



PROFESSIONALIZATION OF MANAGEMENT: A VERITABLE TOOL FOR SUSTAINABLE DEVELOPMENT IN NIGERIA

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Abstract

The Nigerian government recognizes and reaffirms the 1987 United Nations World Commission on Environment and Development (WCED) report and the 1992 Rio de Janeiro Agenda 21, which all aimed at adoption of sustainable development strategy by nations. To achieve this, the government has focused on control of environmental pollution and land degradation. Unfortunately, this and similar other measures have not yielded desired result. Though the failure can be attributed to many factors, it may not also be unconnected to mismanagement of resources in both private and public sectors due to lack of professionalism among managers of the said resources. Based on the available literature and deduction, the paper proposed a model on professionalization of Management for sustainable development in Nigeria. For a smooth application of the model, the paper recommended among others recognition of the role of management occupation in sustainable development by government and inclusion of sustainable development goals in the educational and training curriculum of the occupation.

Keywords: *Professionalization, Management and Sustainable Development*

Background to the Study

Nigeria, like other developing nations is faced with myriad of developmental issues. They include among others infrastructural decay, educational inconsistency and neglect, poor health care delivery, insecurity, poor electricity supply, dilapidated road network and other problems slowing down the process of development (Dandago, 2013). In spite of the abundance of resources, the measures taken to address the Nigerias's developmental problems have not evidently yielded desired result as the problems persist or even increasing to a dangerous proportion, especially the issue of insecurity (Otu, 2014). This unfortunate development has been attributed to, among other factors, mismanagement of resources in both private and public sectors by non-professional managers (Ribadu, 2012). It is no longer news to hear on radio or read in newspapers cases of embezzlement of huge amount of money in companies or government

institutions. The recent one is the missing \$20 billion from the remittance of Nigerian National Petroleum Corporation to the federation account.

Professional management entails demonstration of good ethical conduct by managers at all levels, from the level of family to the highest responsibility in private and public organizations. If all managers of resources at all levels would exhibit high degree of professionalism, which is acquired by means of training and ethical development, there is bound to be sustainable national development in Nigeria (Dandago, 2013).

It is against this backdrop that the paper, based on available literature and deduction, will attempt to present a model on professionalization of management for sustainable development in Nigeria. To achieve this objective the paper, with the introductory part, is divided into six sections. Section two dwells on an overview of Management Education and Profession in Nigeria. In section three the Conceptual framework of the paper on key areas comprising Professionalization of Management and Sustainable Development, will be presented. Section four will focus on sustainable development Strategies in Nigeria. In section five the proposed model on professionalization of management for sustainable development in Nigeria, will be presented. Section six, contains the conclusion and recommendations of the paper.

Methodology

The study adopts a descriptive research method to examine the concept of professionalization of management. Dates are drawn mostly from secondary sources.

Literature Review

The word "Management" has multiple uses and can be applied to many situations and circumstances (Adeleke, 2004). As an academic field of study, Management is the process of planning, organizing, leading, and controlling the work of organization members and of using all available organizational resources to reach stated organizational goals (Stoner, Freeman and Gilbert, 2005). Accordingly, Ile (1999) define "Management Education" as the process of educating personnel in the techniques of planning, organizing, staffing, directing and controlling the operations of various organizations. Ulom (2004) maintains that management education evolved during and after the Second World War and from that time it has been studied as discipline in institutions of learning. For instance even in the United States of America, where management education has been more extensively developed, first degrees in Management Science were awarded in 19970 (Ile, 1999). In most schools in the US business management courses are best treated in postgraduate professional courses like Masters in Business Administration (MBA).

Having gained recognition as a discipline lately even in the developed countries, management education started in Nigeria far behind other disciplines. The discipline gain prominence after establishment of number universities, polytechnics and colleges of education following the oil boom of the 70s. Business and Management courses were introduced in the institutions as vocational education in the polytechnics and colleges of education and under other disciplines like Economics and Accounting in Universities. This unfortunate development has negative effect on management profession in Nigeria. People from various disciplines belonging to professional bodies in their chosen field of study claim to be professional managers. The membership of prominent management professional bodies like Nigeria Institute of Management (NIM), Institute of Professional managers and Administrators of Nigeria (IPMA), Chartered Institute of Personnel Management (CIPM) etc comprise accountants, marketing scholars, engineers, psychologists, historians, physicians, officers in the armed forces and even religious leaders. Since there is no law restricting any member from aspiring to head the bodies, in some cases non-management experts even become their leaders.

