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## ESSENTIAL INGREDIENTS OF EFFECTIVE MANAGEMENT

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### Introduction

Management is an everyday occurrence. Although everybody is involved in managing one thing or another; everyone cannot claim to be a manager, because there are ingredients one must know and imbibe before one can become an effective manager. Everybody endeavours to manage himself and his daily activities, but not everybody can claim to be an effective manager until he can successfully manage others as well as materials towards achieving some predetermined objectives. Management is a discipline in its own right; so it has to be learnt. Although everybody engages in one act of management or the other, it is not everyone that has the mastery of the principles and practices of management. Onuka (2004) asserted that management is scientific because it is systematic and analytical; hence, an effective manager must have a firm grasp of the basic principles and practices of management.

The word management is derived from an old French word: *menagement* which means "the art of conducting and directing", and from the Latin word: *manu agere* meaning "to lead by the hand" (Onuka and Durowoju 2010). Therefore, it is not everyone that attempts to manage one thing or the other that is an effective manager. It is pertinent to mention that an individual needs to undertake a learning process in management principles and practices so as to be well equipped as an effective manager. According to the Latin phrase '*leading by the hand*' meaning giving direction which is much stronger than ordinarily making suggestion to someone. This implies that the person doing the leading is first going where the follower is being led. The leader is not asking the follower to do something he is not willing to do. Hence, management is the process of leading and directing all or part of an organization, often a business, through the planning, utilisation and manipulation of resources (human, financial, material, and intellectual) toward achieving business or organizational/institutional objectives.

Onuka (2004) stated that management is a process of initiating, planning, organizing, implementing, monitoring, regulating, supervising

and evaluating. Thus, management occurs in any human organisation/institution such as the family or religious setting, medical or political institution; small and large organisations; national and international organisations. It is apparent that management cannot be effective without some essential elements of which human beings are the most potent component. Management has to do with managing our time, resources (fund, materials) and ourselves as well as others in order to achieve set or intended goals and objectives of an organisation be it business, family, religious e.t.c. In essence, management is the act of getting things done using people and material resources. Management is the accomplishing of an objective by tapping the efforts of others. This is an indication that managers cannot achieve anything by themselves until they judiciously use people to pool all other resources together for the smooth running of an organisation. Therefore, before a manager can successfully manage (plan, coordinate, direct, organize, control, motivate and evaluate), there are some ingredients that are essential or germane for effective management. These essential elements of management include communication, commitment, self management, time management, management of others, training and development, accountability, management research and evaluation of management activities amongst others.

### **Essential Ingredients of Effective Management**

The essential ingredients of effective management are communication, commitment, self management, time management, management of others, accountability, training and development, management research and evaluation of management activities

### **Communication**

Eisenberg and Goodall (1993) in Durowoju (2010) asserted that communication is the process by which information is transmitted and understood between two or more people. The word UNDERSTOOD is important because transmitting the sender's intended meaning is the essence of good communication. Also communication is the process by which information is passed between/among two or more individuals and or organisations by means of previously agreed symbols (Little 1977). Umoru-Onuka (2003) opines that management is largely a communicative profession. The manager cannot be effective unless he is an effective communicator. It is noteworthy that effective communication lies in the mastery of the language of a system i.e. every organisation or system has its own language register. In effect, without communication there cannot be effective management process with the concomitant actualization of intended organizational goals and objectives. When employees are not



clear of what is happening within an organisation, they start to speculate, make their own judgments and choices, which may run counter to achieving institutional goals. Yet a clear and effective communication strategy is one of the essential cornerstones for realizing the desired outcomes. Basically, before a manager can effectively discharge his managerial duties, he needs to share his ideas and plans by communicating with his superiors, peers and subordinates within the organisation as may be applicable as well as people outside the organisation. He needs good communication skills to be able to plan, organise, direct, supervise, monitor, coordinate, staff, budget, evaluate, report, and improve the activities within and outside the organisation, because all of these activities have to be done through and with the people. Therefore, communication is a vital tool for successful management.

