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THE PRIVATIZATION OF PUBLIC COMPANIES IN NIGERIA

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THE PRIVATISATION OF PUBLIC COMPANIES IN NIGERIA

"If efficiency is narrowly interpreted in terms of profitability, cost saving, consumer satisfaction and the like, do we expect all enterprises to be amenable to such performance criteria? Certainly not. The operative question therefore is: what proportion of the means of production and distribution should be held by the state and what proportion should be held by private individuals?"... (Page 7).

JOB SATISFACTION AND SKILL UTILIZATION IN RESEARCH INSTITUTES

"The central objective of this study is to explore the extent to which Nigerian scientists and engineers are effectively utilised in, and satisfied with, their jobs. To achieve this aim, respondents were requested to report their experiences as they relate to intrinsic and extrinsic rewards of work".... (Page 14).

CONTEMPORARY CHALLENGES OF MANAGEMENT

"Another indicator of the lack of fit between management practice and the environment is the general organisational ineffectiveness in the country, particularly in the management of government-owned companies. Besides the ineffectiveness brought about by external or political interference with management functions in these organisations, there are other internal practices which contribute to such ineffectiveness".... (Page 30).

GUIDE TO MANAGEMENT REPORT WRITING

"Is it not relevant to ask if report-writing has a separate language of its own? Perhaps, the answer is no. It uses the medium understood and used by its commissioner and financier".... (Page 38).

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Editorial

ORIENTATING OUR YOUTHS TOWARDS SELF-EMPLOYMENT



In recent times and particularly with the upsurge of unemployment among our young graduates from various institutions covering primary to tertiary levels, the Nigerian Governments have adopted the idea of promoting self-employment. Nothing could be more realistic.

In order to follow this up, the Federal Government set up the National Directorate of Employment (NDE) with the responsibility of guiding the unemployed and creating a link between them and various agencies that can be of assistance to them. The various State Governments have since set up similar programmes to complement the Federal Government scheme. The Nigerian Bank for Commerce and Industry has arranged orientation programmes for this purpose. All these are commendable. They amount to taking the bull by the horn.

Quite normally, the gap between conception and actualization is always very wide and wild. Even though planning, forecasting and projections can reduce the gap, it has never been possible to have 100% realization of the original mental picture even in places where the *ceteris paribus* phrase can be described as a mere cliché. Consequently, it will be important for us to look at a few other management issues relating to this well-conceived programme.

First and foremost, we must realize that not all human beings gravitate towards self-reliance and independence. Some always want to live and die as dependants, apron-strings and parasites irres-

pective of favourable conditions and atmosphere for self-reliance. Invariably, we may discover that within the human rank and file, the instincts of security, fear of failure, uncertainty and survival tend to discourage majority of mankind from taking self-propelled risks. Government activities, therefore, must provide for this calibre of people.

This may be the reason why the orientation programmes are selective, if not discriminatory. Occasionally, we hear of 500 recommended for loan out of an attendance of 5,000. Is the percentage not a little too low to make any impact both in the short and in the long run? This aspect needs a little more monitoring.

The third issue is the management of the loan granted the successful ones.

We believe that it is more important to acquire management techniques before securing the loan, but not the loan before management acquisition. The man who has acquired management techniques can have information relating to business financial sources; whereas, the man who has the fund but not the management techniques can only well end up like the biblical prodigal son. It is, therefore, our advice here that the Directorate of Employment should endeavour to expose the beneficiaries to management courses before releasing their funds. Otherwise, the project would end up in the grave like most of the others we have seen in the last few years.

While it is beneficial to run short management courses before the loans are released, the beneficiaries

must be compelled to keep attending management training courses while on the job too. But probably, the long term approach to it is to suggest that Business Management as a subject be taught at all levels of our educational career. This would, of course, mean that any academic of drop-out must at least have heard of some management techniques in the primary and secondary schools. Our tertiary institutions should be compelled to teach Business Management as a General Studies course to all students.

Our tertiary institutions should also try to professionalize a lot of their courses in addition to increasing admission opportunities for professional courses.

In order for the aspirations of Government to be fulfilled in this job creating programme, three giant projects required greater attention than hitherto. The first is the Ajaokuta Steel Plant. The second are the two petrochemical projects in Kaduna and Ekpan in Bendel State. The third is the Iwopin Paper Mill. Publications in recent past point to the fact that Government is aware of this and that she is doing all that is possible within her SAPING resources to quicken the commissioning of these projects. Happily, the first phase of the petrochemicals will be opened on Wednesday 30th December, 1987. Congratulations to the Federal Military Government.

It is realistic to say that the impact of the programmes of the DFRI and the National Directorate of Employment will be fully felt when the products of the Ajaokuta Steel Plant and the petrochemical plants are being used locally by our would-be entrepreneurs.

Therefore, Management In Nigeria calls on Government to gear her efforts up a little more in the management of these projects because the success or otherwise of a project like the Self-Employment Scheme depends on the fulfilment of the objectives set for it.

PRIVATISATION OF PUBLIC COMPANIES IN NIGERIA

by
Uka Ezenwe

Being text of a public lecture delivered under the auspices of the Nigerian Institute of Management, Kaduna Branch, at Durbar Hotel, Kaduna, on July 16, 1987.

1. INTRODUCTION

WHAT is privatization? Privatization is most commonly defined as the transfer of government owned industries to the private sector implying that the predominant share in ownership of assets on transfer lies with private shareholders. Viewed against this backdrop, the phenomenon of privatization is not a new subject in economic literature.

After the 2nd World War, Britain, embarked on a deliberate policy of nationalisation of its basic industries with a view to enhancing efficient planning of the British economy and to guarantee an uninterrupted flow of essential goods and services to the populace. But with the transfer of fourteen large companies and many smaller ones employing a total of about 600,000 people from public to private hands over the past eight years, Britain is today in the lead for the privatization of public enterprises.¹ With 90% of its economy in private hands, the United States seems to be the most privatized economy in the world yet the process is not over. In recent times, privatisation has been extended to garbage collection, air traffic control

and the like. Many other countries across the globe (including Spain, Italy, Turkey, West Germany, Holland and Canada) are similarly involved in varying degrees in the process of privatization.

Here in Nigeria, the emergence of privatization as a major public policy issue is a recent phenomenon. Although the Onosode Commission (1982) and a study group set up by the 'Buhari Administration (1984) both recommended the privatisation of certain parastatals, the matter did not evoke much public debate until the Head of State, President Ibrahim Babangida, in his 1986 Budget Speech, categorically declared to pursue a policy of privatization. Be that as it may, observers see the current drive towards privatization as a panic measure borne out of our present economic predicament.

Generally, the thrust of the international debate on privatization has been on the presumed efficiency of the private vis-a-vis the public enterprises; and how the latter can be more responsive to market forces and signals. In developing countries in particular, it has been realised that inefficient companies are a drain on national treasuries and that they con-

tribute to these countries' enormous current debt problems. If efficiency is narrowly interpreted in terms of profitability, cost saving, consumer satisfaction and the like, do we expect all enterprises to be amenable to such performance criteria? Certainly not. The operative question therefore is: what proportion of the means of production and distribution should be held by the state and what proportion should be held by private individuals?

The aim of this paper is to address this all-important question and to show that in the Nigerian situation, the principle of selective privatization seems inescapable provided vital public interests are not jeopardised. What follows looks at the origin and growth of the public sector participation. Section III briefly examines the virtues and defects of privatization while Section IV discusses the social costs of privatization, Section V considers the 'political economy issues whilst the last summarises the paper and makes some policy recommendations.