A profession people from various disciplines are qualified to be members runs the risk of low-key commitment and divided loyalty (Ile, 1999). For instance an accountant member of NIM will naturally owe greater loyalty to accounting professional bodies like Institute of Chartered Accountant, Association of Nigerian Accountants etc. As practice of management is considered to be the major criteria of membership of management professional bodies, the knowledge of management theory has been relegated to the background. This explains why for instance there are few professors of management in Nigerian Universities. Absence of theoretical knowledge will limit effective performance of management functions of planning, organizing, staffing, coordination and controlling. This will result in either non achievement of organizational goals or their attainment at higher cost.

Conceptual and Theoretical framework

Professionalization of Management

Professionalization is a process by which an occupation undergoes transformation to become a profession (Balthazard, 2014). Professionalization of Management therefore means a process by which management practice or occupation undergoes transformation to become a profession.

There are three categories of professionalization models each of which offers a different approach on the development of a given profession (csrc.nist.gov/.../a historic). They are attribute, power and process models.

Attribute Model; It describes the traits and characteristics that define a profession as something different than other occupations. The use of the model involves developing criteria to define standards of the profession and ensuring that such criteria are met and the said profession provides a service to the public.

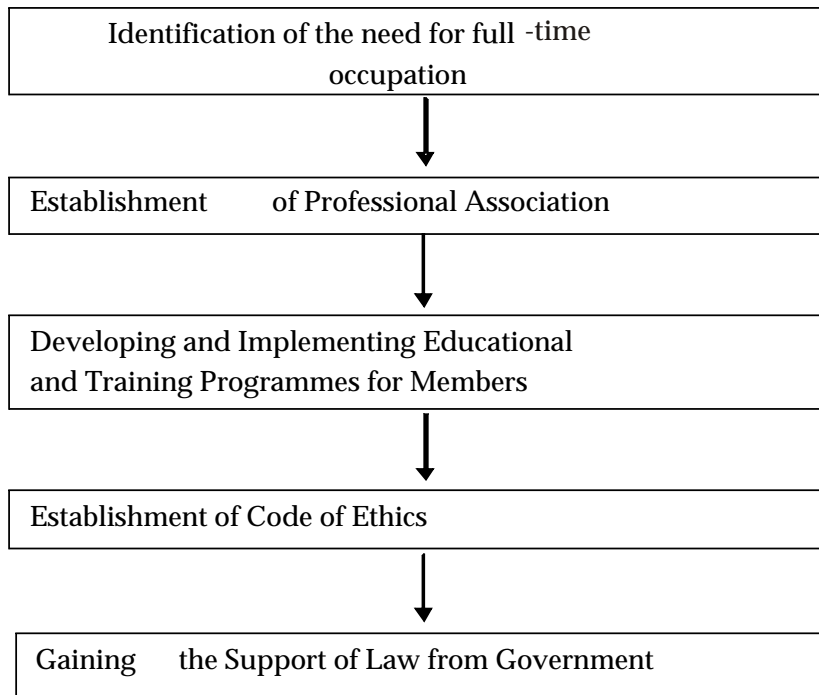
Power Model; The model also known as market model focus on the motives for professionalization and how they emerge. For instance stakeholders in an occupation may seek its professionalization to improve quality of services provided, establish monopoly on provision of services, regulation of entry into the profession etc.

Process Model; The model describes the sequence of events in the professionalization process of a given occupation. The process comprises five stages:

- (1) identification of the need for professionalization by stakeholders
- (2) developing and implementing training or educational programmes
- (3) establishment of a professional association
- (4) establishment and implementation of code of ethics and finally (5) legal support from government.

