

Project Leadership: Panacea for National Economic Development in Nigeria

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ABSTRACT

Nigeria is a country endowed with a lot of human and natural resources. It is mystifying to know that nations with one source of resources or endowment are ruling over nations with various forms of resources. It is as a result of individualistic pursuit of personal interest often called self-gratification, which can be traceable to poor leadership quality. This paper relates project leadership to national economic development and productivity in Nigeria. The paper reveals the role of leadership and human management with their unlimited power of wants and needs and how productivity and project execution play a vital role in fund allocation. And with the numerous human and natural resources why do we still experience infrastructure deficit, no developmental projects, the mind-set of the people contradicting national development, increase of unemployment and insecurity in the nation, power failure and finally, a consuming nation. There is the possibility that the set of people that can create the workable and suitable system are project managers or a leader that possesses a project manager's quality or potentials. The paper highlights the major problems facing Nigeria and effective project leadership role to solve these problems. The differences between a project manager and a project leader are the major findings in this paper. The paper concludes that Nigeria will one day become the world's leading economy, if the system created by the project managers is adopted and managed especially in the area of developmental projects for productivity and proper management.

Keywords: *Leadership, Project Management, Economic Development and Growth, Productivity*

INTRODUCTION

The Nigerian government has aspired to achieve development through the use of various types of plans, namely, short term (annual budget), medium and long term plans. Nigeria is a nation endowed with diverse human and natural

resources. The economic profile of Nigeria shows that the country's economic potential is very great. The trends in GDP growth rate and recurrent expenditure as percentage of GDP suggest that the country is living beyond her means. This is because in productive, efficient and prudent economy, increase in expenditure should be offset by increase in productivity and growth. This has not been the case in Nigeria. In spite of her huge human and natural resources, Nigeria as at 2009 occupied the 42nd position among the 60 largest economies in the world (FGN, 2009) and relatively occupies the same position at the moment (FGN, 2009). Nigeria currently has the lowest GDP per capita of \$1,128 among the 60 countries considered (World Bank, 2011). Nigeria's most recent GDP annual growth rate of 7.0% is slightly more than the annual population growth rate of 3.2% (FGN, 2009). However, this impressive economic growth has been weakened by the high figure of poverty of 54.4% (FGN, 2009). Nigeria needs to attain annual GDP growth in excess of 10% per annum and strive to catch - up and overtake some of the countries in the top 20 largest economies by 2020 (FGN, 2009). This can be achieved with prudent and efficient management of her resources.

In a nation blessed with human and natural resources, an average man cannot have a quality square meal on his table per day via his salary; that means an average Nigerian is under paid base on the economy of the nation. The unemployed Nigerians cannot think of feeding themselves but to depend on their relatives or friends that are employed. It is obvious that corruption has become a major socio-economic problem in Nigeria with negative effects on developmental projects. Many projects for which funds have been allocated and released were never completed while inflation of project costs is a common experience. The case of abandoned or poor quality projects is common because those who are in charge of such projects are either inexperienced and have lackadaisical attitude on the project planners or selfish interest with the attitude of poverty and selfish management.

Project Management and Leadership: Project is a problem schedule for solution, also a temporary endeavour undertaken to create a unique product, service or result. A project is accomplished by performing a set of activities. Each project is unique in the sense that the activities of a project are unique and non-routine. A project consumes resources. The resources required for completing a project are men, materials, money and time. Naturally, the resources are limited and scarce. Project management is the coordination of projects, which are temporary, non-routine, one-time endeavours undertaken for producing a definite product or offering a unique service. It uses a set of tools, techniques, principles and methods for planning and executing the unique

product, service or result effectively with the objective of completing it in time, within the budget and according to the laid-down specifications (Nagaranjan, 2011). Therefore, successful project management is a combination of approximately 20% hard skills and 80% soft skills (Oren, 2003). The hard skills relate to the actual processes, procedures, tools and techniques comprising planning, organizing, monitoring and controlling, while the soft skills relate to the project managers attitude and behaviours. Project manager has a responsibility to provide a positive experience for the people working on his/her project team. In addition, a truly excellent project manager must become a master of paradox. All the project manager wants is to achieve ultimate goal in every project by creating a workable and suitable system to achieve it.