II. ORIGIN AND GROWTH OF STATE ENTERPRISES

PERHAPS, before we can meaningfully talk of privatizing public

companies, let us take a cursory look at their origin and growth. The history of state participation in business exists today not by choice but by patrimony. It was part of the colonial legacy bequeathed to us at independence. In keeping with the practice in their mother country, the British colonial administrators kept in the colonial public sectors, certain activities that were traditionally held by the British government.

This category of activities include the utility service industries; health, education, housing, water, electricity, ports, rail, air and sea transportation as well as the marketing of agricultural produce through marketing boards. In the wake of political independence, these state-owned services were automatically retained by the indigenous public sector.

Other businesses were those previously controlled by the more entrenched foreign private sector, which manifestly controlled the commanding heights of three of the main factors of production—namely: management, entrepreneurship and capital, a situation which was compounded by the fact that the distributive trade was also very largely in the hands of the foreign private sector.

After independence, it was felt that to allow the means of production and distribution to be controlled by the expatriate community will not only make nonsense of the newly acquired independence but would also subjugate the sovereignty of the country to neo-colonialism. Admittedly that the anomaly created by the latter category has largely been redressed by the indigenization measures of the 1970's, it nevertheless went a long way to enlarging the participatory and regulatory roles of the public sector.

Furthermore, post-independence governments, buttressed by the upsurge of the oil wealth, wanted to jet-propel the tempo of economic development, by playing a catalytic role in strategic sectors where the

indigenous private sector was still too nascent and weak to take the initiative. This was the rationale for the public sector to make significant inroads into iron and steel development, petroleum refining, petrochemical industries, *et cetera*.

There was also the thinking of influential public officers that certain businesses were easy money spinners in the hands of the private sector.² It was, therefore, felt that a thrust into that area of business activity could expand the revenue generating base of the public sector in the hope of operating and managing them as efficiently and as profitably as the private sector was doing. This assumption gave rise to public sector ventures in such industries as textiles, cement, fishing and shrimping, breweries, hotels, newspapers and others. But once the public sector was there, it was soon discovered that the parameters which accounted for private sector successes in them were not present in the public sector.

Causes of Failure of State Enterprises

There is no *prima facie* evidence, as we shall soon show, why the private sector must necessarily be more efficient than the public sector in running business enterprises. But, measured by all known financial and economic criteria, public enterprises in Africa are inefficient. In Nigeria, a research into 150 public companies and corporations as at the end of 1983 showed that the return on government's ₦12.211 billion investment was only 1%. This included dividends, bonus issues, loan repayments and interest payments. Even then, this 1% was contributed by only a handful of the companies like NNPC and some banks.³

Several reasons can be adduced to explain this unhappy state of affairs but only the more important ones are highlighted. Firstly, there is the problem of over-supervision of parastatals by the supervising minis-

tries. The inability of government ministries to allow enough freedom of action to the parastatals stifles management initiative and increases unnecessary bureaucratization of operations—all resulting in poor performance.

Secondly, the injection of subjective criteria in appointments meant that chief executives and principal functionaries of parastatals were appointed not because of their proven or provable abilities to deliver the goods but simply for reasons of nepotism dressed up in the guise of the federal character. This relegated the factor of accountability to the background; thus undermining the hiring and firing equation in the management of public institutions. The result is that the managers of parastatals became complacent and inert. For the same reasons, the board members of government industrial establishments failed to accord due emphasis to economic considerations in the decision-making process.

Thirdly, there is the question of political interference. Our experience has shown that government participation in business provides a fertile ground for political meddling, corruption in management decisions, recruitment, promotion, retention of redundant staff, prostitution of disciplinary procedures by ethnocentric considerations, award and inflation of frivolous contracts, appointment of board members and employees lacking in relevant knowledge and experience. These are all factors which erode the efficiency, effectiveness and productivity of public business enterprises. Appointments to boards are made to repay political debts; to provide sanctuaries for defeated politicians and disgruntled colleagues; to appease prematurely retired but not tired army officers; to take care of old cronies; build up intra-political support or achieve a host of non-business objectives; all of which place severe strains on national

budgets.

The aggregate effect of these weaknesses has led many to advocate the privatization of a large part of public sector enterprises. When the oil sector churned out enough revenue to underwrite these weaknesses, the urge to redress them was less. However, in the face of current declining revenues, foreign exchange shortages and neck-breaking debt servicing and amortisation commitments, which have compelled government to look for expenditures to cut and revenues to raise, the henpecking of inefficient public companies is considered economically indefensible.

III. VIRTUES AND DEFECTS OF PRIVATIZATION

THE virtues or defects of privatization in whatever form are to be found in the eye of the beholder, and economists have no expertise in ranking the "utility functions" of different interest groups. However, economists can offer some insight into the main economic issues around which public debate on privatization revolves—economic efficiency and equity.

A Priori, there is no conclusive theoretical evidence to believe that private concerns are necessarily more efficient than public services. Recent studies (Kay and Silberston (1984), Williamson (1984), Sharpe (1984) and others)⁴ have shown that where the government's primary objective is to benefit the consumer through increasing competitiveness (cum efficiency), privatization by itself would not necessarily achieve this aim. What is important—as noted earlier—is not the form of provision but the degree of competition the firm is subjected to and the absence of a regulatory environment that tends to create distortions.

The other thorny problem has to do with the question of equity. The equity argument pertains to the fact that privatization will create a distribution of goods and services that

closely reflects the market distribution of private income and wealth. In a country where the pattern of income distribution is already highly skewed, the generality of the people would regard this as unfair. Even so, public sector involvement in certain enterprises, such as breweries, food and beverages, is equally questionable.

The question to address here, therefore, is the extent of state involvement in economic activities. This is essentially an ideological issue which we shall return to shortly. It is sufficient to say now that a mutually self-supporting mixture would be the logical answer in a mixed economy. Economic activities should be shared between the state and the private sector in such a way as to ensure a reasonable vertical and horizontal balance in production and consumption. In other words, capital-intensive utility services, infrastructural activities, strategic and sensitive industries should be held by the state while the other activities will be left to the realm of the private sector under surveillance.

Privatisation Options

In the Structural Adjustment Programme (SAP), the Federal Government of Nigeria classified privatisable enterprises into four broad categories for subsequent action. Based on this classification, they would either be:

- (a) fully privatized,
- (b) partially privatized,
- (c) fully commercialized, and
- (d) partially commercialized

Enterprises which function in a fully commercial manner will be fully privatized implying outright sale to the private sector. In this case, the share capital of the business⁵ is evaluated and the shares are offered for sale to the public. Usually, a small part of the shares is offered as bonus shares to the workers with the right to buy more, if they choose and have the money. In certain cases, an active union may

prefer to buy over small enterprises rather than seeing them go to new owners. For instance, Britain sold its National Freight Company and its Redhead Ship Repair Yard to the workers.

The second category of parastatals will be partially privatized by the sale of part of the government equity holding and the requirement that they operate as private companies without further government subvention. Their financial structure, of course, will permit them to raise capital. A leasing arrangement would be the proper approach for dealing with a partially privatized industry. Under this, management companies would be invited to lease the entire outfit with a view to refurbishing the business. Jamaica used the leasing arrangement to reactivate its money-losing nationalised hotels. The leasing arrangement, however, is more applicable to service industries than commodity producing ones.

