

Management Awareness And Strategies For The Contemporary African Manager Of Organizations

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Abstract

This paper addresses a topical issue: management awareness and strategies for the contemporary African manager. The overall aim of the work is to provide a framework for improved management practices for the manager and the intervener in both private and public sectors. This framework is not limited to the African manager but has a wider application for other managers of organizations. In pursuant of this objective, relevant key management concepts are explored and discussed bearing in mind that the subject of management is a dynamic and universal phenomenon. Emphasis is placed on the features of the endowed person and the potentials of the human being as the manager and as the most effective contributor to organizational life.

*The identified concepts and their properties are interwoven. Other highlights are: (i) the universality in the applications or practices of management; (ii) the peculiarity in the applications and practices of management in different environments or social settings; (iii) management practices, problems and prospects in the African settings (See Table I). Cases cited and examples drawn are meant *inter alia* to strengthen the objectives of the study.*

1. Introduction

The essentials of the African economies and their management orientation over time introduce the study. This is with a view to provide the reader with a basic understanding of what is being managed and what can be managed, with considerable improvements, in the African geo-political milieu. Nigeria, the most populated and the richest in terms of resources (largely exploited), in Africa provides a rich reference.

2. African Economies And The Management Environment

Rich human and material resources characterize African economies. It is estimated that well over 500 million people are citizens of the continent. The natural resources are legion. Crude petroleum is available in large deposits in Nigeria (an OPEC member), Gabon and Cote D'Ivoire. Sixty percent of the world's cocoa is located in the Ivory Coast, Ghana, and Nigeria. Other rich world resources scattered all over the continent include: 85 percent of the world's platinum, 64 percent of the world's magnesium, 75 percent of the world's diamonds, 70 percent of the world's cobalt and 25 percent of its uranium, 13 percent of the global coffee production. Large forest reserves are part of the rich resources as well (Adepoju 1984, Ademisokun-Turton 1985).

In addition, Africa is essentially agrarian. Thousands of acres of land are available for agricultural production. In the southern region of the continent, water resources in the form of oceans, seas and rivers are part of the huge natural resources available for socio-economic development. However, these listed resources *inter alia* are largely underdeveloped.

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For example, Africa has one of the highest rates of illiteracy in the world (Ademisokun-Turton, Ibid). Also the continent has the most backward industrial productive capacity accounting for one percent of the world's industrial production. Interestingly, is the fact that Africa has one of the world's highest population growth rates. The rate of urbanization is extremely high as well. Furthermore, the average African has very high tastes and values for goods and services emanating from North America, Western Europe and Southeast Asia including the quality Japanese products. Thus the basis for the type of, and further development of, the western oriented market economy and management is firmly rooted in the African social milieu.

The limited industrial establishments available in Africa began to develop in the sixties, the time that many African countries achieved political independence. Also noteworthy around that period is the emergence and growth of administrative and management structures. Bureaucratic institutions were patterned along the Western organizational arrangements. The colonial administrators mainly from the civil service structures provided the initial experiences concerning the operation and management of modern institutions or organizations for emerging African managers.

In subsequent years, Africans widened their experiences of managing public and private organizations as nation-states in the continent as they consolidated their political independence. Later, a number of industries, factories and assembly plants were established. They were of various sizes: small, medium and large scales. A considerable number were locally owned and many were established by multi-national companies. To date, the latter dominate the African economies. One fact remains: African economies are still overwhelmed with distributive trades and light industries. Beverage industries, mainly alcoholic, are visibly noticeable. As regards the economic performance, banks owned by the transnational firms lead the economic assessment profiles.

Public sector organizations have grown over time. Hospitals, educational institutions, parastatals (public enterprises) and other governmental agencies were established to meet the growing demands and needs of the populace. These organizations are being managed by the indigenous citizens as the colonialists withdraw their services as a result of the consolidated political independence.

It is also significant to note that potential African managers and administrators are regularly trained in institutions of higher learning scattered all over the continent. They include Universities, Polytechnics and Technical Colleges and other Vocational and Trade Schools. An overwhelming number were/are being trained outside the continent especially in Western Europe and North America. On the job training is increasingly gaining wide currency.

At this stage, it is pertinent to note one fact: managing modern organizations and modern management practices in Africa are yet to be developed to meet the required standards. The reason is not far-fetched: there is the absence of the required management awareness, methodologies and strategies. However, the noted inadequacy varies from one country to another.