A manager needs to keep communication timely in all cases with everyone involved. It is important that employees are well informed on a regular basis about the situation of things within the organisation especially whenever there is need for a change or there is a change. A manager needs to avoid ambiguity and jargon; he should use clear and simple language to communicate with all categories of workers within the organisation as well as the company's clients. There are various modes of verbal communication within an organisation. They are: letters, memoranda, reports, contract agreements, proposals, and minutes of meetings, press releases, abstracts, circulars, notices, and goodwill letters. A manager must of compulsion be conversant with modern art and science of current trends in information and communication technology, if he wants to be an effective and efficient manager. Since, according to Onuka (2004), management is essentially a communicative profession. This implies that without effective and efficient communication, management becomes a mirage and of little effect. It is noteworthy that management communication must be storable and retrievable for reference purposes and future utilisation. Therefore, the manager must be conversant with ICT, be computer-literate and also be in a position to manipulate relevant computer programmes for effective management communication, which is the foundation of management in whatever way it is defined. It is pertinent to state that the importance of ICT cannot be overemphasized. This is because the availability and use of ICT in communication has made it not only easier and faster, but has also curtailed wastages in time and money. Mastery of the use of ICT as it can be used not only for conveying information but also for storage and retrieval of information at will. The manager must equally be capable of using language appropriately no matter the means of communication: oral or written to be able to communicate effectively and efficiently.



### **Commitment**

An effective manager must be committed to the actualization of the objectives of his organisation. Commitment in whatever one does is a major driver of successful accomplishment of any human undertaking particularly institutional/organizational goal/objective. Since the manager is the driver of organizational goal, his major business, therefore, is commitment towards attainment of such goal. Commitment is an individual willingness to work hard and give his energy and time to a job or an activity (Hornby 2005). This implies that if organisational and personal goals and objectives would be achieved, the manager of such organisation must work hard and devote his energy, time, and knowledge toward achieving such organisational goals. The superiors must all buy into achieving the desired goals and objectives and this requires that they must render selfless services toward achieving those goals. Managers at all levels need to be committed to addressing misconceptions, gaining trust, supporting and encouraging each other and their teams with the sole objective of accomplishing the corporate goals.

The employees or subordinates must also be committed to their jobs, as it is this group that will ultimately determine whether or not the set goals and objectives of the organisation will be achieved. However, the subordinates' commitment derives from that of their superior or manager. Commitment to the organisation is a necessity if the goals and objectives would be accomplished. Thus, we can safely posit that commitment to organisational goals by management engenders good and effective management as it will in turn engender holistic commitment by every member of the workforce. It is actually the soul of management as all managers who consider themselves as members of a team whose success or failure is that of every member of the management team, become focused on achieving organizational objective through hardwork and employing various management approaches for efficient and effective accomplishment of goals.

### **Time Management**

Onuka (2010a) viewed time management as the process whereby people spend their working days through a proper allocation of their time *vis-a-vis* the content of their job and other personal daily/weekly commitment in such a way that no element of their job gains more time than is necessary, at the expense of the other elements of the job. It can be described as the way managers typically spend their working hours through proper apportionment of their time *vis-a-vis* the content of their job. It must be noted that time management has its principles, which must be prudently applied for efficiency at work.

### ***Principles of Time Management***

To achieve efficiency and effectiveness in management, the manager may need to apply the under-listed principles:

- (i) He should plan his personal use of his whole time, noting the fact that everyone has the same quantum of time [24 hours a day] at his disposal, the difference lies only in planning and effective utilisation of one's time in relation to the job at hand. It may be helpful each morning to take 15 minutes to meditate on the use of time in relation to that day's programme.
- (ii) He should have a list of 'what to do' containing daily tasks arranged in order of priority and endeavour to adhere to it as strictly as possible, carrying out evaluation of his time management schedule to ensure that any observed deviation is immediately addressed to engender management effectiveness.
- (iii) Allot time to each of the tasks of the day proportionate to its magnitude.

