

MANAGEMENT DEVELOPMENT AN INDICES FOR ORGANIZATION GROWTH; ISSUES AND CONCERNS

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ABSTRACT

In human society there is a continuous growth which takes place through a continuous process of exploration, discovery, innovation and acquisition of knowledge. The efficiency with which an organization perform will depend, to a large extent, on how its human resources can be managed and also be able to solve the varied problems the management of people may entail. The main thrust of this paper is to fight the poor management development to increase the ability of organizational managers for betterment. Most organization are becoming more complex in nature and therefore, leaders in these organizations are expected to have greater technical competence and a better understanding of human behavior. Management development consists of all the means of by which management learn to improve their behavior and performance. A Manager or an employee, whether in the private sector, who underrates the critical role and underplays the important of people in goal achievement, can neither be effective nor efficient. Those in the field of organizational behavior tend to be over conscious of the needs for management development without – paying significant attention to ensure that the entire segment of industrial and business activity is viewed as a development process. Through the finding of this study, it was observed poor development management can cause lasting damage to employees and organization; leads to poor organization growth, and increased stress. It can equally lead to a toxic and uninviting working atmosphere; reduced employee productivity, decrease in profits or services. Continued bad management can lead to high staff turnover rates, with the most valued employees looking elsewhere for work. The paper recommended the establishment of training and development programmes for the employees and human reframes mental models.

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1. INTRODUCTION

If you are planning for one year, plant rice; if you are planning for ten years, plant fruit-trees; but if you are planning for a hundred years, plant men.

Organization can only achieve their goal and objectives through the aggregation of efforts of their members and it is the responsibility of management to get work done through other people. It is through the process of management and execution of work that the activities of the organization are carried out. Every manager must therefore be able to work effectively with people and also be able to solve the varied problems the management of people may entail. Bad leadership tends to involve lacking the necessary skills and qualities to effectively lead a team. Continued bad management can lead to high staff turnover rates, with the most valued employees looking elsewhere for work. Bad management involves providing employees with limited chances to progress. As an employer, manager should be placing your employee's needs amongst the top of your priorities. Some of the best employees are, undoubtedly, ambitious and driven – but these same people are highly likely to want to advance in their role at some point. Factors responsible for this have been traced to inefficient and incompetent management, as management holds the key that unlocks the forces of economic and social development in any modern economy (Nwachukwu, 2006). In recent World, Management is the basis of organisation and one of the most important facet of development. Management the backbone of organisation and administration is the basis

of any country in today's competitive world. Public or private management development effectiveness is recognized as a determinant of organizational success. However, we are concerned with management as involving people looking beyond themselves and exercising formal authority over the activities and performance of other people (Abba et al, 2004). The efficiency with which an organization can perform will depend, to a large extent, on how its human resource can be managed and utilized through the development of her management team. To Donnelly (1995), in (Abba et al, 2004), management is the process undertaken by one or more individuals to coordinate the activities of others to achieve results not achievable by one individual acting alone. In addition, most organizations are expected to have greater technical competence and a better understanding of human behaviour. Organizational human resources have become of strategic interest to upper management recently because the effective use of people in organizations can provide a competitive advantage, (Mathis & Jackson, 1997). Management teams consisting of leaders that don't listen to others, place no value on communication and consistently ignoring employees tend to lose respect from others, thus causing negative attitudes in the workplace.