Incidentally, the region possesses another great asset. It is full of underdeveloped resources. Furthermore. The consumers' markets are available for the goods and services that may be developed. An average African cherishes modern goods and services as a valued way of life. For example the material needs and demands of an average African are largely based on foreign tastes and supplies; a development carried over from the colonial periods.

Ironically, the human methodologies and strategies in developing the overwhelming material resources are largely lacking or, at best, grossly inadequate.

This salient point is born in mind as we examine and analyze key modern management concepts below.

3. Management Concepts And Properties

In all, seven key management concepts with twenty-one properties are identified and analyzed (See Table 1). Each property can also be termed as concepts within a concept.

Table 1
Managing An Organization: Key Concepts and Their Properties

Concepts	Properties
A) Mission (2):	(I) Fundamental Purpose (II) Unifying efforts
B) Vision (2):	(I) Balancing current realities with future conditions (II) Creating future coherent image
C) Goal (2):	(I) State of desired future affairs (II) Managing pains and pleasures
D) Co-ordination (5):	(I) Manpower-Human Resource (II) Materials (III) Money (IV) Machines (V) Methods
E) Goal (2):	(I) Pains (II) Pleasures
F) Motivator (4):	(I) Culture (II) Creativity (III) Communication (IV) Courage
G) Tool (4):	(I) Planning (II) Policy (III) Power (IV) Politics

4. The Mission Concept

An organization's mission is its fundamental purpose. It usually deals with an organization's present scope – “who we are and what we do”. It provides the salient information on a firm's present products, services and the types of customers its services including its technological and organizational capabilities. Instances of mission statements that are worth emulating and that can serve as models for African organizations are overwhelming:

- Otis Elevator Company states: “Our mission is to provide any customers a means of moving people and things up, down and sideways over short distances with reliability than any similar enterprise in the world.”
- Avis Rental Car presents a more succinct mission: “Our business is renting cars. Our mission is total customer satisfaction.”
- American Red Cross, a non profit organization states: “The mission of the American Red Cross is to improve the quality of human life; to enhance self-reliance and concern for others; and to help people avoid, prepare for and cope with emergencies.”

5. The Strategic Vision Concept

An organization's vision reflects management aspirations for the future by providing a panoramic view of where we are going. A **Strategic Vision** points an organization in a particular direction and charts a strategic path for it to follow. A most visionary statement that has become a household word is the Microsoft Corporation: “To put a computer on every desk and in every home using great software as an empowering tool” – An enduring vision that is highly recommended to African organizations and beyond.

6. The Co-Ordination Concept And 5M's

“Co-ordination” as a key concept in management is a most important aspect of management process. In this respect, the **human resource** is at the center of achieving the co-ordination of human and material resources. Viewed from another perspective, the human resource, as the manager and major co-coordinator in the management

process, employs and applies knowledge. He employs his skills, creates, innovates, and imitates. Furthermore, he explores and exploits both his immediate and external environments. In fact, it is the human resource or the man as the manager that is expected to effectively co-ordinate his organizations or institutions through the utilization of other resources: (i) **money or capital**, (ii) **machines** (which may include technology), (iii) **methods/techniques**, (iv) **materials or facilities**. All of these resources are often referred to as 5M's. But 'the king' of the 5M's is the human resource or the human capital. The Japanese have cleverly justified the effective and efficient use of the human resource or the human knowledge as the outstanding phenomenon for co-coordinating other resources. The Japanese have displayed their human managerial wizardry by becoming one of the world's foremost economic super-power as the eighties move dynamically into the nineties and beyond. For instance, despite the ecological constraint of the Japanese environment: only one sixth of the land is arable (Vogel, 1981), they have achieved and sustained an unprecedented economic feat through the application of human knowledge.

The African manager has a lot to learn from the Japanese example. This is a great challenge to him. More so that he thrives in an environment in which, in most cases, ecological conditions are quite more favorable than the Japanese. From the above analysis, it is clear that the human resource is the foremost creator of wealth and the overall co-coordinator of it.

