respective goals.

These multiple concerns of management development necessarily impose elaborate processes and procedures for their successful execution. These task components can be clearly recognised in the assertion by Thomas Kempner that "management development is a systematic and continuous process which starts with an analysis of present managerial resources, estimates future needs and operates policies of recruitment,

training, transfer and promotion to secure and to make the most use of these resources".

Kempner then identifies three main aspects of management development thus:

- ★ the responsibility of senior management to develop those working under them through suitable work assignments;
- ★ exposure to different kinds and different levels of responsibilities (job rotation), and
- ★ opportunities to expand knowledge through attendance at training courses within or outside the organization.

To assess the role of training in the total developmental process it is useful not to see it as a process that takes place only during formal attendance at courses but as an integral part of, and a key element in, all three activities identified by Kempner. Thus training is the very essence of all developmental activities. It is largely agreed in the training literature that training, in fact, more particularly relates to the acquisition of skills through exposure to actual work situations.

The training that takes place during courses, which emphasizes mostly the acquisition of knowledge, can at best merely serve as a foundation and support for the real training experience; this is because of its inability to simulate or explore the complexities and difficulties

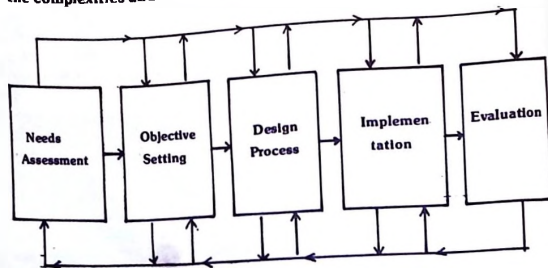
that characterize the real work situation in which the manager's competence (and as such the training effectiveness) will be eventually evaluated.

It is for this reason that the management trainer is not simply a person who is versed or even erudite in the design and implementation of training courses, but is someone whose expertise enables him to diagnose organizational ills and to identify those aspects of the ailment which are amenable to treatment through the inculcation or reinforcement of knowledge, skills and attitudes.

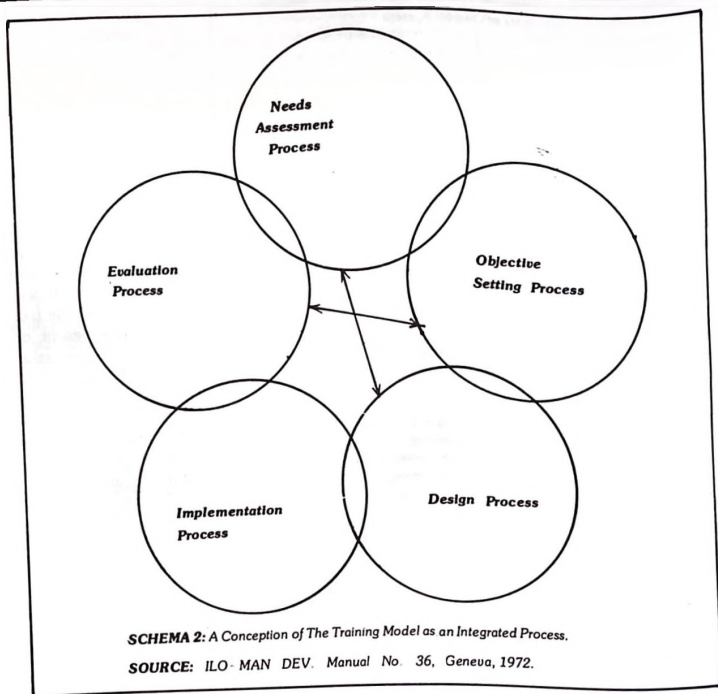
The management trainer is an expert in the selection and blending of such practical and theoretical experiences as are required to induce in the trainee a permanent/lasting behaviour that is favourable to organizational performance.

A management trainer possesses expertise not only in administering the training experience but also in evaluating its effectiveness. Evaluation yields the feedback which can indicate whether the training mission is successful or not and where not successful, whether there is need to retrain or rediagnose, or vary the mode of the training intervention.

A good training mission follows a systematic scientific process sometimes depicted in either of the following schema:



SCHEMA 1: The Traditional Training Process



Both schema conceive of training as comprising five major activities, namely, **Needs Assessment, Objective Setting, Design, Implementation and Evaluation.**

The main difference between schema 1 and schema 2 is in terms of their conception of the relationship between the activities. While schema 1 (the traditional conception) sees the activities as being sequentially related, that is, one activity phase must be completed before the next is commenced, schema 2 (the integrated approach) recognises a systemic relationship in which all activity phases are interrelated in such a way that action can advance from one activity phase to almost any other in a not-necessarily-sequential order. Schema 1 further shows that the sequential relationship is almost

rigidly adhered to even in the situation where evaluation reveals a need to go back to an earlier activity phase in order to effect a remedial action.

