

## **MANAGEMENT AND DEVELOPMENT: A REVIEW OF LITERATURE**

**ERNEST O. AMIENS**

Department of Business Administration,  
Benson Idahosa University, Benin City, Nigeria  
Phone: +234 (0)803 378 7400  
Email: eamiens@biu.edu.ng

**CHINYERE D. IKEBUDU**

Department of Business Administration,  
Benson Idahosa University, Benin City, Nigeria  
Phone: +234 (0)803 765 1790  
Email: cikebudu@biu.edu.ng

### **ABSTRACT**

The nexus between management and development is of interest to several stakeholders in the society as man's productive activities is a function of management. This study examined the relationship between the management functions of planning, leading and controlling and development in Nigeria.

In pursuance of the study objective, we reviewed extant literature on the concepts of management, and development to emphasise the meaning of management, management functions and development. Also, the review was carried out to establish a functional relationship between management and development within the national context.

The study, therefore, concludes that development does not just happen; instead, it thrives on the platform of adequate management embedded in planning, leading and controlling. The paper recommends the enforcement and promoting of good management practices to accelerate development at the different levels of government.

**Key Words:** Planning, Development, Nigeria, Controlling, Human Management

### **INTRODUCTION**

The significant yearning of citizens of Nigeria is development. The Nigerian state and organisations operating in it are not developing at the desired rate. Over five decades of independence, development have been a significant concern and development remains a significant concern. It is pertinent to say that development connotes different meanings and there is no universally accepted definition. Chinsman (1998) opines that development

implies an increase, progression, expansion, improvement or change for the better. According to Ribeiro (2005:11), development is "a state, process, well-being, progress, economic and human growth or ecological balance". Development in these definitions implies change. This change could be positively or negatively inclined. However, in discussions on development, the positive change is being stressed.

Development according to Todaro and Smith

(2006:22) is “both a physical reality and a state of mind in which society has secured the means for obtaining a better life.” This definition affirms that development is not abstract but concrete, felt and seen. Also, it produces a positive outcome. Development makes organisations and societies better than what it was through the combined effort of members of the organisations and societies. A fundamental question by Nwanegbo and Odigbo (2013) evoked this reflection on development. The authors asked why development has continued to elude Nigeria state despite numerous amounts of human and material resources? Sako and Ogiogio (2002) provide the response to this question. These researchers identify complete mismanagement in some countries in Africa and management problems in the private sectors as a significant development constraint. Consequently, we pose the question what role does management play in development? Management is the determining factor in harmonising and synergising effort of members of the organisations and societies towards a defined goal. The objective of the study is to examine the role of management in development. The scope of this study contextually is the role of specific management functions (planning, leading and control) in development in Nigeria. The study focused on development from country's perspectives.

### **Management and Development: Conceptual Explanations**

The concepts of management and development have received attention from various scholars and researchers. Some definitions on both concepts are presented in this section. Management is the process of working with people and resources to accomplish organisational goals (Bateman and Snell, 2005; Bateman and Snell, 2009). Koontz and Weihrich (2007:5) defined management as

“the process of designing and maintaining an environment through which people work together to accomplish selected aims.” Newman, Summer and Warren (1972) see management as a social process comprising of a series of actions that involve relations between people with the thrust of accomplishing the set goals and objectives. Management according to Robbins and Coulter (2013:36) “involves coordination and overseeing the work activities of others so that their activities are completed efficiently and effectively.” Weihrich, Cannice and Koontz (2010:4) defined management as “the process of designing and maintaining an environment in which individuals, working together in groups, effectively and efficiently, accomplish selected aims.” In these definitions, the underlining consensus is that management is a process, geared towards the attainment of goals effectively and efficiently. Also, Dimovski and Penger (2002:1) define management as “creative solving of problems, which occur in the planning, organising, leading and controlling of resources.”

The processes of management are mostly planning, organising, coordination, directing and controlling (Achie & Kurah, 2015; Bateman & Snell, 2005; Bateman & Snell, 2009). Hill and McShane (2008) and McDonald (2010) identified planning, organising, leading and controlling as the typical functions of management. These functions are crucial to management, and hence we adopt the categorisation of planning, organising, leading and controlling (Bateman & Snell, 2009) in this study.

