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Nigerian Management Manpower Development In The Context Of Globalization: An Evaluation

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Abstract

In this paper, management manpower development is viewed as a vehicle for national development that enables the Nigerian nation to meet up with the rest of the world in the context of globalization. The paper defines management, management manpower education and globalisation. It views information the beacon of globalisation. It therefore, posits that the effective use of information and communication in globalization cannot be downplayed. The paper reports an assessment of a new management training elements and notes that the organisations that patronize management training institutions do not normally conduct training needs assessment; they were strong in the areas of provision of libraries, course materials, number of trainers among others. The recommendations include: proper and adequate funding of the institutions and making them more relevant by equipping them and exposing them to universal practices.

Introduction

It is certainly stating the obvious to say that one of the major problems confronting the Nigerian nation is lack of effective management. It is not less stating the fact, if we say we lack effective management of the Nigerian economy because we fail to develop our management manpower. Quite a number of people are put in responsible management positions with little or no formal or even management education, even at the rudimentary level

Umoru-Onuka (2001a) placed emphasise on the need to give adequate management education to those who are either put in management positions or who aspire to become managers. Invariably, therefore, the need for well-educated management personnel, in an era of globalisation hardly needs being emphasized, unless the economy wants to remain perpetually underdeveloped. It is to be noted that globalisation is more or less defined by modern information and communication technology. It is also noteworthy that management, according to Umoru-Onuka (2001b), is largely a communicative profession and is to very large extent information based. Globalization is actually enhanced by information communication technology (ICT).

Globalization

With the advent of the 21st century or thereabout the concept of globalisation became the 'talk of the town'. What then is globalisation? The concept of globalisation results from the fact that information and communication technology

has reduced the world to a global village in the sense that one who lives in a remote village, but possesses the wherewithal of information and communication technology of our day, can get to know what is going on elsewhere in the world almost immediately it occurs.

Kiely (1998) in Onuka (2003) defines globalization as "a world in which societies, cultures, polities and economies have, in some sense, come closer together". He further states that the concept can be seen as the "intensification of worldwide social relations which link distant localities in such way that local happenings are shaped by event occurring many miles away and vice versa". The implication of this view is that more and more parts of the world are brought together in a global system and are so affected by happenings elsewhere. It is such that all components of life are each brought into the compartment of one single system. Furthermore, implied in the definition of globalization is that no nation or individual can exist apart from the others. Each must strive to keep abreast current development worldwide. Vale and Mphaisha (1998) state that globalization has resulted in a situation of *"mutatis mutandis"* (everything varies) not that of "*centeris paribus*" (all things being equal). You cannot therefore, hold any variable constant in the context of globalisation or else you become obsolete.

Marfleet (1998) contends that the concept of globalisation is "a process that brings new social and cultural locations together", stating that globalisation involves crystallisation of suppositions about what the world is and would be, and should be. Therefore , if all area of life is affected by globalisation and management,-one profession/discipline that permeates all facets of life;-then it must be responsible to dynamics of its 'publics' because it is a collage resulting from coupling of various disciplines into one among which are engineering , sociology, anthropology, mathematics and statistics. Globalisation can simply be regarded as "universalism" of the world system.

McMurty (2002) as reported by Onuka (2003) posits that the current trend on the concept connotes economic enslavement of some by others, because it manifest in it activities of transnational corporation and in the advocacy for privatization. He, however, feels that the reality of globalisation should reflect in global corporation across border and to stand for integrity and protection of the world ecosystem for human and labour rights, for security against genocide in various oil fields and environmentally destructive corporation practices.

The elements of globalisation, according to McMurty, include, transborder capital, labour management, news, images and data flow. These are facilitated by communication technology. He also points to the fact that transnational corporations are the main engine of globalisation. Their activities no doubt involve both management which in itself is a communicative profession (Umoru-Onuka, 2001b) and communication. Other means of globalisation include inter-governmental organization, transnational media and organizations, non-governmental organisations and alternative government organisations. He states that some of the view globalization as four- dimensional viz: economic, world opinion formation, democratization and political, stating that economic; political; common ecological constraints (environment) and communication are equally elements of globalization. Globalization could also be approached from the logistics perspective.

