

Management Thoughts in Politics: The Nigerian Perspective

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ABSTRACT

Management is the coordination of activities within an organisation in a most effective and efficient way to achieve specific goals. Schools, private/government departments, religious bodies, financial institutions, sport teams, political parties are considered organisations because they share similar processes in their administration. Political parties are a group of people organised with same ideology to gain control of government by seeks for position in public office under the umbrella of the party through the electorates. However, organisations are guided by management thoughts/concepts. The findings from this study were able to establish that, management thoughts that are embedded and practiced in political parties as an organisation.

KEYWORDS: Management Thoughts, Politics, Election, Unity Party of Nigeria.

1.1 INTRODUCTION

Management is the coordination of activities within an organisation in a most effective and efficient way to achieve specific goals (Robbins & Coulter, 2012). Schools, private/government departments, religious bodies, financial institutions, sport teams, political parties are considered organisations because; these three characteristics are peculiar with them. Firstly, there must be a purpose to be accomplished. For instance, profit making and good product/service delivery are the goals for most commercial enterprises. Next, organisation cannot be in an isolation therefore, is composed of people who performs the work that is necessary for the organisation to achieve its set goals. Lastly, there is a structure to assign role/s within which the members do their work. Political parties as defined by Katsina (2013), is a group of people organised with same ideology to gain control of government by seeks for position in public office under the umbrella of the party through the electorates. Therefore, political parties has the three distinct characteristics that makes an organisation as proposed earlier by Robbins and Coulter (2012), as party has a goal to win an election and seek a place in an office. Also, the party members are the group to achieve

this purpose, and finally there is a structure to assign role/s within which the members do their work.

However, organisations as posited by Ott, Shafritz and Jang (2011), are guided by concepts over the years that eventually became theories after they are consistently proven. These management thoughts actually describe the interdependency of the organisation, with the people, and the environment with factors such as; structure, change and culture playing a moderating role. Management thoughts are concepts and principles developed from experience acquired through interaction with the environment in the normal course of working, and carrying out responsibilities in organizational setting (Adeoti, George & Adegboye, 2013). In this vein, it will be pertinent to study the management thoughts that are embedded in political parties as an organisation.

1.2 STATEMENT OF RESEARCH PROBLEM

The outcry against political manager stems from the fact that, most of the proponents and practitioners of political management do not focus on political parties as an organisation and as such, could not relate the management thoughts and principles with it.

Furthermore, in most developing countries across the globe, party managers do not consciously employ management principles (Kipronoh, Kihara & Mbebe, 2017). As a result of this, political parties lack proper strategic implementation, good institutionalization, poor internal organization, internal conflicts and poor electoral performance. In most cases, it is even possible they practice it but, do not know what management and its comparatives entails.

In addition, scholar tends to neglect the comprehensive utilization of management theory to show that management is a leading partner in the union of political science and management. As contained in curricular of only two graduate schools that award Master of Art in political management, the focus is on electoral politics and strategic communication, which is seen to lack basis for management issues (Lees-Marshment, 2016).

Finally, political parties are expected to be a growing concern in the sense that, there should be continuity in the administrative framework which makes succession planning and strategic management inevitable (Olaniyi & Umar, 2014).

1.3 RESEARCH OBJECTIVES

In view of the problem highlighted above, the broad objective of this seminar paper is to explore the influence of management thoughts in politics, with particular reference to Unity Party of Nigeria. However, the specific objectives are to:

- i. establish political party as an organisation by cross examining the features with that of business enterprise and relate management practices with it.
- ii. examine if management thoughts as practiced in political party could help in effecting more effective strategic implementation.
- iii. interrogate the bases of non-utilisation of management theory in political management curricular.
- iv. determine the administrative framework that makes efficient succession planning in political parties.

1.4 RESEARCH QUESTIONS

- i. What are the features of political party as it relates to business enterprise and the management practices within?
- ii. To what extent can management thoughts effect more effective strategic implementation?
- iii. What are the basic management theories to be inculcated into political management curricular?
- iv. Is there a substantial administrative framework that makes efficient succession planning in political parties?