The stages can be represented in a graph as follows:

Figure 1: Process professionalization Model



Source: csrc.nist.gov/---/a_historic

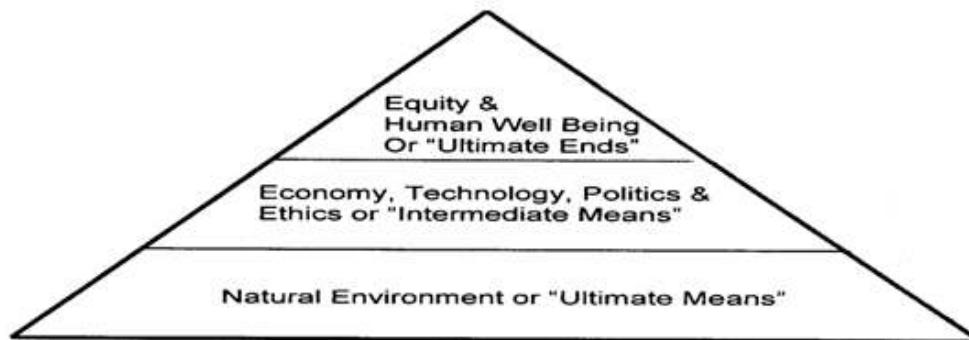
As professions evolve differently, one model cannot be better than the others for all occupations at all times. The maturity of the profession determines which model is the most appropriate to adopt. At the initial stage of professionalization of an occupation, process model would be the most appropriate to adopt. If a professional body needs to determine the skills necessary for the occupation, the attribute model will be more appropriate. If the objective of the professional body is to restrict supply of certain services to one group with a predetermined qualification and experience, the power model is the most appropriate to adopt.

Since the attempts to professionalize practice of management in Nigeria have not yet succeeded, one can argue that the professionalization process is at the initial stage, as such the process model is the most appropriate to adopt. Accordingly, the paper adapted the process model in proposing a model for professionalization of management for sustainable development in Nigeria.

Sustainable Development

The increasing concern over the use of resources for economic development at the expense of environmental quality and future generations brought about the idea of “Sustainable Development”. The issue was brought to the world stage by the report of the United Nations World Commission on Environment and Development (WCED). The Commission in its 1987 report titled “Our Common Future” defines sustainable development as “Development that meets the needs of the present without compromising the ability of the future generations to meet their own needs”. From that time to date, scholars have provided various interpretations, definitions and frameworks of sustainable development. This study will be guided by the framework proposed by Daly (1990). He re-arranged the issues involving sustainable development in to triangular set up of what he referred to as 3Es-Environment, Economy and Equity.

Figure 2: Daly's Triangle of Equity, Economy and Environment



(Source: www.sustainablesonoma.org/keyconcepts/dalystriangle.html in Mensah and Castro, 2004)

At the bottom of the triangle is the Environment or the 'Ultimate Means' which represents natural resources as a precondition for decent human life. The Economy (which includes technology, politics and ethics) is on the next rung, is not independent but serves as a vehicle for achieving ultimate ends. At the top is Equity or the 'Ultimate End' which involves the welfare of the present and future generations (Mensah and Castro, 2004).

Sustainable Development Strategies in Nigeria

The Nigerian government recognizes and reaffirms the 1987 WCED report and the 1992 Rio de Janeiro Agenda 21, which all aimed at addressing the pressing needs of today without compromising the ability of future generations to meet their own needs. Sustainable development strategies in Nigeria are mostly contained in two independently-developed initiatives-the National Conservation Strategy (NCS) and the National Environmental Action plan (NEAP). NCS focused on the conservation of natural resources and biodiversity. The policy goal of NCS is sustainable use of forest resources and preservation of the many benefits accruing from soil, water, and wildlife conservation for economic development. The strategies put in place to achieve this goal as contained in Nigeria's report to the fifth and seventh sessions of the United Nations Commission on Sustainable Development include: a) taking the inventory and rehabilitation of all threatened and endangered animal species; b) increasing the network of protected areas to include all ecosystem types consistent with internationally accepted classification; c) increasing the nation's biodiversity management capability (human, infrastructural, institutional and technological); d) protection and promotion of policy guidance for bio-prospecting and indigenous knowledge (intellectual property rights); and e) rehabilitation of the degraded ecosystems (www.un.org)