7. The Goal Concept And Two P's

An organizational goal is 'a master' phenomenon in the management process. A goal is the measuring rod of an organization. It is also the image-maker of the organization concerned. An organizational goal is the future state of affairs, which the organization as a collectivity attempts to bring about (Etzioni, 1964). In assessing the performance of an organization, the goal as a continuous, futuristic process is crucial. It is a state we seek, not one we have. If that is the state of affairs, which an organizational goal seeks, the question here is what is it that an organization or an institution pursues on a continuous basis? The answer is simple: It is the **pains** and **pleasures** of life or the **Two P's**. The environment we live in is somehow hostile. In spite of this fact, the human being still seeks aggressively unlimited needs and wants in the midst of scarce, somehow constrained resources.

In the same vein, the human animal, far much more than other animals or other creatures, seeks pleasures or pleasurable things; good things of life. He tries as much as possible to avoid the pains of life in his hostile environment. This is a contradiction which man faces daily in order to survive. He struggles continuously to manage these sovereign masters: Pains and pleasures as he pursues his goal(s) in one organization or the other. In the process of this dilemma, he becomes the manipulator of his environment in a rapidly changing world. Ironically, the organizations including the technologies created by man to provide pleasurable things have often become or becoming painful. For example, man is the creator and the user of electronic materials for his comfort. However, the same technological output can destroy man within seconds.

Furthermore, technologies have become "Future Shock" (Toffler, 1971) for man: "The horrifying truth is that so far as technology is concerned, no one is in charge" (Ackoff:1974).

What is important to note here is man's unique ability, compared with other creatures, to reason and apply his reasoning faculty properly to manage the organizations created by him, and to effectively tackle the problems arising from such creations. In attempting to do all of these things, man continues to manage or administer the pains and comforts of life as he pursues the organizational goal. Undoubtedly, this process is very demanding. It requires the ability and capability of great thinkers, innovating thinkers and actors to subordinate the pains to the pleasures of life. In other words, the organizational goal of managing the pains and pleasures of life as a lifelong endeavor is very taxing and demanding. However, the modern man who is a thinker, as well as a doer in the developed world or in the rapidly developing world often displays superior ability and capability to manipulate the sovereign masters: pains and pleasures to achieving improved quality of life for himself and others in his environment.

This is the great lesson as well as the challenge for the African manager or the intervenor in African organizational life. The explorations and exploitations of the huge resources available in African settings for developmental processes should be regarded as unending social and organizational goals. An attribute being ably displayed by the Taiwanese and Koreans despite their ecological and material constraints.

The relevance and importance of the motivator concept and the four C's to the organizational goal cannot be underestimated. We note this fact as we address the next topic.

8. Motivator Concepts And The Four C's

We identified four keywords, which are classified as "Motivator Properties" or "Interrelated Motivator Concepts". They all start with a letter "C": **Culture, Creativity, Communication** and **Courage**. They are crucial to analyzing, understanding and motivating people in organizations. These organizations include political subunits: Federal, State, Local Governments and other grassroots administrative set ups. Business establishments or enterprises (including both profit and non-profit making ones), educational institutions and other social and strategic institutions such as health institutions are included in the organizational units. These units are producers and consumers of their own and each other's outputs.

For example, **Culture** is a legitimate, and a key motivator in an organizational life. The manager must continuously recognize and appreciate the importance of human and cultural behavior in organizations, e.g. values, beliefs, habits, tastes and languages.

The political manager as the co-coordinator of the organizational life and activities must note and respond to these motivating factors and variables, which are crucial to the societal, needs and wants. This becomes relevant when such societies are diverse and complex as in the case of African societies: 52 independent nations coupled with pluralistic settings, hundreds of sub-societies, overwhelming interest groups, hundreds of local languages, diverse social customs and multi-faceted religious beliefs.

Also the concept: "**business culture**" which is universal but is differentiated in its applicability is noteworthy. For example, the marketing of imported goods and services often faces geo-political limitations because organization's products are often culture-bound. Adequate considerations must be given to consumer preferences, tastes, values and beliefs by the marketing manager. Religious values and beliefs are responsible in many cases for the failure of the applicability of the concept of "globalization of products" in Nigeria. Many Nigerians would not consume products that are against their religious beliefs even if they are beneficial to their health and personal well-being.