The third group of public companies will be fully commercialised, enjoying independent status without government support. Management contracts have often proved successful in running state-owned enterprises. Here the government hires a management contractor to which it transfers completely the operation and management of the business while retaining the ownership of the company. The management company is usually given a specified period to retain local managers and to make the service efficient or profitable. This is a very effective way of dealing with the provision of essential services in the public sector. Nigeria had done this on two occasions with the Nigerian Railways and the Nigeria Airways to an Indian Company and KLM respectively. Consider that, in the Dominican Republic, drinking water is supplied to the city of Santo Domingo by ten private companies. Santiago, in Chile has obtained all its water and sewage services from a

private company since 1943. In Ivory Coast, a jointly owned company has been responsible for supplying water throughout the country since 1973; and the Ivorian water supply is reputed to maintain one of the highest standards in West Africa.

The last category of enterprises are those to be partially commercialised; and they will continue to get government assistance. The contracting out method can also work in this case except that market forces will not freely determine the company's operations as the business is only partially insulated from government interference.

In recent years, the privatization experiment has unquestionably worked for several countries at a comparable stage of development with Nigeria. Between 1974 and 1976, Chile privatized 20 banks and 300 companies. Kenya has set-up a Divestiture Committee to organise the privatization of its inefficient and corrupt public parastatals; and only sometime ago, the Liberian Government announced her intention to sell the Liberian Petroleum Refining Company.

Within the last two years, Brazil has privatized 20 companies, merged 27 others and is planning to surrender 42 more to private firms. In February 1985, the Mexican government decided to liquidate, dissolve, merge, transfer or sell 236 state owned companies and agencies within a period of one year. For reasons of logistics, it has so far disposed of only 44 companies. Even the socialist economy of Bangladesh has been transformed in the last ten years into a mixed economy that is increasingly relying on the private sector and market forces. In one single year, 32 jute mills and 20 textile mills were privatized.⁵ Thus, a good case can be made for limited selective privatization in Nigeria, if only to redeem the capital which has gone into our numerous

uncompleted public projects scattered all over the country.

IV SOCIAL COSTS OF PRIVATIZATION

ANY economic policy measure has its costs and benefits and privatization is not an exception. The question is whether the benefits outweigh the costs or vice versa. This, of course, will largely depend on the execution of the policy.

On 2nd April, 1986 the then Chief of General Staff, Commodore Ebitu Ukiwe in his press briefing had this to say:

In pursuance of the administration's privatization policy, the two dairy companies—the Nigerian Dairy Company and the Mandara Daines—have been advertised for sale to private interest. The Nigerian Food company and the Bauchi Abattoir will soon be advertised for sale through competitive bidding. The National Livestock Production and the Nigerian Ranches Companies have been wound-up. It is expected that by the end of April, 1986 all agricultural companies affected will have been sold in accordance with government decision.

This statement raises questions as to how the businesses sold have been valued, who bought them and where they have been wound-up, under what laws have they been wound-up? Were the enterprises valued in such a way as to maximise the proceeds accruing to the government or it was just sold, got what little it could and may be found money from other sources to settle the liabilities of the concerns.

Who should own the privatized assets? In his 1986 Budget Speech, the President, General Ibrahim Babangida said that "care will be taken to avoid the divested holdings from being concentrated in the hands of few individuals or few areas of the country". More recently, the Head of State insisted that special encouragement and preference would be given "to groups and institutions like the trade

unions, universities, youth organisations, women societies, local governments and state investment companies".

What form this encouragement would take however is yet to be stated. If the sales methods adopted so far is anything to go by, there is cause for concern. Indeed, there is a genuine fear that the influence of power brokers, interest groups and other political considerations will prostitute the exercise by replacing public monopoly with private monopolies. This will worsen our already skewed income distribution and possibly heighten class consciousness and tension.

Aside from the risk of widening the inequality of income, outright sales and liquidations have inherent social and political problems. Except where unions buy up the enterprises (which may be difficult in the Nigerian setting), workers in privatised companies are likely to suffer certain disadvantages. Most of them are unlikely to have enough money to buy substantial share. Their fringe benefits could be reduced and, more importantly, their job securities might be at stake.

Furthermore, the government should not take for granted the continued existence and operation of the privatized ventures at their present locations but this should be made a condition for sale, especially where the production of key commodities or services is involved.

Privatisation or commercialisation can also contribute to price hikes—a case in point being the removal of subsidy from petroleum and its consequent impact on the general level of prices. All told, privatization entails costs to society in terms of widening income gap, loss of jobs, increasing inflation and limited ability of the public sector to influence supplies.

V POLITICO-ECONOMIC POLICY ISSUES

PRIVATIZATION is a sensitive subject which touches on a

number of politico-economic issues. First, there is the question of ideology. Opponents of privatization argue that if the policy of privatization is "executed thoroughly, the Nigerian state will most certainly cease to control most major sectors of the economy", a situation which may call for the modification of section 156 of the 1979 Constitution which says that the "state shall control the national economy..." The Federal Government's guidelines for Privatization divided the enterprises into two main groups. These are:

- (i) those commercially oriented enterprises in which government intends to divest wholly, i.e. agricultural production companies, hotels, food beverages, breweries, distilleries, distribution, electrical and electronic appliances, and all non-strategic industries;
- (ii) those in which it will only reduce the volumes of its holdings without losing control, i.e. banks, insurance companies and other financial enterprises.

Such a thorough-going privatization would not only lead to the over-concentration of income and wealth in a few hands but would also inevitably lead—in the face of shortage of Nigerian buyers—to the invitation of foreign investors and non-Nigerian local buyers. Such a development would surely wipe out the gains of the 1970's in economic nationalism and self-reliance" and would therefore be politically suicidal.

It was against this sombre background that the Political Bureau recommended that the "government should stop the policy of privatization" but the government rejected this recommendation in section 68 of its white Paper on the Political Bureau's report.

Second, with deep economic recession, crippling debt burden and some degree of political uncertainties, the timing for selling

off a very large number of public enterprises is hardly right. The ordinary Nigerians who might be interested in acquiring the equity in the companies to be privatized invariably do not have the money while the rich few who have the money will constitute a buyers' market for the government.

Third, one of the most modern devices for ensuring industrial harmony is the involvement of workers in the management technique. And this will necessarily require legislative provisions as in Germany, Sweden, France, West Slovakia where it is already in operation.

Finally, in geo-political terms, privatization, if not carefully handled, can further aggravate our present unsatisfactory distribution of politico-economic power and influence both ethnically, geographically and socially.

VI SUMMARY AND RECOMMENDATIONS

What emerges from the foregoing analysis is that privatization is a complex subject requiring a comprehensive study of its implications and concerted planning before implementation. Privatization by itself is not a panacea for the Nigerian economic structural problems because the private sector on which we shall now heavily rely has its own weaknesses. It is, therefore, my considered opinion that the logic of the present Nigerian situation calls for a limited but selective privatization to be pursued only when conditions are favourable and where vital public interests will not be jeopardised. Although a good case exists for the commercialisation of non-strategic industries, massive privatization exercise at this time is ill-advised.

In other terms, privatization and commercialisation as a policy measure, according to the Buhari regime, "should be a (selective) gradual process and each case

should be considered on its merits and carefully worked out before implementation".

Recommendations

Accordingly, I would like to make the following policy recommendations aimed at minimising the backlash effects of privatization.

