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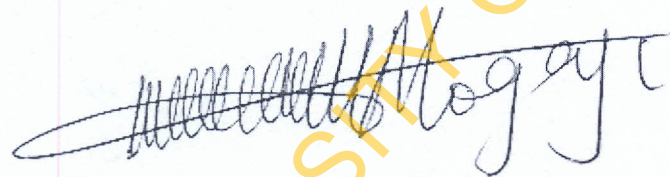
Dear Dr. Shenge,

ACCEPTANCE OF BOOK CHAPTER FOR PUBLICATION

I am pleased to inform you that your chapter titled: **Managerial Psychology**, has been accepted for publication in the **International Handbook of Psychological Practices**.

Accept my Congratulations.

Yours sincerely,



Andrew A. Mogaji, Ph.D.

Associate Professor of Psychology,

Member, Board of Directors, International Association of Applied Psychology,

Editor, International Handbook of Psychological Practices and

Managing Director.

Managerial Psychology

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Chapter Description

Managerial psychology is a sub-discipline of Psychology or Management, focusing on understanding organization behaviour. Managerial psychology draws from frameworks and descriptions about the psychology and sociology of organizations and the institutional context of work and careers. This chapter introduces the reader to behavioural science concepts, constructs, theories, methods, and tools that are used and applied to issues that people encounter in their work and career. The chapter provides an overview of work and organizations in contemporary industrial society. It considers individual behaviour, then moves to behaviour in groups or teams, and finally discusses

organizations as a whole. After reading the chapter, the reader is expected to, among other things: (a) know something about managerial psychology, including its meaning and scope; (b) know and appreciate people's needs in organizations; (c) understand social influence in organizations; and (d) develop skills for decision making, and organizational analysis. The chapter highlights perceptions and attitudes, cognitive style, decision making, motivation, creativity, networking, negotiation, social influence, group dynamics, group decision making, organizational culture, organizational learning, leadership and power, organizational change, and organizational analysis. The aforementioned are areas relevant to managerial psychology.

Introduction

Management may be defined as the art and science of getting things done through people. Hellriegel and Slocum (1996, p.5) define management as "the planning, organization, leading, and controlling the people working in an organization and the ongoing set of tasks and activities they perform." The term "management," as defined by the Century Dictionary, is also "the art of managing by direction or regulation." Management is relevant to almost every sphere of life where people work and interact to achieve defined goals.

As a discipline, an art or science, management has evolved over time. Successful management of the old type was based on no measurement and hence defined management as an art. However, "scientific management" is an art based upon a science, so it qualifies management as both a science and an art. Scientific management draws upon laws deduced from time and motion measurement. Regardless of changes in its definition, management continues to be what it has always been, - the *art* of directing activity (Gilbreth, 2005; 1911).

Throughout the history of management, it was never doubted that knowledge of the discipline would be of great value but it was doubted that management could be studied otherwise than by observation and practice. That was why many people assumed that management was an art and that it was a gift or talent bestowed divinely, rather than an acquired accomplishment (Gilbreth, 2005). Indeed it was common belief that one could learn to manage only by going out on the work and observing other managers, or by attempting to manage. Many people actually believed that good managers were born. However, the advent of "Scientific Management" has demonstrated that the best management is rooted in laws that have been determined, and can be taught (Taylor, 1911).

There is a growing awareness of a global need for improved and effective management of human and material resources in work organizations. Work organizations range from universities, schools, places of worship, hospitals, correctional institutions such as prisons, and small or big businesses. It has been recognized that management as an exercise in social engineering

requires managerial psychology (Denga, 1982).

The human side of enterprise was sadly overlooked by Frederick Taylor and his associates during the scientific era. However, it has increasingly received emphasis in modern management. It is now realized that organizations and individuals not only co-exist, they depend on each other for survival. To ignore the welfare of people in any organization is to jeopardize the life of that organization (Denga, 1982).