1.5 PROPOSITIONS

This seminar paper is guided by the following propositions:

Proposition 1: Political management focuses on political parties as an organisation and relates the management thought and principles with it.

Proposition 2: Party managers are to have basic knowledge on management and its comparatives, and also employ it for proper strategic implementation.

Proposition 3: The comprehensive utilization of management theory shows that management is a leading partner in the union of political science and management.

Proposition 4: Management of administrative framework should be a growing concern which makes succession planning inevitable in political parties.

2.0 LITERATURE REVIEW

2.1 Conceptual framework

2.1.1 Management Thought and Dimensions

Management thoughts are pertinent management knowledge proven and tested that had stood the test of time. It expresses the relationships that exist between two or more sets of variables. Adeoti et al (2013) posited that, they are guided thoughts and actions developed from experience acquired through interaction within the work environment, and in the process of carrying out responsibilities in organizational setting. Moreover, Bello (2018) was of the opinion that, management thoughts are great influencers for manager's guide of action. In the view of Ferdous (2016) they act as catalyst for change within the organisation that develops performance. The study of Ott et al (2011) made the entire management thoughts into nine groupings; Classical organisation, Neoclassical organisation, Human Resource theory, Modern structural theory, Organisational Economics theory, Power and Politics organisational theory, Organisational culture theory, Theories of organisations and society, Theories of organisation and environments. According to Ishola and Kenku (2018), these management thoughts have helped to shape the organisational setting and practices over the years. Therefore, relating this management thought to how it has helped to shaped organisations, it is pertinent to say that the best practice of management thoughts within the political party, have had a significance influence aside the programme and ideology of the party.

2.1.2 Management in electoral politics

In Politics, winning is all about strategy and it is an indispensable concept for all political actions (Martin, 2015). This action ranges from the selections of the candidate, who has to be a brand that can poll a majority votes, to the campaigning strategy. According to Worlu (2010), the marketing and management for parties to win elections, have to be strategically driven. He

highlighted the instance of sky writing to propagate the campaign for the 1963 elections by Chief Obafemi Awolowo, which made his party to gain prominence among the people, though the election was not won. Another notable strategy employed by political parties, were that of Social Democratic Party (SDP) and National Republican Convention (NRC) during the 1993 elections, that both employed British and America marketing experts which made the election the best in the history of elections in Nigeria. At international level, Zavattaro (2010), saw how former US president Barack Obama's stylish use of social media, was a strategy that popularized him and made him a brand during his campaigns that eventually, gave him victories in 2008 and 2012 elections. Generally, strategy has given a significant shift in the political arena from the status quo (Gerodimos & Justinussen, 2014).

Furthermore, in Worlu (2010), management in political party is all about strategy. Parties engage strategy by;

- Maximizing their opportunities and strength in a keenly competitive political environment through the development and utilizing their natural endowment at a calculated risk.
- The party technically and planned pattern of interacting with its rivals, the voters and the political environment.
- Integration of fundamental rudiments into a whole comprehensive, by effective and efficient use of its ideology and programe to advance the party and giving it a competitive advantage.

It is evidence that, strategy is the tool for a political party to attain its goal which is to win.

2.1.3 Evolution and Current state of political management

Contrary to the belief that, the legendary English author and play writer William Shakespeare works contributed only to the literatures, his contribution to the theory of management and administration was also of great significant (Shafritz, 1999). Surprisingly, management also have played important role in development of politics which Ohiwerei in Worlu (2010) was of the opinion that, both political party and business enterprise have similar features. His emphasis was that, company will have mission statement for what they stand for, while a party has their

ideology; the strategic plan of a company, relates with party's manifesto that involves the objective and how to achieve it.