1. The assets to be privatized must be properly valued even when the intention is to sell by public auction. The buyer must have an idea of how much he should reasonably pay while the seller must know what he expects to realise from the sale.
2. The number of public enterprises listed for divestiture in the Federal Government's Guidelines for Privatization are too many and cannot be easily disposed of in the next few years. This list must be re-examined with a view to dropping some of the parastatals, like the agricultural production companies and electrical and electronic appliances.
3. Shares, by whatever method sold, should be equitably distributed. There must be a definite ceiling as to the number of shares any individual or organisation can buy.
4. To accommodate poorer members of the society, the payment for acquired shares can be spread over a period of five to ten years, requiring a down payment of not more than 20%.
5. In order to preserve the gains of indigenization of the 1970's and to avoid a repetition of the East African experience, non-Nigerians within and outside Nigeria should not be allowed to buy shares.
6. The current privatization exercise provides a unique opportunity to formulate a legislative framework for the introduction of workers' parti-

icipation in running industrial organisations. This should be seriously considered in the interest of future industrial peace.

7. The execution of the privatization policy so far has been shrouded in secrecy to some extent. This must stop. Nigerians are entitled to know how companies built and maintained with their tax money are being sold. Every aspect of the exercise should be made public.
8. The regulatory role of the state in privatized enterprises must be flexible enough to encourage efficiency, competition and financial discipline. Finally, the success of a

judicious mixture of selective privatization and commercialization which I recommend here requires a very efficient and honest administration.

ENDNOTES

1. Uka Ezenwe, "Nigeria and Adjustment to External Shocks in the late 1980's, paper prepared for NISER. Ibadan, July, 1987.
2. See C. O. Ibie, "Restructuring the Nigerian Economy: The Place of Privatization", a paper presented at the

3. National Seminar on Privatization organized by the Securities and Exchange Commission, Central Hotel, Kano, 1986.
3. Arthur C. I. Mbanefo, "Capital Restructuring for Successful Privatization", a paper read at the Seminar mentioned in 2 (above).
4. Uka Ezenwe, *op. cit.*
5. C. O. Ibie, *op. cit.*
6. Adeyemo Aderinto, "Privatization and the Nigerian Worker" a Seminar paper presented at 2 (above).

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Publisher: Gower Publishing Company Ltd., Aldershot, U.K.

Date: 1987

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Title: *Sentinels remain silent*

Author: Michael Abiodun

Pages: 157

Date: 1987

Publisher: West African Book Publishers

Reviewer: Dele Osundahunsi

THIS book is the autobiography of an unsung man, Michael Abiodun, who has played a prominent role in the management of labour unionism in Nigeria. 72-year old Michael was born of a Sierra Leonean father, Allen, on 22nd of March, 1915, a period packed with amalgamation of the north and the south as well as the 1916-1919 1st World War. He attended CMS Grammar School, Lagos and Kings College, Lagos finishing in 1932. He remembers names like H. O. Davies, Sir Samuel Manuwa, S. O. Adebo and Oba Oyekan as contemporaries. He started work in 1933 with the UAC and got married in 1941 but lost the wife after a baby in 1944. He attended London School of Economics from 1944 to 1946 and on his return remarried in 1948.

Most of his working career covering 1937 and above, was with the Labour Office now Ministry of Labour, Youth and Employment. He worked in Lagos, Aba, Benin, Ibadan until he retired voluntarily in 1961 but never was a Permanent Secretary. He later joined the Personnel Department of Mobil Oil.

He has served on many national committees, the most notable being the Adebo Commission (1970/71). He was also the first Administrator of Trade Union Affairs (1976-78) under whom all trade unions got married into Nigerian Labour Congress (NLC).

The book makes a very interesting reading, very well arranged and places a lot of emphasis on the author's role in the development of trade unionism. The picture display that of a photogenic man who has the unique blessing of a baby face.

The 157-page autobiography is recommended to others who are interested in writing autobiographies as well as to literary historians who teach the art of writing autobiographies under creative writing in our universities.

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(Continued on page

JOB SATISFACTION AND SKILL UTILIZATION IN RESEARCH INSTITUTES

By

Chikwendu Christian Ukaegbu

INTRODUCTION

THE importance of technological development in the overall development endeavour of Third World nations is not in doubt as the impact of technology is felt in industry, agriculture and in the provision of such social services and amenities as education, communication, healthcare, water, electricity, et cetera. Consequently, nations the world over make deliberate efforts and plans to achieve advances in science and technology.

A major strategy adopted by many countries is for government and private agencies to establish research institutes specialising in various areas of science and technology to conduct research related to national needs. Another avenue is for government and other organizations to invest in, and make use of the research results from universities. Another instrument still is industrial research and development in which industries strive to reform and revolutionize production through the application of the results of scientific research internally conducted by individual organizations or groups of organizations.

In the case of Nigeria, industrial research and development is insignificant,

or in fact presently non-existent particularly because of the import-substitution structure of industries predicated on a history of dependence. Hence the technology of production in the modern sector is imported from advanced countries where R & D activities are concentrated. However, in recognition of the importance of scientific research to national development, successive Nigerian governments have invested in the establishment and operation of scientific research institutes. Government investment is evidenced from the fact that 93% of the 600 million naira allocated to the Ministry of Science and Technology in the Fourth National Development Plan went to research institutes (Okolo, forthcoming). The purpose of this sizeable allocation to research organizations, according to Okolo is to

- (a) improve existing facilities or provide adequate infrastructure where lacking;
- (b) scout around for, and engage qualified personnel, and
- (c) commercialise projects which have gone beyond their pilot stages.

But research institutes filled with buildings and sophisticated equipment will not yield any national profit

without a highly motivated work force. Therefore, in order to project the capability of such institutes to fulfil the roles expected of them, it is important to examine the activities, feelings and experiences of individuals who work in them. In fact, the observations of some analysts of scientific and technological practice in Nigeria seem to support the view that massive physical infrastructure without a highly motivated work force will achieve limited success.

For instance, in his study of the implantation of science in Nigeria, Eiseimon (1979) found that developments in scientific infrastructure had not led to increase in scientific activity. In Ezekwe's (1977) own view, Nigerian engineers have not lived up to the societal challenges confronting them. And for Schweitzer and Bergh (1979), Nigerian scientists and engineers may not be effectively utilized in the economy because their working conditions are un motivating. Added to the above is Ukaegbu (1985a) who found a discrepancy between the content/level of education and the tasks performed by Nigerian scientists and engineers employed in various sectors of society. This discrepancy, Ukaegbu (1982; 1985a) maintains, arises from politic-

economic, organizational infrastructural and societal value-system factors.

In recent times, and owing to the economic problems confronting Nigeria of the 1980s, governments and many members of society have intensified their call on research institutes to rise to the challenges of the country's desire for technological development. On their part, and in recent times too, Nigerian research institutes have been vocal in their invitation to indigenous and foreign entrepreneurs doing business in Nigeria to make use of their research results and innovations for production. This call takes the form of periodic meetings between research institutes and businessmen, advertisements and exhibitions of innovations by research institutes. The June 1986 exhibition of local technological innovations sponsored by the Federal Ministry of Information is an appropriate example.

In specific terms, and borrowing from Okolo (forthcoming), Nigerian research institutes have made note-worthy achievements in beer brewing and palmwine technology, brick and ceramics products, electrical and solar energy utilisation devices, seed improvement, pesticide and vaccine development, to mention a few.

In spite of the above achievements in industrial and agricultural innovations, some observers hold that a lot more is expected of research institutes. Criticisms levelled against research institutes include isolation from the realities of production and society, ivory tower mentality, and more often, they are described as a chain of organizations filled with the usual bureaucratic bottlenecks of the Nigerian civil service.

