

APPLICATION OF POSDCORB PLUS EA IN EDUCATION FOR QUALITY ACADEMIC DELIVERY IN NIGERIA

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Abstract

This paper seeks to examine the application of the administrative process as a management strategy in education for quality academic delivery in Nigeria. Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting (POSDCORB) are the traditional administrative process for organizations as was developed by Gulick and Urwick in (1937). This paper also included Evaluation and Approval (EA) to assess the process and give approval for adoptions. The application of the various variables into Education stated with their different benefits and challenges in education. Quantity and quality in education with their indicators and ways of balancing education were analyzed. It was concluded that proper application of the process in education will help in achieving the goals and objectives of education in Nigeria. It was recommended amongst others that, proper evaluation of the management process after application into education should be considered to ascertain the level of progress before adoption. Proper management of quality and quantity in education should be considered so as to balance teaching and learning in school for equity, fairness and justice in all angles for the provision of quality academic delivery in Nigeria.

Keywords: Posdcorb + Ea, Quantity, Quality, Academic Delivery

Introduction

Quality academic delivery in Nigeria is dependent on the type of leadership style, educational resources, policy evaluation and implementation adopted by the administrators or managers of educational institutions. Education as a key factor in human capacity development needs to be guided, directed and channeled towards, getting the expected output of positive man power. Ogu (2018) stated that quality input in education produces quality output in education. In the same vein, Amadi (2016) opined that application of principles of administration in education enhances teaching and learning in school. Teaching in education is synonymous to giving and learning also is synonymous to receiving therefore, for giving and receiving as the aim of education to be achieved quality and quality of input and output is paramount and essential in education. Quality in the areas of recruitment of qualified personnel, proper placement of staff, provision of staff welfare etc and quantity also in the areas of student enrolment size of classroom, and sitting of school etc.

According to Nwadike and Nwogu (2019), school is business. In achieving this fit of revenue generation in education, school managers and administrators needs to adopt POSDCORB as a management strategy for smooth running of academic programmes and revenue generation in school. Gulick and Urwick (1937) as was cited in Abraham (2013) identified POSDCORB as a major management approach used by managers and administrators especially in educational institutions to achieve educational goals. Proper application of this acronym which stands for P = planning, O = Organizing, S = Staffing, D = Directing, Co = Coordinating, R = Reporting and B = Budgeting in education positively affects the quality of academic delivery in Nigerian schools. Therefore, administrative process or POSDCORB is as important in education as teaching and learning.

Finally, in applying the functions, there is always a positive result that shows the impact of the application of the principles which is geared towards achievement of the aims and objectives of education in Nigeria. In the course of this work, this paper examined the following headings or variables: POSDCORB + EA, Quality and Quantity in Education Academic Delivery.

Etymological Review of POSDCORB + E A

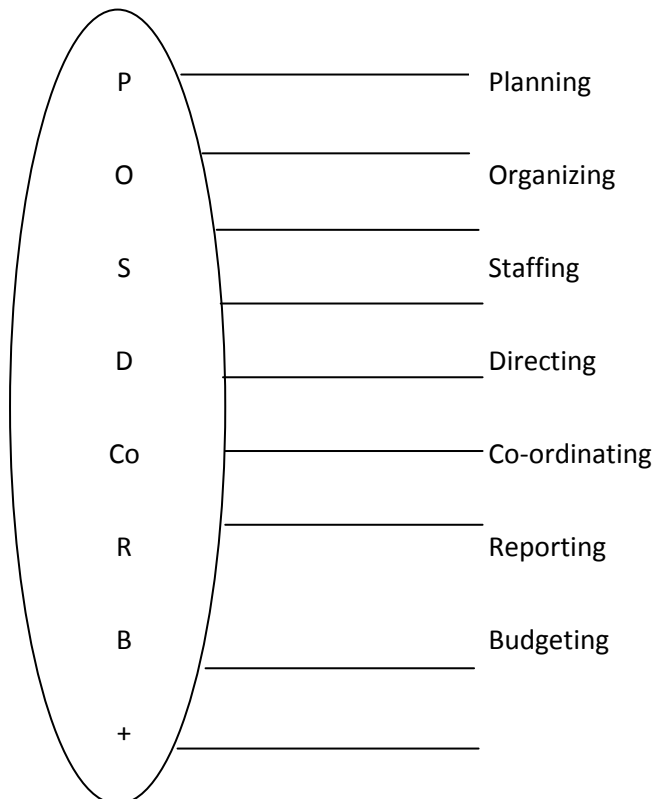


Fig. 1: Modified management process diagram
Source: Researchers construct. (2023).