In creating the system he will be able to minimize cost and maximize returns with the resources allocated to him. As a project manager all you need is to understand the system and take advantage of it. Let us look at the complexity of the system before we think of creating a workable and suitable system. Where there is a system you are sure of a feedback. Feedback ensures you whether the system is workable and suitable for usage. As a project manager, a design helps you to create a workable system and discover estimates errors and improve the estimating accuracy. In creating a workable system as a project manager; there is a need for every leader to possess project management qualities at least 70% (Solomon-Whyte, 2010).

The project manager must not only be a manager but must also exhibit the skills of a leader. The leader establishes the direction in which the project should go while at the same time the manager identifies the steps that must be taken by the team members to go in that direction. Managers of project are those that have general knowledge about project management but lack technicality knowledge about the project. That means that project managers sometimes lack the technical knowledge. This is where the relevance of project leadership is well appreciated. Project leadership is the quality in which every project manager must possess to achieve or deliver effectively. Project leadership is also a quality every leader needs to possess to have national development and productivity.

ESSENTIAL QUALITIES OF A PROJECT MANAGER

Vision: Every project manager should have a vision; a vision of how to get things done and the future of the project. And he needs to be able to convey this vision to his team members. Only when there is vision that is going to be real involvement on the part of the project manager and thus involvement on the part of the team members. This is when he and the team members start

feeling like being of the organization and not just the project. He should also have the right visionary approach in setting the goals for the project. An effective project leader is often described as having a vision of where to go and the ability to articulate it. Visionaries thrive on change and being able to draw new boundaries. It was once said that a leader is someone who "lifts us up, gives us a reason for being and gives the vision and spirit to change" (Martin, 2002). Visionary leaders enable people to feel they have a real stake in the project. They empower people to experience the vision on their own.

Effective Communicator: The ability to communicate with people at all levels is always named as the second most important skill by project managers and team members. Project leadership calls for clear communication about goals, responsibility, performance, expectations and feedback. There is a great deal of value placed on openness and directness. The project leader is also the team's link to the larger organisation. The leader must have the ability to effectively negotiate and use persuasion when necessary to ensure the success of the team and project. Through effective communication, project leaders support individual and team achievements by creating explicit guidelines for accomplishing results and for the career advancement of team members. Some might say communication is the most important skill of a project manager and others would beg to differ. But communication is an integral part of leadership qualities. Without communication he cannot lead. Communication not only allows for great leadership but also for openness and relativity. Persuasion and negotiation are all a part of communication. Being a good communicator helps in setting the guidelines for the project that are acceptable to all (PMI, 2010).

Integrity: One of the most important things a project leader must remember is that his or her actions, and not words, set the modus operandi for the team. Good leadership demands commitment to and demonstration of ethical practices. Creating standards for ethical behaviour for oneself and living by these standards, as well as rewarding those who exemplify these practices, are responsibilities of project leaders. Leadership motivated by self-interest does not serve the well-being of the team. Leadership based on integrity represents nothing less than a set of values others share, behaviour consistent with values and dedication to honesty with self and team members. In other words the leader "walks the talk" and in the process earns trust.

Enthusiasm: Plain and simple, we don't like leaders who are negative - they bring us down. We want leaders with enthusiasm, with a bounce in their step, with I can-do attitude. We want to believe that we are part of an invigorating journey - we want to feel alive. We tend to follow people with I can-do attitude, not those who give us 200 reasons why something cannot be done. Enthusiastic

leaders are committed to their goals and express this commitment through optimism. Leadership emerges as someone expresses such confident commitment to a project that others want to share his or her optimistic expectations. Enthusiasm is contagious and effective leaders know it.

Empathy: There are differences between empathy and sympathy? According to Norman (2003), in sympathy the subject is principally absorbed in his or her own feelings as they are projected into the object and has little concern for the reality and validity of the object's special experience. Empathy, on the other hand, presupposes the existence of the object as a separate individual, entitled to his or her own feelings, ideas and emotional history (Paul, 1970). As students so eloquently puts it, "it's nice when a project leader acknowledges that we all have a life outside of work."