Therefore, investment in management development can have a direct economic benefit to the organization and on the employees. Management development is the process by which managers learn and improve their management skills. Only training cannot provide the requirement of knowledge, personality, attitude, behaviorism etc. Training focuses on the development of specific skills, especially for middle and lower level employees. Management development is implemented for the development of managerial potentials. It is the overall concepts that describe the many ways in which organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual management job in mind. We talk about management to enable us to locate the essence and position of human resource management. As we can be seen, human resources are a cardinal element of management. Human resource management is therefore an integral part of management and a specialized one at that. As a manager, losing your best staff members could be detrimental to your business. It should be within your best interests to show respect for your employees and their individual needs. A lack in productivity and increased stress are just a few of the negative effects that poor leadership can have on a workforce. Managers are a critical part of the organization's decision-making process; therefore, management development is a crucial factor in improving their performance. The purpose of management development lies in a few essential elements to the organizations: motivate managers by guiding them to achieve their professional growth goals, develop the full potential of manager's talents, train managers' capacity to lead and optimize workforce efficiency, support manager's planning and execution skills, and improve organizational results by developing high-performance professionals, (*Totempool, 2021*).

1.1 Statement of problem

Most organization are becoming more complex in nature and therefore, leaders in these organizations are expected to have greater technical competence and a better understanding of human behavior. Of course, when there is absence of the technical prowess from the human sector of the organization, such organization may go into extinction. Therefore, the efficiency with which an organization perform will depend, to a large extent, on how its human resources can be managed and also be able to solve the varied problems the management of people may entail so as to achieve the organizational objectives. A Manager or an employee, whether in the private sector, who underrates the critical role and underplays the importance of people in goal achievement, such manager can neither be effective nor efficient. Thence, leads to poor development management which can cause lasting damage to employees and organization; leads to poor organization growth, and increased stress. It can equally lead to a toxic and uninviting working atmosphere; reduced employee productivity, decrease in profits or services. The main thrust of this paper is to fight the poor management development to increase the ability of organizational managers for betterment.

2. METHODOLOGY

This paper utilizes the qualitative descriptive approach to gain insight into the Management Development an indices for Organization Growth; Issues and Concerns. It is also exploratory because the paper to discover the nexus between manager's ability to lead and management development as well as its implication on organizational development. This article which is theoretical draws its argument most from secondary data that included textbooks, journal publication and internet sources. To analyze the issue raised the work is structured into Conceptual and theoretical network of Management Development, need for management development programs and objectives of Management Development, the effect of bad management and the last section discussed the solutions towards the problems of Management Development.

2.1 Concept of Management Development

There are as many definition of management as there books on the subject. Many of the definitions are relatively concise and simplistic. For example, almost a century ago, Frederick Taylor (1903) defined management as knowing exactly what you want (people) to do and then seeing that they do it in the best and cheapest way". We think however, that management is much more complex than we can discern from the above definition. Management is perhaps best

understood from a resource-based perspective (Griffin, 1997). All organizations use four basic kinds of inputs or resources from their environment, namely, human, financial, physical and information resources.

Management is responsible for combining and coordinating these various resources to achieve the organization's goals. How do managers combine and coordinate the various kinds of resources? They do so by carrying out four basic managerial functions or activities: planning and decision-making, organizing, leading and controlling. This is why Griffin (1997) directed defines management as a set of activities (including planning and decision-making, organizing, leading and controlling) directed at an organization's resources (human, financial, physical and information) with the aim of achieving organizational goals in an efficient and effective manner.

Management is equally defined as a process of getting things done by using some other people to achieve a set objective. It refers to the process by which managers create, direct, maintain and operate purposive organizations through systematic coordinated, cooperative human effort (Jaja&Zeb-Obipi, 2005). Management also means "getting things done through and with people and the process of organizing and employing both human and material resources to accomplish some predetermined objectives" (Baridam, 2002; and 1995:44). It also entails the supervising, controlling and coordinating of all managerial activities to attain optimum results with organizational resources (Nwachukwu 2006: 3; Robbin& Coulter, 2007). According to Koontz and Weihrich (2006) management is defined as the process of designing and maintaining an environment in which individuals working together in groups can efficiently accomplish selected aims and objectives. It is the process of allocating an organization's inputs (human and economic resources) by planning, organizing, directing, and controlling for the purpose of producing outputs (goods and services) desired by its customers so that the organization's objectives are accomplished. In this process, work is performed with and through the organization's personnel in an ever-changing business environment (Thieraufet at 1977, in Nwibere et al, 2013). As Koontz (1997:11) aptly put it, without management, there is no institution and institutional activities. It is the specific organ of modern institution that requires the art or science of management. It is the organ of an organization whose performance results to the survival of the institution. Management therefore can be seen as the agent of resource integration in order to achieve organizational objectives. The Success or failure of an organization therefore is a function of the quality of the management in such an organization. Effectively, management of an organization requires the presence of experienced and competent individuals or personnel who will be responsible for policy making and directing the organization to achieve expected end results.