An organization is the framework within which management occurs. It (organization) is defined as any structured group of people who come together to achieve specific goals that individuals could find challenging to achieve alone. Organizations can be viewed through three lenses, namely, a strategic design lens, political lens, and cultural lens. Making use of these lenses enables a manager to better appreciate the complexity and interconnectedness of organizations (Carroll, 2006). According to Crossan, Rouse, Fry, and Killing (2009), a fundamental challenge facing managers today is stems from the reality that external environment in which their organization operates is changing so rapidly that the firm is hard-pressed to keep up.

The role of a manager in an organization

A person who allocates human and material resources and directs the operations of a department or an entire organization is called a manager. From a traditional point of view, a manager is a person who plans, and directs people and resources. From the point of view of an organization, a manager is a person who supports, coaches, coordinates, and leads (Carroll, 2006, p.15).

Managers represent only a fraction of the workers or employees in large organizations (Hellriegel and Slocum, 1996, p.5). Some the functions that managers perform are planning, organizing, leading, and controlling. There are also specific roles that managers play. Whereas managerial functions define what managers do, the managerial roles define how managers do their jobs (Hellriegel and Slocum, 1996, p.31). Mintzberg (1973) identified the ten most common managerial roles which he grouped into three categories, namely, interpersonal, informational, and decisional. Four points need to be made in respect to the aforementioned managerial roles categorization. First, a manager's job is a combination of these roles. Second, these roles

influence the attributes of managerial work. Third, these roles are highly interdependent. Fourth, managerial level and function shape the relative importance of each role.

Other responsibilities/functions of a manager

Typically, the functions, duties, responsibilities, or roles of a manager include planning, directing, staffing, controlling/coordinating, reporting, and budgeting. A manager coordinates resources (human, physical and financial). He/she also tries to study and understand the behaviours of his co-workers (including his subordinates, and colleagues). He/she also manages his relationship with co-workers. A manager also provides managerial Leadership. Under this subheading, the functions of a manager and the qualities of a good leader can be addressed. Managers also ensure managerial communication and managerial decision-making (manager and delegation of authority).

In the past two or three decades, duties of management have changed considerably across the globe (Mullins, 1999). This has posed a number of challenges to organizations. For instance, employees of most national and transnational organizations are older and more

culturally diverse today more than ever before. There also have been more rapid changes within modern organizations than in organizations in previous eras. Importantly too, product-service mixes have been redefined in modern organizations. The foregoing statements presuppose that management, the “process of obtaining and organizing resources and achieving goals through other people” is dynamic rather than static (Mullins, 1999).

Defining psychology

Psychology, in a popular sense, is "the study of the mind." Another definition of psychology is that it is the scientific study of human and animal behaviour and mental processes. However, one of the most comprehensive definitions of psychology is that given by Wade, Tavris, Saucier, and Elias (2010). They view psychology as “the discipline concerned with behavior and mental processes and how they are affected by an organism’s physical state, mental state, and external environment” (Wade, Tavris, Saucier, and Elias, 2010, p.4). The methods used by psychologists to study human behavior include observation, interviews, appraisal or assessment (Denga, 1982).

Psychology started as a branch of philosophy but it is now a scientific discipline in its own right. Psychologists make use of scientific methods or techniques to study human behaviour. Many of the different kinds of behavior that psychologists study are puzzling in nature (Wade, Tavris, Saucier, and Elias, 2010, p.4)). The aims of psychology as a science are to describe, explain, predict, and control behavior. In modern times, psychology is viewed as a discipline as well as a profession.

In carrying out psychological research, psychologists utilize the tools of observation, experimentation, analysis and testing. Psychologists may also be empirical in their approach to research. There are numerous areas of specialization in psychology. These include clinical, industrial-organizational, developmental, school, educational and personality. Others are physiological, and experimental. Areas of specializations in psychology have been developing at different rates. In all areas of specialization in psychology, critical thinking is essential. Hellriegel and Slocum (1996) view critical thinking as the careful consideration of the implications of all known elements of a problem.