Onwuemele (2013) summed planning as “deciding what actions to be taken in the future for the purpose of achieving organizational goals, it involves thinking ahead, initiating and taking a predetermined course of action and deciding in advance what should be done, how, when and by

whom" (p. 50). Planning according to Hill and McShane (2008) is a process of selecting goals, identifying actions to attain the goals, and allocating responsibility for implementing actions to specific individuals as well as measuring the success of actions against the goals. These definitions indicate that planning is a series of related activities that set and charts a specific direction and the means to an end. Hence, Sebele (2013) concluded that planning is an important aspect that defines the functionality of an organisation.

Hill and McShane (2008:6) defined leading is "the process of motivating, influencing, and directing others in the organisation to work productively in pursuit of organisation goals." Also, Hill and McShane (2008:6) described controlling as "the process of monitoring performance against goals, intervening when goals are not met, and taking corrective action." Kombate (2017) described control as a management tool for finding violations, and the identification and prevention of failures and anomalies. Vuko and Ojvan (2013) identified two forms of controlling. They are operational and strategic controlling. The thrust of former is to increase business efficacy based on robust liquidity, profitability and financial stability. Its activities include setting objectives, planning and controlling in the short term. However, the latter is long-term inclined whose main concern is to increase overall business effectiveness.

Soludo (2007) identified three control mechanisms of output control, process control, and input control. Similarly, Sgardea, Sabau and Vuta (2011) isolated feed forward control, concurrent control and feedback control as the basic types of control. As the their names imply, feed forward control prevents anticipated? problems, built in at the start or before),

concurrent control (occurs while activity in progress, ensures standards being met; correct before they become too costly, often built into new technology), feedback control (control after action has occurred, good feedback on effectiveness of planning, most popular).

The concept of development is seen from different standpoints. *Okobia (1984 cited in Yusuf, 2003) defines development as a process of economic, political and social change in a progressive direction towards a better social well-being for the members of the society. Bello-Imam (1986) defined development as a process that results in the improvement of man's living conditions.* In their contribution, Opoku, Manu, and Wiafe (2015) described development as the act or process of growing or causing something to grow or become more substantial. Van De Ven and Poole (1995) describe development as a change process that depicts the progression of events. *These definitions captured development as a process which is a series of changes that result in an enhanced state for humans and the society.*

Egu and Akalazu (2015) described development as the attainment and qualitative realisation of a state of affairs. George and Scott (2012) defined development as the effort that is oriented more towards broadening an individual's skills for the future responsibility. Within the state level, Obasi (2012) sees national development as the social process by which a nation harnesses and mobilises all resources available to it for positively transforming its environment and ultimately improving the quality of the social economic and political life of the citizenry. Within the context of sustainability, Wanie (2014) describes development as an improvement that satisfies the needs of the current generation without restraining the ability of future generations to meet their own needs. The Brundtland report (1987:8) defined

sustainable development as “development that meets the needs of the present, without compromising the ability of the future to meet their own needs”. These definitions reveal that development is a distinct concept with various meaning. It embodies economic, social, political, and cultural dimensions. In an economic context, development refers to movement from one stage of economic being to another and uses indicators such as an increase in national income, gross domestic product, national per capita income, the growth in the number of industries, changing tastes and new economic habits. From the social context, indicators such as social structure and mobility are used. The political dimension addresses the interplay between power and economic indicators. *Anyanwu (1981) maintained a developed society is a society that witnessed progression in technology*, social, economic and political aspect of life.

### **Functions of Management: Implication for National Development**

*Management is an integral part of life and society. Everyone is involved in management at one level or another, whether working alone or in an organisation or just managing one's own time (Oosthuizen & Lategan, 2015).*

Management is fundamental to the success of individuals, organisations, institutions and nations because management is all about getting

things done as well as doing it orderly and efficiently. Inegbenebor (2005:35) position that "... the primary objective of management is to achieve selected aims by efficiently utilising the resources available" describes the tenets of management. When things are done correctly and orderly, it fosters a change of state, progress, improvement and improved standard of living. These output conditions are indicators of development revealed by some definitions (Chinsman, 1998; Ribeiro, 2005).