Historically, POSDCORB works around the corridors of public administration which is focused on the management of physical resources, materials resources and financially resources both in government and public establishment. POSDCROB was introduced by Luther Gullick, an American political scientist and Lyndau Urwick, a management consultant in the early 20th century, MS (2023). Due to the rapid economic increase of government agencies

without proper direction and coordination by the managers, Gulick and Urwick came up with the idea to develop an approach that will help to manage the growth which they code named POSDCORB for easy remembrance and assessment. The aim of this model was to categorically state the functions, duties, responsibilities and boundaries of managers which they also called seven (7) key roles of a manager.

However, the researchers of this paper also consider the importance of including E= evaluation and A = Approval to the seven (7) key functions earlier introduced. It is necessary and germane to evaluate and assess the performance and output of the organization after the application of POSDCORB and thereafter, approval follows in order to consent and consolidate on the approach so far adopted.

Application of POSDCORB +EA in Education

P = Planning:

Planning is futuristic decision making for goal achievement on the other hand, it can be seen to be a mechanism through which the how, the when, the where, the who and the what problems are resolved with either long term solution or short term solution as being provided. Bone (2019) stated that planning guarantees full optimization of resource utilization. Planning is the arrow head or the engine that carries every other strategic management approach into performing its statutory functions. Educational planning is simply proactive and futuristic decisions taken or planning being carried out in educational sectors for problem solving. Also, educational planning is the preparation and implementation of list of activities and programmes both for long term and short term use within the educational environment for goal attainment.

Types of educational planning:

There are two main types of planning in education namely; long term planning and short term planning.

(1) Long term planning: According to Ola (2013), this type of planning are usually those plans that runs into years and gradually takes effect so as to sustain the goal and objectives of education. To Ola (2013), long term planning are strategic, tactical and operational planning. (a) Strategic planning; it involves setting long term objectives and decisions about educational growth by policy makers and also the distribution of educational resources to achieve educational objectives. It involves looking beyond the organization for opportunities, weaknesses, strength and also aims towards keeping educational institutions in an

advantageous position and firm in relation to the nature of the environment. (b) Tactical planning: this is mainly the implementation of the strategic plan that looked at gathering available educational resources and making plans and decisions on the ways and distribution of the resources which runs usually between 1-2 years in future. These type of plan include curriculum planning, soft educational policies etc. (c) Operational planning: this is the least among the three because it is less complex in nature and can as well be called implementation plan. This plan runs for about 12 months within the educational institution and it include; development of time table, allocation of classrooms and offices etc. (Ogu, 2018).

(2) Short term planning: As the name implies is day to day plans of educational institutions for goals attainment (Okoroma, 2019). This is a soft plan that insure and plans for the provision of instructional materials, maintenance of tear and wear and provision of day to day operational cash.

Characteristics of Planning in Education

There are good number of characteristics in educational planning, namely continuous process, choice, flexible, primary function and goal-oriented (Newman, 2017).

(1) Planning is a continuous process: it is an ongoing and adjustable process that runs from bottom to top which encompass both minor and major project of interest within the educational sector

(2) Planning is choice driven: in education, there must be choices of plan, that is plans should be decided by policy makers according to the needs of the institution whether for day to day activities of the school or futuristic plans that will run for years to benefit the institution (Newman, 2017). (3) Flexibility: Educational planning is meant to be flexible and soft, since its based on forecast of future input, therefore plans should be reasonably flexible to accommodate changes in the society. Changes like government policies, change in prices of goods and services etc (4) primary function: every plan must fulfill its primary functions of achieving the set goal. (5) Goal-oriented: educational plan is goal and objective driven which means, it must have a goal which it tends to achieve.

Importance of planning in Education

Every action taken in education has a corresponding effect to it either negative or positive effect. Here we consider the positive effect of planning and below are some of the importance of planning in Education as stated by Obi and Oche (2011), (i) provision of vision and direction, (ii) it is economical, (iii) Effective decision making, (iv) innovation, (v) uniformity.