CURRENT STATE OF POLITICAL MANAGEMENT

2.1.4 Historical Background of Unity Party of Nigeria

Nigeria came into her second democratic dispensation between the years 1979 to 1983 and witnessed the emergence of more political parties, as against the major three dominant parties that were at the first Republic, namely, Northern People Congress (NPC), National Council for Nigeria and Citizens (NCNC) and Action Group (AG). The second Republic brought in parties like, National Party of Nigeria (NPN), the Unity Party of Nigeria (UPN) and the Peoples Redemption Party (PRP) others were the Great Nigerian Peoples Party (GNPP), and Nigerian Advance Party (NAP) (Olatunji, 2017).

Unity party of Nigeria was the dominant party in the south western part of Nigeria under the leadership of Chief Obafemi Awolowo; who was also the presidential candidate for both 1978 and 1983 elections. The Party provided the greatest achievement and generated the most heated controversy in the 1979 election campaign because no other party proposes a western-style social security system, or so urgently and unequivocally commits itself to the provision of free education at all levels and also free medical care and full employment (Joseph, 1983).

The political parties served the first four years term, and the presidential elections for the second term was held on the 6th of August 1983, but; there was an abrupt in the administration of the second term by the military with a bloodless coup *d'état* on 31st December 1983 (Osimen & Ologunowa, 2013).

2.1.5 Management strategies used in Unity Party of Nigeria

The circle of strategic management is not complete when, strategies formulated are not implemented. Strategy formulation is never a problem to organisations, but where the problem lies, is in the implementation. Unity Party of Nigeria provided the greatest achievement and generated the most heated controversy in the 1979 election campaign because, no other party proposes a western-style social security system, or so urgently and unequivocally commits itself to the provision of free education at all levels and also free medical care and full employment

(Opadokun, 2012). It is a common practice in the Nigerian political arena especially during the campaign process, to formulate strategies through the manifesto outlining their intention of things to do for the citizens, and on how to run in the elected offices but fails to implement it. Even though, the Unity party of Nigeria never won the election at the presidential level, the effects of their implemented manifesto, had great impact on the educational level of the south-western part of Nigeria as compared to other geographical regions. The programme had made tremendous contributions to man-power development by making the western part of Nigeria, an educational more advantage of all the regions, given continuous stimulus to the nation's capacity building efforts; through its development of literacy, the programme also created an informed public.

In planning, the party's programs were well designed and implemented which was the practical manifestation of deep intellectual engagement with philosophy (Taiwo, 2016). The clear cut planning the Unity Party of Nigeria had under the leadership of Chief Obafemi Awolowo was essence of Awolowo's educational theory is to achieve human development; a development which is symmetrically related to his dialectic of equity, justice and fairness among the electorates. Furthermore, Aboluwodi, (2011) attest to the connection of education and human development and how the investment could, increase the overall economic productivity of any nation. Also in the area of national policy of formulating and implementation of government developmental policies and programs for the benefits of its citizenry, the party has proven its originality, depth and audacity of thinking (Adeniran, 2016).

Several factors made the UPN unique as a party of which leading as a management function is prominent; the party enjoyed the dynamic and rational leadership of the Chief Obafemi Awolowo who was versatile in politicking, his background knowledge in law and intellectually stimulating than almost any other political figure in Nigeria of his days. He gave good guidance and leadership to the party, so that the work performance within the party is goal-oriented. The party had the four cardinal agenda of free education at all levels, integrated rural development, free health care, and full employment. Aboluwodi (2014) could best relate the leadership style with Fielder's contingency theory of leader's effectiveness as a result of aligning the leader's objectives to the extent to which the situation is favourable for him to perform his functions.

Again, the study of Joseph (1983), attested to another distinguishing management theory feature practiced within the UPN, which was often acknowledged even by its opponents, is the party's superior organisation. The organisational practices of the UPN percolate from the top downwards, starting from the leader who has molded himself into a highly disciplined political animal, through his close political comrades of decades of party combat, and finally to the party activists on the local level who are daily imbued with this spirit. Finally, it would be denied by few that it is the UPN which has presented the most coherent body of ideas to the electorate. The party had at her disposal the published texts of Awolowo such as *The People's Republic* (1968), *Strategy and Tactics of the People's Republic* (1970), and *The Problems of Africa* (1977). They formulated a set of principles and practices to which the party adhered to and also serves as controlling measures for the activities within the party.