Competence: Leadership competence does not however necessarily refer to the project leader's technical abilities in the core technology of the business. As project management continues to be recognised as a field in and of itself, project leaders will be chosen based on their ability to successfully lead others rather than on technical expertise, as in the past. Having a winning track record is the surest way to be considered competent. Expertise in leadership skills is another dimension in competence. The ability to challenge, inspire, enable, model and encourage must be demonstrated if leaders are to be seen as capable and competent.

Ability to Delegate Tasks: Trust is an essential element in the relationship of a project leader and his or her team. You demonstrate your trust in others through your actions - how much you check and control their work, how much you delegate and how much you allow people to participate. Individuals who are unable to trust other people often fail as leaders and forever remain little more than micro-managers, or end up doing all of the work themselves. As project management student's puts it, "A good leader is a little lazy." There are some skill and knowledge that the project manager needs to have. To put it simply, he should know the objectives of the project and should be able to guide the rest of the team. However, he needs not have to be technically skilled. He should have the skills to get work done by the right people. He should be able to delegate with ease. He should be able to recognize skills and expertise of his team members and assign or delegate tasks accordingly. This shows that he trusts the team in doing tasks. Trust inspires confidence and the team members tend to put in their best efforts.

Cool under Pressure: In a perfect world, projects would be delivered on time, under budget and with no major problems or obstacles to overcome. But we do not live in a perfect world - projects have problems. A leader with

a hardy attitude will take these problems in stride. When leaders encounter a stressful event, they consider it interesting, they feel they can influence the outcome and they see it as an opportunity. Out of the uncertainty and chaos of change, leaders rise up and articulate a new image of the future that pulls the project together (Bennie, 1997).

Team-Building Skills: A team builder can best be described as a strong person who provides the substance that holds the team together in common purpose toward the right objective. He should also be a team builder. He should be able to hold and pull the team together to work under different conditions. The team starts as a group of strangers and needs to be made into a core group of people. Keeping the sense of team spirit alive despite the many problems in the project execution is one of the most important qualities a project manager should have. In order for a team to progress from a group of strangers to a single cohesive unit, the leader must understand the process and dynamics required for this transformation. He or she must also know the appropriate leadership style to use during each stage of team development. The leader must also have an understanding of the different team players styles and how to capitalise on each at the proper time, for the problem at hand (Dennis, 2007).

Problem Solving Skills: Although an effective leader is said to share problem-solving responsibilities with the team, we expect our project leaders to have excellent problem-solving skills themselves. They have a "fresh, creative response to here-and-now opportunities," and not much concern with how others have performed theirs (Kouzes, 1987). An efficient project manager should be capable of solving any and all problems, either with the team or the project itself. The team members should trust him to solve their problems. A project manager can be described as the person responsible for directing and coordinating human and material resources, but this definition tends to focus on the administrative aspects of a project. However, Okorafor (2010) sees a distinction between the style of leaders and managers according to their primary focus. The respective positions of leaders and managers on a number of issues are presented on table 1. It is a truism that leadership focuses on doing "the right things" while managers focus on doing "the things right" (Nathan and Jones, 2003).

Honesty: Call it honesty, integrity or loyalty; he needs to have them all. His actions set an example for the rest of the team members. He is ultimately responsible for setting standard, ethically and otherwise, for the rest of the team. His ethical practices should lead by example. He needs to practice before preaching.

Passion: A project manager without passion is one that is simple put lacking dedication. He has to be passionate about the project; he should have enthusiasm and the right attitude. Only then will people follow him and respect his decisions, because they need to feel he is doing it for the project. There needs to be committed and optimistic involved.

Compassion: Do not mistake empathy or compassion for sympathy. These two words are independent of each other. Empathy means to understand. A good project manager needs to understand the fact that there is a life outside the workplace and that people are not machines without emotions. By doing so, he will be able to develop a personal relationship with his team members, that can serve as a tool for better results.

Composed: There are times when things do not go as expected. In such cases, the project manager needs to maintain cool and be composed irrespective of the amount of pressure he is under. This shows good leadership qualities and strength in character.