Hart (1998) in Onuka (2003) identifies five concepts of globalization as follows:

1. Existence of global- infrastructure;
2. Global harmonization or convergence of some important characteristics features;
3. Borderlessness;
4. Global diffusion of some initial localised phenomenon; and
5. Geographical dispersion of core competencies in some highly desirable activities.

It is the view of these researches, that in whatever way, globalisation is viewed, it calls for some changes in management techniques if managers are to cope with the trends in the concept of globalisation. The role of communication in management development is also very important and hence the need to know what is on ground and what could be done to improve it.

Anya (1998) posits that globalization breeds uniformity (which is expanded by ICT) which to him is unfortunate because it may destroy the basis of human differentiation and development. Osaghae (1998), however, views globalisation as a key to democratisation not only on the continent of Africa but the world over. Marfleet (1998) states that the concept of globalisation has tremendous influence on religious, economic theory, and flow of finance, goods, and information, so much so that people are said to produce '' borderless" world. According to him, religious resurgence is, in the theory of globalization, an expression of unified world. However, Ukah (2005) believes that not all of globalisation arose from the West, where largely science and technology, politics and economy aspects of globalisation come from. He argues that some form of globalisation including certain religious denominations, come from Africa.

Kiely (1998) in Onuka (2003) defines globalisation as a world in which societies, cultures, polities and laws, in some sense, come together. It is the intensification of the worldwide social relation, which link distant societies such as the happenings in one locality are influenced by the happenings in some other distant society(ies.). In a nutshell, globalisation can be regarded as a situation, where by the world is made or reduced to a village, in the sense that what goes on in one part of the world is simultaneously or easily known in all other part of the world. It is also a situation, where the happenings could simultaneously impact either positively or negatively on all other part of the universe. Thus, the occurrence in one place may affect the decision- making process and occurrence in another part of the world. This is made possible by the use of modern information technology and through the use of modern communication gadgets like the internet, GSM (global system of mobile communication). Consequently, every economy must strive to keep abreast of current developments in the world. Failure to keep up with the rest of the world could spell doom for such an economy.

Management

Management is the term that is used to describe the business of initiating, planning, organising, implementing, directing or controlling, monitoring and improving a system, an organisation or an institution for the overall interest of all its stakeholders. Thus, management occurs in a small human organisation such as the family (unit) and in large organization such as national and international

organizations. It is noteworthy that management is an everyday and everybody phenomenon, and cannot be avoided at all.

Adigun (1980) sees management as the process of integrating the effort of a purposeful group or organization, whose members have at least one common goal. Badenhorst, et al (eds)(1999) state that management is an indispensable element in an enterprise or organization. They then define as a process followed by managers to accomplish an organization's goals and objectives. It is thus a *process of activities that are carried out to enable an organization accomplish its goals and objectives, by employing human and material resources for that purpose*. It is, therefore, an approach whereby human, financial, physical and informational resources are employed for the attainment of the objectives of an organization (Badenhorst, et al 1999). Fabunmi (2000) opines that management from the perspective of a field of study approach is viewed as consisting of planning, administration, supervision and evaluation. He further states that the word is seen from two major perspectives viz: that of an art or practical exercise requiring no special study or effort and thus a result, a natural gift; and the other being that it is a science or a technology requiring not only sound theory but also specialized principles and techniques. In the context of this study the later is our concern. Hence the need for management manpower development cannot be overlooked.

The manager can invariably be described as that person in charge of an organization or one of it sub-units. This traditional view portends that he plans, organizes, coordinates and controls. No one can control without the use of communication hence. Umoru-Onuka (2001a) states that management is a communicative profession. This is why management must be studied in the context of globalisation, since the advent of electronic communication has globalised the world which hitherto consisted of close units of various kinds. Management as a science interfaces with other sciences viz: Engineering, Anthropology, Economics, Sociology, Law, and Computer Science-Information Management, Accounting and Mathematics and Statistics. This collage of several disciplines, calls for a holistic approach to its study. In this paper, management manpower development is viewed as a vehicle for national development that enables the nation to meet with the rest of the world in the context of globalization.