Planning process in Education:

Obi and Oche (2016) stated 4ps of planning process which are plan formulation, plan implementation, plan evaluation and plan feedback (1) plan formulation: this is the sketching, formulating and drafting of educational plans in line with the needs of the school. Here, identification of areas of interest, how to carry out the plan and when to start it are all embedded in the formulation of education plans. (2) plan implementation: After the formulation process follows the implementation and execution of all the plans in compliance to the lay down guidelines and objectives of the plan. (3) plan Evaluation: the action taken so far at the implementation stage are being assessed and evaluated to ensures it meets the objectives or goals of the plan. (4) plan feedback: this phase in planning process links the evaluation and formulation together and the success recorded at the implementation through evaluation stage will inform the planners at this stage whether to continue or not.

Problems of planning in education

According to Newman (2017), there are several problems of planning in education which include: (a) Difficulty in prediction, (b) Environmental challenge, (c) Managerial lapses.

Application of planning in education:

Planning gave birth to proper education because in planning all the challenges of Education are identified and addressed. Instituting planning into Education gives good direction on the type of school to be set up, the best suitable place to site a school, the various types of educational resources to be provided and the ways of managing them. Therefore, application of planning into education is simply the application of all the planning techniques into education in other to find a lasting solution to all the problems in Education.

O = organizing:

This is a management strategy which is used by managers to bring together all the basic features of Education, under their care or control these features include laws funds, resources allocation, logistics, curriculum implementation and human resources management. Akande (2020) identifies two major ways of organizing in education which are centralization and decentralization.

Centralization: This can as well be seen as a rigid organization which implies that a central power only has the right to control other units of education by determining how the distribution and allocation of all resources including money, technology, physical and materials resources in education are been shared without the input of other units of education.

Benefits of centralized organization; (1) it gives room for total compliances (2) it boost uniformity in action (3) it ushers in experienced stakeholders in the system (4) it creates simplicity in power structure as its highly autocratic and avoids bureaucracy.

Challenges of centralization of organization

(1) Lack of focus by the top managers. (2) Stagnant of policy formulation as it's a one man affair. (3) intimidation, molestation and oppression always plays out.

Decentralization: this simply means decentralization of power to different stakeholders within the educational sector (Akainde, 2020). This type of organization is flexible and easy to manage by all players of education as schools are allowed to make their own decisions, plan their budget and design their curriculum.

Benefits: (a) Gives room for diverse opinions (2) enables diversity in leadership (2) Resource allocation gets to the proper place.

Challenges(1) Corruption (2) discrepancies in organization (3) lack of knowledge to perform the task.

Application of organization in education

In applying proper organization in education, high quality of input and output both in the areas of teachers and students are been recorded. The ability of educational stakeholders to adopt a decentralized organization and also organize all the resources of education and apply them according is very essential.

S= Staffing: this is one of the key functions of the management which involves the selection, development, training and maintaining academic staff of the school so as to achieve the goal and objectives of education. Dick (2021) observed that staffing is a continuous activity. This is so because staffing and staff placement in educational sector continues throughout the life of the school or as long as the school continues to exist.

Major Areas of concentration in staffing: There are key areas of interest when staffing a school as mentioned by Ogu (2018) and they include; (1) Qualification, (2) psychological stability, (3) Training and retraining the staff, (4) Staff welfare, (5) Recruitment process.

More so, organization of educational factors means to constitute and arrange in a working order for the interest of the organization constituting committees, arranging for programmes, workshops and seminars for staff at all levels for quality academic delivery and achievement in education.

Challenges of Staffing Rural and Urban Schools

Educational institutions are faced with numerous problems like poor funding, poor governance, corruption, indiscipline etc which hinders serve delivery in teaching and learning.

More so, one of the major problems in educational institution is the school both instaffing rural and urban areas.

Challenges of staffing rural schools

The major problems lies in this area because there are so many contributory factors to challenges in this area and they include; (a) lack of accommodation for staff (b) lack of basic infrastructure (c) lack of conducive learning environment (e) low turnout of students (f) less qualified person (g) lack of experience of teachers.

Challenges of staffing urban schools(a) lack of physical, materials and financial resources (b) lack of job motivation (c) over staffing (d) distances to place of work or proximity to work (e) corruption.

Application of staffing in Education:Staffing is something that the Educational institutions cannot over look. This is because staffing of schools is what makes the school going and under staffing, over staffing and wrong placement of staff is a major challenges in educational sector. Therefore, it is germane that the application of staffing in education should be properly done for achievement of quality academic goals in education through the help of qualified teachers.

D = Directing:

Directing is giving out instructions to ensure that decisions and policies of the organization are effectively and efficiently carried out Okoroma (2019). A leader in any educational institution adopt this approach in taking decisions by giving out orders, instructions and commands to the subordinates. Most cases, it is usually a one man show or an autocratic form of leadership style which comes from the top to the bottom.