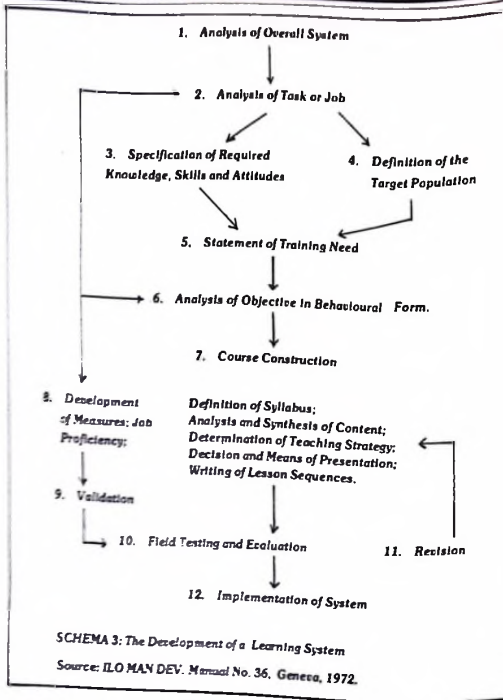
Incidentally, schema 2 conforms to the modern conception of the training process that is deemed not only results-oriented but also cost-effective. What we wish to show here however is not so much the economics of training but the scientific nature of the activity no matter how the process may be conceived. The five activity phases contain the essential methodological approach of any rational intervention strategy, i.e. **diagnosis, treatment, evaluation and corrective action.** A detailed specification of the sub-activities subsumed in the five activity phases is contained in schema 3 (The Development of a Learning System).

In the latter schema, the **Needs Assessment Phase** is represented by steps 1 - 5; **Objectives Setting Phase** by step 6; **Design Phase** by steps 7-12. **The Implementation Phase** is simply the application of step 7 while the **Evaluation Phase** is the application of steps 8 and 9.

The Evaluation Phase might well lead to step 11, i.e. a Revision of the training activity (step 7).

#### **THE GOALS AND ESSENCE OF PROFESSIONALISM**

**T**HERE is an implicit assumption that the presence of features of professionalism in an occupation enhances the occupation's usefulness or the value which society places on its services. It is for this reason that many occupations today aspire towards the attainment of a



professional status. In order to assess the validity of the claim of management training to professionalism, we first want to examine the terms, "profession", "professional" and "professionalism".

It is striking that there are no precise definitions to go by here, because the terms have loose usage, but on the basis of some principal features shared by certain generally accepted professions such as law, medicine, accountancy and the ministry, it has been possible to delineate or formulate some criteria which should be met before a specific vocation may be pronounced a profession but this would be in the restricted rather than the loose sense.

Thomas Kempner has defined a profession as "an occupation

possessing high social status and characterized by considerable skill and knowledge much of which is theoretical and intellectual in nature. The possession of such skill and knowledge is usually tested by formal examination approved by an authoritative body. The members of a profession subscribe to a code of ethics governing their professional behaviour and define the area of their professional competence..."

This definition identifies four major features of a profession—namely:

- (i) the existence of a substantial body of knowledge that is supported with theory;
- (ii) the control by some authority over standards of entry into the

- (iii) profession, usually through examination;
- (iii) subscription to a code of ethics which regulates relationship between the professional and the client, the professional and society and among the professionals *inter se*; and
- (iv) acceptance by society as symbolized by the high esteem which it accords members of the profession. Implied here is probably the assumption that social esteem will necessarily arise from the fact that society derives benefit or satisfaction from the profession's services.

Ernest Greenwood's attributes of a profession are not substantially different from those identified by Kempner. Greenwood stipulates these attributes as a systematic body of theory underlying the skills of the profession (such knowledge being likely to grow through research); professional authority in dictating the nature of services which the client shall receive; a regulative code of ethics; and the existence of a professional culture that includes values, norms and symbols.

It is probably instructive to note that the inclusion of professional culture by Greenwood does not radically alter the criteria earlier specified. Culture here simply denotes principally those values and norms which may already be embedded in the extant code of ethics, for example the rules concerning service, objectivity, confidentiality, integrity, *et cetera*.

H. R. Bobbitt, Jr., *et al.* have specified some of the more commonly accepted professional values as including the claim to expertise, the claim to autonomy (or independence), commitment to the profession and responsibility to society in ensuring high standards of work and the observance of professional discipline. H. R. Bobbitt, Jr., *et al.* define professionalism as "the ideology of individuals aspiring to professional status; in other words, an internalization of a value system inherent in the concept of a profession".

In the opinion of H. R. Bobbitt, Jr. *et al*, "virtually all occupations are in some state of professionalisation, which is defined as the dynamic process whereby an occupation moves towards a profession as the ideal type".

There is inherent in this assertion a suggestion that there is a continuum or spectrum running from A to B, A depicting a situation of "non-profession" as characterized by the total absence of the essential professional characteristics as outlined above (i.e. theoretical knowledge, regulation of standards of work, regulation of ethics, *et cetera*, and B depicting full professional status, as characterized by the presence in an ideal state of all the essential characteristics of a profession. H. R. Bobbitt Jr., *et al*, therefore suggest that all occupations can be arranged along this continuum or spectrum, the exact point on which each falls depending on the degree to which each imbues the relevant characteristics.

### CONTEXTUAL ISSUES

**I**f we assess the current state of the art in management training in this country on the basis of the characteristics of a profession outlined in the foregoing section, the result is not too encouraging. The current situation falls short on each of the criteria. A close examination clearly shows this.

#### Knowledge Base

There is evidently in Nigeria as elsewhere a steadily growing body of knowledge now emerging in the area of management training. The knowledge draws from many disciplines such as education, psychology, sociology, economics, mathematics and the traditional management functions of marketing, accounting and finance, production and personnel. Although basically eclectic, management training theory is coherent and systematic and the continuing research in learning theory and systems development has had beneficial impacts on training methodology.