Nigeria cannot afford to be left behind on the tract of the right type of management which can put her on the right pedestal in the face of globalisation. Management development (education) should be a continuous exercise if its purpose were to be realized. Management cut across all sectors of the economy and it is something that needs to be developed in the individual, who occupies a position of leadership in any organisation or institution; be it governmental or parastatal or an institution of learning and even private organisation. As management is responsible for forecasting, planning, mobilizing, organizing, controlling all resources (human or otherwise) towards the realization of national, organizational or institutional goals and objectives, no amount of fund and time spent on its development should be regarded as waste. It is a continuous exercise that must be planned and budgeted for annually. Management development (education or training) cannot be over-emphasized and must not, therefore, be ignored. Management must be made to acquire modern management technique (technology), which occurs in almost a continuous basis in the context of globalisation. The institutions that develop managers must be adequately funded and equipped with modern facilities. Thus,

universities and other management development institution should be funded and equipped for the challenges of globalisation.

Management Manpower Education.

If management is a science and profession, then there is no doubt that there is a need for those who practice it to be educated in its principles and practices. More so, since its scope transcends the Arts, Sciences, and the Technology, all of which are dynamic areas of human endeavour where changes occur on almost a non-stop (continuous) basis. Cronje, G.J.de J, du Toit, G.S., Mol, A.J., van Reenen, M.J. and Motlatla, M.D.C. (1998) posit, *human resources management function (i.e. manpower management function) is responsible for the appointment, development (education) and maintenance of the human resource of the organization.*

A good management manpower development programme can only be evolved if the educational needs of those who constitute the management or prospective management manpower of a nation or organization or institution are known vis-à-vis the corporate need of the nation or organization. Education (training) needs according to Umoru- Onuka (2001b) are made up of the gap between what exists in society (organization) and what is required to attain certain level of productivity as well as the individual's needs. It is the gap between the activities, skills and knowledge of the individual manager and what is required of him to attain for certain level of productivity.

Umoru- Onuka (1996) defines management (manpower) development as the process of the continuing education of the manager to keep him abreast of every new management development (education or training). It is a cycle that begins with planning and ends up with feedback with organisation, implementation and evaluation in between.

In view of the fact that globalization affects every aspects of life and the fact that management deals with every area of life, this study determined how management manpower development programmes can be made to meet the dynamics of globalization.

Research Questions:

Ensuing from the study objective are the following questions:

(1)   What are the strengths and weaknesses in Nigeria been doing to meet its management manpower development in the context of globalisation?

(2)   What should the universities and other management manpower institutions do to meet the management challenges of globalization (opportunities and threats/challenges)?

Methodology

According to Mgbodile (2001) studies involving strategic management should adopt a strategic management model. Therefore, this study adopts the strategic management model of strengths, weakness, opportunities, and threats (SWOT) because it best suits the study as it reveals the strengths and limiting factors militating against these possibilities (i.e. opportunities open to management manpower development). The strength, weakness, opportunities and threats (Analysis) model is most suitable for this study and it was thus adapted.

Swot Analysis (Model)

Strengths	Weaknesses
Opportunities	Threats/Challenges

Figure 1. A SWOT Analysismodel.
Source: Adapted from harding and Long (1998).

Assumption: the internal +ve and –ve attributes of an organization in relation to its external environment are central to its success.

Sample
        Random sampling technique was used to select 120 students who had hitherto attended management education institutions in the country, but domiciled in Ibadan.

Data Collection and SWOT Analysis
        Data for the study were collected using SWOT Analysis checklist, constructed by the researcher and its validity confirmed through expert opinion.
        Thorough review and analysis of SWOT of some of the past management manpower development were also analytically reviewed. The data were analysed using percentages for strengths, weaknesses and opportunities while threats were analysed using probability of occurrence.