Approachable: The project manager should be approachable to all the members of the team. Many lower level members do not directly report to the manager. However, he should be easily approachable by the members in case of any queries or problems. He should also be open to any suggestions that are given by the members.

Motivation: Everyone needs motivation. The project manager should motivate all his team members to work better. This is needed most when the team is facing a tough time. Few words of motivation from the manager can boost the spirit of the members. Appreciating the work done by the members is a good way of motivating them.

Strategy: The project manager should have strategic awareness quality. He should be able to chalk out different strategies to tackle various situations. In case the manager does not have the right strategy as to how to go about the project, the project will be unnecessarily delayed. Another important fact is that not all projects that are executed by the company will be directly linked to the customer. However, a good manager can develop strategies so that he can in some way contribute to the overall increase in the revenue of the company.

Pragmatic: The decisions he takes should be taken keeping in mind the practicality of the problem. There can be many theoretical approaches that he can take. But in all situations this might not help. To be pragmatic, he should invite suggestions from his fellow team members and find a practical solution from those suggestions.

Information Allocation: Too much information can lead to confusion. He should be smart, to limit the information flow to his team. Unnecessary information will create confusion and the basic goal of the project can be affected.

Look for Alternative: The manager should ask questions on every decision that he takes. He should ask questions about the particular path that he has chosen for completion of the project. In case, there are other alternative approaches, he should be able to evaluate them and put them to use. Project managers are entrusted with the responsibility of making the project a success. If one possesses the leadership qualities, he can do justice to the responsibilities given to him.

Differences between Project Manager and Project Leader

Both accept challenges. Both have an ability to drive the situation. Both have knowledge and experience to handle a deadlock. What varies is their style of thinking and working. A project manager and a project leader both have a mixed blend of all qualities. What varies is the way they manage a problem. A leader can be a manager and a manager can be a leader at times. Situations arise when a leader has to manage and a manager has to lead. When a leader is managing a situation, he might be acting more like a manager. Similarly, when all of a sudden an unplanned issue arises, serious in nature, and needs an immediate solution, a manager might have to lead others in demonstrating how to manage such situations without looking for standard and procedure (Joseph, 2003).

Table 1: Difference between a Project Leader and a Project Manager

Managers focus on	Leadership focuses on
Goals & objectives	Vision
Telling how and when	Telling what and why
Shorter range	Longer range
Organization & structure	People
Autocracy	Democracy
Restraining	Enabling
Maintaining	Developing
Conforming	Challenging
Imitating	Originating
Administrating	Innovating
Directing & Controlling	Inspiring trust
Procedures	Policy
Consistency	Flexibility
Risk-avoidance	Risk-opportunity
Bottom line	Top line

Source: Harrison and Dennis (2004) and Planview's (2008).

The manager in such situations uses intuitive and innovative techniques more found in a leader. Most of the successful managers and leaders are good thinkers and have strong expressive powers. Some basic differences between a leader and manager are:

- i Leaders have a power of changing the world. Managers have the power to manage the change.
- ii Leaders find out the innovative ways, managers find out the best out of them to adopt.
- iii Leaders are the front runners leading the way, paving the way, carving the fortune, while managers stay behind the team, taking care of each of the member, managing, monitoring, planning and executing.
- iv A leader is more like a mentor; manager is more like an organizer and planner.
- v A leader looks for new challenges; manager becomes an expert in finding out best solutions when he or she encounters a new challenge.
- vi A leader enjoys panicky situations, while manager avoids panicky situations.
- vii A leader is more like a revolutionary, manager is like a strategist.
- viii A leader knows how to convince others with new ideas; manager adopts best procedures to convince.
- ix A leader showers credit on team, manager takes the credit for each success.
- x A leader makes teams capable of handling adverse situations by empowering them; manager facilitates teams to achieve targets.

