

FUTUROLOGY OF EDUCATIONAL MANAGEMENT IN NIGERIA: A MECHANISM FOR RESOURCE CONTROL AND SUSTAINABLE DEVELOPMENT

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Abstract

The increasing belief in the power of education to transform the society makes education an essential commodity for stimulating every segment of human and national growth and development. In Nigeria, education is officially regarded as an instrument per excellence for national growth and development; it is therefore, needed for social, economic, political and technological transformation of individuals and society. Educational organizations require lots of resources which happen to be scarce and the need to achieve the organizational goals with little resources depends largely on effective resources management. Educational management basically, deals with the controlling of educational resources, which is fundamental in reducing waste and inefficiency. This paper defines the concepts of educational management, resource control and

sustainable development. It also discusses the origin and development of educational management, nature of educational management; goals and objectives of educational management; scope of educational management, importance of educational management, problems and prospects of educational management, educational management and resource control for sustainable development. The later part contains suggestions, which states that the best brain shall be employ to handle managerial process and teaching educational management, for it to be approachable, comprehensible, and aid the production of the best educational managers.

Keywords: Education, Management, Manager,
Resources, Sustainable-development

Introduction

The course, educational management is intended to impress on learners, the role of management in coordinating all the activities towards the attainment of the objectives of education. These cover both the individual institutional objectives as well as national objectives including values and attitudes. The educational manager must understand the resources to be used in management and how to control them for effectiveness. This paper defines the concepts of educational management, resource control and sustainable development. It also discusses the origin and development of educational management, nature of educational management; goals and objectives of

educational management; scope of educational management, importance of educational management, problems and prospects of educational management, educational management and resource control for sustainable development among others.

Clarification of the Concepts

Educational Management

Etymologically, 'management' comes from the verb 'manage' which comes from Italian word '*managgiare*' (to handle- especially tools), which in turn derives from the Latin '*menus*' (hand). Management comprises executive planning, organization, staffing, leading or directing, and controlling an organization or effort for the purpose of accomplishing a goal (Maicibi, 2016).

Ahmed (2022) avers that educational management is the systematic coordination and control of an institution's operations, including planning, organizing, directing, and managing, to effectively and efficiently use people and material resources to achieve the goals of teaching and learning, research and community service.

However, Educational Management is concerned with the operation of educational organizations, a process of planning, organizing and directing activities for a school, effectively utilizing human and material resources, in order to accomplish the school's objectives. It is also a field of study and practice concerned with the operation of educational organizations. When a team combines people and material resources to supervise, plan,

strategize, and put the structure of the education system into place, this is referred to as education management.

Resource Control

Resource control refers to the management, regulation, and allocation of resources, such as natural resources, financial resources, human resources, and technological resources. This can involve aspects of resource control, such as regulation, allocation, management, and conservation. It also involves the contexts of resources control, which include: environmental, financial, human resource and technological resource managements (Meta AI (Artificial Intelligent) in Muhammad, 2025).

Sustainable Development

According to UNDP (United Nations Development Programme) in Hafiz (2024) sustainable development as a concept, gained global prominence with the 1987 Brundtland report (Our Common Culture), published by the World Commission on Environmental and Development (WCED); the report introduced the new widely used definition of sustainable development. The key dimensions of sustainable development are:

1. Economic Sustainability; which focuses on economic activities that generate wealth and improve living standards without causing long-term harm to resources or increasing inequality.
2. Social Sustainability, which focuses on maintaining social equity, cultural diversity, and human rights while reducing poverty and improving quality of life. Promoting education, gender equality, and healthcare access for

marginalized communities (UNESCO (United Nation International Child Education Fund).

Origin and Development of Educational Management

Educational management operates in educational organizations or institutions, its origin as a field of study began in the United States in the early part of the twentieth century, and the United Kingdom as late as the 1960s. Educational management as a field of study and practice was derived from management principles first applied to industry and commerce in the United States. Theory development largely involved the application of industrial models to educational settings. As the subject became established in its own right, its theorists and practitioners began to develop alternative models based on their observation of, and experience in schools and colleges. By the 21st century, the main theories had either been developed in the educational context or had been adapted from industrial models to meet the specific requirements of schools and colleges. Educational management has progressed from being a new field dependent upon ideas developed in other settings to becoming an established field with its own theories and research. It has become a popular field of study and practice globally (Ahmed, 2022).