An example of how we can plan to manage our time properly is shown by the table below:

**Table 1: Breakdown of task for effective time management**

<b>Task</b>	<b>Time</b>
Task 1	1 hour
Task 2	1 hour 30minutes
Task 3	45 minutes
Task 4	Observe some break for 30 – 45minutes
Task 5	1 hour 30 minutes
Task 6	1 hour
Do Evaluation and provide feedback	1 hour
Prepare for the next day's job	30 minutes

*Source:* Onuka (2010a) Time Management in Distance Learning

This table is an hypothetical illustration of how to manage our day time by breaking the tasks of the day into their various components. Onuka asserts that time management is not just about planning; it is also about results. Therefore, the manager should proceed from planning to organize them into action and execute the action accordingly.



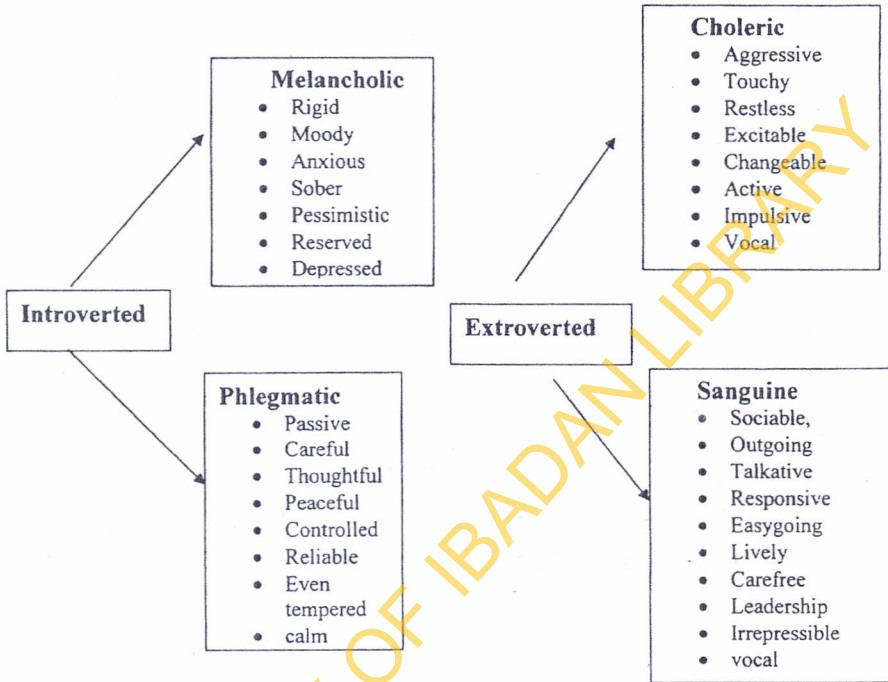
### ***Tips for Effective Time Management***

- The manager should avoid calling unnecessary meetings.
- He should do the least appealing tasks first i.e. he should first do the task that he dreads or when he feels he can be most productive.
- He should stay focused i.e. he should try to do one task at a time and ensure that he does not over-shoot the time allocated to any particular task at the expense of the others.
- He should avoid starting his day by checking his emails or checking emails constantly throughout the day.
- He should not be distracted by elements on his computer, but concentrate on his goal, through self-discipline.
- He should avoid multi-tasking i.e. doing too many things at one time and half-completing each or none.

### **Self-Management**

Every manager must realise that he is responsible for everything that happens in his life and organisation. He must accept total responsibility for himself. If he does not manage himself well, then he is letting others have control over his life. Basically, a manager can successfully manage self, if he is able to identify and understand his personality. If one could not manage self well, then it implies that he cannot manage any person or anything else effectively. Self-management includes ability to manage one's family and any fallout from family conflict without allowing such to affect his relationship with his superiors, peers and subordinates as well as his thinking and decision as a manager (Onuka and Durowoju 2010). Before an individual could effectively manage himself he must be able to identify himself that is, his person.