Admittedly, not all of the recent gains in the theory and methodology through research conducted elsewhere has yet found its way into local training practices. Stereotyped and inefficient methods and concepts of training still prevail in Nigeria. Even when modern concepts are adopted they cannot be effectively utilized owing to the unavailability of suitable backup materials, books and training equipment.

A distinct feature of the local management training scene is the indiscriminate application by a few avant garde training institutions of behavioural concepts and theories developed elsewhere which do not necessarily have universal validity. There is pretty little local research or adaptation being done in this field and not much inducement has been given to universities and research institutes in Nigeria to join hands in this endeavour. Consequently, little growth is being experienced on the local scene in the development of training theory and methodology

### STANDARDS OF PERFORMANCE

Fundamentally, standards can be regulated through control of entry, that is, through ensuring that only persons who possess the requisite knowledge and skill are admitted into the profession. This may be effected through pre-entry examinations and certification or through interviews and other forms of screening.

Subsequently, standards of performance may also be sustained or influenced through the provision of adequate opportunities for continuing education and updating of the requisite knowledge and skills.

**Aspects of these are still lacking in Nigeria. There is no pre-entry examination or screening of would-be trainers in Nigeria. In contrast the industry is in fact completely free for all. While some trainers bring into this industry some basic qualifications in a wide range of disciplines, others do not. The qualifications which some trainers**

**possess have never been evaluated; consequently, they cannot be easily equated. In any case, it is not certain how relevant these qualifications are to training. The prevailing situation is that most trainers have learned on the job after they had set up shop.**

A certain amount of continuing professional education is conducted at the initiative of the Centre for Management Development or the Industrial Training Fund who draw upon foreign expertise (International Labour Organisation for instance) whenever they had need for this. Participation in such development programmes is however not compulsory and in the absence of any terminal examination it is not certain to what extent participants benefit from such programmes.

The absence of a strong professional body to prescribe and monitor standards shows up glaringly. And if anything is to be learnt from the litter of poorly designed training programmes regularly mounted for public consumption, the effect of the prevailing situation may be quite calamitous.

### REGULATION OF ETHICS

Regulation of ethics implies the existence of a duly constituted body with the appropriate authority derived either from the consent of the subscribing members or from the country's statute, to impose a code of ethics, monitor its observance and punish any erring members. The absence of such a regulatory body for management trainers in Nigeria also shows up in the prevailing standards of behaviour of management trainers. Regulation of ethics is necessary as a means of inculcating those values and norms that make for satisfactory and smooth relations with clients and third parties and among trainers themselves.

It is certain how much harm is being not wrought by the prevailing situation of lack of a regulatory body. From casual observation,

however, it does not seem that the management training activity has yet suffered greatly from any abuse of the ordinary standards of ethics, at least not as much as the problem noted earlier in connection with the question of standards. This branch of consultancy, seems less prone to abuse than others which rake in far more in terms of financial rewards!

### Social Status

It is difficult to measure this factor without recourse to some form of comparison of the standing of management trainers vis-à-vis other persons in the management or management consultancy cadre e.g., personnel manager, production manager, finance manager, accountant, et cetera, or the corresponding equivalents in the consultancy field.

For one thing management trainers have often complained of the limited opportunity which is available to them for moving up the managerial ladder after they had done their stint in the training schedule. This implies that they probably do not do as well as their counterparts in the other functional areas. This would be clear evidence of inadequate status.

A more reliable yardstick for determining societal acceptance of the management training function is the degree of patronage which it receives either within the organization or outside it. As observed in our preamble, there is no doubt that the training function has received tremendous boost in this country during the last decade.

The large number of organizations which have sprouted on this account and the flood of individuals who are gainfully employed on training functions either as independent operators or as employees of organizations in the public and private sectors is an eloquent testimony of this. Training itself is now generally accepted as a vital instrument for perpetually extending the frontiers of effectiveness and efficiency.

This can only mean that there is no lack of opportunity for the training activity to aspire towards full

professionalism, nor any absence of goodwill on the part of the consuming public and the society at large to sustain such development. The only hindrance can therefore be the inability at the present time of the management trainers themselves to recognise the available potential for growth and development, and to deploy such measures as would lead to their realisation.

### PROFESSIONALISATION STRATEGIES

If it is desired to professionalise their work, those engaged in management training in this country would have to develop appropriate strategies with this objective in view. Two of such measures are the establishment of a virile professional association and the institution of a continuous search for greater relevance. These two measures comprehend a number of activities which could collectively galvanize the structure, philosophies and procedures employed in management training with a favourable impact on the service rendered to the clientele.

### Establishment of Virile Association

The need for this is fairly self-evident. In a world that is increasingly organized into groups which serve as focal points for protecting the common interest of their members, it is evident that management trainers cannot hope to make the relevant impact on society or secure the requisite patronage and recognition, nor can they make any worthwhile progress in the development of their discipline, if they do not organize themselves into a professional association.

A professional association would serve as a vehicle for instituting research, for regulating and monitoring standards of work and for regulating the ethical behaviour of their members. The need for a professional association has been mooted since the past ten years at least, but little seems to have been achieved in return for the numerous attempts which were made. For some reasons

which can only be surmised trainers have not been very enthusiastic even though it is clear that much could be achieved through such an association.

