

DEVELOPMENTAL MANAGEMENT: A PROPOSAL FOR NIGERIA'S ECONOMIC REHABILITATION AND SELF-RELIANCE

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Abstract

The paper proposes a paradigm called developmental management way out of the problem of Nigeria's self defeating developmental efforts. Developmental management is a practice and an attitude for everybody. It demands that the managers of our public and private institutions will not only give approval to projects, they should be physically involved in the monitoring of such projects as they pass through various critical stages. Managers have to cultivate a culture of baking and not only sharing from the erroneously assumed inexhaustible national cake. The paper presents hypothetical model incorporating contrasting societies: one that adopts development management and the other, which does not. The consequences of the action of each of these approaches are highlighted for the lessons derivable from them. The tenets of the developmental management are (i) Self awareness (ii) Leading from vision and fundamental values (iii) Holism (iv) Sense of community (v) Celebration of diversity (vi) Field-independence (vii) Self organisation (viii) Using and thriving on adversity and (ix) Personality excellence. The paper concludes that by integrating the model and the tenets into a blendable web, Nigerian managers can depart from their present wasteful attitude, such that the nation can achieve economic rehabilitation and reliance.

Introduction

Nigeria is the 6th largest oil and gas producer in the world. These mineral resources have put Nigeria in a position of a wealthy nation. Yet Nigeria by all economic indices is one of the poorest nations in the world today. This shows an apparent contradiction when matched with normal reality. Resources are wasted year in year out, because of lack of people focused and people oriented developmental programmes, in addition, inappropriate developmental models which are out of tune with the realities of Nigerian environment were applied. The result is that the nation's developmental programmes have failed to produce any significant and meaningful improvement. A positive developmental management model is the only hope of putting Nigeria in the path of purposeful development and significant growth.

Economic Development Theories

Economic theories of development could be grouped into the classical and proto-socialist economic thoughts including Marxist thoughts of development. The few of them that will be examined are outlined below:

The Mercantilist Theory

Mercantilism operated on a number of assumptions. Those include:

- (a) A state should assume the full responsibility for the welfare of its citizens

State should assume that an individual nation must try to maximize its profit at the expense of others and that in the demand for sharing world wealth, nations were in relation of perpetual competition (c) That nation must seek to acquire means of quantifying wealth, "bullion" either through fair or foul means

Based on the above assumptions in Nigeria after independence the government decided to assume the control of the commanding heights of the economy. Akintoye and Awosika (2000) noted that some of these ventures were found to have been poorly managed and characterized with corruption, inefficiency and ineffectiveness or low productivity. They depended on government subventions for survival. Consequently the business elite and the government argue for and adopted the philosophy of privatization and commercialization as well as divesting government shares in these ventures. To this end, the federal government set up the following objectives: effective management of these enterprises, realisation of profit potential of government's investments, rationalization of the nation's scarce resources, etc.

Laissez Faire Theory

The theory states that the government should not interfere in the management of the economy. It

notes that private individuals, who should have complete control over it, will better manage it.

Akintoye and Awosika (2000) noted that economists and other writers in Nigeria, the World Bank and International Monetary Fund have argued that the only solutions out of Nigeria's economic stagnation and decline is through privatization and commercialization drive. This is naked capitalization and capitalist philosophy, in the sense that it emphasizes the use of state power to protect and support the few fortunate individuals who, in our society, by hook or crook got money with which they hijack the economy.

The Keynesian Theory

Keynes contended that market forces could not regulate the economy, that government intervention is necessary to promote full employment by reducing the rate of interest and promoting investment.

Rostow's Stages of Economic Development

Rostov*, based on historical perspective, identified five stages of economic growth. These are: traditional, the precondition of a takeoff, a take-off, the drive to maturity and high mass-consumption stages. Experience shows that Japan and China developed without major changes in their norms, values, beliefs and culture. The development of the Asian Tigers did not follow these stages.

Malthusian Theory

Malthus argued that unchecked population tends to increase and outstrip production of food. There are arguments for and against this assumption. Akintoye and Awosika (2000) noted that Malthus theory is still germane to the Third World nations save the aspect heavily influenced by British geography.

Proto - Socialist Thoughts

Proto - socialist thoughts means those thoughts before Karl Marx that were opposite of the then individualistic order in the economies in Europe. The system was put to practice in the former Soviet Union but it crumbled 70 years after its introduction and practice. As a result, government of the former socialist state have embarked on the traditional role of protecting and guaranteeing private property as means of production.

Marxian Theory of Economic Development

The theory notes that history is determined by the economic system. That all changes in the historical process are determined by the changes in the economic system. Marx economic theory is that the capitalist system will often produce depressions and will finally lead to the accumulation of wealth by the owners of means of production and the increasing poverty of the workers. All of which will lead to revolution and to the development of a socialist classes society. The fact that socialist system crumbled in Europe and their satellite state within 70 years shows that capitalisation is more enduring and superior as all economic system.