Directing and Decision making

Perfect directing, direction and positioning of institutional programmes for the achievement of educational goal and objectives is dependent on the type of decisions taken before direction. Decision taken before directing decision making can be individualistic or collective which is one of the strategies of management in selecting the most suitable solutions in achieving the best results (Brian, 2007). Four things are considering by the managers of educational institutions when directing, commanding or taking decisions and they are; (1) choice(2) Opinions (3) Aim (4) feelings and reactions

Types of directing: Brian (2017) listed three types of directing which are, autocratic, delivery and anything goes directing.

a) The autocratic directing; this is a harsh and very unfinished to the recipients of such decisions and such decisions cannot be changed or withdrawn after given. (b) delivery directing; this is a process that involves many persons input ideas and opinions before a definite directive from the manager will be issued for compliance and implementations. (3) Anything goes directing; here anybody can direct and instruct without minding whether the subordinates are obeying the directives or not.

Benefits of directing in Education: (1) effective and efficient goal attainment (2) smooth working or functioning of the school (3) total compliance (4) full implementation of educational policies.

Application of directing in Education:

Directing and instruction most times are suitable for the implementation of policies by the subordinates. In applying instruction or command diligently, quality academic delivery in Nigeria will improve drastically.

Co = Coordinating:

This is another function of the policy makers by coordinating and arranging the various groups of people, individuals and other living things within the school. Bringing people together to achieve a common goals in any organizing is a very special skill that is usually built in the life of a good educational manager Dick (2021). The sole aim of coordinating is to achieve a common and unifying goals of an organization and projecting some to the larger society. It is the duty of the manager to tutor and guide the workers on their duty lines with a good coaching skills in order to record high performance in the educational sectors.

Types of Coordinating in Education

According to Ola (2018), coordinating in education is narrowed down to two main types and they include internal and external coordination. (i) Internal coordinating; is the coordination of all the in house activities of the school which flows from the top manager down to the least staff of the organization. Example, fixing of meetings among staff, provision of welfare for staff, internal discipline of staff, internal supervision and inspection of staff

(ii) External Coordinating: it is the interfacing of external body with the internal machineries for a broader or wider view especially in policy making. Eg recruitment, promotion and dismissal of staff, major supervision and inspection for quality assurance in the organization, provision of infrastructural facilities

within the organization, fixing of expanded general meetings between the employers and employees.

Benefits of coordinating in education (1) Clarity of duty (2) good cooperation between management and staff (3) minimal waste of resources (4) fast achievement of educational goals.

Challenges: (1) regular strike action (2) misunderstandings between staff and management (3) waste of educational resources (4) disobedient to instructions.

Application of coordinating education

This is also a management approach used to checkmate and promote the face of the organization and putting things in place within education, helps to navigate the educational structure positively.

R = Reporting:

Reporting is a good communication approach in every sector. Nwadike and Godwins (2017) stated that, communication is key to organizational achievement. In the same vein, Akande (2020) opined that communication entails coding, decoding and feedback. **Coding:** this is the process of sending message across, passing information to the subordinate and giving directives on what and how things are to be done in line with the workings of the institutions **decoding:** this is the ability of the subordinate to understand the message being passed through the channel of communication and react accordingly. **Feedback:** responding or reporting back to the sender is what makes communication complete. However, reporting is all encompassing meaning that it reports all the happenings within and around the educational sectors.

Benefits reporting in education (1) It gives room for pro activeness (2) it brings the happenings of the school to fore (3) it lays a good channel of communication. (4) it shows respect.

Application of reporting in Education

Without reporting, most problems of education will not be noticed therefore, reporting is as good as all other management strategies in education and needs to be applied appropriately.

B = Budgeting: Knowing how much to spend, when to spend it and how to spend it in education is the ultimate goals for achieving educational goals. The major financier of education is the government at all levels, also schools generate revenue and budgets towards the expected revenue for inflow of cash and finance in managing and implementing educational policies. To generate money, schools can adopt the following means (1) sale of school property (2)

school fees and school uniforms (3) donations (4) endowments (5) Bob-a-job (6) levies etc. (Abraham, 2013).

Importance of budgeting

Budgeting in education or any organization is very essential for good guidance and direction and smooth delivery of academic activities. Some of the key importance are as follows: (1) it helps in planning of education, (2) it controls and checkmates reckless spending (3) it helps to identify educational challenges (4) it helps the organization to save money (5) it helps in proper allocation of funds.