This criticism is consistent with some scholars' (Hill, 1977; Herrera, 1972; Lomnitz, 1979; Moravcsik, 1977) contention that effective scientific research activity in develop-

ping countries tends to be hampered by politico-economic, organizational and cultural bottlenecks. From the foregoing, it can be stated that a lot has been said about Nigerian research institutes. However, few if any of these contributions have concentrated on an empirical analysis of organization and management of scientific research using employees of Nigerian research institutes. That is the focus of the rest of this paper. However, in order to enhance the efficiency of our analysis, it is necessary to first summarize the study design.

THE STUDY SETTING

THIS paper is a continuation of the highlights of a study on the Nigerian scientists and engineers conducted in 1980. A total of (forty) 40 work organisations from 7 sectors in 5 states of Nigeria (Anambra, Imo, Kaduna, Rivers and Lagos) participated in the study. The 7 sectors are government ministry, government research institute, university, government-owned industry, multinational corporation and the non-industrial parastatal sector. Although research institutes, at the time of this study were, and still are, under ministries the uniqueness of their tasks vis-a-vis other ministries prompted their categorization as a separate sector. The total samples from all the sectors were 266 scientists and engineers out of which research institutes provided 45 respondents. The educational qualifications of the respondents ranged from diploma certificate through bachelor's and master's degrees to doctorates.

Although there are about 23 research institutes in Nigeria, 4 major institutes in the participating states were used. The 4 research institutes are also among the most influential in the country, some in terms of age, and others in terms of the visibility of their productivity as well as their strategic positions in the agricultural and industrial develop-

ment of Nigeria. Social research ethics demand confidentiality of the participating organizations. But it is my belief that the interpretation of our data will be better appreciated if the names of respective organizations are used. This will particularly help management in individual research institutes to know how their employees feel about their jobs, and thereby enable the former to seek ways of improving or maintaining work motivation, and consequently, the effective utilization of this important category of human resource.

The research institutes are, Projects Development Institute (PRODA) Enugu; the Nigerian Institute for Trypanosomiasis Research, Kaduna, (NITR), Federal Institute of Industrial Research, Oshodi, (FIIRO), and National Root Crops Research Institute, Umudike (NRCRI).

For methodological reasons, particularly to maintain some degree of homogeneity, it is not possible to separately analyse data from the Institute of Agricultural Research (I.A.R.) Zaria because of its strong affiliation with Ahmadu Bello University, an affiliation which tends to affect the task structure of the institute in significant ways. For instance, some research scientists and engineers in the institute (I.A.R.) teach in academic departments of Ahmadu Bello University. This seems to have obvious implications for their job scope, job pressure and consequently, work experience.

As stated earlier, the central objective of this study is to explore the extent to which Nigerian scientists and engineers are effectively utilised in, and satisfied with their jobs. To achieve this aim, respondents were requested to report their experiences as they related to intrinsic and extrinsic rewards of work. The intrinsic rewards include the degree of respondent's satisfaction with his use of his skills and training, job challenge, opportunity to be

creative and professional autonomy. For the extrinsic dimension, respondent's, satisfaction with salary, promotion and prestige accruing from his job were considered.

FINDINGS AND ANALYSIS

Work Experiences of Research Institute Scientists and Engineers in Relation to their Counterpart in other Sectors.

The use of skill/training, job challenge, creativity, professional autonomy as well as the extrinsic rewards experienced by Nigerian scientists and engineers are generally very low. The data in Table I substantiate this contention and the experience of scientists and engineers in research institutes is of particular interest here. Only 17% of respondents in that sector express high satisfaction with the opportunity to be creative afforded by their work. Considering the enormity of national problems which require technological solution, the 17%, 46% and 30% perceived creativity, use of skill and job challenge respectively are inadequate.

Although no organization run by mortals can record 100% utilization of employee capabilities (Hirsch et al, 1958), the perceived intrinsic content of the tasks of scientists and engineers in the research institutes under study falls below expectation.

It is the societal expectation that Nigerian scientists and engineers discover natural phenomena, invest devices and contribute to the nation's desire for a strong and stable industrial base. But if the low levels of job challenge, use of skill, and creativity indicated in Table I represent considerable reality, the possibility that research institutes will meet these societal expectations becomes doubtful.

Low intrinsic content of work may be traced to several factors. Individuals may perform tasks which are below their training and career expectations, as in the case of a

TABLE I
Respondents Expressing High Satisfaction with Intrinsic and Extrinsic rewards by Sector of Employment

Intrinsic Rewards	SECTOR OF EMPLOYMENT							
	Ministry	University	Govt. Research Institutes	Govt. Industry Corp	Multi-National Company	Indigenous Parastatal	Non-Industrial	
Use of Skills and Training	27%	47%	46%	42%	17%	79%	11%	
Job Challenge Opportunity to be Creative	25%	35%	30%	42%	44%	57%	17%	
Professional Autonomy	10%	31%	17%	13%	12%	43%	18%	
Job Security	13%	36%	30%	17%	11%	43%	0%	
Salary	61%	78%	63%	57%	54%	17%	33%	17%
Promotion	32%	29%	45%	33%	50%	33%	28%	28%
Prestige	26%	23%	17%	21%	23%	20%	6%	28%
Salary in Relation to cost of Living	8%	8%	5%	13%	27%	17%	20%	28%
	39%	37%	10%	33%	23%	20%		

research chemist (with a Ph.D) who summarised his experience this way:

"The work here is below what I expected. It is not academic. You are limited by scope and resources. Nowhere is the civil service type job exciting—dull, not very exciting".

"Order an equipment here, it takes from 9 months to a year to get. When you get it, the accessories may not be there. For example, a fairly sophisticated microscope ordered has not the accessories for the photo micrographs. Money is not there, equipment is not there, facilities are not there".

A professional who perceives his job this way demonstrates an obvious feeling of under-utilization, hence such a person may not be doing productive work. In other words, the creative energies, physical capabilities, motivation and sense of involvement of the individual are under-exploited. This line of thought is consistent with Hirsch et al (1958) who define efficient utilization of scientists as the performance of productive work for which the scientist has had unique training and experience.

Could the performance of less challenging tasks be the only reason for low intrinsic satisfaction and consequent perceived under-utilization of a research scientist/engineer? The following expression by another research scientist shows that inadequate or lack of operational facilities may also be a factor.

Apart from the above, many other respondents expressed dissatisfaction with basic infrastructural facilities such as water and electricity supply and scientific literature. There was also the problem of discontinuities in projects resulting from high staff turnover. The latter is a major index of employee frustration.

With regard to extrinsic reward, a high proportion (63%) of research institute scientists and engineers express high satisfaction with job security while a moderate proportion (45%) express high satisfaction with their salaries in relation to their organizational positions. Satisfaction with other indices of extrinsic rewards, such as promotion prospects, salary in relation to cost of living and prestige are very low. The high satisfaction with job security observed in Table I, is not surprising, because Nigerian research institutes are part of the civil service bureaucracy where occupational positions

are viewed as life-long careers. Consequently, job security is assured except where there is significant misconduct on the part of the employee.

On the other hand, the significant dissatisfaction with promotion prospects and job prestige tends to be supported by Diejomaoh (1979) who holds that prospects for higher salary, faster promotion and greater command of sources of power are low in scientific and technical professional positions in Nigeria

Put somewhat differently, scientific/technical professionals in Nigeria do not experience as much social recognition as their jobs and functions deserve. This contention is reflected in the words of a principal research officer in one research institute thus;

"In this society, once you have money, period. To see you as an innovator, you are wasting time. Society attaches much importance to money and not to your work".