Wade, Tavris, Saucier, and Elias (2010, p.7) define critical thinking as “the ability and willingness to assess claims and make objective judgments on the basis of well-supported reasons and evidence, rather than emotion or anecdote.” Some key characteristics of the ideal scientist (and that includes the psychologist) are precision, skepticism, reliance on empirical evidence, willingness to make “risky predictions”, and openness.

Not all psychologists do clinical work. Many do research work and teach. Some research and work in business or consultancy firms. According to Wade, Tavris, Saucier, and Elias (2010), the “professional activities of psychologists with doctorates fall into academic or research psychologists, clinical psychologists, and psychologists in industry, law, or other settings.”

Among the oldest and most developed areas of specializations in psychology are clinical psychology and industrial-organizational psychology. Clinical psychology “integrates science, theory, and practice to understand, predict, and alleviate maladjustment, disability, and discomfort as well as to promote human adaptation, adjustment, and personal

development” (APA Division 12, Society of Clinical Psychology, 2013). It focuses on “the intellectual, emotional, biological, psychological, social, and behavioural aspects of human functioning across the life span, in varying cultures, and at all socioeconomic levels” (APA Division 12, Society of Clinical Psychology, 2013).

Industrial-organizational psychology (I-O) is interested in the scientific study of human behaviour in organizations and the work place (APA, 2013). The focus of the I-O specialty is on deriving principles of individual, group and organizational behaviour and applying this knowledge to the solution of problems at work (APA, 2013). The ultimate aim of industrial-organizational psychology is to increase efficiency in the industry.

In the last two or three decades, a number of new focus sub-areas or sub-specialties, including consumer psychology and managerial psychology, emerged from the discipline of industrial-organizational psychology. This chapter is concerned with managerial psychology.

The Psychology of Management

The Psychology of Management, as used by Gilbreth (2005; p.1), means “the effect of the mind that is directing work upon that work which is directed, and the effect of this undirected and directed work upon the mind of the worker.” It is the branch of psychology studying mental features of the person and its behaviour in the course of planning, organization, management and the control of joint activity (Talibova, 2008).

Management is a science that is concerned about coordination of resources of the organizations on reaching the planned purposes. Where people exist their psychological features are reflected in their activity. It makes sense to state that “studying the psychology of management, we study the psychology of the person, his activity and the most important thing - influence of the mentality of the person on activity and influence of activity on psychology and behaviour of the person.

There is a value in the subject of psychology that demands the attention of the manager. First, it is recognized that every human being venturing into the world needs all the

knowledge that is required for effective functioning of the human mind. This helps the individual to not only give but receive information with the least waste and expenditure of energy.

The value of psychology to management also depends on modern management's emphasis that successful management lies on the *man (or woman)*, not on the *work*; that efficiency is best achieved by placing the emphasis on the man (or woman), and modifying the environment and methods to make the most of the man (woman) (Talibova, 2008). Effective management is necessary for recording success in an organization.

Further, it has established that the mind of the human being is a controlling factor in efficiency. Therefore, knowledge of psychology is imperative for understanding the human mind as it affects the work of the manager or the managed (Gilbreth, 2005). This is exactly the whole mark of the "psychology of management." Thus, the human factor is considered as the central point in the psychology of management, as its essence and a core. Among a variety of problems facing psychology of management, Seyidov (2000) has

given the greatest attention to four, namely, motivation, leadership, interpersonal relations, selection of personnel.

What is Managerial Psychology?