Nature of Educational Management

Educational Management can be considered a continuous or dynamic process because the principles of management are changeable as change in time. Every field i.e. industry, education etc. are changing from time to time in respect of new policy, new action. Educational

Management centered according to Ahmed (2022) in the followings:

- **Goal-Oriented:** Each and every function of management is goal-oriented. Effective management is guided by specific objectives. Educational Management is a process of planning, organizing, directing, and providing instruction to achieve any stated goals.
- **Group Activity:** It involves a group of individuals to achieve common goals. It helps the members of the organization to know the aims & objectives of the organization and also directs them to achieve those goals.
- **Social Process:** It is a social process as it gives more importance to social benefits and responsibilities offered in the objectives and goals of every educational institutions or organization as agents of socialization.

It is the process of planning, organizing and directing activities in a school, effectively utilizing human and material resources, in order to accomplish the school's objectives.

Goals and Objectives of Educational Management:

The goals of effective educational management is to maximize learning outcomes for students while minimizing wasteful practices and maximizing the effectiveness of limited resources, educational management cannot be overstated in achieving academic excellence. Moreover, educational management involves setting goals and objectives for an institution and coming

up with ways to reach those goals. By doing this, the institution can make sure that its resources are being used well and that it is on the right track.

The objectives should be looked at three different levels as according to Gartrell (2013)

a) Ministry and Departmental Level: These are responsible for the design, implementation, monitoring and evaluation of educational legislation, policies, and programs. They provide structured support in strategic leadership, human resources, budgeting, and administrative management to ensure that the educational system functions effectively and efficiently. Educational management at the educator level is similar to that of the education ministry, its planning, development, and monitoring focus on individual students.

b) Institutional Level: Educational management is crucial to the smooth functioning of any educational institution. It helps institutions to set up their goals and strategic plan to allocate resources, and use resources to the fullest by avoiding unnecessary expenses. It creates a positive image that attracts students, minimizing learning outcomes, ensures discipline, manages inventories, preparing schedules for teachers, overseeing financial policy etc. The school plans, organizes, supervises, and monitors tasks and duties for its smooth operation.

- c) **Educator Level:** Teachers plan and implement lessons based on pedagogical practices in an educational framework, managing and updating student portfolios to recognize and assess diverse domains of development: social, emotional, intellectual, physical, moral, and aesthetic. Pedagogical practices are supported by the curriculum philosophy, the goals and objectives of the subject matter, and individual student learning and developmental needs. Teachers adopt classroom-management strategies and incorporate instructional approaches which promote independence, discipline, and a positive learning mindset. A teacher's classroom-management style influences many aspects of the learning environment. Teachers use a variety of positive guidance and disciplinary strategies to refocus a student's attention or manage conflicts.

Scope of Educational Management

The above refers to its subject matter, area, jurisdiction and breadth of it. Stephen (2021) identified five main branches of managements as follows:

- a) **Management of Human Resources:** The primary goals of human resource management is attracting, developing, and retaining staff in the education organization. The human resource managers formulate operational policies and systems which directly affect staff performance and attitudes. Departmental objectives include a review of organizational structures and

procedures, staff skills development and enhancement, and leadership succession and transition. These aim to foster greater staff involvement and expansion, eventually reaching the education system's overall goals. This also entails students and their parents, specialists in different fields of the community, members of the community and parent-teachers association (PTA), departmental officials and members of the governing body.