2.2 Theoretical Framework

RESOURCED BASED THEORY

Resource based theory posited that an organisation with exceptional qualities that are well utilized, will give sustainable competitive advantage for such organisation (Kabue & Kilika, 2016). Barney (1991) propounded in his theory that, organisations must possess valuable, rare resources, inimitable and substitutability to sustain the competitiveness advantage among its competitors. This theory examined the implication on the assumption that, organisation may be different in the resources they control, and they may not be perfectly mobile across the industry. However, appraising the organisational competencies and endowed resources is the first step in the right direction for the whole strategic framework of formulation to implementation. It is an irony for organisation to have resources at their disposal, but not able to maximised the use of the resources. But, Ellitan (2017) identified that, the fundamental competency of an organisation, is to operate efficiently within the business environment by seeing and identify opportunities; in addition, to respond positively aptly to challenges, which are rare competencies that are unmatched by competitors. In conclusive, the framework of the theory is all about organisations to be at continuous advantage, through the efficient use of its strengths and identify its opportunities. In the same vein, they are to do away with external threats, as well as watching out for internal pitfalls of weakness to avoid.

SITUATING THE RESOURCED BASED IN POLITICAL MANAGEMENT

Within the arena of political parties, the organisation operates in a homogenous industry where resources are shared, and are neither rare and the only bail-out for a party to develop sustainable competitive advantage with the resources available to them, is to develop organisational cultures and form values over time which are rare and cannot be imitated. As Worlu, Ogunnaike, Aka and Dada (2016) noted that, the act of recruiting, training, motivating, fundraising and campaigning are management activities engaged by political parties in sustainable competitive advantage and to deliver service as promised. Also Worlu (2010) was of the opinion that, when a political party provide that great value that the electorates desires, which can be liken to vote-based performance, it can be rest assured to earn the trust of the electorates and leverage on that to gain competitive advantage.

Following the firm's resource based attributes that organisation must possess to have sustained competitive advantage, a study about how political parties can integrate it into their organisations.

Value: Resources are valuable when they enable the organisation to implement strategies that improve its efficiency and effectiveness. In the real sense, when consumers gets the worth they require from a product or services we say it has value. This value is what the consumer is able to forgo in other to obtain the worth for the price. In the political system, the value that the political party can offer is seen from the electorate's end. When the promises that were made during the campaigning exercise are kept by the political party, then the voters gets the value for their votes. It is commonly seen in the political arena in Nigeria to promise the electorates heaven and earth to secure votes and afterwards fails to deliver the mandate. Therefore, integrity is a valuable resource in political party as an organisation.

Rare: An organisation is said to have a rare resources when it is value-creating that cannot be easily be implemented by other competitors. We can also say that, organisation setting standard that is not easily obtainable by competitors. In the business environment, when organisation is innovative and having ground breaking research in product and service delivery, its resources

will always have competitive advantage. A vivid example is the Apple Inc. multinational technology company who are innovative in the technologies of i-pad and i-phones.

Inimitability: When the resources of an organisation are difficult to imitate by other competitors, in the same vein, the firm's resources cannot be substituted by another, it gives the organisation sustained competitive advantage. In other for organisation resources to be inimitable, they have to beat their competitors to it, by becoming dynamics in capabilities that is difficult to replicate. Kabue & Kilika (2016) stated that, organisations may share similar identities in their resources, what makes the difference is the way the market's needs are met, which determines the organisation's success story.