NEAP focused on control of pollution and land degradation. The main policy thrust of NEAP is protection of environment for present and future economic development. In addition to liaison with the Federal Environmental Protection Agency (FEPA) as well as the state agencies on environmental matters, NEAP has the following strategies, as stated in the report, to achieve its policy goals: a) promotion of environmental awareness and consciousness amongst oil operators and the general public through seminars and workshops on safety, health and environment; b) ensuring that all companies have effective contingency plans to combat minor to medium oil spills; c) coordinating the establishment of a National oil spill contingency plan for major or disastrous oil spills; d) carrying out environmental baseline studies and establishing oil pollution monitoring stations in high risk areas; e) establishing guidelines and standards for environmental monitoring

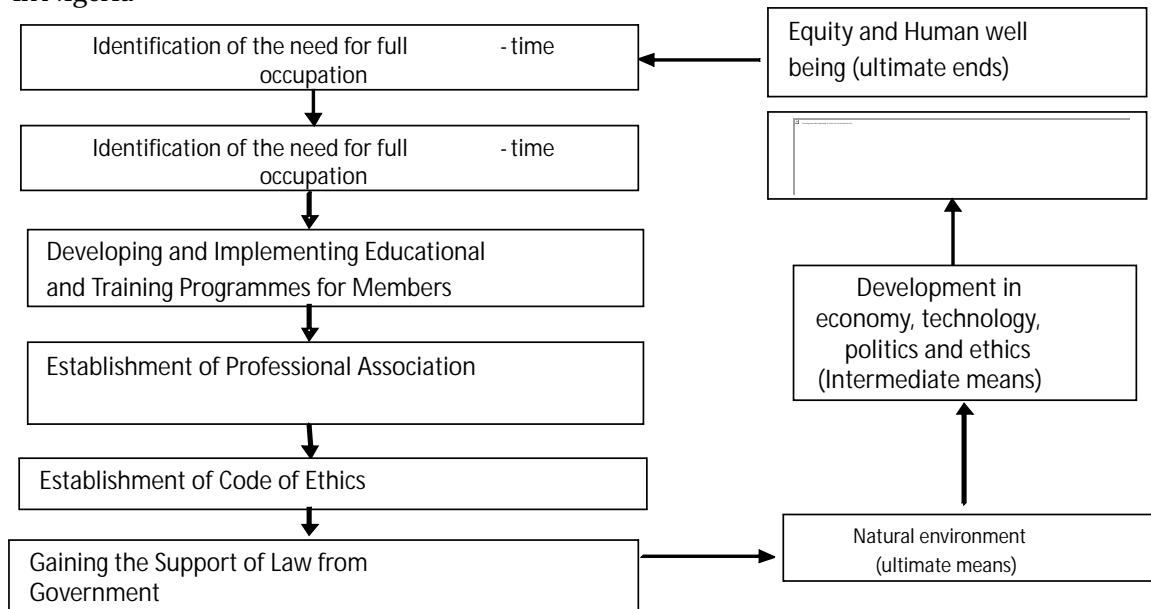
and control in the petroleum industry; f) encouraging the remediation of polluted or contaminated sites through the use of safe and environmental sound technologies; g) promotion of the utilization of associated gas through the implementation of various projects such as the OSO Condensate Project, the OSO Natural Liquefaction (NGL) Project, Natural liquefied Natural Gas (NLNG) Project, etc; and h) promoting the use of clean fuels by encouraging a shift from kerosene and wood stoves to gas-fired stoves, gradual introduction of Compressed Natural Gas (CNG) for vehicles as a substitute for petrol etc (www.un.org)

In all the Nigeria's strategies for sustainable development as captured in NCS and NEAP, no mention of strategies for effective management of all kinds of resources in private and public sectors. This is a missing link and a serious gap in efforts towards sustainable development in the country. The strategies ought to include strategies for effective management of resources by professional managers in both private and public sectors, among which can be professionalization of management.