Table: The Training Elements in SWOT ANALYSIS: A checklist

SWOT COMPONENT	TRAINING ELEMENT	RATING
Strengths	Training needs assessment	61.7%
	Availability of classrooms	81%
	Library facilities	51%
	Instructional facilities	57%
	Communication ability of trainers	65%
	Communication ability of trainees	55%
	Course contents	75%
	Numerical strength of trainers	79.7%
	Course	82.10%
	Numerical strength of trainees	94.60%
	Trainers' qualification and experience	86.15%
	Course deliver	91.8%
	Trainees' qualification and experience	71.01%
	Course materials	80%
	Course organization	75%
Weaknesses	Evaluation of Trg. Needs Assessment by organization	49%
	Training equipment (availability of)	36%

	Quota of staff being trained	26%
	Varied instructional strategies employed.	35%
	Positive attitude towards Trg. By trainees	34%
	Adequate funding of management development programmes	24%
	Economics and political vagaries (taking cognizance)	25%
	Adequacy of comprehensiveness management Trg. Package	35%
Opportunities	Applicability of acquired knowledge, altitude and skills	77.90%
	Abundant human resources	80.52%
	Abundant employment opportunities if developed	81.13%
	Availability of the right calibre of trainers	80%
	Availability of the pool of prospective trainees	60%
	Universality of management development	92.3%
Threats	Lack of employment opportunities	.72**
	Impracticability of some acquired knowledge	.50
	Obstacles to application of acquired knowledge	.75
	Low level of technological development	.77
	Unwillingness by stakeholders to fund education	.81
	Low level of application of information technology	.81

* Percentage was used for analysis   ** represents probability
*** Trainers mean teachers of all kind in management education (They are also referred to as facilitators)
**** Trg. implies training.

Results and Discussion

       Question one was answered consisting the strengths and weaknesses of what is on ground in terms of management while the second question was answered in terms of threats and opportunities in context of our topic of discourse: The table shows the various elements in each of the four components of the SWOT analysis (matrix), which were either rated using probabilities or percentages. Percentages were used to rate and analyse the strengths/ weaknesses/opportunities components of the work while probability was used to rate and analyse the threats component.

       In the strengths component of the SWOT analysis, there were 15 elements that were analyzed to weigh the degree of the strength of each using percentage. The least strong element of management training in Nigeria was library facilities which were 51% while the strongest of the element was the numerical strength of potential managerial trainees, rated 94%. Next in the element is the course delivery by (trainers) rated 91%, this was followed by trainers' qualification put at 86%, course duration (82%) availability of classrooms (81%). Course materials (80%), numerical strength of available trainers (79%).

       This was followed by content, which was given aggregate rating of 75% and course organization also put at 75%. Next came the trainees' qualifications (71%), communicative ability of trainers (65%), training needs assessment (61%) , instructional facilities (57%) while the communicative abilities of trainees was put at 55% and library facilities brought the rear with rating of 51%. The implication of this segment is that there is the need to further strengthens the areas of strength; so as to catch up with the rest of the world (Marfleet 1998), especially in the areas of library facilities, instructional aids and the calibre of both the prospective trainers and

trainees. All the current strength component of management manpower development must be updated to universal standard to put this component in the context of globalization.

The segment of weaknesses of Nigeria Management Manpower Development Programme: contained eight items. This segment was rated using percentages of these ordinarily positive elements of management development programme occurring so as to determine their levels of weakness. Evaluation of their candidates was found to be 49%, which was the highest, meaning that 49 organizations of every 100 organisations did carry out evaluation of their candidates before sending him for training. The rest of the organisation did nothing of sort; which does not fit the age of globalisation. This implies that management development programme could be negatively affected by non- availability of training equipment, therefore, putting the nation behind in term of management development in the age of globalization.