"Psychology," as earlier defined in this chapter, is the scientific study of human and animal behaviour and mental processes. Human behaviour is an aggregate of traits which include emotions, attitudes, interests, dislikes, needs, aspirations, self-concepts, temperaments, interpersonal relationships, response to stimuli, strengths and weaknesses among others (Denga, 1982). Only two terms ("managerial" and "psychology") are involved in managerial psychology. Therefore pairing of the term "managerial" with "psychology" would appear to mean that the field has something to do with applying the principles and knowledge from the discipline of psychology to the tasks of management. In a way, this is correct.

Managerial psychology is defined as the application of psychological knowledge and principles to executive and managerial positions. Put in another way, managerial psychology is the

application of an understanding of behavioural psychology in human beings to executive and managerial positions with the aim of supporting and improving the effectiveness of managers whilst in their roles. It is a sub-discipline of organizational behaviour focusing on understanding the psychological insight for the whole organization behaviour from the management perspective. Managerial psychology is interested in how managers do their managerial work while deploying or tapping into one or a combination of the aforementioned skills.

The Psychology Dictionary defines managerial psychology as “the application of an understanding of behavioural psychology in human beings to executive and managerial positions to help support and improve the effectiveness whilst in their roles.” Understanding, as used in this context, is the method of obtaining knowledge about oneself or other people or of knowing the meaning or significance of something, such as an idea, a term, or an occurrence. Managerial psychology is also “the application of psychology to managerial positions and the theories underpinning management fashions” (Psychology Dictionary, 2013).

According to Denga (1982, p.2), the use of the term “managerial” implies that the use of psychology “has specific application to work organizations as a tool in the hands of management to use for the efficient development of work organizations.” A manager who understands the behaviour of his staff stands a better chance of effectively managing his organization to the benefit of both the organization and the individual. Managerial psychology is invariably an aspect of social psychology used as a tool for human engineering. Some experts also refer to managerial psychology as *industrial psychology* (Denga, 1982).

Eze (2004) views managerial psychology as very important and relevant subfield of Industrial/Organizational (I/O) psychology. He defines managerial psychology as “the application of psychology to the management of not only the human resource but also other related resources in industries and organizations” (Eze 2004, p.135). The subfield of industrial/organizational psychology involves managing not only single individuals but also small groups, large groups, and work executive teams in institutions, industries and organizations. The scope of I/O

includes leading and managing people successfully, motivation, interpersonal and intergroup relationships, communication, productivity, training and developing people and getting people to achieve their potentials. The aforementioned issues are key psychological variables that bring about development at individual, organizational and national levels (Eze, 2004). By applying psychological concepts, principles, theories and techniques, managerial psychology objectively finds solutions to problems and challenges affecting the interdependent social lives of people at work.

Managerial psychology is relevant to different segments of professionals and groups including prospective managers, leaders and corporate heads, current operating managerial personnel. The subfield of managerial psychology is also useful to practicing managers, leaders, executive officers, managing directors, directors, corporate heads, general administrators and individuals who have responsibilities to manage the affairs of other people. Some of the psychological aspects of management which managerial psychology is concerned with include thinking, reasoning, emotions, motivations,

attitudes, assumptions and overall behavior of managers and others in management positions in their performance and control of resources. Hereditary, environmental, personal and situational factors directly or indirectly influence psychological attributes (thinking, reasoning, emotions, motivation) in management personnel (Triandis, et al, 1994; Spector, 1996).

According to Eze (2004; pp. 135, 136), research in managerial psychology seeks to achieve the following aims:

- a. obtain information that can be used to impart knowledge, skills and abilities (KSAs) in the management of individuals, small groups and large groups in industries and organizations;
- b. develop in managers and leaders the right attitudes, motivations and perceptions towards realizing organizational effectiveness, and developing high performance organizations;
- c. train managers on how to impart psychological attributes and values to their subordinates;
- d. assist the managers to develop the right personality to cope with diversity-related

conflicts and pressures in civil society, organizations and establishments;

- e. handle managerial problems and challenges that arise in the course of carrying out managerial functions, especially in managing human resources;
- f. train management personnel to develop managerial competencies and abilities and to obtain managerial skills;
- g. boost managerial efficiency and effectiveness;
- h. enable managers and employees to become aware of themselves, to be independent in their judgment and decisions.

