

CERTIFICATION

AN APPRAISAL OF MANAGERIAL STRUCTURE AS A PERFORMANCE FACTOR IN THE TELECOMMUNICATION INDUSTRY IN NIGERIA

(A CASE STUDY OF GLOBACOM NIG LTD)

By

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ABSTRACT

Every business organization is set up to achieve certain specified goals in the short, medium and long term. It has often been argued that the ability of any organization to meet its set goals is hinged largely on the managerial capacity and structure of the given organization. In other words, the performance or otherwise of any business organization can be traced to how well such business organization is managed. As an extension to this argument, it is said that the way an organization sets up its managerial structure will go a long way in determining the effectiveness of managerial activities in objectives of the organization. Thus, there exists a logical postulation that the managerial structure of an organization is a key determining factor of the performance of such an organization. This research work appraises managerial structure as a performance factor in the telecommunication industry in Nigeria, using globacom Nig Ltd. As a case study. A field survey that involved the use of structured questionnaire was conducted amongst staff of globacom Nigeria, containing questions relating to the managerial structure of the organization. Analysis of the collated data was done in the light of the objectives which the research work set out to address, which are: to identify managerial processes and leadership styles; to evaluate managerial internal control system as a parameter of organizations performance; to determine the different types of management processes and structures; to ascertain if the management processes has significantly influence customers satisfaction and loyalty, and; to ascertain which leadership style is best suited to the organization situational demand. The analysis revealed that: the organizational leadership style is inclusive, participatory, democratic and inspiring; the internal control system is a parameter that aids the organization's performance; the management structure is hierarchical and functional, fully modeled along the mission and vision of the organization and aids managers to effectively control the organization; the management process significantly influence customer's satisfaction and loyalty in the organization, and; prevailing leadership style is well suited for the organization. It was then concluded that the management structure of any organization has a highly significant effect on business performance and the realization of the vision, target and goals of the organization, which indeed contribute to a reduction of managerial problems and attendant shortcoming on the business. Recommendation were then made: the government, to increase capacity building and infrastructural development in the Centre for Management Development (CMD), so that they can meet the managerial needs of different organization in Nigeria, and; corporate organization should model their managerial structure to address situational needs and support the effective running of the organization in order to boost performance and productivity.