Harrod - Domar Economic Growth Model

Growth refers to how an economy moves from one stage of development to another. There were several models propounded by various scholars to explain the processes involved. The one in focus here is that by Sir Harrod, a British and Evessey Domar an American. The model centres around the growth of (he national income. The model states that the growth of (he national income is determined by the rate of income that a country is likely to produce. Capital, they argue is central to this model because savings are converted to capital before production. It is necessary to note that in the case of Nigeria, the rate of savings is low, partly because of low income, poverty, high consumption habits, etc. These make it difficult to generate sufficient capital to boost the economy.

Social Theories of Development

The Social Theories are of two broad categories. They are the evolutionary theories of development and historical theory.

Herbert Spenger (1820 - 1903) argued that society develops in an evolutionary manner. The evolutionary theory states that, all societies developed at a time with primitive and simple society at one end and complex industry at the other. Augustine Comte (1798-1857) noted three stages of development in history of society: theological or fictive, metaphysical or abstract and positivistic or scientific state. It should be noted that African societies are still at the first and second stages. Oswald Spengler (1880-1936) argued that society develop in circle.

The Historical Theory

The theory says that the study of history is the foundation for the social sciences, economics, philosophy, geography and mass communication; that society builds on the human achievement of the past; that

the study of history provides standards by which the development of a country can be judged. Akintove and Awosika (2000) noted that in Africa, before the advent of colonialism, work was cherished and laziness was despised. Now we need to revitalise this aspect of our past or culture to be able to record high productivity.

Need for A New Development Approach for Nigeria

The outlines of various theories or models of development given above are designed to highlight their separate inadequacies. And that each has its distinctive drawbacks, which make their unmodified adoption, inappropriate in Nigeria. Akinjide (2004) noted that the Nigerian economy is now living on artificial respiration; that Nigeria is not a poor nation by any standard. Nigeria is a very wealthy nation. He pointed out the fact that our problem is the management of resources. Bad economic management, he observes, has been persisting because Nigeria leaders listen to the International Monetary Fund (IMF) and World Bank. The IMF and World Bank are not building contractors but demolition contractors. Their interests and ours are different. Nations which control the World Bank control them for their own nations. We need a new and more relevant approach to Nigerian economic development. The proposed approach is development management based on values.

Management and Development

Management

As used here it is concerned with the execution of plans and policies put in place by the administration. Administration refers to the higher and policy determination of overall national or corporate objectives, policies and master strategies. The type of management necessary for Nigeria's economic development is that for transformation by value. Sherlekar (2001) noted that transformation is a re-engineering process to bring about radical change in the consciousness of a leader, a manager, an employee, etc. It elevates the individual consciousness of a higher level so that many common pairs of dualities (involving conflict in a person's mind) gradually begin to reconcile or resolve and this results in synthesis. Management of an economy involves the processes of planning, plans implementation, a necessary monitoring and controls.

Development

This could be regarded as gradual growth from within the individual, organisation and a nation resulting in a better and more desirable state. Ilingun (2003) noted that the raising of income level is generally called economic growth in rich countries and in poor ones it is called economic development. Todaro and Smith (2003) observed that development must be conceived as a multidimensional process involving major changes in social structures, popular attitudes and national institutions, as well as acceleration of economic growth, the reduction in inequality and the eradication of poverty.

Todaro and Smith (2003) also noted that development has three core values,

- (i) Sustenance which is concerned with the ability to meet basic needs, those without which life would be impossible,
 - (ii) Self-esteem, that is, to be a person, which relates to sense of worth and self-respect, not being used as tool by others for others own ends.
 - (iii) Freedom from servitude; to be able to choose. This is human freedom. Freedom as emancipation from social servitude to nature, ignorance, other people, mystery, institutions and dogmatic beliefs e.g. that one's poverty is one's predestination. Equally, development has three central objectives,
 - (i) To increase the availability and widen the distribution of the basic life sustaining goods-food, shelter, health, protection, etc.
 - (ii) To raise levels of living-higher income, provision of jobs, better education, greater attention to cultural and human values.
 - (iii) To expand the range of economic and social choice available to individual and nation by freeing them from servitude and dependence not only in relation to other people and nation states but also to the forces of ignorance (Torado and Smith, 2003).

The Nigerian Situation

A look at the definition of management and development and the core values and objectives of development shows that Nigeria seriously falls short of meeting the sets of criteria put forward. It is to be noted that the present Federal Government is embarking on a number of reforms, the effect of the reforms will take some years to come. There is the problem of excessive corruption that has produced 100 classes of Nigerians. The very rich and the very poor- The middle class who is the engine of development has been destroyed in Nigeria. Akinjide (2004) noted that China and India are the fastest growing economies in the world today together with the Asian Tigers. The fastest growing middle classes are also in those countries- This accounts for the robustness of the economies of these countries and for their doing well. The lack of the middle class accounts for the economy of Nigeria living on artificial respiration. The basic reason is the application of inappropriate

models in the management and developmental process of Nigerian economy. It is coupled with striving to comply with the conditionalities imposed by FM and World Bank, which have never produced positive development in all the less developed countries where they have been applied.