- b) Management of Financial Resources:** The financial managers oversee the financial policies of the educational institutes which provide administrative support to schools: financial assistance, revenue operations and school funds. Financial assistance includes government subsidies, allowances and grants which are applied according to income levels and other factors, such as age or institution. Scholarships and awards are distributed by merit or to categories of students.
- c) Management of Material Resource:** This includes the infrastructure facilities may be in the form of furniture, Air-conditioners, office stationery, buildings, lands etc. owned by the education institution/system. The department is responsible for day to day maintenance, operation, repairs and replacement of these where and when needed.
- d) Management of Educational Technology:** It involves the integration, planning,

implementation and management of information and communications technology (ICT) for effective learning and teaching. The educational-technology branch of an education system conceptualizes and develops ICT in education, integrating it with curriculum frameworks, staff development and management. The focus of educational technology has shifted to online and web-based applications, learning portals, flipped classrooms and a variety of social networks for teaching and learning. Although educational technology includes ICT, it is not limited to hardware and educational theoretic. It encompasses several domains including collaborative learning, learning theory, linear learning, online portal learning, and (where mobile technologies are used) m-learning. These domains contribute to a personalized learning model and promote self-directed learning, as students take charge of their education.

- e) **Management of Means or Methods:** This implies organization of ideas and principles into the educational institutions. It includes implementation of the curriculum with adopting principles of its construction and organizing learning experiences or activities of different subjects with adopting appropriate methodology. Two most important areas are curriculum planning and development and co-curricular activities planning and management Curriculum. Planning and Development Curriculum planning

and development involve "the design and development of integrated plans for learning, and the evaluation of plans, their implementation and the outcomes of the learning experience". It designs and reviews curriculum, promotes teaching and assessment strategies aligned with curriculum, formulates special curriculum programmes, creates clear, observable objectives, and generates useful assessment rubrics. Curriculum development can be described as a three-stage process encompassing planned, delivered and experienced curriculum. It may be shaped by pedagogical approaches contributed by theorists and researchers, such as John Dewey, LevVygotsky, Jean Piaget, Jerome Bruner, and Albert Bandura. Co-curricular Activities Planning and Management Co-curricular activities help students to maintain a holistic education, expressing their interests and talents. The activities help in fostering a sense of social integration, and add a sense of commitment and belonging to one's community and country. Co-curricular activities include science-oriented talent-development programs, clubs and societies, sports, uniformed groups, and visual-and performing arts groups. Co-curricular activities may also include advocacy, botany, personal care, innovation, research methodology, and current-affairs groups.

Importance of Educational Management

Educational management is crucial to the smooth functioning of any educational institution. The school plans, organizes, supervises, and monitors tasks and duties for its smooth operation. We cannot overstate the importance of competent school management. The goal of effective educational management is to maximize learning outcomes for students while minimizing wasteful practices and maximizing the effectiveness of limited resources, educational management cannot be overstated in achieving academic excellence. Moreover, educational management involves setting goals and objectives for an institution and coming up with ways to reach those goals. By doing this, the institution can make sure that its resources are being used well and on the right track. Educational Management is a field which is concerned with the operation of educational organizations.

Problems and Prospects of Educational Management Problems

There are several policy problems in the management of education in Nigeria that undermine the actual execution of educational policies. These are: under funding, deteriorating infrastructure, shortage of professional teachers, inadequate managers, institutional corruption, poor policy formulation and faulty policy design, appointment of non-professional educationalist, lack of current data, poor monitoring and evaluation, poor governance and management of resources, lack of capacity building of staff development and training, poor

education quality assurance, resistance to change attitude, inadequate ICT facilities, frequent strikes, brand-drain and unstable policies etc.

The major challenges of educational management in Nigeria according to Asian College of Teachers (2023) are:

1. Poor educational management arrangement has hampered the growth in Nigerian education system. Thus, facing problems to help Nigerian school system achieve its aims.
2. Futile educational management has hindered students' enrollment in schools. Unavailability of instructional materials is also affecting badly.
3. Poor financial support of schools has also created a huge challenge to education managers in Nigeria. This has made it not viable for economically deprived parents to cater for their children's education requirements.
4. The huge shortage of skilled and qualified teachers hence, through the various courses in Educational Management.

Prospects

Educational management plays a foremost role in the accomplishment of the goals and objectives of educational institutions and organizations to improve the education system through management of educational resources. Effective management of education can enhance policy makers' engagement in decision making while developing and implementing school curriculum,

it also help in motivating teachers to impart knowledge and skills.