Development, as a concept, has been associated with diverse meanings, interpretations and theories from various scholars. Development is defined as 'an evolutionary process in which the human capacity increases in terms of initiating new structures, coping with problems, adapting to continuous change, and striving purposefully and creatively to attain new goals (Peet, 1999 cited in Du Pisani, 2006). According to Reyes (2001) development is understood as a social condition within a nation, in which the needs of its population are satisfied by the rational and sustainable use of natural resources and systems. Todaro and Smith (2006) also define development as a multi-dimensional process that involves major changes in social structures, attitudes, and institutions, as well as economic growth, reduction of inequality, and eradication of absolute poverty.

Management development is a process through which potential managers develop their managerial skills on handling situations, people, and problems. It largely depends on imparting knowledge rather than skills; hence, it is a long education process of developing future managers. In other words, it is a process consisting of all activities by which potential managers or executives learn required skills and knowledge to improve their behavior and performance. Management development is a continuous process of developing managerial potential by enhancing conceptual, interpersonal and decision-making skills. Management's development is a systematic process of growth and development by which the managers develop their abilities to manage. So, it is the result of not only participation in formal courses of instruction but also of actual job experience. it is concerned with the improving the performance of the managers by giving them opportunities for growth and development, which in turn depends on organization structure of the company.

Farmer and Richman (1965), two prominent scholars of comparative management have said in respect to economic progress that: we view management as the single most critical social activity in connection with economic progress. Physical, financial and manpower resources are by themselves but passive agents. They must be efficiently combined and co-ordinated through sound, active management if a country is to experience a substantial, level of economic growth and development. A country can have sizeable natural and manpower resources including plentiful skilled labour and substantial capital but still be relatively under developed because very few competent managers are available to turn these resources efficiently together in the production and distribution of useful goods and services.

Therefore, the important management cannot be over-emphasized. According to Ewurum (1999), no organization or society can exist without management. Organization without manager /leaders will waste the efforts and energies of people and other resources in random activity.

Infact, the challenge is really a management challenge. Management implies bring resources, including knowledge together to achieve set goals. Even though the evidence in their salaries and emoluments indicates a different, the

supervisor, manager, managing director, chairmen of local governments, governor, president of this country are all managers and do similar work requiring the same functions namely: planning, organizing, directing, controlling, co-ordinating and improving. Thus, managers and leaders in this country must manage the components of the political culture so as to ensure sustainable development.

2.2 Role Of The Organization

The role of the organization in management development is to establish the program and the development opportunities for its present and potential.

Executive development is eventually something that the executive has to attain himself. But he will do this much better if he is given encouragement, guidance and opportunities by his organization.

2.3 Knowledge and Skills of the Manager

Though the composition of the skill is the same for all managers at all levels, their contents proportion differs depending on the level at which a manager is and also the nature of the work he does, a fore man requires more technical skills and human skills. He must be able to teach his men the technical aspects of the products and processes. He must also be good at human relations in order to motivate, co-ordinate and direct his subordinates.

Technical skills are less important whereas the conceptual skills are especially important at the top level. Human skills are important at all levels. It should also be remembered that at the same level, skills required of a production executive differ from that of marketing executive.