Managerial psychology is occasionally associated with areas such as psychology of leadership and supervision as well as organizational psychology (Leavitt, 1964). Managerial psychology is very relevant to Africans considering the fact that many Africans are said to have challenges in managing their resources, mastering their environment.

Managerial psychology draws from frameworks and descriptions about the psychology and sociology of organizations and the institutional context of work and careers. The

scope of managerial psychology includes assessing staff for recruitment, rewarding, promoting and punishing employees. It also includes promoting incentives and motivating staff boost morale and increase productivity while providing conducive organizational climate (Denga, 1982). Managerial psychology equally encompasses promotion of interpersonal relationships between individuals and organizations as well as within individual employee. The sub-discipline also deals with methods of assessing employee performance and personality in organizations as well as the study of individuals in and groups of workers regarding their interactions with internal and external environments (Denga, 1982).

Denga (1982, p.2) also delimited managerial psychology as follows:

- a) Assessing and meeting the psychological needs of workers in order to derive maximum productivity from the workers;
- b) Managing problem behaviours and helping to resolve conflicts;
- c) Helping employees to cope with stress and psychological problems emanating from work;

- d) Establishing conditions for job satisfaction;
- e) Engaging in an unwritten psychological contract with workers; and
- f) Establishing an effective network of communication and public relations.

The Need for Managerial Psychology Knowledge

The utilitarian value of managerial psychology is to increase the performance or effectiveness of managers. Many people do wonder exactly what it takes to be an effective manager. It may be challenging to provide answer to this puzzle. However, managers, to be effective, are expected to develop certain managerial skills. According to Hellriegel and Slocum (1996), skills are abilities that are related to performance. Skills are not necessarily inborn. For managers, skills may be grouped as technical, interpersonal, conceptual, and communication skill.

It needs to be stated here that technical skills are most important to front-line managers, who typically handle specific methods of production. Interpersonal skills are needed at all levels of management, because managing is the process of motivating other people in order to get something done. Conceptual skills are particularly

useful to top managers, who have to think in more abstract terms and see parts in relation to the whole Hellriegel and Slocum (1996).

Hellriegel and Slocum (1996) further note that communication and critical thinking skills are important to all managers. Such skills aid managers to lead, motivate, and shape the organization's objectives. Critical skills help the manager to put together somewhat unrelated bits of information. This connotes creativity involved in the management process (Hellriegel and Slocum, 1996).

Organizations and human behaviour have become very complex in today's world. Thus managerial psychology knowledge is so much needed in today's world because many managers and potential managers have great technical grounding but not a good notion of how the real world works. Neither do they have a good notion of how to get things done, and how to deal with people (Carroll, 2006). Yet, managers need to understand human behaviour in varied work settings and varied institutional (organizational, legal, national) contexts.

Managerial psychology fits into the jurisdiction of psychologists in industry or industrial-organizational psychology. Managerial psychologists are among the class of

psychologists that identify and solve or attempt to solve organizational problems.

Carroll (2006) further notes that over one-half of people that would eventually become managers do not have formal managerial training in programmes such as MBAs. This makes the need for such managers or would-be managers to acquire managerial psychology knowledge and skills all the more pertinent.

Managerial psychology knowledge and skills enable managers to understand who they are and also know and appreciate their net-works, work groups, organization, and community (such as school, industry, profession, union, city, country, gender, and career). The changing nature of work in industries and organizations has also made it pertinent for managers to acquire managerial psychology knowledge and skills. For instance, organizations have evolved from limited production, generalist (do whole task) or “jack of all trades” orientation to mass production. The latter (mass production) is characterized by separate work/family, division of labour, assembly line, owners versus union, and classic social contract of loyalty for security. In more recent times, attention has been shifted from mass production to knowledge work which is characterized by educated, professional, mobile “human capital” with “careers.” Today, service work (called the “new factory”) is fast dominating a dominant feature of organizations especially in the

more developed economies of the world (Carroll, 2006, p.13).