It may be argued that the limited recognition experienced by Nigerian scientists and engineers is a result of their inability to prove their practical utility to society. After all, scientists and engineers in "Biafra" touched the soul of the population by putting their theoretical knowledge to practical uses.

However, while this argument has empirical validity, it is important to state that the struggle for survival in "biafra" was conducive for the technological breakthroughs and innovations which took place in that period. A desirable question for now is, what kind of condition can generate and nurture a conducive environment for technological self-reliance? Perhaps, the social and economic stress of the 1980's is an opportunity.

Returning to the data in Table 1, the disenchantment with promotion (17%) may not be unconnected with the promotion system of the civil service which heavily relies on

seniority than on employee performance and productivity. A scientist in one of the research institutes put it this way;

"Remuneration should be linked with productivity. But here, if there is a reason for you to rise wait until it is your turn (promotion by seniority). This dampens your enthusiasm because you decide to stay and wait for your turn whether or not you work".

It is surprising that a scientific research institute should rely more on seniority than on productivity as a reward system. This is because a more objective performance assessment is possible through publications, technical reports, inventions and innovations. In fact, many

are viewed as life-long careers. But do the scientists/engineers uniform experience under-utilization or are there variations across research institutes? That is the subject of the next section.

Job Satisfaction and Perceived Utilization:

Among the four research institutes, job satisfaction is highest among employees of Project Development Institute (PRODA) Enugu and Federal Institute of Industrial Research, Oshodi, (FIRO). On the other hand, perceived utilization of individual skills and capabilities was found to be highest among employees of the Nigerian Institute for Trypanosomiasis Research (NITR), Kaduna, followed by PRODA, with the two institutes showing no significant difference.

TABLE 2
Percent Satisfied with Job and perceived They are Effectively Utilized by Research Institutes

		RESEARCH INSTITUTES			
		FIIRO	NITR	NRCRI	PRODA
% Satisfied with Job		67% (6)	57% (6)	44% (4)	67% (10)
% Perceiving Effective Utilization		44%(4)	71%(5)	56%(5)	67%(10)

studies (Hill, 1970; Andrews & Farris, 1967; Pelz & Andrews, 1978) show that publication content, publication frequency, usefulness of ideas and innovations are conventional measures of performance in scientific research organizations or teams within organizations. Seniority as a major or sole index of employee assessment makes it impossible for the individual to relate his mobility to his achievements or productivity in the organization. From our analysis so far, it is implicit that scientists and engineers in the research institutes under consideration are under-utilized and dissatis-

A quick glance at Table 2 shows that the fluctuations between job satisfaction and perceived utilization found in other research institutes is not observed in PRODA. It, therefore, appears that there is a link between job satisfaction and perceived utilization among employees of that organization. In other words, whatever factors and policies designed for employee satisfaction could correspondingly induce utilization of skills and capabilities. And where those factors are lacking, the two job dimensions may simultaneously diminish.

The high perceived effective

utilization among NITR scientists deserve, some note. Qualitative (interviews) data show that scientists in that institute are conscious of the direct use made of the products of their research. NITR specialises in pesticide research, the products of which are used in the control of pests, particularly in agriculture. This tends to make employees feel they are making a contribution to society, hence they are likely to feel effectively utilized. That is, application of results of indigenous scientific research to local uses could increase employee motivation. This is of particular importance in this period when Nigeria's economic revitalization is a major national issue.

The low level of perceived effective utilization found in FIRO (44%) is surprising given that it is one of the highly visible research institutes in the country. Furthermore, the significant difference between job satisfaction and perceived utilization in that institute means that being happy with one's job does not necessarily mean that the individual is effectively utilized. In other words, the factors that bring job satisfaction to FIRO employees may be external to the content of their work. As example is one research officer whose main happiness is that he is well housed in a difficult and competitive town like Lagos where scarcity and high rent make living uncomfortable. The respondent said:

"I am comfortably housed by the institute which is good for a place like Lagos. It is one of the major factors keeping me here. It is a comfortable accommodation with little pay".

The reason for the low perceived effective utilization in FIRO is not clear except that my observation at the time of this study showed that many research scientists/engineers and their support staff were found to be constantly idle. Some attributed the stalemate to delays in the

release of the national budget through which funds for work would be made available.

Further in Table 2, job satisfaction is low (44%) in National Root Crops Research Institute (NRCRI), while perceived effective utilization is moderately low in the same institute. Interview and observational data show that by 1980 a major portion of scientific research infrastructure was only being installed in that organization. In fact many laboratory and office buildings had just been completed and had no equipment and furniture at the time. It is only logical to speculate that such infrastructural handicap could contribute to employee frustration and under-utilization.

When satisfaction with the intrinsic factors of work are compared across organizations (see Table 3), the overall low intrinsic content of work in research institutes observed in Table 1, is substantiated. However, even though satisfaction with the intrinsic factors of work are low in all the institutes, they are lower in some institutes than in others. The high degree of perceived effective utilization found

in NITR (See Table 2, 71%) is not reflected in the various intrinsic factors in Table 3. It is either that NITR scientists desire more challenge in the midst of their present high perceived effective utilization, or that the feeling of social desirability, that is the urge to create a positive impression, prompted many of them to report the high degree of effective utilization found earlier in Table 1.

Note the conspicuously low satisfaction with full day's work, job challenge, feedback and sense of fulfillment in FIRO in relation to other institutes. This tends to be a reflection of the low perceived effective utilization in the institute reported earlier. Several respondents attributed that to factors ranging from lack of equipment and funds, through inadequate governmental and societal encouragement to excessive bureaucracy and limited freedom to pursue one's own ideas. The complaint about excessive bureaucracy by many respondents supports Moravcsik (1977) who notes that one of the drawbacks of governmental research laboratories

TABLE 3
% Respondents Expressing High Satisfaction with Intrinsic
Content of Work by Research Institute

Intrinsic Content of Work	RESEARCH INSTITUTE			PRODA
	FIRO	NITR	NRCR	
Opportunity to Use Skills and Training	46% (5)	43% (3)	60% (5)	44% (7)
Satisfaction with Full day's work	9% (1)	17% (1)	40% (4)	40% (6)
Job Challenge	0% (0)	29% (2)	40% (4)	50% (8)
Chance to be Creative	9% (1)	0% (0)	30% (3)	25% (4)
Chance to Propose Own ideas	27% (3)	29% (2)	10% (1)	25% (4)
Independence to make decisions on task performed	18% (2)	17% (1)	20% (2)	44% (7)
Opportunity to apply results of your research	27% (3)	29% (2)	20% (2)	19% (3)
Feedback from top about your performance	9% (1)	14% (1)	10% (1)	13% (2)
Sense of fulfillment from your job	18% (2)	29% (2)	50% (5)	38% (6)

in less developed countries is that they are saddled with an extremely complicated bureaucratic system which is deadly for doing science. The present study was conducted when the former National Science and Technology Development Agency (NSTDA) was being replaced by the present Ministry of Science and Technology

Many research institutes' scientists and engineers were skeptical about the administrative responsiveness of the civil service and its effect on scientific practice. This skepticism was formally expressed by Anya (1982) who advised that Nigeria must not allow the heavy hand of bureaucracy to stifle creativity and ingenuity in research institutes and industrial research on public bureaucracy and scientific practice is therefore called for.

The low satisfaction with the autonomy to pursue individual ideas and procedures poses a dilemma. How much professional autonomy would one advocate in a setting primarily concerned with applied scientific research in a developing country? This question is important because the conventional notion is that Nigerian research institutes essentially engage in applied research, even though many a time they do pure research.