"Work group" is a crucial part of the business culture of the Japanese. A similar culture, that is "Collectivism" is prevalent in African societal life but its practicability in the African's work place is virtually absent. The searching question here is that how can the African manager employ this method as part of the business culture in achieving increased work productivity and improved management practices. Over the years, we have noticed a most important concept in management practices: **Creativity**. It is a motivator par excellence. Without creativity, a manager may do a good job but he cannot do an outstanding one (Ackoff, 1978). Creative thinkers are few but their ideas and 'products' are usually enjoyed by many in their immediate social milieu and even beyond. Creativity like innovation performs wonders. It is the secret of modern civilization and social well being.

Today, the new knowledge or the information knowledge of the creative man or the innovative person is the source of modern man's pride. Man continues to create wealth but wealth has not created man. In fact, man has clearly demonstrated that wastes can be turned into wealth through manufacturing, fabricating machines and other technological outputs.

In modern society, the emphasis now is on intellectual technology in achieving improved quality of life or improved standard of living, a creative product of Post-Industrial Society (Bell, 1976).

The lesson here for the African manager is clear. The so-called technology transfer is an illusion. The machines, instruments that are mere physical materials, can be transferred. The human methods, techniques and knowledge that create these materials cannot be transferred but can be shared, learned, imitated and copied by skilled or knowledgeable individuals. For example, it is noted that copy engineering is feasible. Its development by innovators, creators are also possible through imitation of it or by designing the proto-type. This process can be achieved by the clever African manager, or the skilled African who is not only creative but innovative and/ or manipulative. The

Taiwanese, Koreans and Malaysians of the Far East are now noted for these types of major intellectual breakthrough.

Communication like culture is basic to man. It is by far more involved than information. It is an all-embracing concept. Communication is a social process, which motivates man. It is the major vehicle for socializing among humans. Communication motivates the human beings to function effectively in his environment, as man cannot but communicate. It is man's major facilitator. The manager relates to his supervisor, foreman and other subordinates through the communication process.

Education, learning and teaching *inter alia* are products of communication. Human skills are developed and shared through communication.

In modern times, political actors have developed communication methods and strategies suitable for their political agenda and other activities. Some social institutions have been developed to perform specific functions. Public relations functions of media houses are a good case in point. The United States Information Service spends millions of dollars yearly to promote the American image outside its borders. Recently, in order to counter the bad image created by Western media concerning many Nigerians who travel to foreign nations, the Nigerian government recruited some image-makers: Public relations consultants to promote the image of Nigeria and to negate the stereotyped image of Nigeria as a nation noted for illicit drugs.

In the private sector, communication is the potent weapon of promoting business. For instance, it has been established for the first time in Nigeria, that advertising has become the most effective motivating tool for promoting the market needs and wants of the consumers. The consuming publics are being forced to be selective and discriminatory as a result of the unprecedented economic hardships.

In sum, advertising as a communication strategy for business firms has been turned into a multi-million dollar business in Nigeria (a buyer's market), a phenomenon of contemporary Nigeria as compared with near-bankrupt experiences of most advertising firms a few years ago.

Furthermore, it seems that this persuasive communication strategy, Advertising, is gaining currency in both public and private sectors of many African countries. The Ghanaian government's marketing message for the populace on the Structural Adjustment Program (SAP) is prominently displayed on the billboards in major towns and cities. The message to the Ghanaian citizens on the controversial economic policy is: "Don't just stand there and stare, get involved." The Nigerian rulers' political slogan to the Nigerian public on the same economic issue is widely publicized through various media including billboards and the all-powerful medium: Radio. The message states: "SAP is the key to economic recovery." (African Business Magazine, 1989).

What should be noted here is the relevance and inter-relatedness of the words: medium and message as a communication strategy in selling the same policy to the publics of different social settings by different governments.

However, in order to communicate ideas and messages effectively between the communicator and the communicatee, there are various steps, that include:

- (i) generating or creating an idea by the communicator.
- (ii) organization of the idea into symbolic messages or meaningful signs by the message sender.
- (iii) sending the message through an appropriate medium or media.
- (iv) receiving the transmitted message by the communicatee or the receiver.
- (v) decoding the message by the receiver.
- (vi) the effect or the impact of the transmitted message.
- (vii) action taken by the message receiver.
- (viii) The feedback process/the monitoring process which involves both the message sender and receiver.

An outstanding manager must not only note the above communication process but must also utilize the relevant portions of the communication process when appropriate and at the appropriate place.