*Successful organisations apply management functions (Raduški, 2016), by extension, prosperous nations apply management. The planning, leading and control functions of management are the thrust of this study.* “Planning defines the strategies, tactics and methods for achieving project objectives, while monitoring and control provide the required checks and balances for ensuring that plans and overall project objectives are achieved” (Idoro, 2012, p.49). Planning is one of the fundamental principles of management and the most critical of its functions since it permeates all others (Ikeanyibe, 2009). In addition, planning is the most critical management function (Olusanya, Awotungase, & Ohadebere, 2012). In Nigeria, the issue of planning is not new as extant literature on various plans and the output of planning abounds.

**Table 1: Development and Rolling Plans in Nigeria since Independence**

<b>Plan</b>	<b>Period</b>	<b>Goal</b>	<b>Strategies to achieve the Goal</b>	<b>Source</b>
The first national development plan	1962-1968	Accelerated economic growth post-colonisation development strategies	Prioritising agricultural and industrial development as well as training of the high-level and intermediate workforce	Osabuohien, Efobi, and Salami, (2012) Sanusi (2012)
The second national development Plan	1970-1974	Reconstruction and rehabilitation of infrastructures destroyed during the civil war years	Massive investment in the rehabilitation and construction of new infrastructural facilities	Osabuohien, Efobi, and Salami, (2012) Oyeadehiyi (2014) Sanusi (2012)
The third national development plan	1975-1980	Reconstruction and rehabilitation of infrastructures destroyed during the civil war years	Massive investment in the rehabilitation and construction of new infrastructural facilities	Osabuohien, Efobi, and Salami, (2012) Oyeadehiyi (2014) Sanusi (2012)
The fourth national development plan	1981-1985	Three prongs goals to reduce the dependence of the economy broaden the economic base develop the technological base	Increased productivity	Anah (2014) Osabuohien, Efobi, and Salami, (2012) Sanusi (2012)

The four development plans reported in table 1 fall into long-term plan. Other plans executed in Nigeria are first national rolling plan (1990 - 1992), second national rolling plan (1991-1993), Third national rolling plan (1993-1995), fourth national rolling plan (1994-1996), fifth national rolling plan (1997-1999) and National Economic Empowerment and Development Strategy (2003-2007). These plans are short term in nature.

The purpose of planning is two folds; to set reliable targets and objectives for achievement as well as to mobilise the available resources of a nation in a deliberate attempt to attain an

accelerated economic development. Ogujiuba, Abraham, and Stiegler (2016) maintained that the era of national development and rolling plans produced by adequate planning influenced a large part of the infrastructure base available in Nigeria today while it absent have been counterproductive. This position further affirms Gumede's (2014) conclusion that adequate planning had been the bedrock of achieving development objectives in many prosperous developing countries.

The development of any nation is incident on the management of individuals, groups, organisations and other resources. Chukwuma (2015) stressed

that only men could make a nation great and viable and not gold. Consequently, Bassey (2016) concluded that the people of any society drive the process of development at any given point in time and, are the essence of the process itself. The people are inspired, mobilized and motivated for optimum performance through the process of leading. Daniel (2016) maintained that the success, collapse and progress or the contrary of a business, organization and even a state is a function on how the people are led. Therefore, Ojo and Ojo (2012:7) emphasised that “leadership is the most visible aspect of management with its potential of transforming the workforce into a willing and winning team.”

“In Nigeria, ever since her independence, she has been facing leadership crises” (Thom-Otuya, 2012:117). Other researchers have supported this narratives.