Most research institutes in Nigeria are presently under the government, and they operate in accordance with certain guidelines in relation to specified national need. Is it therefore economically and administratively pertinent to operate a *laissez-faire* research management strategy which typifies pure research as found in universities? Or should the choice of research topic and crucial decisions about research procedures be based on a set of well articulated guidelines and rational management and organization of research resources?

The history of science in Europe shows that earlier scientists enjoyed

a high degree of autonomy in the pursuit of their inquiries. They engaged in research mainly for the generation of knowledge, and in many cases, were sponsored by wealthy individuals. For Ziman (1982), European scientific research in the 17th century was almost entirely an amateur activity for a few well educated or intellectually curious enthusiasts, particularly of the upper and middle classes who found it a total source of leisure. In that circumstance, individual autonomy was at its peak.

But with expansions in scientific disciplines, sophistications in scientific knowledge, limitations in resources and the growing link between scientific knowledge and technological development, the bureaucratization of scientific activity became necessary. Consequently the autonomy of the research scientist reduced. Government research institutes. An in-depth research units are organizations in which predetermined objectives and concern for efficient resource management influence scientific research practice in the direction of more centralization of decisions and less professional autonomy.

In present Nigeria where financial and physical resources are very limited, emphasis on scientific research practice should not be placed on professional autonomy in the classical sense. *Instead emphasis should be on the vision, knowledge, effectiveness, dynamism, drive, commitment and efficiency of scientific research directors and managers.* In fact studies on scientific research management tend to show that since applied research tends to be broader in scope and more interdisciplinary, more reliance should be placed on team work than on individual autonomy.

Returning to the data in Table 3, the call (by Nigerian research institutes) on society to utilize the results of local research tends to be

verified. This is evidenced in the very low proportion of respondents who expressed high satisfaction with the opportunity to apply the results of their research to the needs of society. If this high level of dissatisfaction reflects reality, then a significant proportion of work of Nigerian scientists and engineers may have their roots in the failings of society. That is, the utilization of local research results, like some elements of organizational communication constitute a feedback to individuals performing scientific research. One of the functions of feedback is to enable individuals to assess their performance in relation to their own expectations and the expectation of their super-ordinates, customers, clients, peers and society.

From the data in Table 3, we can see that feedback is very poor in all the research institutes. And in our present analysis, feedback refers to the reactions of super-ordinate officers to the performance of their subordinates.

Discussion and Implication

We have attempted to assess the extent of job satisfaction and perceived utilization of the research institute scientists and engineers under study. Briefly but pointedly we found that:

- (a) the intrinsic content of work in the research institutes tends to be very low relative to the challenges facing the Nigerian society in general and the science and technology community in particular;
- (b) Job satisfaction and perceived utilization of human skills and capabilities vary from one research institute to another and
- (c) most research scientists and engineers are very dissatisfied with the degree of creativity and freedom to propose and make decisions on their job; the opportunity to put the results of their research to

practical uses and the amount of feedback from super-ordinate personnel. Analysis of our qualitative data show that organizational, societal, infrastructural and politico-economic factors combine to bring about this condition.

With respect to the organizational factor, effective research management should endeavour to eliminate the usual Nigerian bureaucratic insensitivity which is detrimental to creativity and consequently to productive scientific practice. The contradiction between the desire for professional autonomy and the inevitable bureaucratization of scientific research activity in a setting such as the research institute could be resolved by the use of project teams. While such teams pursue well articulated projects and targets, avenues are open for individual contributions through intra-team discussions, deliberations, consultations and distribution of tasks and responsibilities.

Thus directors of scientific research institutes should mainly be strategists whose primary function is to lay out in considerable detail the scientific strategies which will achieve desired national goals, and then assemble the necessary means—staff, equipment and logistic support to accomplish this master-plan (Weinberg, 1974). Under this condition, one can achieve some degree of professional autonomy within organizational centralization. Furthermore, individual productivity should be explicitly rewarded by tying reward to objective indices of performance instead of relying on seniority and its attendant demoralizing effects.

It is true that some of the world's great scientific achievements have been made under handicaps (Hirsch, 1958), a truism which justifies the maxim that necessity is the mother of invention. And we are familiar with the "Biafran" episode

in which appreciable advances in science were made in spite, or as a result, of the handicap caused by economic blockade. However, it sounds plausible to suggest that the creative researcher will be more productive when the physical conditions of work and facilities are available and adequate than when they are unavailable or inadequate.

Efficient and achievement-oriented research management does not concentrate only on the supply of new facilities. It also ensures that broken down ones are duly repaired and put to use. As implicitly stated earlier, the task of improving, and the utility of, scientific productivity lies on research managers and government who should constantly and vigorously monitor the activities of scientists/engineers and at the same time, open up avenues for effective application of their research results.

In other words, a combination of resources and direct challenge to scientists/engineers will help to provide the consciousness and atmosphere for productive scientific activity. This obviously presupposes

a considerable reduction of dependency which pervades the Nigerian political economy.

It is important to conclude this discussion on some methodological note. The data used in this paper were collected in 1980. While attitudes and opinions take a long time to change, theoretical and methodological currency demands that the analysis be repeated with new data, hence a replication of the study is suggested. This is very important particularly now that Nigeria appears to be following an inward-looking development strategy which emphasises the exploitation of internal capabilities and local resources.

An appropriate objective of such a research would be to assess whether the perceived intrinsic content of work and perceived utilization of research scientists and engineers have increased given the socio-economic strain experienced by Nigeria. Or is the reverse the case under the prevailing condition of necessity which should be the mother of invention?

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ELECTIONS IN MAY, 1987

ELECTED MEMBERS

Achema, S M
Agwinde, M E
Aderonpe W I A
Alabi, S A
Nwokedi, R C O
Ojo, E A
Buba, M L
Tawo, A K
Tawo, G A
Otte, I J

ASSOCIATES Contd.

Eduputa D C
Ejere, (Sqn Ldr) K I
Ekwueme, L N
Enajero, (Mrs) C C
Ebuomwan, M A
Fadakinte, M M
Falade, S J
Fariku, F M
Fatokun-Adewale, J A
Habu, I
Ifemade, S O

ELECTED ASSOCIATES

Abdullahi, M
Abiaji, E F
Adama, A E
Achinivu, K C
Adebola, O
Adekola, O
Adama, S
Adenuga, S O
Adeoshun, A A
Adeoti, R F
Adeoti, R F
Adesanya, O A
Adewumi, A F
Adeyemi, A
Adeyemi, S A
Adindu, G O
Alolabi, J E
Agadah, B C
Aganga-Williams, S O
Ahmed, M J
Aigbedo, S E
Ajao, C A
Ajeigbe, B S
Akabusi, K D
Akinwunmi, S O
Akinyosoye, O
Alozie, E N
Anozie, V C A
Asikpata, I A
Ayeni, D A
Azinge, N N
Baba, Z A
Babalola, S K
Boateng, (Dr) P A
Chan, T N
Chuta, E J
Clark, (Lt Col) H U
Cocodia, O C
Danyz, S O
Dimaji, E N
Dosunmi, (Mrs) T O
Ebeye, M C
Ebo, M C
Fbuchi, F O
Edun, B O
Edigin, E O

Igbomwanhwa, W O
Ilozor, E
Inoye, U U
Ishola, K A
Iremiren, F O T
Isiyaku, R
Izuogu, C A N
Kenekayoro, E L
Lawal, (Mrs) R
Leung, H W H
Liman, N A
Mamman-Lagos, A
Modu, A
Momoh, (Mrs) R E
Njoku, B O
Njoku, L N
Nkem, (Miss) N I
Nwachuku, O O B
Nwaogwegbe, J N
Nwokoroku, R L
Nyelong, J B
Odelunso (Chief) A
Oderohwo, J E
Odu (Capt) G N D
Oguchi, A C A
Ogundowole, J B
Ogunlade, (Dr) A. L
Ojiya, E S
Olanipekun, I O
Olalade, N A
Olori, W O
Olusumade, O A
Omotoshu, D B
Omuya, O J
Onasanya, O O
Onogure, S S
Ononye, O
Onyechi, (Mrs) N A
Onyuka, F M
Oraku, A B C
Osifala, E T
Osuagwu, J O
Osundahunso, D
Otigbe, D O
Ovwielefuonia, G
Owolabi, S A
Oyetimoin, S I

ASSOCIATES Contd.