Nigeria is a nation where the economy is controlled by the government and not the public. Any nation's economy that is controlled by the government (politicians) and not the people (public) cannot experience development but growth, for they will always set their priorities wrongly. Any nation that sets her priority wrongly cannot experience development, especially when funds and resources are not well allocated or accounted for. Since the economy is control by the government, it will definitely affect the operational system of the country, for the government will always impose growth on the people and not development. Growth does not empower the people rather it frustrates the people. Leaders are those with the interest of their people at heart and ready to sacrifice all for her people with transparent and accountable spirit, while politicians are always thinking about the next elections and the interest of their parties. In most of our developmental projects, risk analysis and control are not well carried out for the safety of the people. Most of the projects, quality control management are out of it. We run more of economic growth project than developmental projects that is why, the people are not improving, for

they lack conducive environment and that has also reduce their productivity rate. Due to the government policies as the operational system, the impact individuals have contributed to the economic development, the system never allows proper checks and balances as well as proper monitoring. Any operation without a proven and tested system or well implemented system the nation will suffers economic frustration. We run most western system or government with different approaches and selfish mind-set without a goal for achievement. The system will become a problem to a nation with a borrowed system for operation and not implemented properly or with a wrong intension.

The split of religion and different influential ethnic groups has led to inability to manage the differences of individual group, for they operate on different individual mind-set. A nation with population where their skill and potential are not developed or empowered the population will lead to insecurity for that nation. That is why Nigeria today is suffering insecurity at a higher level. Most funds are channel to wrong project or programme at the wrong time and wrong locations or environment out of selfish interest. Even when funds are released for right projects, improper checking and monitoring still lead to wastage of capital. Most time we experience loose budget or tired budget. A nation that lacks productivity will definitely suffer economic frustration.

With all the numerous human and natural resources in Nigeria, unemployment is still alarming. Labour is effort necessary to satisfy human needs. It is one of the three leading elements in production, the other two being land (natural objects) and capital. Nation where there are no opportunities for the people to develop their skill and potentials for the future task ahead of them, it has no future. The future of every nation lies in the strength and ability of their youth. The modern agriculture depends heavily on engineering and technology and on the biological and physical science. Irrigation, drainage, conservation, and sanitary engineering each of which is important in successful farming and some of the fields required specialized knowledge of agricultural engineers. Today, Nigeria total area of 923,768 km² (356,669 sq mi) (FGN, 2009), we are yet to be utilized. The land space is wasting, the resources are also wasting, yet increased unemployment rate and economy recessions have become part of the system.

The economic wealth and military power of the people or a nation have been closely tied to efficient methods of transportation. Transportation provides access to natural resources and promotes trade, allowing a nation to accumulate wealth and power. Transportation is vital to a nation's economy, reducing the cost of transporting natural resources to production sites and moving finished goods to market is one of the key factors in economic competition. Transportation is properly enhanced by good roads. Nigeria cannot

boost of good and quality roads, rather we experience more of loss of life's and property due to our uncompleted and completely bad roads. Another factor is in education. Education is a system of formal teaching and learning as conducted through schools and other institutions. Level of education in modern societies can go from preschools to colleges and universities. Nigerian institutions are training the youth of the future that does not exist; only training the youth to become an applicant. Unemployment rate is on the increase per day, while the youth are less productive. Electricity is an extremely versatile form of energy. It can be generated in many ways and from many different sources.

The age of technology is far increasing per day, the need of electric power supply is very necessary. To carry out any successful small scale and medium enterprises you need some adequate and constant electricity. Nigeria cannot celebrate an hour of constant electricity power supply because of lack of insufficient kilowatt generated from the transmission power plant and lack of proper quality management, wrong selection of job description and lack of right expertise as man power. Nigeria is a nation that seems things should be working profitably and productively, but nothing is working the way it should. Everybody is trying to live a standard as it pleases the creator. This has cause a lot of people to dangle into negative achievement in life for a means for survival, which has changed the mind-set of the people about the development of the nation.

In a nut shell, some major problems facing Nigeria as a nation include: agriculture, economic/political power, electrical power, education, transportation, unemployment and insecurity. Others are tourism, health, industrialization and productivity; resource management and actualization for mineral resource by-products, human capital, resource capital and financial management (capital formation). These problems have caused a lot of loop holes and gaps to bridge for the government and the people. Due to the gap, the environment is not conducive for economic operation and standard of living falling. Due to the corruption challenges in Nigeria which is traceable to the major Nigeria's problem has now becomes an operating system in the nation. The effect of the system had affected the mind-set of the people and has reduced the productivity rate of the nation. Individual poverty has affected the mind-set of the people in the nation and the mind-set of the people is promoting the poverty level of the nation too. People's daily needs in Nigeria include:

1. Shelter (accommodation)
2. Feeding
3. Transportation
4. Work (place of assignment in life)

5. Education (orientation/knowledge)
6. Exploit (financial control): ability to implement their ideas
7. Security
8. Electric power
9. Pleasure: ability to pay for their needs and get what they paid for
10. Health
11. Conducive environment - government policies

It is not all about the amount of money paid to an individual but what the money can buy; the value the money entails. The value of money in any nation depends on their productivity and how they are able to manage their resources and develop them by refining their resources and molding the by-products for others production. Recycling can help a lot in resource management and the use of by-products. Inability to meet the above highlighted man's major needs per day can lead to avoidable and premature death.

Where there is no electric power, a lot of small scale and medium enterprises can grow not alone to break even, especially in the jet age of information technology, which will finally lead to frustration. Where there is no room for small scale and medium enterprises to grow the problem of unemployment will increase, insecurity will also increase and there will be no production and the resources will be wasted. All these challenges will definitely depreciate the economy and development of the nation. When all these are not in check, the nation is bound to experience economy deformity or irregularity. Irregularity of an economy can be traced to the leadership of that nation and the mind-set of the people. A nation like Nigeria blessed with different mineral and human resources but striving to survive and their money value depreciates per day (Solomon-Whyte, 2010). But nations with one source of resources or endowment are ruling over nations with various forms of sources (Solomon-Whyte, 2010). The question is why, is it as a result of?

- a. Individualistic pursuit of personal interest often called self-gratification, which can be traceable to poor leadership quality.
- b. Poor management where there is lack of proper understanding of the system. There is difference between proper management, poverty management and selfish management.
- c. Faulty system where it is not conducive for development especially in the area of small scale and medium businesses.
- d. The mind-set of the people
- e. Lack of knowledge and understanding of the system

A lot of Nigerians are operating with poverty mentality which is a result of the environment and past experience allotted to the mind. In 2009, Nigeria generated \$45.43 billions on export goods (World Bank, 2011). This

indicates that Nigeria is rich in monetary wise but a lot are very poor that they cannot put quality meal on their table with their earning salary. Monetary circulation will play a major role, to have a successful monetary circulation; the nation should embark on developmental project with proper inspection and monitoring. Money is meant to spend but instead of spending it is wise to invest money. Carry out developmental projects is investing the nation money in the life of the generation on born. Money kept in bank devalues per second and if not properly look unto, it will be stolen by someone smarter without proper account. A lot of time we open a lot of people to fund abasement but if the nation is always embarking on developmental project before the revenue shows, where to invest the money already exists. You don't think when you make nor have money but you think more when you have no money. The easiest way to develop a nation is to:

1. Educate the people (communication)
2. Projects executions (developmental projects)
3. Productivity and skills development
4. Fund management
5. Environmental management

National development is determined by the nation productivity and developmental projects. The nation productivity rates help the nation in the area of monetary circulation, employment, security and increase in money value. The solution to monetary circulation is for the nation to embark on developmental projects. Projects create productive assets. Since projects convert resources that lie idle into productive assets, project act as prime movers of economic development of any country. In the process of creating productivity assets, projects optimize the process of resource allocation.

For any nation to experience national development there is a need to relate economic development with projects as a means of productivity for the nation. The wealth of a nation lies in their division of labour and her productivity rate. When a system is created to control the national resources through the help of proper management, it will enhance improvement and productivity of that nation. With quality productivity, export of goods and services as solution provider will be inevitable; this will definitely increase the GDP of the nation. The standard or wealth of every nation is measured by their productivity. For our nation to experience economic development there is a need to increase our productivity rate and to increase our productivity rate we have to change our mind-set concerning work style and man power. Productivity is not measured by output but the relevant of output from input. To be productive, project manager has a vital role to play.