Virile associations have been formed elsewhere e.g., the British Association for Commercial and Industrial Education (BACIE). Although such associations have not succeeded in acceding to the same level of authority and social status as are customarily accorded to the legal, medical or accountancy professions, the fact of their existence alone represents a start, a vital start, to the gradual march towards professionalism.

A professional association of management trainers in Nigeria can at least commence to conduct seminars and training programmes for its members even if it cannot as yet register trainers or conduct pre-entry examinations; it can also develop training materials (films, books, business games, et cetera, even if it cannot conduct research by itself; it could serve as a vehicle for articulating the needs for research to universities and institutions who may be better placed to conduct such research, and for channelling the requisite funds and placing these at the disposal of researchers. An association could also pool and give viable expression to trainers' efforts aimed at marketing their services and placing their skills in the public limelight.

### Continuous Search for Relevance

This would comprehend all those efforts which are aimed at ascertaining the present and future needs of society for training services and at developing the appropriate programmes and methodologies for meeting those needs. It begins with and has, as a vital element, a clear understanding of the shifting problems and aspirations of the nation as a whole, and important segments thereof, and the necessities of the times which the training function is equipped and well-suited to play in bringing about solutions to meeting the desirable

goals.

An approach to this environmental analysis would involve the extension of the methodology of training needs identification which the trainer at present routinely employs at the micro (organizational) level to cover the entire nation-economy having due regard to the prevailing socio-economic conditions and trends at any particular time, the different sectoral characteristics and the collective impact which any changes in these could have on the entire national economic situation. The analysis would of necessity be factual and objective if the results could be relied upon to guide the formulation of appropriate developmental strategies. The analysis should also be conducted on a continuous basis so as to assure continuing validity.

An outcome of such analysis would be the disclosure of the range of opportunities which call for the trainer's exercise of his skills. As an example, recent economic experiences in this country clearly point up areas which the trainer could gainfully exploit. The mass retrenchment carried out at both private and public sectors revealed a need for retraining people into new skills; so also does the reorganization of some key government agencies (NIPOST, NITEL, *et cetera*); the increasing advocacy of privatization of government's economic projects, and the deliberate attempt to expose some hitherto national monopolies to the forces of competition, for example, air transportation, shipping, postal services, *et cetera*.

All of these open up tremendous opportunities to the management trainer. The management trainer in recognizing these areas of need and in designing and offering appropriate services in response to such need would be fulfilling one of the key conditions of professionalism. He may however be hindered in playing such role if he has not met some of the other vital conditions such as the acquisition of the requisite knowledge, skills and attitudes.

The establishment of a professional association offers the most effective avenue for procuring these and meeting the other conditions earlier indicated.

#### CONCLUSION

It seems fair to conclude that there is no straight unequivocal answer to the question whether or not there is professionalism in management training! It depends on the concept of professionalism which one chooses to adopt. In the loose sense of the popular usage of the term "professional" or "professionalism", the answer would be yes. There is a systematic and growing body of theory and such theory can be diligently applied to procure reasonable solutions to clients' problems. But in terms

of the other ingredients that make for a full professional status, which would include the regulation of standards of performance and of the ethical behaviour of its practitioners there is still pretty little. Management training is not yet a profession in the same sense as law or medicine or accounting or engineering.

But professionalism in management training is not a myth either. The occupation is making appreciable strides on the continuum of professionalism. Whether it will ever get there, and when it will, depends on the creativity, resourcefulness, and aggressiveness of its practitioners in shaping its responsiveness to issues arising on the national horizon.

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## PRODUCTION MANAGEMENT (A Book of Readings)

**TITLE:** Production Management  
(A Book of Readings)

**EDITED BY:** B. A. Adebayo and K  
A. Ibraheem

**PUBLISHERS:** Nigerian Institute of  
Management

**REVIEWER:** Oliver Ibekwe

**PRICE:** Not stated

In recent years the need for increased productivity in both the private and public sectors has assumed primary importance.

Most reports relating to wages and salary increases have dwelt extensively on this critical factor in our economic life. It is rightly believed that unless increases in salaries and wages correspond to increase in productivity, the nation will merely be fuelling inflation.

Significantly therefore, this book, which is the first in the "Management Book Series" of the Nigerian Institute of Management, focusses on productivity improvement. Spread over 168 pages and consisting of 19 chapters, the book is in two parts. The first part deals with the general concepts of productivity while the second part treats productivity improvement techniques.

Although productivity means different things in different quarters, and is indeed a complex issue, chapter one of the book attempts to examine the subject of productivity in its various ramifications. In this chapter, Michael Omolayole, in looking at productivity between the private sector and the public sector, posits that though evidence has been led to show that productivity in the private sector, especially in the productive units, is more easily measurable, evidence has also shown that productivity or efficiency, however defined, is not easily measurable in the

public sector. Interestingly, Michael Omolayole notes that one of the biggest factors retarding progress in productivity in this country is attitude to work, and general indiscipline in relation to work. He contends that if we succeed in changing attitude to work for the better in the private as well as the public sector, our productivity will rise appreciably.

G. O. Onosode, in chapter two, again stresses the point that productivity is a matter of right and focusses attention on the financial dimension of the productivity problem. Olatunde Oloko, in chapter 3, discusses the concept and features of the phenomenon referred to as labour productivity. He goes further to review a number of out-standing systematic studies of labour productivity carried out by industrial psychologists and sociologists in order to show that there is no "one best method" of managing an enterprise.