Application of budgeting in education

Budgeting is a financial guide into school financial activities (Ogu, 2018). It is a guide because it helps to regulate too much spending in school and gives education good direction on revenue generation and utilization. Therefore, the full application of budgeting in education helps to maintain standard and achieve educational objectives.

E = Evaluation:

Evaluation is an appraisal of all the management processes earlier stated to ascertain the workability and how effective it is and also to determine whether to continue with the approaches adopted by the managers or not. In evaluation, stakeholders ask questions and try to find out lacunas in the approaches so far adopted in educational institutions.

Types of Evaluation

According to Bordia (2022), there are three main types of evaluation that are relevant to educational institution and they are formative, summative and diagnostic evaluation. In this paper, we shall be looking at two: (a) formative evaluation: this is a systematic method of evaluation that occurs on the process and it can also be referred to as on the process evaluation. The managers, teachers, examiners and administrators evaluate what so far has been done without waiting till the end of the programme. Therefore, there is need for each of the management process to be to be examined and evaluated before giving credence to each of variables.

(a) Summative evaluation: this is the holistic evaluation of all the management process (POSDCORB) in education to ascertain the strength and workability of the process before accepting and giving approval for adoption and is sustain already achieved results for continuity in educational institutions.

A = Approval:

Nwosu, (2019) asserts that, approval is giving accolade, consolidation and praises to a job well down. This simply means that after the evaluation of administrative process, that is formulation of good educational planning, proper organization of staff and non staff, proper placement of staff, good directing and commanding, excellent coordination, well drafted communicational channels, good budgets that reflects the financial capacity of the school and careful evaluation of the whole process, then there is need to approve and recommend the process for other organizations to adopt. In the same vein also, approval as one of the components of management strategies simply shows that the process has been properly reviewed assessed and found worthy of use in managing an organizations for attainment of goals and objectives by the approval hence, recommendation and accolade comes in.

Managing Quantity and Quality in Education

Quantity and quality are the common determinants of education in any nation (Nwosu, 2019). The equality of both quality and quantity in educational institution propels educational ideology and fasten the achievement of educational goals. Joo, et al (2010) stated that the quantity and quality of education strongly affects the life and chances of individuals living in a society. Government as a major financial of education should also dictate the level at which quantity and quality is been provided in schools.

Quantity in education: Quantity in education seeks to focus more on investment and financial achievement rather than focusing on academic results therefore, it is money oriented and not result orientated on the other hand, quantity is the surplus provision of availability of both students and infrastructure over teaching staff in schools. that is when the number of students outweighs the number of teachers in the school, the quality of teaching, learning and output declines.

Indicators of quantity in education

There are some factors that determines quantity in school they are: (a) Enrolment of students (b) over population of students (c) sitting of school (d) physical facilities

Quality in Education: In maintaining standard in Education, the best of the best should be provided and made available by the government and stakeholders for maximum production of quality manpower in education (Nwosu, 2019). This implies that, quality in education is the provision, managing and proper

availability of all the educational resources based on the available or number of students within the school.

Indicators of quality in education: The type of input in every educational institution determines the expected quality of education in the society. Some of the indicators of quality in education are as follows: (1) Recruitment, of teachers (2) proper placement (3) provision of physical and fiscal facilities

Conclusion

The study examined the application of POSDCORB + EA as a management processes in education and how the impact of the process affects the quality of education in Nigeria for the betterment of the society. Planning in education is using vital as it touches all angles both planning, problems, policies, implementation and evaluation of educational institutions, hence planning is everything in education. Also, proper application of reporting, budgeting evaluation and approval into education helps in achieving quality in education and quick attainment of educational goal and objectives. Again, quantity and quality in education when properly managed, will balance the input and output effect in the Nigerian educational sector.

Recommendations

From the discussion above, the following recommendations are made in applying management process to education for quality academic delivery in Nigeria.

- (1) POSDCORB as a management strategy should be properly applied and utilized by the managers, policy makers, and stakeholders in education for attainment of educational goals and objectives in Nigeria.
- (2) Proper evaluation of the management process after application into education should be considered to ascertain the level of progress and achievement of the process in education by the managers of education before adoption.
- (3) Proper management of quality and quantity in education should be considered so as to balance teaching and learning in school for equity, fairness and justice in all angles for the provision of quality academic delivery in Nigeria.
- (4) Government as a major financial of education in Nigeria should endeavor to solve all the challenges of education so as to give room for a smooth application of the management process and also to get the expected results.

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