One of the primary responsibilities of a manager is to achieve productive use of organization's resources. Productivity is an index that measures outputs (goods and services) relative to the inputs (labour, materials, energy, capital and other resources) used to produce them. The concept of production and productivity are totally different. Production refers to absolute output whereas productivity is a relative term where the outputs are always expressed in term of inputs. Increase in production may or may not be an indicator of increase in productivity. If the production is increased for the same input then there is an increase in productivity. Productivity can be increased:

- a. When production is increased without increase in input
- b. The same production with decrease in input
- c. The rate of increase in output is more compared to rate of increase in input

b. Economic Development/Growth

Economic development implies more, particularly improvements in health, education and other aspects of human welfare. Countries that increase their Income but do not also raise life expectancy, reduce infant mortality, and increase literacy rates are missing out of some important aspects of development. The economic development of a country is defined as the development of the economic wealth of the country. Economic development is aimed at the overall well-being of the citizens of a country, as they are the ultimate beneficiaries of the development of the economy of their country.

Is a normative concept, it applies in the context of people's sense of morality (right and wrong, good and bad). The definition of economic development given by (Morgen and Routledge, 2003) is an increase in living standard, improvement in self-esteem needs and freedom from oppression as well as a greater choice. The most accurate method of measuring development is the Human Development Index (Barnes, 2007) which takes into account the literacy rates and life expectancy which affects productivity and could lead to economic growth. It also leads to the creation of more opportunities in the sectors of education, healthcare, employment and the conservation of the environment. It implies an increase in the per capita income of every citizen. Economic growth on the other hand, is a narrower concept than economic development (Marsh, 2007). It is the increase in the value of goods and services produced by every sector of the economy.

It is usually expressed in terms of the gross domestic product or GDP of the country. Whereas, economic development is more of a vague measure usually incorporating social measures such as literacy rates or life expectancy as a means of measuring a country's level of development. It is an increase in a country's real level of national output which can be caused by an increase in

the quality of resources (by education etc.), increase in the quantity of resources and improvements in technology or in another way an increase in the value of goods and services produced by every sector of the economy. Economic Growth can be measured by an increase in a country's GDP (gross domestic product) (Marsh, 2007). Economic Growth does not take into account the size of the informal economy. The informal economy is also known as the black economy which is unrecorded economic activity.

Development alleviates people from low standards of living into proper employment with suitable shelter. Economic growth does not take into account the depletion of natural resources which might lead to pollution, congestion and disease. Development, however, is concerned with sustainability which means meeting the needs of the present without compromising future needs. These environmental effects are becoming more of a problem for governments now that the pressure has increased on them due to global warming. Economic growth is a necessity but not sufficient condition of economic development (Marsh, 2007).

CONCLUSION

Collectively, project leadership and project "managership" may be referred to as project "stewardship". To be a steward is to hold something in trust for another. Thus, project stewardship is a willingness to be accountable for the well-being of the project organization while placing service towards the goals of the project above self-interest. It entails holding accountability for your people without exacting harsh compliance from them. In the planning phases, "managership", has its limitations, while leadership overcomes these limitations. In the producing phases, leadership per se also has its limitations, and "managership" is more appropriate.

A Project manager in an organization has just as much responsibility and accountability to be a great leader. Both the CEO and the Project Manager are responsible for creating an organized and humane environment for employees to work within, and creating a quality end product or service. CEO's are responsible for leading their entire organization and as a figure head, they represent the ultimate quality of the work their employees produce and provide. Although a project manager is not leading on a macro level, they are responsible for leading their team members and as the figure head of the team; they represent the quality of the work that the team produces. Project leadership means there is a technical approach to what you want to manage to achieve a desire goal which is called project management.

Project managers usually have the additional challenge of having to lead a team who do not necessarily report directly to them. This means that the project manager must be better leader to be able to motivate and guide the team. For a project to be of a high quality, the leadership must be of a high quality. Project managers as leaders must be able to demonstrate their concern for quality in the details of the work and in the details of each person performing the tasks. Excellence and quality must be integrated to every task and every person involved on a project. Project managers who are great leaders know how to keep the team focused on the quality of the tasks by staying on top of the details and communicating the importance of each team member's role. A leader's quality is not enough to transform a nation like Nigeria with diverse human and natural resources. Therefore, there is need for project leadership quality. Leadership quality if well-harnessed will lead the nation to her promised land while project leadership will transform the nation.

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