The history of the leadership of Nigeria is filled with leaders who are corrupt, incompetent, rigid, intolerant, insensitive, callous, egoist, visionless and tribalistic. It is little wonder then that these leaders have not been able to harness the human and economic resources of the country to bring about an enviable development. Daniel (2016, pp. 9-10)

The trouble with Nigeria is simply and squarely a failure of leadership...there is nothing basically wrong with the Nigerian character, there is nothing wrong with the Nigerian land or climate or water or air or anything else. Achebe (1983:1)

The failure of leadership in Nigeria has fuelled disincentive, non-commitment, no motivation in people towards Nigerian State. In like manner, it has encouraged human capital flight. The Nigeria state has witnessed the exodus of her competent

and qualified workforce to other nations. This mass exodus negates development.

Merchant (1982) opined that a significant part of management is making sure other people do what should be done. It must be stated that the above function described is the control component of management. Controlling is a fundamental management function. This function as according to Bateman and Snell (2009:20) “monitors performance and implements necessary changes.” As observed by Idoro (2012) that planning alone cannot bring about the required end by themselves; they must be complemented by monitoring and control to achieve their goals. Control is regarded as a management function and a process in the delivery of a project (Idoro, 2012). Management control is a process in which an organisation strives to achieve the planned or desired results, or performances (Sljivic, Skorup, & Vukadinovic, 2015). The control function of management can be a critical determinant of organisational success (Merchant, 1982). A set of controls is implemented to guard against undesirable behaviour and to encourage desirable actions.

## **CONCLUSION**

Management and development have a unidirectional relationship; management fosters development. *Raduški (2016) acknowledges the unilateral relationship between management and development. The author opines that management has significantly influenced the development of several sectors such as those with no profit characteristics in the last five decades.* Therefore, conclude in line with Hassan (1983) and Oghojafor, Idowu, and George (2012) that management drives development. Consequently, *Nigeria is still bearing the nomenclature of a developing country as result of poor and inconsistency planning, poor leadership and lack of control.*

## REFERENCE

- Achie, S. T., & Kurah, J. T. (2015). An Evaluation of the Impact of Effective Management on the Growth and Profitability of New Industries (A Case Study of Alba-Bello Trading Company Zaria ). *International Journal of Research in Business Studies and Management*, 2(12), 19–25.
- Anah, C. I. (2014). Who Benefits?? The Political Economy of National Development Plans in Nigeria. *Jounal of Alternative Perspectives in the Social Sciences*, 6(1), 100–115.
- Bassey, A. I. (2016). Public policy and sustainable national development in Nigeria's fourth republic: Challenges and possibilities. *International Journal of Management Perspectives*, 13(1996), 51–72.
- Bello-Imam, I. (1998, January). “A fenmal in the next millennium” in a fenmal. *Auchi News magazine*, pp. 15-29.
- Chinsman, B. (1998). *Making Development Work for People*. Nigerian Society of International Law. Retrieved from <https://books.google.com.ng/books?id=QTTtAAAAMAAJ>
- Chukwuma, E. M. (2015). Human resource management challenges in Nigeria under a globalized economy: A study of Innoson cehicles manufacturing company Nigeria limited. *Journal of Policy and Development Studies*, 9(4), 32–56.
- Dimovski, V., & Penger, S. (2002). Virtual management: A cross-section of the management process illustrating its fundamental functions of planning, organizing, leading and controlling in a new era organization. In *International Business & Economics Research Conference* (pp. 1–10). Las Vegas, Nevada.
- Egu, A. O., & Akalazu, E. C. (2015). The contribution of marketing to national development. *Knowledge Review*, 33(3).
- Gumede, W. (2014). *Comparative country long-term development planning: Lessons for South Africa* (O R Tambo Debate Series). J o h . R e t r i e v e d f r o m <https://www.wits.ac.za/media/wits-university/faculties-and-schools/commerce-law-and-management/wits-school-of-governance/documents/Position Paper - Debate 1.pdf>
- Hassan, O. M. (1983). The relevance of management theories and philosophy to contemporary managerial issues in Nigeria. *American Based Research Journal*, 2(8), 66–73.
- Hill, C. W. L., & McShane, S. L. (2008). *Principles of management*. New York: McGraw-Hill Irwin.
- Idoro, G. I. (2012). Influence of the monitoring and control strategies of indigenous and expatriate Nigerian contractors on project outcome. *Journal of Construction in Developing Countries*, 17(1), 49–67.
- Ikeanyibe, O. M. (2009). Development planning in Nigeria: Reflections on the national economic empowerment and development strategy (NEEDS) 2003-2007. *Journal of Social Science*, 20(3), 197–210.
- Iyoboyi, M., & Muftau, O. (2014). An assessment of human capital development in Nigeria through the lens of education. *International Letters of Social and Humanistic Sciences*, 35, 1–14.
- Koontz, H., O'Donnell, C., & Weihrich, H. (1980). *Management*. New York: McGraw-Hill.
- Merchant, K. A. (1982). The control function of management.
- Nwanegbo, C. J., & Odigbo, J. (2013). Security and national development in Nigeria: The threat of boko haram. *International Journal of Humanities and Social Science*, 3(4), 285–291.
- Obasi, O. (2009). Obasi, O. (2009), Qualitative and functional education as a social