***Self-Identification*** - It is imperative that a manager should be able to identify himself; he must be conscious of his own identity. He must be able to decipher who he is, that is his person. Every individual has a peculiar personality that makes him different from others. Jung (2009) describes two basic extreme personality traits which are introvert and extrovert. According to them, extreme introvert is quiet, reserved, shy, conscious and imaginative. He does not talk anyhow; he is likely to be more silent than an extrovert. On the other hand, an extreme extrovert is sociable, vocal, warm and talkative. There are four personality traits, which are the Phlegmatic, the Choleric, Melancholic and the Sanguine. The type, each person possesses determines on how vocal or silent he may be. Each of these personality traits are identified below:



**Fig. 1: Personality traits**

Source: Carl Jung in Sokan and Akinade (1994)

From figure 1, there are two types of introverts: Melancholic and Phlegmatic, as also there are two variants of the extroverted: choleric and sanguine. The melancholic person is introverted, appearing moody, anxious, rigid, reserved and depressed and he is more often likely to be silent and may thus not be good communicator and his subordinates may find it difficult and this could therefore affect the level of his managerial effectiveness. The phlegmatic personality is also introverted but he is thoughtful, painstaking, disciplined and reserved, once he can also communicate well, he could make good of his endeavours as a manager. He is also silent, but his silence is due to his carefulness and thoughtfulness. The choleric personality, on the other hand, is extroverted, touchy, restless and aggressive and also vocal, if such traits are not controlled and directed towards achieving his managerial goal, then he would make a shipwreck of their managerial pursuit. Likewise, the sanguine person is an extroverted person. He is outgoing, vivacious, irrepressible, he must therefore, make efforts to play down his weakness, and deliberately make



efforts to imbibe those qualities and promote those good aspects of his trait as a sanguine to be an effective manager (Durowoju 2010).

Based on the four personality types discussed above, it is important that a manager should identify his personality type in order to be able to effectively manage his subordinates. A manager who is rigid, moody, anxious, pessimistic, reserved, depressed, aggressive, talkative, touchy, and restlessness will not be able to effectively manage his subordinates towards achieving organisational goals. This is so because most time, subordinates find it difficult to cooperate and work with a manager who exhibits such unpleasant personality. On the other hand, subordinates tend to cooperate with a manager who is responsive, easygoing, vocal, active, reliable, thoughtful, careful, even tempered, peaceful, lively, sociable, and calm and this will in turn enable the subordinates to perform their duties optimally.

#### ***Errors a Manager must avoid in order to be able to Manage Self***

Durowoju (2010) lists the following types of errors that managers should avoid, if they are to make success of their careers as managers as well as accomplish their organizational objectives:

1. *Type X Error* – A manager who has melancholic or phlegmatic personality trait must avoid the following errors: display of moodiness, anxiety, rigidity, pessimism, reservation, passiveness and depression.
2. *Type Y Error* – A manager who has the choleric and sanguine personality should endeavour to prevent these errors – being touchy, impulsive and talkative.

These errors are ‘viruses’ that can distort the relationship or interaction between the manager and the employees within the organisation and also with the outside world. These errors are capable of hindering him from effectively managing himself and other people within the organisation such as his superior, colleagues and subordinates. The following table highlights the strengths and weaknesses of the different temperamental traits of human beings that could make or mar them as managers of human and material resources for the accomplishment of their organizational goals or objectives.