Substitutability (Strategically similar substitutes must not exist): There must be no strategically equivalent valuable resources that can make the electorates to drift to the competitors' camp. It means the ability of a political party to offer to the voters what seemly unattainable from elsewhere within the political arena. For example, the offer and implementation of free education at all levels in UPN won states was what the even the ruling party could not deliver to its electorates (Lawal, 2012). Substitutability in a political party can be achieved when the party manager can influence, motivate the members to be innovative, to promote teamwork within the party. In O'Cass and Voola (2011) findings using the Resource based Theory within the political party, it was argued that, effective and efficient management of capabilities by political party such as; reputation, innovativeness, networking, and policy development, offers the party a better offerings to the electorates than its competitors.

2.3 Empirical Review

The study of Worlu (2010), found out that both political party and business enterprise shares similarities in features stating that, political parties have their party managers who oversees the affairs within the party, while a business enterprise also has a manager to manage the affairs of the organisation. Furthermore, what manifesto is to a party is what strategic plan is to an organisation. Political parties are founded on ideologies which are the guiding principles that govern the activities and management of the political party, just as management theories are principles for governing every organisation. Also Lees-Marshment (2016) linked the activities within the political management, with that of the business management. The findings shows that,

activities such as; planning, organising, human resources, leading and reviewing of resources was found in political management, while business management is known for the classic management functions of planning, organising, staffing, leading and controlling to achieve its goals effectively.

2.4 GAP IN LITERATURE

No attempt has been made in the literature to identify political party as an organisation. Besides, in most developing countries across the globe, party managers do not consciously employ management, thereby making flaws in the strategic management principles, good institutionalization and poor internal organisation. Thus, scholar tends to neglect the comprehensive utilization of management theory to show that management is a leading partner in the union of political science and management. Finally, political parties are expected to be a growing concern in the sense that, there should be continuity in the administrative framework which makes succession planning and strategic management inevitable.

3.0 Methodology

A major research design for this work is literature survey. And as such, a good number of articles on management theories, political management, electoral principles & party ideology were consulted for the research work. However, newspapers, text books, technical reports, online resources, unpublished Ph.D thesis, and daily discussions on political issues both on television and radio particularly in Nigeria, were of relevant to the study.

4.0 Discussion of the propositions

4.1 Proposition 1:

Political management fails to centre on political parties as an organisation and relates the management thought and principles with it.

The study of Taiwo (2016), focused on the various theoretical expositions of party systems and its heuristic adaptations across the globe, by investigating the historical antecedents of party formation, administration, composition and party loyalty and its metastasis in Nigeria. Hence, the

findings revealed the common features of a political party as an organisation, sharing most features of a typical business enterprise which includes;

- Organisation with legal personality that can sue and be sued
- Agreeable people with certain principles
- There must be an aim or goal targeted at
- Public policy to be implemented by constitutional means
- Instruments of effective governance machinery
- Functional means to achieve political goal
- Serving public interest
- Guided by democratic principles

The table in fig. 1 clarifies the relationship between political party and business enterprise from the findings of Worlu (2010), as each word used in different context of politics and management means the same thing.

The relationship between Political Party and Business Enterprise

S/No	Political Party	Business Enterprise
1	Logo	Trademark
2	Votes	Sales
3	Political candidate	Brand/Product
4	Campaign	Promotion
5	Political party	Business enterprise/firm
6	Party ideology	Mission statement
7	Party manifesto	Strategy formulation
8	Party slogan	Organisational core values
9	Canvass record	Prospect data

10	Party staff	Employees
11	Vote share	Market share
12	Persuadable voters	Potential customers
13	Voter segmentation	Market/ customer segmentation
14	Party agenda	Goals/objectives
15	Party hierarchy	Organisational structure
16	Campaign manager	Advertising manager
17	Fund raising	Equity share sales
18	Communication officer	Public relation personnel
19	Party philosophy	Business Ethics
20	Constituency	Market segment

Fig. 1 Relationship between Political Party and Business Enterprise.

Source: Adapted from Worlu (2010); Marketing Management for Political Parties

4.2 Proposition 2:

Party managers are to have basic knowledge on management and its comparatives, and also employ it for proper strategic implementation.