2.4 Objectives of Management Development

The management development programs are organized with a view to achieving specific objectives, they are;

1. To overhaul the management machinery.
2. To improve the performance of the managers.
3. To give the specialist on overall view of the functions of an organization and equip them to co-ordinate each other's effort.
4. To identify person's with the required potential and prepare them for senior position.
5. To increase morale of the morale of the members of the organization management.
6. To increase versatility of the management group.
7. To keep the executives breast with the changes and development in their respective field.
8. To create the management succession that can take over in case of contingencies.
9. To improve thought process and analytical ability.
10. To broaden the outlook of the executives regarding his role position and responsibilities.
11. To understand the conceptual issues relating to economics, social and technical issues.
12. To understand the problems of human relation and improve human relations skills and stimulate creative thinking.

Achievement stated above is very difficult as some factors inhibit the management development process.

2.5 Need for Management Development Programs

1. Techno-management like basic chemical engineers, mechanical engineers, information system engineers need to be developed in the areas of managerial skills, knowledge and abilities.
2. Efficient functioning of public utilities, transport, communications etc, depends on professionalization of management in the sectors.
3. Professionalization of management at all levels particularly in service organizations needs the development of managerial skills and knowledge particularly at lower and middle class.
4. Transmission of communist/socialistic societies into the capitalistic economies changed the structure of the principle of business. These changes along with the liberalization and globalization of business changed the principle. Hence, development of the present managers in these new principles areas is highly necessary.
5. Human resources development of the managers in multiple areas necessitates the executive development programs.
6. The need for management development arises due to providing technical skills and conceptual skills to non-technical managers and managerial skills and conceptual skills to technical managers.
7. The intensive competition and consequently upon employment of various grand strategies by various business organizations necessitates the development of managers.
8. The emergency of new concept in management like total quality management, enterprises resources planning, business process re-engineering empowerment etc., necessitates the management to offer developmental programs.
9. Entry of multinational and transnational corporation brought new trends and strategies for domestic companies also. These factors necessitated the domestic companies to take developmental programs.

2.6 Principle of Management Development

The top management of a organization should follow certain principle to make the management development programs effective.

1. The management should assess the development needs of its managers at different levels through performance analysis and development methods.
2. Management should decentralize the responsibilities of developing the managers of different department and make the head of the department unit responsible.
3. Management should integrate career planning and development of the organization with the management development programs.
4. Every manager of the organization should be motivated and empowered to take up developmental programs.
5. Management development program is a continuous process.
6. Management should encourage the manager to take up programs on their own in addition to the company sponsored programs.
7. The content of the programs should be needed based for the individual manager and the organization.
8. The physical, social and psychological climate for the programs should be conducive.
9. All managers should be encouraged to undergo development programs in order to avoid executive obsolescence.
10. Management development programs should concentrates on the latest management concepts and principles.

Some of the reasons behind the management development programs are:

- It is managements' responsibility for ensuring the success of the organization.
- It is the management who deal with people of different background, culture, language, etc.
- Mergers and acquisitions, downsizing, etc. are all under management's control.
- It is managements' responsibility to ensure that the employees obtain the required KSAs to perform the tasks.
- It is managements' responsibility to ensure that right

Some main objectives of the management development are as under:

- To develop managers/executives for better performance on their present job or assignment
- To provide a steady source of competent persons at different levels so as to meet the future requirements of the organization.
- To enable the managers to understand the problems of the business organization in so far as they arise out of its policies and system of control.
- To create conditions and a climate which contribute to the growth process.
- To replace elderly executives, who have risen from low ranks, by highly competent and academically qualified professionals.
- To increase the morale of the managers.
- To acquire knowledge about the problems of human relations.

This process generally includes the development of cognitive (thinking, idea generation, and decision making), behavioral (choosing appropriate attitudes and values), and environmental (suiting management style to the situation) skills. More specifically, management development can be defined as an attempt of improving managerial performance by imparting knowledge, changing attitude, or increasing skills thereby enhancing the future performance of the company. It is very important due to ever-changing environmental forces accompanied by the effect of globalization and breakthrough in physical science. It is concerned with skill development activity provided to the higher level managers which attempt to instill sound reasoning process. It helps to understand cause and effect relationship, synthesize for experience, visualize relationship, or think logically.