Courage is another major motivating factor in management behavior. Courage is allied with other good human traits such as honesty, seriousness and firm sense of principle, candor and resolution (Kennedy, 1956).

In business ventures, it takes courage to invest one's limited resources. Courage and entrepreneurial risks are hardly inseparable. The courage to delegate authority to subordinates and to accept full responsibility as the superordinate is as important as the courage to fight for political elections on principles as opposed to personal gains.

Courage teaches. It can also offer hope and provide inspiration to one. A Nigerian foremost political leader once said: "It is not life that matters but the courage you bring into it" (Awolowo, 1963).

A former U.S. President once provided us with the virtues of courage when he described a U.S. Senator as a man of unusual courage:

Senator Taft of Ohio was never the President of U.S.A. Therein lies his personal tragedy. And therein lies his national greatness because he was courageous as he stuck to facts and to the basic principles in which he believed in. (Kennedy, Ibid).

It took an unusual courage for Rosa Parks, a woman, an African-American activist (in the fifties) to refuse to give-up her seat to a white man in the famous Montgomery, Alabama bus ride episode. An action that motivated sparked a bus boycott and started the American civil rights movement of the sixties. This scenario led to social-economic and political changes of an immeasurable proportion in the United States.

The pertinent lesson here is that African managers must learn to be very courageous to develop and apply firmly suitable methods and strategies in transforming African organizations in a continent populated with multi-interest groups and with a very low literacy rate.

9. The Tool Concept and Four P's

Management tools are crucial to realizing organizational objectives. They are the weapons employed regularly by the contemporary manager. Four key tools are identified and discussed below. They are **planning, policy, power, and politics**.

Planning is unique in many respects. It is the organization's overall guide. To plan is to propose a forward program of action for guiding the future affairs of an enterprise or organization. By its nature, planning is a decision-making process; it is anticipatory decision-making; a set of interdependent decisions. Also, a system of decisions and not an event is what is called planning (Ackoff, 1970). In sum, planning is how to do it before action is taken. Planning and doing cannot be divorced. Planning and doing are separate parts of the same job; they are not separate jobs (Drucker, 1977). In a nutshell, planning gives direction. In many, if not most, African countries (ditto for developing countries) leaders of organizations fail to plan. They portray themselves as being unaware and unappreciative of the essentials of planning. They often equate planning with taking decisions on the spot. A good example is that, in 1975, the then Nigerian Head of Military Government decided to establish seven universities by decree without planning for their desired outcome. To date, the decision as opposed to the planning process has resulted in recurrent crisis not only for all the seven-second generation universities but also for the older and newer ones (Ademisokun-Turton, 1985). Most tertiary institutions in Nigeria are publicly owned with the government as the societal trustee or the stakeholders' trustee.

In sum, the manager of a modern organization as a planner must recognize and appreciate the interrelatedness of parts of the organization as a system. He must also take cognizance of the relevance and importance of the transactional and contextual environments (Emery & Trist, 1969), in order to achieve the organizational desired outcome.

Policy, like planning, is a crucial management tool. Policy is the end as the administration is the means employed to achieving the end. Policy focuses attention on what is actually done as against what is the proposed action. And this differentiates a policy from a decision, which is a choice among competing alternatives (Anderson, 1979).

Policy is a management tool that is applicable in the administration of state affairs as well as in management of corporate objectives or goal. Like planning, a good policy should be clearly formulated before implementation. This process, in the main, involves *inter alia* the following: identification of the problem, process of dealing with the particular problem(s) and choosing for adoption among competing alternatives. The above process requires careful considerations, relevant information and communication, availability and mobilization of resources and adequate considerations given to environmental influences.

In the African setting, the role of leadership is very crucial in the policy process. Leaders in these areas often put themselves at a great advantage although they are in the minority group. Elite theory aspect of policy process, (Anderson, Ibid), is quite applicable here. In the African nation-states, military decrees and edicts or one-man autocratic or dictatorial rules are prevalent as opposed to the democratic norms. Perhaps, this explains the failure of public policies. Instances are many.

Sometime in 1989, in Nigeria it was decreed by the Nigerian military leaders as a public policy that the sale of petroleum product (gasoline) should be sold to the consumers at differentiated prices. In other words one commodity, which has no substitutes, would attract 60 kobo per litre for private vehicle owners, and 42 kobo for commercial vehicle drivers. The policy was a total failure before the end of the first anniversary. Vehicle users and owners became "criminal innovators" (Merton, 1957). They cleverly designed various means to circumvent the decreed prices. Suddenly, the government was forced to abort the policy and adopted a uniform price for the commodity.