- imperative for authentic national development: The Nigerian situation in SBMT Federal Polytechnic, Nekede. *Conference Journal*, 1(1).
- Oghojafor, B., Idowu, A., & George, O. (2012). Application of management theories and philosophies in Nigeria and their associated problems. *International Journal of Business and Social Science*, 3(21), 72–81.
- Ogujiuba, K., Abraham, T. A., & Stiegler, N. (2016). Does seasonality and stochastic cycles affect output growth in Nigeria? Lessons for Development Planning. *Journal of Economics and Behavioral Studies*, 8(3), 48–53.
- Olusanya, S. O., Awotungase, S. A., & Ohadebere, E. C. (2012). Effective planning and organisational productivity. (A case study of Sterling Bank Nigeria Plc ). *Journal Of Humanities And Social Science*, 5(5), 31–39.
- Onwuemele, A. (2013). Development planning and employment generations: Achievements, challenges and prospects in Nigeria. *JORIND*, 11(1).
- Oosthuizen, A. J., & Lategan, L. O. K. (2015). “Managing the household of God” The contribution from management sciences to the sustainability of the church as an organization. *STJ | Stellenbosch Theological Journal*, 1(2), 551–568.
- Opoku, J. K., Manu, E., & Wiafe, F. (2015). Religion, education and development in Ghana: A historical perspective. *Global Journal of Arts, Humanities and Social Sciences Vol.3*, 3(12), 6–18. Retrieved from www.eajournals.org
- Osabuohien, E., Efobi, U. R., & Salami, A. (2012). *Planning to fail or failing to plan: Institutional response to Nigeria's development question* (Working Paper Series No. 162).
- Oyeadeniyi, J. (2014). National development strategies: challenges and options. *International Journal of Humanities and Social Science Invention ISSN (Online, 3(4), 2319–7722.*
- Raduški, D. (2016). Basic management functions in culture and arts organisations. *Management*, 81, 59–67.
- Sako, S., & Ogiogio, G. (2002). *Africa: Major development challenges and their capacity building dimension* (ACBF Occasional Paper No. 1). *Occasional Paper*.
- Sanusi, S. L. (2012). *Nigeria's economic development aspirations and the leadership question: Is there a nexus?* (2nd General Dr. Yakubu Gowon Distinguished Annual Lecture).
- Sebele, N. (2013). The relationship between government policy and management practices at further education and training colleges. *International Journal of Vocational and Technical Education*, 5(4), 54–63.
- Shadrach, M. C. (2014). Improving personnel management in the Nigerian local government system for national development. *Global Journal of Political Science and Administration*, 2(4), 12–20.
- Sljivic, S., Skorup, S., & Vukadinovic, P. (2015). Management control in modern organizations. *International Review*, (3–4), 39–49.
- Van De Ven, A. H., & Poole, M. S. (1995). Explaining development and exchange in organizations. *Academy of Management Review*, 20(3), 510–540.
- Wanie, C. M. (2014). An appraisal of current ecotourism management approaches and alternative management paradigm for sustainable development in Fako division, south west region of Cameroon. *Scientific Annals of “Al I. Cuza” University of Iasi*, LX(2), 117–137.
- Awolowo, Obafemi (19811): Voice of Reason: Akure; Fagbemi Publishers.