Next is the varied instructional strategy which was put at 35% only, comprehensiveness of management training package of only 35%. Positive attitude towards stakeholder (34%) followed. Quota system of 26% was used in all organization across the various management cadres. Appropriate reaction to economical and political vagaries in training managers was only 25%, which is not good for globalisation whose main characteristics, is constant change, and funding of management development programme was put at a paltry proportion of just 24%. By implications all these weaknesses contribute in no small measure to affect management education adversely, thus, consigning national development, even in the era of globalisation, to the background. These anomalies, which work against enhancing management manpower development, must be minimized as against maximizing the strengths to place our management manpower at the global standard (Kiely, 1998 in Onuka, 2003).

The opportunities/prospects segment contained six elements with their rating in percentages as follows: applicability of knowledge, attitude and skills (77.9%), abundant human resources (80.52%), abundant employment opportunities (if developed) (81.13), availability of a pool of prospective trainees (60%) and universality of management development (92.3%). By implications if these opportunities are harnessed and taken advantage of, the future of management in Nigeria is bright and would place her among the comity of nations in the globalisation age. However, if they are not harnessed then Nigeria may head for managerial woods or doldrums because they would be left behind in the face of information and communication technology, which is the chief tool for effective management (Umoru-Onuka, 2001b). Those responsible for training managers and/ or sending managers for training must take advantage of these opportunities to position the manager for his role in the era of globalisation.

In segment four (threats/challenges) of the SWOT analysis model used for the study, there were six parts rated using probability, indicating the likelihood of each item (part) occurring as a threat to management development. Their ratings are as follows: lack of employment opportunity for trained managers (0.72) i.e. implying that only 28 of every 100 trained managers were likely to secure a job thus serving as inhibition to people desiring to acquire management knowledge. Availability of training equipment was rated 0.5 signifying that the knowledge are either unavailable or they are irrelevant or both. Other ratings are obstacles to application of acquired

knowledge (0.75), low level of technological development (0.77) unwillingness by stakeholders to fund management education was rated (0.81) just as low level of the application of information technology in the economy was also put at 0.81.

These imply that the nation needs to brace up to overcome these threats so as to develop its managers for the challenges of globalisation (Umoru-Onuka, 2001a, and Marfleet, 1998). The nation must make serious efforts to reduce the level of these threats to engender the advancement of management manpower development in the 21st century in Nigeria and the world at large. These indices of threats to management development in the age of globalisation must be addressed squarely if the nation is not to be underdeveloped further (Kiely, 1998 in Onuka, 2003).

Conclusion

The above discussion on the results of the study shows very clearly that management development in Nigeria in the context of globalisation is occasioned by enhanced development and use of information and communication technology. It is obvious that information technology plays a key role in management because management is mostly a communicative profession. Globalisation, which could be described as universalism, has been enhanced by information technology. The implication of this 'universalism' of management and management development calls for the establishment of institutions where continuous education of the manager would be carried out, since management is an everyday and every component of life phenomenon.

As management is affected by globalization the country must keep abreast of trends in globalisation and put modern management development programme in place; then, our quest for development as a nation becomes achievable. It is here suggested that Universities, which constitute the primary place for the training of high-level manpower; that makes up the management crop of the nation, should be well equipped and properly funded with annual budgetary provision by each sector of the economy. They should also be staffed with the right calibre of academics that are well paid to instill the right type of management education in the prospective managers. Information technology should be a core management course in our tertiary institutions.

The specialized and general advanced management institutions in the likes of Administrative Staff College, Centre of Management Development, War College, National Institute for Policy and Strategy Studies (NIPSS), should be equipped, adequately staffed and funded for national management emancipation and sustainable management development plans, policy and programme to meet with the challenges of globalisation or universalism. The nation must take advantage of globalisation of management development techniques (new universal methods of management) to meet up with the challenges of globalisation so as to ensure that Nigeria does not continue to live in the past.

Nigeria must strive to overcome the obstacles 'of universal' management development and take her proper place among the comity of nations. Globalisation, which affects every part of the world, is mainly characterized by constant change. And since whatever is happening in any part of the globe affects other part by the reason of the world having been brought together by electronics media and other information technology and communication development, no country can afford not to train its management personnel to meet up with the demands of the new age.

Nigeria, therefore, must be prepared to adapt to modern management technological development by creating the right management-training environment.

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