2.7 Effect of Bad Management

Bad management can impact employees and the organization's overall operations. Incompetent managers exist, and they can have challenges relating to staff members and keeping them motivated. In addition, substandard supervisors may not be able to balance budgets, increase revenues or capably perform other crucial tasks. If employees complain about working for your management team investigate the claims so that the organization does not suffer irreparably from poor leadership.

Bad management has caused organization to permanently close their doors. Poor leadership results in high turnover of employees; the cost of recruitment and training becomes prohibitive, which can impact a business's ability to continue operations.

1. **Low organization Morale:** Low employee morale in your organization can be a result of bad management. When employees complain to each other, complete their tasks with minimal effort or fail to finish their work assignments on time or at all, they may be suffering from lack of motivation due to a manager who does not relate to the staff. Employees may perceive inequitable treatment of some co-workers that results in favoritism; or they don't have leadership necessary to keep them on task. In addition, a poor supervisor may not pay attention

to the needs of employees, such as allowing a balance between work duties and personal life or providing training.

2. **Reduced Employee Productivity:** If management does not clearly define performance expectations or follow up with employees about their levels of productivity, your organization can experience reduced revenues. When employees join your company, they should receive a performance plan with the standards for their positions listed. Regular appraisals help employees to know that the organization is satisfied with their performance. If management does not set performance standards and follows up with reviews, staff members may not feel appreciated. Continually wondering if they are meeting expected requirements will sap productivity. Without set standards management will face a disciplinary challenge when poor work performance eventually does affect productivity.
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4. **Decrease in Profits:** Bad Management can lead to a decrease in profit in two ways: by not supervising personnel properly and not balancing the organization budget. When employees are faced with bad management, they may spend their time looking for other employment not focusing on reaching the goals of the organization. This causes the organization to pay an industry wage for a low output. If the sales department is affected by bad management, gross profits are directly impacted when quotas are not met. In addition, if expenditures are too high or money is otherwise mismanaged, a lower business income will be realized.
5. **Business Failure:** Bad management has caused organizations to permanently close their doors. Poor leadership results in high turnover of employees; the cost of recruitment and training becomes prohibitive, which can impact a business's ability to continue operations. Bad management may affect the coffers directly, too, if company funds are mismanaged or the budget is overextended in comparison with revenues earned. Without sufficient business reserves, you may not be able to absorb consistent losses, and your organization can fail. (<https://smallbusiness.chron.com/happens-organization-bad-management-34749.html>).

3. THEORETICAL FRAMEWORK

3.1 Elton Mayo's Human Relations Approach to Management

This approach had its origin in a series of experiments conducted by Professor Elton Mayo and his associates at the Harvard School of Business at the Western Electric Company's Hawthorne Works, near Chicago. These studies brought out for the first time the important relationships between social factors and productivity. Before it, productivity of the employees was considered to be a function only of physical conditions of work and money wages paid to them. For the first time it was realised that productivity depended largely upon the satisfaction of the employees in work situations. Following the Hawthorne Experiments, a great deal of work has been carried on by behavioural scientists belonging to a variety of disciplines including Psychology, Sociology, Philosophy and Anthropology in studying the behaviour of people at work. Those who subscribe to the Human Relations School of Thought are of the view that the effectiveness of any organisation depends on the quality of relationships among the people working in the organisation. So, according to them, the managers must concern themselves with an analysis of organisational behaviour, that is, interaction of people with the organisation. The basic assumption of this school still remains that the goals of the organisation are achieved through and with the people. Apart from the study of formal organisation and techniques used by such organisations, this school studies the psychological processes in the organisations, informal organisations, conflict, change, motivation and relationships, and the various techniques of achieving organisational development by improving the relationships among the various groups of people constituting the organisation and its internal environment. Thus, it may be said that this school concentrates on people and their behaviour within the formal and informal organisations.