Asian College of Teachers (2023) stated that government is re-thinking education financing and development. Furthermore, the new financing policies are taking into account the significance of inclusive education, girl-child education, special needs education, adult and mass literacy, surrounded by others. The educational development also thinking about promoting improved institutional independence, university self-financing mechanisms, better system segregation, strengthened authority and mechanisms for quality assurance of accredited programmes as well as courses. Teaching however, is not an effortless job. The development needs to be well managed. Educational management has made the essential of knowledge and the incorporation of knowledge possible and roughly easy. Thus teachers need to focus on their role effectively.

Additionally, the private sector also must take the lead in financing education in Nigeria, chiefly banks that announce super-profits yearly. Nevertheless, the government also commence education wage reforms planned to bring its university system more in line with global best practices.

Educational Management and Resource Control for Sustainable Development

Maicibi (2016) states that adequate allocation of resources necessary for successful implementation of

educational programmes in the countries tend to be unrealistic in relation to the available resources. Planners tend to under-estimate the anticipated revenue with which to execute the plan. The demand of education in developing countries, Nigeria, Cameroon and Libya foreign aids in the past are no longer obtained, which has also added to and complicated the problem. However, based on the Maicibi submission, it is undisputable facts that the resources are limited and the need of resource in education is unlimited. Maicibi (2016) views managers as those that implement the strategic decision that had been made. Therefore, it is the work of education manager to strategize and ensure the utilization of little resource for goals.

Education is described by the National Policy on Education as non-profitable venture to government, while to private is considered as profitable. Maicibi (2016) added that the demand for education by developing countries has by far outstripped the government capacity to provide it. The demands are rising, the costs are rising and the revenue is decreasing. The higher demand for education coupled with the little or scarce resources of the country have increase the problems of education.

Resource management is significant to the development of educational organization. When resources are properly managed then, the organization is half way towards achieving its vision and mission, and when the same resource is neglected then, the reverse result is obtained.

Maicibi (2016) maintains that management is the processed practice through which the objectives of an organization are executed towards their achievement by optimizing the use of both human and non-human resources in the organization

Effective resources control can help organizations, governments, and individuals to: optimize resource, reduce waste and inefficiency, achieve goals and objectives, and ensure sustainability (Meta AI in Muhammad, 2025). In Nigeria, resource control is a significant issue, particularly regarding education, which is in the highest demand. Every society needs not only education but quality education for meaningful sustainable development as every education programme requires proper management of resources to avoid recklessness particularly at this time of economic uncertainty, where resources are inadequate at every sector of life. Educational management is designed to manage the resources so as to achieve the desired goals. Sustainable development is a multidimensional approach to growth and progress that aim to meet the needs of the present without compromising the ability of future generations to meet their needs. It emphasizes the pleasant integration of economic, social and environmental dimensions to achieve long-term well-being and equity. To ensure the effective resource control and its sustainability in the context of Nigerian education, there is greater need of educational manager, who specializes in resources management and control without compromising standard.

Conclusion

Education shall remain the critical enterprise of a nation out of political as well as economic mess. Whatever that is spent in education, is not a waste considering its impact on individual and societies, but no sector in Nigerian education is free from artificial problems. With the inclusion of the first hand need in the management of education, education shall serve the purposes and needs of Nigerian society in which education managers shall be exposed into the current challenges and impediments that are bedeviling the growth and development of Nigerian education. Importantly, the practical solutions to the compounding challenges are in educational management and shall be treated with expertise and coordinated stimulus for action.

Suggestions

This paper offers the followings suggestions:

- i. The best brain shall be employed to handle managerial process and teaching of Educational Management, for it to be approachable, comprehensible, and aid the production of the best managers.
- ii. Dissemination of information among educational managers through seminars, conferences, workshops and e-channels for cross fertilization of new findings and ideas for improvements.
- iii. Association of Educational Management shall pursue for the establishment of an Institute of Educational Managers for professional development.

- iv. Teaching of Educational Management shall encompass theory and practical aspects where the students shall be exposed to practical session of managerial activities.
- v. Adequate and careful funding of education can aid the provision of available resources and minimize wastages.

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