In Chapter 4 the issue of productivity improvement in non-factory situations is discussed by T. M. Okechukwu. Incentives and rewards for efforts are considered in chapter 5 by Olatunde Oloko, while B. U. N. Igwe rounds off part one with the sixth chapter which is on "increasing and sustaining productivity in Nigeria".

"How to introduce change" is the theme of chapter 7 by Bill Reddin, followed by a treatise on work study by J. F. Edward. An interesting aspect of G. I. Okosun's chapter 9 is the inclusion of three case studies. There was however some muddling in the printing of pages 84 and 85. These pages only make sense when transposed and included appropriately in chapter 9 and not chapter 8.

Chapters 10 and 11, by Akerere and Iheanacho respectively, pay particular attention to value analysis and the purchasing of materials, while in

chapter 12 Olu Akerere submits that it is necessary that the company should have "a quality policy rationally based and simply communicated to the employee". Also, "it should be a dynamic process kept alive by the research mind of the quality executive".

T. U. Mbaiké, in chapter 13, discusses critical decisions in factory management. These decisions include those relating to the design of the production system and those relating to operation and control of the production system. In each case, the overriding factor is the optimal utilization of productive resources.

M. O. Akinrele's "planned maintenance", in chapter 14, makes interesting reading, particularly as it presents a rational basis for formulating maintenance strategies. Chapters 16, and 17, by Jerome Weist, Jaye Oyedotun, and Peter Hardie-Bick respectively, are on project planning, evaluation and management while chapter 18, by G. E. Harriman, attempts to convey the benefits and potentials of linear programming in maximising managerial and operational effectiveness.

In the final chapter of the book, the point is stressed, by Jerome Weist, that managers should be familiar with Operations Research, so that they can, at least, be in a position to judge when their managerial skills can be enhanced by the application of these very powerful and important tools of analysis.

Except for the mix-up in two of the pages of the book, the publishers did a good job. The cover design and the general layout of the book are sufficiently attractive. In all, the book is certainly a laudable debut of the Nigerian Institute of Management in the area of book production. Managers concerned with production management and students of business will find the book immensely useful.

# TELECOMMUNICATIONS SERVICES AND NATIONAL DEVELOPMENT

By: J. N. OFULUE

Updated paper presented recently at the training workshop of the Fifth National Development Plan (1986-1990) at NISER, Ibadan.

## INTRODUCTION

THE national policy objective for telecommunications in the national development programmes of Nigeria is to modernise the telecommunications and postal services with a view to making them **adequate, efficient and reliable** for the rapidly growing industrial, commercial and administrative sectors of our economy. Towards this objective, telecommunications has received the appropriate attention in the various national development plans.

However, the present downward trend in the national economy has necessitated the review and re-estimate of existing policies, objectives, programmes and planning strategy for national development. Very often the level of telephone density (telephones per 100 population) has been seen as a product of development. But studies by ITU (International Telecommunications Union) has proved this wrong, because in a developing economy one observes that telecommunications is a contributing catalyst and generates **indirect returns** towards national development.

For example, the extent of **accessibility and reliability** of telecommunications services results in improvement of administrative efficiency and operational productivity in other areas, and, in turn brings about a reduction in investments in terms of foreign exchange requirements of a country to be reduced.

However, there is yet no accept-

able measurable criterion for justifying this and the allocation of funds to telecommunications or other infrastructural services except the usual economic **direct returns** on investment. But note that telecommunications in an industry where demand always exceeds supply.

In the following paragraphs, we shall briefly review the various national telecommunications development plans in terms of resource allocation, programming and actual implementation of projects with a view to identifying problems and appropriate strategies for achieving our national telecommunications objectives.

## HIGHLIGHTS OF THE PAST DEVELOPMENT PROGRAMMES

SO far, four national development plan periods have been executed since independence, although actual planning for telecommunications by Nigerians for Nigerian purposes started with the second national development plan (1970-1974). By this time there was already a wide gap between supply and demand of telecommunications services, and the overall quality was not commensurate to the standard of the country at that time.

At the end of the first development plan period (1964-69), only about 22,000 lines of telephone were provided, representing about 20 per cent of plan objectives. Consequently, traffic generated by subscribers exceeded the local and trunk network capacity, resulting in inaccess-

ibility and poor service. Details of what happened have been highlighted in several studies 2 & 3.

The civil war of 1967 prevented the completion of the step II of the first national development plan and rendered the associated microwave network useless.

The second development plan (1970-1974) was therefore directed towards rehabilitation and reconstruction of equipment and buildings and ultimate expansion of internal and international services. The following concrete programme was executed:

1. Completion of step III (First plan) and modernization of some telephone exchanges.
2. Provision of telex network, which was completed in 1972.
3. Installation of back-up system of coaxial cable link Lagos to Kaduna, and completed in 1981.
4. Provision of (CT2) international telephone switching centre at Lagos, and commissioned in 1979.

The plan objective of the second national development plan were not fully achieved due to human and financial constraints. Hence at the end of the period in 1974, 52,000 lines were installed.

During this plan period the telecommunications authority experienced some technical and contractual problems, the result of which almost caused a disaster for the future of telecommunications services in Nigeria. The technical problem was the

provision of inadequate external cable network by Western Electric Company and the contractual problem was the midstream withdrawal of Canadian contractors installing crossbar telephone exchanges because of disagreement with the Government.