The Need to Use Total System of Intelligence for Economic Development

Zohar (2002) noted that there are various types of intelligence used by humans. These are the IQ-intelligence Quotient, EQ-emotional intelligence that enables us to use feelings to boost and complement IQ, SQ-spiritual intelligence. The SQ, spiritual intelligence allows us to tap into and use our most fundamental needs. To transcend the crisis created by modern capitalism, business and nation have to use its whole brain, IQ, EQ, and most especially SQ. Spiritual intelligence is the ultimate intelligence needed to elevate the corporate and national souls. Spiritual intelligence will be employed in developmental management based on spiritual capital.

Developing Spiritual Capital

Spiritual capital challenges capitalism's assumptions that we are primarily economic creatures and argues instead that human beings are essentially creature of meaning and purpose. Spiritual qualities of the business, of a life, or a nation are those that shows a need for dialogue with meaning, vision, fundamental values and deep purpose. Spiritual capital takes these as critical commodities of exchange. Its primary assumption is that companies can make profit by doing more good. We act on this assumption by using our spiritual intelligence (Zohar, 2002).

Elements of the Proposed Developmental Management Based on Criteria for a High SQ

Zohar (2002) noted that we are all (if healthy) born with a potential for high SQ. It is a basic innate capacity and it needs nurture and development. To encourage a further development of spiritual intelligence and build the means for individuals companies and nations to commit more deeply to it eleven criteria for high SQ are identified, namely:

- (i) Self-awareness - awareness that we have a deep self
- (ii) Spontaneity - emergence, coming into fullness, and self-organisation
- (iii) Heading from visions and fundamental values
- (iv) Holism, seeing the web, the system, the connection, interrelatedness and the totality or oneness in economic and related activities
- (v) Compassion, sense of communion. sense of belonging to the low of life and for enduring values
- (vi) Celebration of diversity, appreciating the values in the variety of our natural, human and other resources

- (vii) Field-independence - standing against the crowd, the quality for Nigeria and Nigerians to be master of their own destiny
- (viii) Asking fundamental why? Questions. It is the questioning mind that fosters fresh and new Developments
- (ix) Refrancing - seeing the big picture. The capacity to put new and more desirable structure into economic and other social systems
- (x) Using and thriving on adversity. This is the ability to rise up to challenging situations. The quality of refusing to give up or surrenders,
- (xi) Personality Excellence, which epitomizes the capacity of bringing out the best in every individual Nigerian.

Spiritual Leadership in Future in Nigeria as Basis for Economic Rehabilitation and Reliance

Stanko (2000) noted that true leadership is not about getting power and position. It is about becoming a servant. Does business today need spiritual leaders'? Yes. Does Nigerian today need spiritual leaders? Yes. The managers of old style capitalist systems, with their sterile assumptions about human nature and narrow reliance on mechanistic philosophies cannot lead Nigeria through the human and global challenges facing the nation today. We need new kind of leader for new kind of "servant capitalism". Leading others is much more complex than the Nigerian leaders feel - its part preparation, part perspiration and part inspiration (Stanko, 2000). The nation needs new approaches. The "bottom line" is becoming more service - and-values oriented.

Zohar (2002) noted that the bottom-line criteria for business and nations economic activities will always be material solvency and a decent profit. Business is society's engine of wealth creation. But wealth is broader than mere money. Solvency and profit leave room for maximizing meaning, service, quality, good

physical environment for amassing not merely material but also social and spiritual capital, and thereby contributing hugely to the common well-being and self-organising creativity of life on the earth.

Important Features of the Proposed Model

The above proposal constitutes a new vision for Nigeria's economic rehabilitation and reliance. It has the following features:

- (i) It involves conscious and sincere planning, organization, directing, monitoring, motivating and controlling the nation's human and material resources,
- (ii) It involves on the spot physical supervision of ongoing projects to ensure that budgeted funds are expended on actual project and not stolen away by greedy leaders,
- (iii) It involves total commitment to the growth and development of the nation by those in position of trust and not "carry go" leadership
- (iv) It involves calling out the best from every Nigerian. The average Nigerian is a hardworking person who does not want to depend on the government. What he requires is an enabling environment and government, which are currently lacking.
- (v) It involves leadership with vision and not leadership with agenda or Mafia managers,
- (vi) It involves management self-development where individuals are the key drivers in developing themselves. Development is driven primarily by the individual, while others have supportive and enabling roles (Constable, 1998).

How Can We Make it Happen

That is, can developmental Management be engine for economic Rehabilitation and reliance? . We need to:

- (i) facilitate national and corporate conversation that enable habits and structures for reflection on deep values and fundamental purposes,
- (ii) create national and corporate infrastructures that respond to wider environment and changing demands;
- (iii) learn to negotiate rather than suppress conflicts and differences. There is need to identify and use the "sand in the oyster" making positive use of negative situations; and
- (iv) cultivate the individual soul-through the process of reading, reflection and experience.

Conclusion

The adoption of developmental management as a working model could lead Nigeria to the real path of development, economic rehabilitation, national self-reliance and true economic development.

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