1. PLANNING

- **Developing a party-organisational vision** (purpose for the party)
- **Stakeholder analysis** (political environment, voters, party members, electoral management bodies, knowledge Institution, other political parties, media, civil society organisation, government)
 - **Mission and values** (Party's ideological orientation, statement of principles, values)
- **SWOT Analysis** (Structural organisation, party administration, policies/programs, membership, interparty dialogue, party financial resources, relationship with media/civil societies)

2. ORGANISING

- **Identifying & Assessing Strategic Issues**
 - Membership management
 - Public communication strategy
 - Financial management
 - Training & selection of candidate to prepare for elected offices
- **Formulating Strategies**
 - Alternative routes from current issues to desired outcome
 - Identify possible barriers to achieving goals
 - Initiate devise to achieve goal
- **Review and Adopt Strategic plan**

3. POLITICAL HR

- Engage in Human Resource Management to attract, develop and to retain an effective membership workforce
- Develop a work environment that encourage positive behaviour
- Understand and accommodate individual characteristics affecting performance
- Train staff and volunteers to avoid bias towards others
 - Motivate individual appropriately
- Understand and design

4. LEADING

- Understand the difference between Management and Leadership
- Use effective power forms
- Use appropriate influencing tactics
 - Develop effective leadership traits
- Adopt effective leadership behaviour
- Adapt leadership to fit the situation
- Lead don't just manage a crisis

5. Reviewing

- Continually reflect on organisational progress/attainment of goals
 - Undertake focused review to address specific problem
 - Create a plan to improve organisational performance
- Support improvement / development of individual performance



Fig 2 Strategic Planning Management for Political Parties

Source: Adapted from Van den Berg, Piri, Van der Staak & Tsutskiridze (2013); Lees-Marshment (2016).

Contrary to the believe that political management is all about government or economics policies, it involves how political organisations uses the core management activities of planning, organising, human resources, leadership and reviewing of resources to achieve their objectives effectively (Lees-Marshment 2016). The management of activities in organisation is capsuled in planning, strategy, and managing the performance. The findings from the research as shown in fig. 2 table has considered these elements and adapted them to suit activities within the political parties.

1. **Planning:** Political party creates their vision/mission statement by having the party's ideology, in the same vein, goals are set and a strategic plan is created to achieve this objective by implementing them.
2. **Organising:** Political parties creates organisational structure of tasks and responsibilities, work roles and relationships to avoid role conflicts or ambiguities through a proper channels of communication. However, this structure is a function of the organisational culture of their common values, beliefs and attitudes.
3. **Political Human Resources:** The human aspect in an organisation cannot be overemphasized. Beyond the party putting up a good organisational structure, the political party should ensure that, party members must be heartily and deeply involved in the business and interest of the party. The issue of cross-carpeting is the case of most Nigerian politicians that uses a certain party's platform to be elected into office and thereafter, defects to another party. For example, Governor Rochas Okorocha of Imo state was elected on the platform of All Progressive Grand

Alliance (APGA), but cross-carpeted to the All Progressives Congress APC (Awofeso & Iraboh, 2016).

4. Leading: Organisations presently have the understanding that, effective leadership is all teamwork, inspiration, getting along with members and creating a vision which others can identify with, unlike the age-long belief of command and control as a leadership tool of getting things done. In the politics, leaders are expected to use effective power and influence behaviour to suit the situation and cope with crisis.

5. Reviewing: For organisation to remain in operation there is the need for party manager to reflect on progress, devise plan to improve performance when needed towards the achievement of goals. Political parties organise national convention where all party members are to meet for nomination of candidates for the primaries and also they meet to resolve pending issues within the party.

4.3 Proposition 3:

Proposition 3: The comprehensive utilisation of management theory shows that management is a leading partner in the union of political science and management.