**Table 2: Strengths and Weaknesses of Each Temperament**

Temperament	Strengths	Weaknesses
Melancholic	Sober	Moody, anxious, rigid, pessimistic, reserved, depressed
Phlegmatic	Careful, thoughtful, peaceful, controlled, reliable, even tempered, calm	Passive
Choleric	Restless, excitable, changeable, active, optimistic	Impulsive, touchy, aggressive
Sanguine	Sociable, outgoing, responsive, easygoing, lively, leadership	Carefree, talkative

Source: Carl Jung in Sokan and Akinade (1994)

From this table, it is apparent that the phlegmatic, choleric and sanguine personalities have more strengths than the melancholic type; therefore, it is imperative that a manager should work on himself by playing down his weaknesses and be a hybrid of the good qualities (strengths) of phlegmatic, sanguine and choleric. Hence, a good manager who manages others will be a person who is a hybrid of the positive (strengths) traits of phlegmatic, sanguine and choleric. Essentially, this is why management principles must be learnt and acquired instead of regarding it as “all-comers’ affair”.

### **Principles for Self-Management**

A manager needs to employ the under-listed principles to enable him effectively manage ‘self’ and other human as well as material resources for the good of their organisations.

- He must always be punctual in order to inculcate the spirit of punctuality in others particularly his subordinates; because he is a leader and a leader must lead by example, which is why we have the concept of servant-leader. Such attitude promotes managerial effectiveness and success.
- He should always endeavour to face the challenges of his job headlong, giving the lead in all aspects of his managerial duties and ensure he supervises his subordinates, delegating duties and responsibilities with the commensurate authority. The implication is planning himself and his activities as well as assessing their impact on regular basis (Onuka 2010a)
- A successful self-manager should not become worried about an upcoming task, rather he should plan, rehearse, go ahead and



execute the task as soon as feasible in order to forestall any possible distraction.

- An effective self manager must cultivate the habit of ensuring he finishes what he starts and avoid unnecessary procrastination.
- He must professionally exhibit self-confidence in his own potentials to start and complete any task.
- He must always plan ahead and meet with subordinates to ensure each understands what is expected, so that he has ample chance to do his bit as well as effectively supervise his work force.
- He must learn to utilize the expertise of others as much as necessary and where the need arises, he could hire specialist consultants to do the tasks requiring these.
- To effectively manage oneself, the manager should frequently ask himself the question: "Is what I am doing right now moving me toward my goals?" and provide answer which, if in the affirmative, means, he can continue; otherwise he discards it.
- While he plans the future, he must live in the present. In other words, while he looks forward to the future, he must do what is required of him now, so he could secure the future.
- He must always try to do his work right the first time (must be efficient, but efficiency is a product of continuous practice) hence the need to manage his own time well, and he will not have to take time later to fix any mistake.
- He must learn to accept responsibility for the successes and failures of his job including his supervisory role over his subordinates. He must not trade blame.
- He should take time to be quiet and reflective for a few minutes each day on himself and activities and adjust his plans accordingly.
- Whenever he has an important thought that is not directly related to what he is working on, he should write it down, so that he will not forget it and also will not be distracted by it.
- He should operate the philosophy that what he gives out is what comes back to him.

Apart from managing oneself, the onus lies on the manager to effectively manage his subordinates because he cannot singlehandedly achieve the set organisational goals. He needs to coordinate the activities of his subordinates toward actualizing the organisational goals.

## **Managing Others**

Managing others effectively is necessitated by the fact that no one can work in isolation and also because no management activity can be efficient and effective when carried out solo. Managing others involves planning, organising, directing, implementing, monitoring, regulating, supervising and evaluating the activities of the subordinates within the organisation to ensure achievement of the desired outcomes. Thus, it becomes imperative that a manager learns to manage others well if he wants to succeed. This is because management is using others to achieve corporate or personal objectives.

### ***Principles of Managing Others***

A manager has a lot of duties to discharge, but the most important is effectively managing others. So, what are the principles of managing others?

#### **1. *Partnership***

No matter how brilliant a manager is, he cannot singlehandedly carry out all the duties in the organisation, unless it is done in conjunction with others. There are only certain number of hours in the working day and part of the role of a manager is to get the best from the time he and the time others invest in delivering results. For instance, if a particular task will take an individual 10 hours to complete, if five people carry out the task, they will complete it within two hours. Hence, it is important that a manager work together with his subordinates to effectively achieve the organisational goals.