The Nigerian business indigenisation decree of 1972, amended in 1977 faced similar problem. This Nigerianisation policy was well intended but it was poorly formulated and very poorly implemented. To date, it is full of many abuses. The result of these inadequacies is that the policy is virtually abandoned or at best almost neglected by all concerned.

The most noted policy of all policies in Africa today is Structural Adjustment Program (SAP) which is a street hold and as well as a household word. Its influence and impact on the African Person in all its ramifications cannot be described.

Structural Adjustment Program (SAP) is a policy designed by its formulators to provide solutions to the perennial economic problems of African nations. In sum, SAP as a public policy is to spread and affect a new consumer culture for Africans in the face of decreasing resources and bring about fundamental socioeconomic structural changes.

To date, the policy has brought unmitigated disasters to most homes in most African countries. Violent demonstrations are common reactions to SAP policy because the formulation, implementation and monitoring of SAP policy are very faulty. Also, the necessary enabling environment for effective popular participation of the program is absent or inadequate (Adedeji, 1989).

Power as a management tool is a potent weapon to meeting organizational objectives, like planning and policy; its proper and appropriate use is quite relevant and important.

Power is reciprocal leadership. Also, followership is reciprocal to leadership. For example, powerful leaders who have the ability to get their subordinates or followers a favorable share of the resources and opportunities would continue to enjoy their influences and confidence in the group or within the organization. Also, power is the ability to get things done or to mobilize the resources to get and use whatever a leader or a person needs to meeting the organizational or groups, goal or objective(s). However, power differs according to the means employed to make the subordinates or the followers comply.

There are noted classifications of power in organizations: They include administrative power/political power, business power/corporate power, military power/warlords power, and spiritual/tradition rulers' power.

The structures and the bases of power are quite relevant in modern management practices. The awareness, appreciation and limits of powers in organizational settings are quite important to management process. It is a common knowledge that the misuse of powers by political and military leaders is largely responsible for the incessant political instability in Africa. It is also important to note that conflicting structural power arrangements are significantly responsible for the failures of many organizations in the African social settings. For example, the African manager or intervenor must recognize or be aware of the conflicting roles and influences between the political leaders (including the military) and the traditional rulers in the administration of key societal organizations. Also, power is transitory and subject to changing conditions.

Drucker (1977) put this succinctly:

In the U.S.A. today: the power of business has been displaced. No business today – in fact no business in American history – has a fraction of the power that today's big University has. By granting or denying admission to the College, the University grants or denies access, to jobs and livelihoods. Such power no business and other institutions ever had before in American history. Indeed, no earlier institution would ever have been permitted such power.

The above quotation is meant to be a learning process for the wise African manager or for the prudent intervenor in organizational life.

10. Politics


There is a strong linkage between power and politics in the management process. Politics is defined as being concerned with who gets what and when and how. And politics viewed as about decisions made by people concerning certain objectives must have some power sufficient to enforce the execution of that decision (Muller and Nwabuzor, 1985).

Also politics is an art or a science of power allocation whether in the formulation and implementation of governmental policy or business policy. For example, lobbying is an art in politics and in business practices. Lobbying the congressional leaders and other powerful political leadership group is a multimillion-dollar business in the United States. This is a legitimate undertaking since various interest groups are taken into consideration in the process of formulating and executing laws.

Another relevant example is recent. In order to meet the demands dictated by the changing environment in international relations, Nigeria recently, by Obasanjo Administration and some developing countries adopted the politics of "economic diplomacy". This is a political strategy designed to woo foreign investors to invest their capitals in the developing countries' economies. That strategy is informed by the unprecedented economic problems and challenges of the eighties and nineties moving into this century.

11. Concluding Remarks

This work discusses management awareness, methods and strategies suitable for the contemporary African manager and for the intervenor in the organizational life. In order to address the above objective, modern management concepts and their properties, which are interrelated, are explored and discussed in detail. Also, relevant information on management practices, problems, and prospects, both in developed and developing nations, are critically examined and discussed.

All of these details are meant to provide the necessary framework for improved management practices for the contemporary African manager and the intervenor in organizational life. 

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