Management in Business	Political Management at GWU
<p>Definitions and Scope Efficiency and Effectiveness - Planning, Organising, Leading, and Controlling - Management Roles and Skills - Measuring Business and Managerial Performance</p> <p>Management Planning and Strategy Planning - Strategic Management</p> <p>The Human Dimension Behaviour - Motivation - Groups and Teams - Human Resource Management (HRM) - Leadership, Power, and Influence</p> <p>The Organisational Dimension Structure and Design - Culture - Change & Innovation - Communications: Interpersonal/Organisational</p>	<p>General Topics Fundamentals of Political Management - Applied Political Communications - Political Data and Analytics - Principled Political Leadership - Political Power & Practice</p> <p>Advocacy Politics Grassroots Engagement - Issues Management - Lobbying - International Lobbying - Budget Politics - Corporate Public Affairs - State & Intergovernmental Politics</p> <p>Electoral Politics Campaign Strategy - Managing Campaigns - Running for Office - National Campaign Dynamics - State and Local Campaigns - Targeting and Voter Contact - Campaigns Around the World</p> <p>Applied Proficiencies Rules, Laws, and Strategy - Digital Strategy - Fundraising and Budgeting - Speechcraft - Crisis Management - Audience Research - Opposition Research - Influencing the Media - Political Advertising - Digital Advertising and Action - Digital Content Creation - Maximising Social Media - Stereotypes and Political Strategy - Political Consulting</p>

Figure 3: Comparison of Topics in Management for Business and Political Management at George Washington University Graduate school Literature/Teaching

Source: Lees-Marshment (2016).

From the fig. 3 table, it entails the course module in management for business schools, as compared with Graduate school of political management at George Washington University (Lees-Marshment 2016). The finding shows that, the core management concepts are never taught at the graduate school for political management for the few ones who made their way there. It was proposed that, since political managers are being trained from this programme without the basic knowledge in management theories, the choice was for the political managers to learn on the job while they are elected into offices. But, your guess is good as mine as it one of the reasons responsible for failure in delivery in administration. Therefore, it is pertinent that, our political manager whom we entrust the governmental and economic affairs of the nation should be broad in the knowledge and application of management concept.

4.4 Proposition 4:

Proposition 4: Management of administrative framework should be a growing concern which makes succession planning inevitable in political parties.

Typically for every organisation as well as political parties, there is always a demand for leadership renewal and viable effective succession structures (Chikerema, 2015). The finding shows that, political managers lack the requisite administrative framework skills and lack the vision and integrity to steer the party forward towards a positive direction. Leadership is a collective political process of mobilizing people and resources in pursuit of shared goals. An example is the well-structured administrative framework of APC Government in Lagos state since 1999 to present 2018. When Governor Bola Ahmed Tinubu assumed the office, due to issues he had with the then President Obasanjo, allocations Lagos state were sized for about a year, and the Governor resulted to internal generated revenues (IGR) to run the administration. Though, the fund was later released, but the vision the leader caught enabled the successive plan to flow into the subsequent administrations to date, which had apparently given APC permanent seat in Lagos state for now.

5.0 Conclusion and implications

5.1 Conclusion

Political management is the managing and right application of management theories/thoughts within the political parties as an organisation to achieve their goals. Political parties are not just jamborees who are just filled with activities especially towards the heat of an upcoming election, but should be well structure organisation, in which activities should be on a continuous process.

5.2 Implication for political marketing and management.

1. There is the need for political leaders to have proper understanding of the comprehensive strategic political management process of planning, organising, political human/resource, leading and reviewing which should be on a regular basis for more effective strategic implementation of the party.
 2. Political manager will need to increase their understanding of management thoughts and principles and how to relate with it and the application within the political party as an organisation for more effective performance.
 3. Political managers are to be trained and be knowledgeable in management concept for maximal delivery of performance in elected office. Also, the curriculum to be revisited proper fit-in of management theories and concept into political management.
 - iv. Political leadership should be occupied by visionary leaders who can manage administrative framework to make efficient succession planning in political parties.
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