#### **2. *No Manager is a Master of All Aspects of Management***

The manager may be pretty good at doing his managerial job, but he may not be an expert in everything. His role is to get the best out of the available resources and try getting people doing what they do best. For example, he may not know how to operate a computer yet he may have others in his team that are more skilled at spreadsheets, databases than he does. All he needs to do is to get people doing what they do best.

#### **3. *Striving for Staff Retention***

Managing others effectively engenders staff retention. If a manager is able to relate well with his subordinates and effectively manage them, it will reduce or prevent mobility of workers. A worker may decide to disengage his appointments



with his workplace, if the manager lacks the ability to effectively manage himself as well as others. Therefore, it is imperative that a manager should exhibit a pleasant personality. He should also ensure that while trying to achieve his organisational goals he should cater for the welfare of his employees. This implies that he should harness organisational goals with employees' personal goals.

#### 4. *Avoid Work Overload*

This is a situation when an individual does volumes of work which exceeds his capacity. If a manager tries to do everything on his own he will ultimately become overworked. If he becomes overloaded, chances are that he will get stressed up, become less productive and as a result deliver even less. Therefore, a manager needs to manage others effectively by assigning work to them based on their ability to avoid being overloaded.

#### *How to Manage Others*

Managing others is a key part of a manager's success. A manager's ability to change or bend his management style for different people and situations are the keys to managing others. Below are some of the tips that can help a manager to effectively manage his subordinates.

- (1) The first thing a manager should do is that he must endeavour to understand the capabilities and confidence of his subordinates. He should discover what they (subordinates) have belief and potential to do. This will help him in delegating duties to the employees. If the manager is able to identify the confidence and capabilities of the employees he will be able to put a round peg in a round hole.
- (2) Identifying and understanding the other persons' needs and wants in their career at the present times versus what you want them to do. Oyedijo (1995) citing Abraham Maslow Hierarchy of Needs, asserted that there are five human needs – physiological needs, security, friendship and love, self esteem and self actualization. The first three needs are the "lower order" needs which are the most fundamental and basic needs in a man's life; the last two are the "higher order" needs. A manager can effectively manage others by ensuring that organizational goals and individual needs could be integrated so that people would meet both the lower order and higher order needs.
- (3) In a bid to manage others, the manager must put the following into consideration:

- (i) How much initiative or idea are the subordinates capable of making?
- (ii) How much mentoring and coaching do they need?
- (iii) Can the subordinates work alone and make right decisions?
- (iv) Do they need to be told the right way to do things?

The ability of the manager to ascertain the above will help him to successfully manage his subordinates toward achieving organisational goals.

### **Accountability in Managing**

The sixth essential ingredient in management is clear accountability. Accountability means to give account or to be responsible for things or to persons. To be accountable also means willingness to endure scrutiny for one's behavior or actions. It is expected that a manager should be able to explain how the financial, material and human resources committed to him were utilized. We are in a competitive environment; it is no longer good enough to offer employees a good place to work. Rather, it is imperative that a company or organisation creates a work environment where the best workers would want to work. It is only when such an environment is created that a company will attract and retain the most knowledgeable, skilled, trustworthy and accomplished employees. These employees in turn will effectively and efficiently execute their activities and make the organisation a viable competitor in an increasingly and highly aggressive and competitive marketplace.

Accountability makes an organisation a place where the best performers or employees want to be because of a shared drive for excellence, transparency and integrity. These organisations, through the individual and collective behaviours of their people, continuously and consequentially pursue performance improvement and achievement of organizational goals and objectives through effective and efficient utilization of time, financial, human and material resources. It is important to ensure that everyone in the organisation both superior and subordinate know what they are responsible for and that there is a clear process that holds people accountable for what they have achieved.