3.2 Features of Elton Mayo's Human Relations Approach:

The main features of the Human Relations Approach to management are the following:

- (a) Since management is getting things done through and with people, a manager must have a basic understanding of human behaviour in all respects—particularly in the context of work groups and organisations.
- (b) The managers must study the inter-personal relations among the people at work.
- (c) Larger production and higher motivation can be achieved only through good human relation.

(d) The study of management must draw the concepts and principles of various behavioural sciences like Psychology and Sociology.

The conclusions of the Hawthorne Experiments are pointed out below:

- (i) A factory is not only a techno-economic unit but a psycho-social organisation also.
- (ii) The workers spontaneously form small informal groups. The norms and values of such groups have significant influence on the behaviour and performance of the workers.
- (iii) Physical conditions of work have some influence on the workers' morale and productivity. But their inter-personal relations, attitude of the supervisors and other social and psychological factors have a far greater influence.
- (iv) Usually, the workers act or re-act not as individuals but as the members of a group.
- (v) The workers are not mere economic men motivated by money alone. They respond to the total work situation including recognition, participation etc.
- (vi) The informal leaders play an important role in setting and enforcing group norms.
- (vii) The managers must understand and recognise the inter-personal and group relations on the job.

Elton Mayo is known as the 'Father of Human Relations Movement'. The Hawthorne Experiments provided a landmark in the evolution of management thought. Many organisations initiated the measures to improve relations with the workers. The managers were supposed to assume a new role and to develop new concepts of authority, motivation and leadership. The findings of Hawthorne Experiments are, however, accepted even today. Mayo's work was a turning point in the development of management thought. His studies revealed the over-whelming significance of human and social factors in industry. He is rightly called the 'Founder of the Human Relations Approach' to management.

4. CONCLUSION

Managing is not an easy task in Nigeria especially when one considers the mounting of challenges facing management of employees in the Nigerian workplace. It is essential that as a management team, you remain realistic in terms of workload. Take the time to understand how much each employee can realistically achieve in a day – you may need to meet with them to discuss this. A mutual understanding is highly beneficial, since you will both know when the workload may be getting a little too heavy. Not having a clear understanding of your employees' schedules, however, may result in you giving them too much work. If employees begin to feel that they cannot cope with their workload, they will start to feel as though they are not valued as an individual. Fulfillment of basic needs of mankind should be the true objective of development and achievements that either do not contribute to this goal or even disrupt this basic requirement must not be pursued as a development goal. People skills are crucial in business – especially if you are the leader. Taking the time to get to know your employees individually is key to developing these skills – since you will know their strengths and weaknesses. Additionally, knowing your employees on a more personal level will make them more inclined to come to you with any issues they may have. The purpose of development should be to develop man and not to end with developing things.

5. RECOMMENDATION

It is therefore recommended that the management is expected to provide a management development programme and training courses that are suitable for the training programme to acquire the basic and conceptual skills that will help them develop and acquire relevant human capital to effectively manage and allocate the available resources of their organizations to their various activities. The principle behind management development is that by giving individuals time to study the techniques of being good managers, and by counseling them about their achievements in these respect, they will realize their full potential. This also means that constant training of new recruits is required, which ultimately uses up valuable time for other employees. Managers in Nigeria should engage in constant scanning of the operating environments to enable them to dictate threats and opportunities around them as they abreast themselves with events in the global workplace to strategize on how to make their organizations more productive and achieve organizational goals and objectives through inspired, motivated and well developed workforce. In addition, managers should also create a positive work climate that will encourage employees to develop organizational family like attitude that will make them commit themselves to the achievement of organizational goals and objectives, become highly optimal and stable in the highly competitive Nigerian and global business environments.

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