Professionalization of Management for Sustainable Development in Nigeria

Effective management of resources for sustainable development involves set of decisions and actions that result in the formulation and implementation of strategies designed to meet the needs of the present without compromising the ability of the future generations to meet their own needs. This requires professionalization of management which, will hopefully lead to the attainment of development for the present and future generations mainly in areas of environment, economy and equity. This scenario, which constitutes the model the paper is proposing, is graphically depicted as follows:

Figure 3: Proposed model on Professionalization of Management for Sustainable Development in Nigeria



(Source: Adapted from [csrc.nist.gov/.../a historic and www.sustainablesonoma.org/keyconcepts/dalystriangle.html](http://csrc.nist.gov/.../a%20historic%20and%20www.sustainablesonoma.org/keyconcepts/dalystriangle.html) in Mensah and Castro, 2004)

The five stages of the process model can be adapted or adopted in the professionalization of management implementation for sustainable development. This can be achieved in the following manner:

- a) identification of the full time occupation; at this stage the stakeholders in the occupation of management identify the need for its professionalization by highlighting and convincing government and the general public on the advantages of doing so and the disadvantages of not doing so like rampant cases of mismanagement of resources in private and public organizations which renders the main goal of sustainable development i.e. “Development that meets the needs of the present without compromising the ability of future generations to meet their own need”, unattainable;
- b) Developing and implementing educational and training programmes for members; this involves identification of the knowledge and skill required to become a professional manager and incorporating them into a curriculum for training of members. The goals of sustainable development can be incorporated into the curriculum;
- c) Establishment of Professional Association; the association defines the profession, qualification for entry and requirements for certification and license for practice and ensure strict compliance to the laid down rules and regulations;
- d) Establishment of Code of Ethics; this entails setting of standards, codes of practice, disciplinary procedure for erring members and ensuring strict compliance;
- e) Gaining the support of Law; this involves gaining support of law for legal protection, legal restrictions and recognition of title and work activities. This can be achieved by means of lobbying and participation in implementation of government programmes like sustainable development, millennium development goals etc.

In the case of sustainable development, proper implementation of stages of the professionalization process will lead to the first stage of development (Natural Environment or “Ultimate Means”), then to the second stage (Development in Economy, Technology, Politics & Ethics or “Intermediate Means”) and finally to the third and ultimate stage of Equity & Human Well Being (Ultimate Ends). The desire and efforts to further improve human well being at the peak of the development pyramid will form the basis for determination of the need for higher professionalization of management using the attribute and power models and this makes the process continuous and cyclical as depicted in the model.

Conclusion

Sustainable Development is a global development strategy that ensures meeting the needs of the present generation without compromising the ability and interests of the future generations. Nigeria is committed to sustainable development strategy through its reaffirmation of the 1987 WCED report and the 1992 Rio de Janeiro Agenda 21. Nigeria articulated its sustainable development strategies in the NCS and NEAP. Unfortunately, the role of management profession in the effective management of resources for sustainable development is missing in the two broad strategies. This paper strongly believes that professionalization of practice of management and partnership between management professional bodies and government will go a long way in achieving sustainable development goals in Nigeria.

Recommendations

To achieve this, the following are recommended:

- i. The Nigerian government should recognize and incorporate the role of management profession in its strategies for attainment of sustainable development;
- ii. The Nigerian government should encourage and support the professionalization of management with a view to placing the profession in a better position to properly play its role in the effective management of resources for sustainable development;
- iii. The stakeholders in the management profession should incorporate sustainable development goals and strategies in the educational and training curriculum for its

- members;
- iv. The stakeholders and government should ensure strict implementation of the educational and training curriculum for its members;
 - v. The stakeholders and government should ensure strict implementation of qualification, certification and licensing in the practice of management profession;
 - vi. The stakeholders and government should ensure strict compliance to the set standards, code of practice and discipline of erring members; and finally,
 - vii. The stakeholders and government should ensure legal restriction and protection of professional managers and recognize their professional work and titles.

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