In an attempt to solve these technical and contractual problems, the idea of **Contingency Plan** (1973-1975) was born, which deviated from the original second national development plan. However, through this plan, 45 new telephone exchanges and 33 mobile/containerized exchanges were provided, mostly in rural areas but local government headquarters were not included.

Expansion of existing radio transmission network and provision of STD facility to major cities were implemented. The spill-over projects from this contingency plan are still being implemented even in the fourth national development programme. Total amount spent in this plan period is £125 million to provide only 30,000 additional exchange lines and associated external line plants.

The third national development plan (1975-1980) made a provision for a total of N1,180.21 million (P & T N1,107.5m and NET N72.71m), which was about 4.1% of the entire public sector commitment. The specific goals of this plan period were:

1. To complete the backlog of uncompleted projects.
2. To minimize telephone installation waiting period.
3. To provide STD facility throughout Nigerian major cities and International Direct Dialling (IDD)
4. Reorganization of P & T along commercial lines to improve services.
5. Review of existing pricing/tariff policy with respect to intricacy and installation charges.

Consequently, many new tele-

phone exchanges were contracted (Zone-wise) with the overall objective to increase the number of telephone lines in the country to 750,000.

A second international telephone exchange was envisaged for Kaduna. Other plans include Euro-West African submarine cable system via Abidjan to Lagos, and the abandoned aerostat balloon system to link the primary and secondary centres and provide nation-wide television transmission coverage.

These ambitious plans were envisaged to meet the serious demand of telecommunications services from other sectors of the economy and especially the challenges of the oil boom. However, lack of sufficient executive technical manpower and support facilities made such ambitious plans look like an impossible programme.

In addition, there was lack of accurate socio-economic and technical data for telecommunications planning and where such data are available from foreign technical sources, political considerations render them useless for planning purposes.

However, late 1978 the federal government intervened and set up an in-depth study of the problems of telecommunications division of the old P&T, which resulted in a number of decisive actions. A task force was set up and about 188,000 telephone lines and 5,000 telex lines were provided by the end of the third national development plan in 1981.

The fourth development plan (1981-1985) merely restated the programmes of the third plan after careful analysis of the encountered problems, and emphasized the need to finish the uncompleted projects and carry out further expansion programmes. For internal telecommunications, a total of about 370,550 additional telephone lines should be installed raising the total telephone lines in the country to about 612,000 by the end of 1985.

In addition to completing the

transmission projects and spillover from third plan, terrestrial trunk and toll network will be constructed and linked to all switching centres throughout the country.

The installation of telex/gentelex exchanges to provide about 9,000 telex lines with external line plant and teleprinter machines were envisaged.

Increased emphasis was placed on expansion and modernisation of postal establishments as well as improved mail distribution system.

For international services, a third international gateway was planned for Enugu and the extension of submarine cable from Lagos to Port Harcourt was also envisaged. However, these NET projects have been suspended up till now for economic reasons.

Instead, some projects not included in the fourth national development plan were being executed.

The projects arise due to:

- (a) unexpected upsurge in traffic volume in certain areas,
- (b) ageing equipment and local line plants requiring replacements in order to reduce maintenance cost,
- (c) upgrading and modification of existing systems to curb fraudulent practices,
- (d) restoration of burnt buildings and equipment, e.g., Marina P&T Building and NECOM House.

The cost of restoration of NECOM House is estimated at N26m and most of the equipment inside have been replaced.

In addition, NET, by virtue of the nature of our business, which is international, is indebted to making regularly foreign outpayments depending on traffic volume and the satellite systems utilization. A total sum of N2.0 billion, about 3.6 per cent of total public expenditure, had been earmarked for telecommunications programmes in this plan period. This estimate did not include the projects just enumerated above.

## PROBLEMS AND PROSPECTS

**NIGERIA**, like other developing countries, experiences rapid undefined demand of telecommunications services, and rapid expansion of its telecommunications network is a common syndrome. In addition, Nigerian telecommunications organization has the following problems which have been discussed extensively in (2) and (3).

The planned objective could not always be achieved due mainly to shortage of funds, inadequate executive technical manpower and uncoordinated projects management. The result is the inadequacy of telecommunications services throughout the country. This was compounded by frequent breakdown arising from damages caused by other utility organizations like N.E.P.A., Ministries of Works and Housing, and Water Resources.

Other factors include the rapid advancement in technology, which makes the procurement of spare parts for maintenance almost impossible or too costly to justify keeping existing systems and equipment. The net result is that we run after the equipment manufacturers every development plan period to acquire the latest and disregard the old systems.

Another effect of advancement in technology is the interface or compatibility problems arising from purchasing equipment from all over the world.

Cost of training is rising astronomically as the skill requirements demand rapid improvement of our manpower and retraining to maintain and manage these new technologies. Cost of training during the operating life of our modern technological systems/equipment can be double the original cost of these equipment/systems, because of the sophistication and skill-requirements of the maintenance manpower.

It was also obvious that the present telecommunications organizational structure was no longer suitable to

sustain the challenges of modern technology and management. Consequently, this is being reviewed at present, and hence NITEL was created in January 1985 (Refer Fig. 1). The effects of this reorganization will take a long time to be realised.