More than ever before, there has been greater determination by workers and unions to be involved more in decision-making processes in organizations in which they exist or are employed. Problems such as worker rebellion, worker-organization conflict, social loafing, job insecurity and job dissatisfaction have become have accentuated in organizations today. A manager who has a good grasp of managerial psychology is better able to calm down behavioural incidents that tend to weigh down an organization and adversely affect growth. Although managerial psychology does not lay claim to be the panacea for all organizational problems, it however, aims at lubricating the “human machines” in work organizations to run smoothly. Managerial psychology sees machines as being important to organizations. But it places more value on human beings (Denga, 1982).

Today’s management crises in areas such as wage formula negotiations, productivity and cost of living adjustments, diversity management and leadership have reinforced the need for managers to acquire knowledge and skill in managerial psychology in order to achieve better results. In the area of leadership, for example, achieving better results partly entails that Peter Principle (promoting a person to their level of incompetence) does not happen. It also partly entails that, at worst, the most ineffective workers are

systematically moved where they can do the least damage to management (Dilbert's Principle) (Carroll, 2006).

Perceptions and attitudes are central in managerial psychology because perceptions are our windows to the world while attitudes affect behaviours, and are also affected by behaviours. This, of course, depends on situational cues that lead people to interpret their behaviour in particular ways. Cognitive style reflects the way a manager thinks and how this affects managerial decision making, which is the ability to evaluate and choose from available alternative courses of action (Carroll, 2006).

Motivation is important in managerial psychology because it represents the reason for a manager's behaviour or course of action. There is a strong relationship between motivation and efficiency or effective organization productivity. Many studies on organization goals, job performance and productivity have focused on how workers can be motivated for higher productivity. If workers are not adequately motivated they may not perform, and if they fail to perform the objectives that are set may never be achieved (Fadaye, 2004).

Creativity refers to new and useful ideas. It is a process which encompasses problem presentation, preparation, generation of ideas, recognition/evaluation and preservation/reproduction. Group decision process is also important in managerial psychology. It involves identification of problem, search, divergence, disagreement and action.

Leadership and power connote the potential ability to influence behaviour, to change the course of events, to overcome resistance and to get people to do things that they would not otherwise do (Carroll, 2006). Leadership and power are the processes, the actions, the behaviours through which this potential power is utilized and realized. These too are important issues in managerial psychology. Managers and organizations learn by doing, reflecting, connecting, and deciding. Whereas some learning entails more action, some other forms of learning involve more reflection. Some are concrete while other are abstract (Carroll, 2006).

Organizational change involves sensing the current state (where we are), visioning the future state (where we are going), and innovating and implementing (how we will get there).

Change is an important focus area in managerial psychology. It is technical or adaptive in nature. A number of forces enable change. These include burning platform, role models, incentives, values/identity, vision/reframing, and external pressure (Carroll, 2006, p.22). There are also some forces that inhibit change. These include habit, fear, lack of time, lack of resources, entitlements/power, and shared assumptions. It is imperative for employees to be trained to embrace change. It is also necessary that employees should be carried along in any change process even as there is need to know the cost and benefits of every change and change implementation process (Shenge, 2006).

Negotiation, another important area of interest in managerial psychology, is a process by which two or more individuals or parties make decisions and do not have identical preferences. Organizational culture refers to shared assumptions a particular group has developed to attend to the problems of external adaptation and internal integration. Managers are equally interested in knowing organizational culture, which relates to the way people in an organization do things in their organization. An organization's

culture is transferred to newcomers; therefore organization culture, in this regard, can be said to be historical in outlook (Carroll, 2006).