Furthermore, the management committee is not only required to be accountable, but it is important that they demonstrate accountability to all stakeholders through ensuring that appropriate systems and procedures are in place. When this is done, they reduce their risks of personal liability in case things go wrong.



### ***Who are Managers and Subordinates Accountable to?***

The actions and decisions of the management and subordinates affect a range of people who include the organisation's membership, staff and many people outside the organisation. All these categories of people who are called stakeholders. The stakeholders include the following group of people who are the funders who finance the organisation; the donors who make voluntary contributions for the smooth running of the organisation; the insurers who provide insurance policy for the organisation, the services users or customers of the organisation; the staff of the organisation; the statutory agencies, volunteers, directors of the organisation and other individuals, groups or organisations affected by the activities or work of the managers and subordinates.

### ***Why Do Managers and Employees Need to Demonstrate Accountability?***

The need for managers and employees/subordinates to effectively and efficiently manage human, material, and financial resources to achieve the organizational and personal objectives cannot be over-emphasized. In order to promote effectiveness, efficiency and transparency, accountability is essential. Some of the areas or aspects where it is important for managers and subordinates to show accountability are as shown in the table below.

**Table 3: Managerial Accountability**

<b>Stakeholders</b>	<b>Accountability Needed</b>
Insurer	An insurance company would ask for evidence that all reasonable steps were taken to prevent harm from occurring at the organization
Funder	A funder would require evidence that its money has been spent as agreed.
Donor	A donor would ask if his/her donation was spent for the purpose it was given
Service User/Customers	Being able to justify the removal/inclusion of a particular service
Statutory Agency	Being able to demonstrate that legal requirements are met (for example, the Food Standards Agency such as NAFDAC requires evidence that certain standards are met in food/drug preparation.

*Source:* Adapted from DIY Committee Guide.

It is imperative to mention that when managers are conscious and aware of the fact that they are accountable to the various stakeholders listed on the left side of the table above, they will effectively and efficiently carry out their duties with transparency. Hence, managers must ensure:

### ***Adequate Resource Planning***

It is the duty of a manager to adequately plan for utilization of all the resources at his disposal. The resources available for achieving organisational goals include fund, materials, equipment and human resources. The onus lies on the manager to effectively plan and utilize resources (labour) to ensure quality output which can in turn result into the actualization of organisational goals. Thus, the manager should ensure that the recruitment, selection, employment, remuneration, placement, training and welfare of staff are adequately and effectively planned and executed.

It is the responsibility of a manager to make sure that financial resources are properly managed; that adequate and transparent recording of financial transactions and utilization of material resources are effectively and efficiently carried out. Hence, a manager that is sensitive to the fact that his actions and decisions as regards the financial, materials, equipment and human resources within the organisation are subject to public scrutiny and that he is accountable to his superior and stakeholders, will ensure adequate resource planning as well as effective and efficient management of all organisational resources.

### ***Demonstrating Accountability***

To be answerable or accountable for the organisation, the manager or his subordinates must ensure that appropriate systems and structures are in place to do the following tasks:

- (a) safeguard the organisation;
- (b) ensure its practices are legal;
- (c) ensure proper and accurate documentation of all information and activities i.e. effective record management should be ensured.
- (d) ensure regular monitoring and reporting of activities and finances;
- (e) ensure formative and summative evaluation of activities and performance;
- (f) provide adequate feedback to all stakeholders.

### ***The Role of Management Training and Development***

The seventh essential ingredient in management is training and development. The manager needs to undertake constant training and self-development. Management like the world in which it operates is dynamic



and thus needs a dynamic and pragmatic approach if it is to be effective. Onuka (2010) posits that effective results derive from constant training and self-development of the management of an organization/institution. Organizations which develop rapidly do so because they allocate time and resources to the training of their management manpower/personnel as well as encourage them to self-develop by belonging to professional associations and subscribing to associations' journals or periodicals where emerging issues in the profession are discussed and analysed. In this wise, they can self-develop and become more effective managers than they would ordinarily have been. This trend makes management training and development essential ingredients of effective management. Often, new training programmes come about through management research undertakings.