Inadequate support services like transportation and accommodation have contributed immensely to poor telecommunications services; mails cannot move fast to their destinations, maintenance staff cannot attend promptly to system/plants failure, managers, including planners, have no comfortable accommodation to carry out their duties, and lastly, newly purchased equipment cannot be put into service when required, because the equipment buildings are not ready.

The need for standardization can be seen from the problems posed by integration (or interconnection) of the different purchased systems, cost of training and retraining of staff, and frequent requirements of spare parts.

Other problems which affect mostly telecommunications planners are:

- (a) Lack of operational statistics and feedback information from the executive/operational branch.
- (b) Lack of future-plan information and needs from local government areas on infrastructural plans like roads, water, electricity and environmental characteristics.
- (c) Lack of coordination of infrastructural planning in Nigeria.
- (d) Unpredictable demands of services and behaviours of customers.
- (e) Poorly defined and discontinuous policy on national development plans.

### Prospects

After 24 years of planned telecommunications development, about ₦4 billion has been budgeted on the telecommunications sector to provide, among others, approxi-

mately 300,000 telephone lines. If a the telephone lines and their associated external line plants and transmission facilities are reliable and efficient, accessibility of subscribers to internal telephone services would be guaranteed. In addition, international telephone services would improve better than at present. However, this is not the case, a most of these telephone lines are not performing satisfactorily due to obsolete equipment and external line plants and unplanned maintenance organization and support services.

After reviewing the four national development plans, one quickly observes that:

- (a) the demand for telecommunications services very often exceeds the supply; and
- (b) plan objectives or targets were never achieved with time schedule.

It is therefore imperative that future plans on telecommunications expansion should be based strictly on scientific study (problem-oriented research and development) together with a planned executive capacity in the form of human, financial and materials (especially spare parts) resources.

Future planning strategies both at the national level and the organization level should concentrate on such issues like forecasting, pricing/tariffs, maintenance and choice of technology through standardization.

Further, planning should be geared to achieve **accessibility and increased telephone density** or meeting telephone demands.

If this is done, telecommunications services in the future should be adequate and efficient, with **reliable access** to the national network for the majority of Nigerians.

### PLANNING TOOLS AND STRATEGY

In telecommunications, **forecasting and decision making** (under uncertainty and risk) are essential

tools. This presupposes a very rich and accessible data bank, with historical data, future requirement and a steady socio-economic tendency of the nation. Close coordination with other utility organizations for power, petroleum, education, public works and industry/commerce are very necessary.

For example, during the period of the third national development programme, switching equipment were ready for service, while the contracts for the transmission and external line plants were not yet awarded. **In some cases the equipment were rusting away, with no exchange-buildings to install them or new telephone exchanges were commissioned using old transmission network (i.e. the case of a new wine in an old bottle or vice versa). This uncoordinated planning and implementation minimised the benefits in terms of quality of service and revenue to be collected from improved network.**

The planners need to be sufficiently equipped with necessary support services like library, transport, comfortable working environment and reliable statistical data-bank. There should be a continuous collection, coordination and evaluation of operational data.

The **supposedly** failure of telecommunications development could be mainly attributed to:

- a big gap between available resources and planned services,
- inadequate planning tools, and
- lack of necessary training and development for our planners. i.e., lack of experienced planners.

Some of the planning problems can be averted if adequate preliminary studies are made before specification and procurement of equipment and systems.

For example, in the Integrated Services Network (ISN) of the future you can send messages or data over

telephone lines or transmit a facsimile message or access a remote central computer system (data-bank) without distinction of the type of information systems. Such a network will require long-term studies in terms of new charging procedure (pricing/tariffs), synchronization and compatibility of the various systems, reliability and maintainability of equipment, feasibility with respect to other infrastructural facilities as a vehicle for national development, and lastly cost-benefits analysis.

Today technology has forced us to separate planning of telecommunications service from postal services but the question remains, should they be run purely as a social service or on sound commercial lines with clear social responsibilities? If the latter is the case as we would suppose, then it is not appropriate to expect the telecommunications administration (NITEL) to meet commercial targets (public demand) and at the same time be constrained by the civil service conditions and procedures. This means that today our long-term planning strategy has to be re-defined to reflect these new operational objectives, and the adoption of new techniques is inevitable.

At present, foreign and multinational private companies play the role of project contractors and consultants to NITEL. While this has worked very well so far in executing national development plans, it does not afford the further logical opportunity of developing our telecommunications technology through local research & development and manufacture of our systems and equipment.

Consequently, I would like to see in the future development plans, philosophy and strategies for acquiring our telecommunications technology. Technology acquisition and development cannot be achieved by the philosophy of "technology transfer" through only massive purchase of modern equipment and dispatch of Nigerians to overseas for training.

Transfer of technology is meaningless if the transfer does not start **within us and by us through selfless effort to acquire skill and technological attitudes** under a purposeful leadership. The planners are part of such leadership.

## RECOMMENDATIONS AND CONCLUSION

**T**he problem militating against effective and reliable development planning of telecommunication as an economic infrastructure in Nigeria since 1962 have been highlighted. First and foremost, national telecommunications development as an infrastructure has not been considered to produce direct economic benefit and consequently has not enjoyed a suitable rate of resource allocation.

Besides, the major problems of the telecommunications development plans in Nigeria since 1962, have arisen from the consistent implementation failures. Both the step-by-step strategy of the first and second national development plans with their midstream changes, and the later new concepts of "turnkey projects" designed to achieve planned targets, failed.