Some Main Issues of Managerial Psychology that are also Considered Relevant

Total Quality Management (TQM): This refers to the company-wide quality approach in supply, customer focus, product and service quality, management style, process management, organizational structure and organizational culture to achieve the common value and commitment to quality. TQM also refers to a total company-wide effort that encompasses all employees, suppliers and customers that seeks continuously to improve the quality of products and processes to meet the needs and expectations of the customers at the lowest overall cost. It also connotes a way of managing an organization such that the quality of work the internal customers do for themselves guarantees the quality of work received by the external customers. TQM also means a way by which the organization's culture is defined and supports the continuous attainment of customer satisfaction through an integrated system of tools, techniques and training which involves the

continuous improvement of organizational processes, resulting in high quality products and services (Brocka and Brocka, 1992).

The goal of TQM is to satisfy the customer through continuous improvements in quality, cost, customer services, flexibility and lead time. TQM aims at delighting the customer through improvement in quality of products and services, communication and attitude, waste reduction, job satisfaction and cost reduction. TQM also aims to improve productivity, safety. It also provides problem solving opportunities, promote teamwork and strives to link all levels of management and workers, while ensuring total employee involvement. TQM also seeks to reduce absenteeism and grievances develop human resources. It is the product of the culture of an organization that drives constant improvement and concern for producing high-quality goods and services. Quality, operationally defined, means reducing errors, waste, reworks and scraps. Organizationally, it involves knowing and satisfying our internal and external customers, and working as a team. Culturally, TQM is a never-ending journey that involves, among other things, doing the right things right, first time, on time and

every time. The key principles of TQM are highest priority, quality definition, customer definition, customer satisfaction, aim, communication, ethos, values, mutual respect and benefit, health and safety, communication, participation and ownership, continuous improvement, performances, and investment. Techniques of TQM include empowerment, employee participation and investment, creativity and innovation, management by score keeping (performance appraisal and feedback interview), team building and manager skills development. Steps in implementing TQM include culture assessment, executive training, quality control, information dissemination and integration of TQM elements (tools, techniques and training) (Brocka and Brocka, 1992).

Management of Change in Organizations:

Today's manager must learn to manage the process of change. This means that a manager must be able to diagnose problems, and plan and implement changes in ways that will be accepted by members of the organization. In order to be successful, a change must have two characteristics. Firstly, it must be a high-quality

solution to the system's problems in terms of its technical and logical soundness. Secondary, it must be acceptable to the members of the system. A change is either planned or unplanned (Maier, 1973). Beckhard (1969) defines a planned change as organizational development (OD) which is an effort planned organization-wide and managed from the top to increase organizational effectiveness and health through interventions in the organization's processes using behavioural-science knowledge.

Progressive Management: The term progressive management mean that the handling of resources in an enterprise or organization is such that incremental results, profits and rate of development are steadily achieved either daily, monthly or annually. Consequently, it involves what is today known as productive management. It also involves the high intellectual attributes of problem solving and decision making (Eze, 1995). To succeed, progressive management must develop enabling structures, communicate, involve people and be honest. It must also institutionalize the change.

Conclusion

Managerial psychology is the application of an understanding of behavioural psychology in human beings to executive and managerial positions with the aim of supporting and improving the effectiveness of managers whilst in their roles. Managerial psychology accommodates, among others, topics such as understanding social influence in organizations, decision making and organizational analysis. Other areas of focus of managerial psychology include perceptions and attitudes, cognitive style, decision making, motivation, creativity, networking, negotiation, social influence, group dynamics, group decision making, organizational culture, organizational learning, leadership and power, organizational change, and organizational analysis. The value of managerial psychology lies in the improved performance or effectiveness of managers. This invariably translates into better performance at the organizational level. Managerial psychology has not yet developed fully in Nigeria and Africa. However, a few notable scholars and practitioners have been making effort to advance the sub-discipline of managerial psychology in Nigeria and Africa.

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