### **The Role of Management Research**

Another essential ingredient in management is management research. In every area of human endeavour research is usually undertaken for the purpose of development. Management cannot be an exemption to this universal practice and indeed global best practices. According to Onuka (2007), research is undertaken to engender the accomplishment of corporate goal as well as to develop one-self to enable one to contribute one's quotas to organizational and the concomitant national development. The world is what it is today because of continuous research. This is why the process is often referred to as research for development. Thus, any organization that would develop must be one which devotes substantial amount of its budget and time to conducting research and applying the results for its growth and development. By implication, the management must devote time and resources to research for self and corporate development.

### **Evaluating Management Activities for Effectiveness**

Evaluation of management activities is the ninth vital ingredient in management. Onuka and Durowoju (2011) citing Reeve and Peerbhoy (2007) refer to evaluation as 'the critical assessment which is based on objectivity of the degree to which a service or its component parts fulfil stated goals'. Onuka (2010b) observes that management cannot be effective if the process of evaluation is not on-going. He posits that since management essentially consists of forecasting, planning, budgeting, organizing, implementing, evaluating, feedback and programme revision; these components should form the basis for management evaluation and thus suggested they form the model for evaluating management

effectiveness. He believes that evaluation of management done this way would not only improve management performance, but will engender organizational and the attendant national development. Constant evaluation is essential at all stages of management. Most management models such as Strengths, Weaknesses, Opportunities and Threats (SWOT), Programme, Planning, Budgeting, System (PPBS) and Strategic Management Evaluation Model developed by this author (Onuka 2010b) among others are also evaluation tools for management activities. The use of the models in evaluating management practices enhances improved management practices and development of enhanced management techniques which usually engender greater management achievement and the consequent sectoral and national development.

### **Conclusion**

Management is dynamic and thus, an ever-evolving process requiring that those involved in management or in managing must be conversant with global trends in the discipline which are applicable in all areas of human endeavours. The hyper-developmental rate in the world of information and communication calls for dynamism and pragmatism in modern management. Essentially, communication can be described as the pivot on which management revolves and must thus be taken seriously through constant training and self-development by the manager and his organization. Commitment to the organization/institution and to the welfare of its staff cannot be overemphasized. Competence in time management, self-management and the management of others namely staff, customers, clients and other stakeholders need to be seen as part of effective and efficient management culture. Training and development is very essential to sustainable organisational management and by extension and indeed implication, development of any society. There is equally a need for training and development of the management personnel of the organisation as well as constantly evaluating the effectiveness of organizational managements using global and local practices as benchmarks.

### **Recommendations**

Based on the foregoing, the following suggestions are made:

1. Employees who are trained in the art and science of management should be employed as managers in organisations.
2. Managers should identify their personality traits and endeavour to play down those traits that are unpleasant.



3. A manager should also make efforts to understand the personality traits of his subordinates so that he can effectively manage them.
4. He should endeavour to align organisational goals with the personal goals of his subordinates so that they will be able to utilize their potentials maximally toward achieving organisational goals.
5. Managers should be conscious and aware of the fact that they are responsible and answerable to the public i.e. stakeholders and their superiors and that, they are responsible and accountable for the activities and actions of their subordinates.
6. Stakeholders should scrutinize all organisational records in order to ensure that managers perform their duties effectively and efficiently with transparency.
7. The management of various organisations should organize trainings, workshops and conferences on time management, positive attitude to work, research and evaluation for their managers. This will enable the managers to be well groomed in time management, research and evaluation which in turn will promote achievement of organisational goals and objectives. It will also enable managers to exhibit positive attitude to their duties by being committed and dedicated to actualizing organisational goals.
8. Managers should be allowed to update their knowledge in management by giving them opportunities for educational advancement in the field of management.

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