The continued low performance of the telecommunications sector during the various national development plans has continued to hamper the development of other sectors and this needs to be arrested through the present reorganization of all the suggested measures in this paper and bibliography (3).

Consequently, in addition to the structural reorganization of the telecommunications sector, the following measures need close re-examination:

- Policies and machinery for implementation of development plans.
- Project costing, and financing strategy and mechanics for the development plans.

Each project, after necessary cost-benefits analysis and approval, should be seen as a **complete**

package, identifying the source of finance, schedules of payment depending on the percentage of work done, and all other necessary arrangements for import licence/foreign exchange approvals. There is not doubt that the problems of acquisition and importation of machinery and plant have militated against the successful realisation of scheduled implementation

Government should assign as a matter of policy **financial priorities** based on infrastructure categorization to development plans. For example, since power and telecommunications developments are basic necessities to other sectors like industries and commerce, their projects should be accorded very high financial priorities.

Other recommended measures to increase the capability for successful plan implementation include:

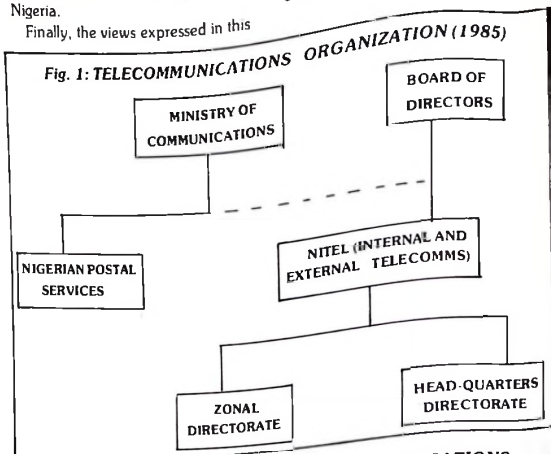
1. Extensive research and development activities through **pilot projects**.
2. Improvement of system maintenance through the local manufacture of **important spare parts**.
3. Intensive local or inplant training and retraining of operational and executive technical manpower
4. Improved system of revenue collection, especially within the infrastructural sectors through well articulated tariff structure and service pricing policy
5. Extensive use of local engineering consulting and construction services to supplement the foreign "experts".
6. Functional standardization of system and equipment to be used in the telecommunications sector through systems surveys and performance evaluation of existing operational systems.

In conclusion, I would emphasize the need for a coordinated long-term planning rather than only medium term planning in telecommunications

development, and also stress that telecommunications is an important tool for national development in Nigeria.

Finally, the views expressed in this

paper should be regarded as pointers to help direct the minds of professional national planners all over the country.



**TABLE 1: ALLOCATIONS FOR TELECOMMUNICATIONS SECTORS IN THE FOUR NATIONAL DEVELOPMENT PLAN PERIODS**

NATIONAL DEVELOPMENT PLAN PERIOD	AMOUNT ALLOCATED	Percentage OF TOTAL	REMARKS
1ST PLAN: 1962-1968	£30m	3.1%	£13.5m Spent: Plan Interrupted by Civil War
2ND PLAN: 1970-1974	£42.641 M	4.2%	Rehabilitation and Expansion Projects
3RD PLAN: 1975-1980	N1.180.21M	4.1%	Mostly Backlog of Uncompleted Projects
4TH PLAN: 1981-1985	N2.0 Billion	3.6%	Used Mostly on Unscheduled Projects

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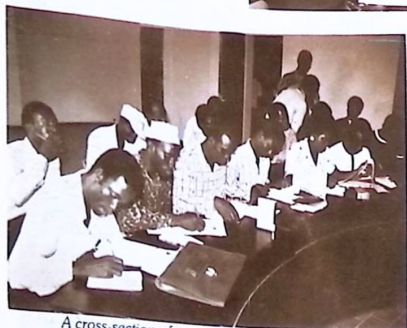
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(Continued from page 3)

Some members of the Silver Jubilee Celebrations Committee with NIM's Director-General— Prof Ogunlade— addressing the Press at the Press Facility Visit that started off the celebrations.



A cross-section of pressmen taking down notes



President of NIM (right) and Director-General (left) in a heart-to-heart discussion during the celebrations.



Worshippers at the Jumat Service in Lagos. Alhaji A. Ojikutu, member of NIM Council, is third from left.



Chief Segun Olusola of NIM Council (standing) gives Chairman's address at a lecture organised by the Lagos State Branch of the NIM.

# SILVER JUBILEE IN PICTURES

(Continued from page 3)



Otuba M. O. Balogun launching the first in the series of management books published by the NIM to mark the Silver Jubilee



Engr. Teju Osoleva, NIM's First Vice President, launching NIM's Diploma in Management



Some of NIM's Young Managers (from left) Mr. Dara Owei—1978, Mr. Herbert Awakessien—1984, Mr. Festus Odimegwa—1986 and Mr. A. O. Odusote—1985



Dr. Udo Udo Aka (CMD's Director General) presenting his paper at the Public Lecture organized to mark the Silver Jubilee



Some of the participants at the church service at the Cathedral Church of Christ in Lagos.



Wing Commander A. Salami, representing the Lagos State Governor—Navy Captain Mike Akhigbe—presents an address at the Dinner held in Eko Holiday Inn, Lagos.

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