Oyeusi, E O
Satomi, M
Shonolu, A S
Sorunke, O A
Sote, (Dr) G A
Tswakpe, D A
Ude, (Mrs) C I
Sadiku, G B
Ossai, N E
Abu, P B
Ajayi, F O
Akume, G O
Durosola, O O
Ezeki, Hari, D A
Ibidapo-Obe, R A
Kadiri, S B
Kazum, A S
Obrinna, E A
Obuh, A C
Oguntola, A O
Ojotule, D O
Olaolu, O A
Oyetola, O P
Shinggu, Y T
Uban, I D
Ukwenya, M M
Anumba, B I
Okon, S P
Funso, K

ELECTED GRADUATES

Agu, S N I
Ahmed, A Z, (Miss)
Ajala, F O
Akosa, A C
Arowosegbe, O O
Ashade, A O (Mrs)
Daniel, O R
Eduap, I J
Eluche, G I
Faniyan, A I
Gbadamasi, I
Obot, F P
Ogunmoyero, A O
Okhina, O W
Okoli, U I (Miss)
Olajuwale, M A
Olunwuj, N C (Miss)
Osoko, B
Osunde, E O
Uhegbu, A L
Wali, A M
Waziri, B
Kanu, R C
Adepegba, (Miss) A A
Oha, C C
ELECTED AFFILIATES
Adeyeye, M
Aina, M O

AFFILIATES Contd.

Akolo, B
Awodipe, A
Ekanem, P
Emola, E B A
Ibekwe, I
Iwuoha, A I
Johnson, S A
Kolawole, A S
Mordi, H N
Kolawole, S B
Nkebam, N E
Obiora, O J
Oguntelure, A A
Oguntoye, G T
Oke, O O
Okwubor, E E
Olorunyolemi, (Miss) O. F.
Omokanye, E A
Orazulike, A M
Owaroma, S A C
Oyenuga, I O
Salu, Y
Udoh, A E
Usman, A S
Solanke, O
Usman, M S
Tuoyo, T M

UPGRADINGS	FROM	TO
Afolabi, H B	Associate	Member
Anyakora, T	Associate	Member
Bankole, B S	Associate	Member
Eluk, N T	Associate	Member
Gymah, R B	Associate	Member
Iordaa, D T	Associate	Member
Oragwu, L C	Associate	Member
Oyewole, D	Associate	Member
Smith, O A	Associate	Member
Ukonu, S C	Associate	Member
Adegoye, O A	Associate	Member
Gusau, S M	Associate	Member
Ajayi, O S	Associate	Member
Adedoyin, O O E	Graduate	Associate
Bello, G	Graduate	Associate
Fanoiki, O O	Graduate	Associate
Giwa, L B	Graduate	Associate
Hungwa, J I	Graduate	Associate
Ikoh, C U	Graduate	Associate
Kotso, J H	Graduate	Associate
Oderemi, S G	Graduate	Associate

26th Annual General Meeting at Management House

THE 26th Annual General Meeting of NIM was attended by NIM corporate and individual members on 27th August, 1987, in the Management House on Victoria Island. It was third time that an AGM was held at the official building of NIM. The courtyard on the first-floor which has a well-lit 8-figure twin set of water springs played host to members as the Council Secretary who is also the Director-General hosted members to a sumptuous cocktail.

Highlights of the AGM included the adoption of the accounts, a review of the training, consultancy and publication activities of the Institute and election of eight members into the 24-member NIM Council headed by Dr. Christopher Kolade.

The election conducted by the Director-General of the Institute, Prof. J. O. Ogunlade was keenly contested by 14 members of whom the following were successful

1. Engr. Teju Oyelele
2. Mrs C. I. Shittu
3. Dr. (Chief) Funso Adaramola
4. Mr. Juli Adelusi-Adeluyi
5. Alhaji Abubakar N. Abdullahi
6. Mr J. O. Adetayo
7. Mr. Samuel Imasuen
8. Engr F. A. O Phillips

The house noted a decline in the revenue of the Institute during the year in question and attributed this to the general economic climate in the country. It also observed Management's efforts to prune down expenses and break even in certain aspects of the Institute's operation. It then called on Management to improve its communication services and pep up a lot of inactive branches and members noting the current inertia of several branches and members.

The President of NIM and Chairman of Council, Dr. Christopher Kolade expressed anxiety over the non-payment of Management House levy by members and appealed to them to pay up immediately warning that failure to pay up, may cause the Institute to be embarrassed by its bankers who are impatient to recover the loan granted for the building of the Management House. The full text of the appeal is carried below.

When, however, the AGM wound up, it was on a note of usual professional cordiality, exchange of complimentary cards and some quick business notes, and note of bravo and long live NIM as a champion of forward-ever in professional Management.

Kolade Appeals to NIM Members to pay Management House Levy

Speaking at a well attended 26th AGM of NIM in the springday courtyard of the Management House on Thursday 27th August, 1987, Dr. Christopher Kolade, President of NIM and Chairman of Council, appealed to members to pay up their Management House levies if they do not want NIM to suffer the disgrace of insolvency. His appeal reads:

As we come up to this year's Annual General Meeting, I must call your attention to the grave condition of your Institute with regard to the funding of the Management House project. Although we are now in occupation of the building, the amount which we still owe is in excess of N5.3 million! The banks which are our creditors, demand that we present a credible plan for settling this debt, failing which the NIM may suffer the indignities which must be suffered by a debtor who is unable to pay up!

Some members have suggested that we re-launch the appeal for funds. However, please consider the following:

- ★ So far, we have collected, in cash and kind ₦4.3 million
- ★ Of which Governments, Non-members, and Corporate members have donated ₦3.2 million
- ★ And individual members, in donations and levies, only ₦1.1 million

I am sure you would agree that the record shown above gives us very little justification for making a new approach to people outside the Institute. Rather, we should turn the searchlight inwards, and remind ourselves that each member is *required* to participate in the funding of the Management House project in two ways—

- (i) through voluntary donations and
- (ii) through graded special levies, the payment of which is *mandatory for every member*.

So far, the payment of levies by individual members of the NIM reveals the following dismal picture:

Membership Grade	Number	General Levy		Amount Expected		Paid so far		Balance Due	
		N	₦	N	₦	N	₦	N	₦
Fellows	73	1,000	73,000	51,000	22,000				
Members	498	600	298,800	77,400	221,400				
Associates	7,265	450	3,269,250	159,750	3,109,500				
Graduates	1,334	150	200,100	10,950	189,150				
Affiliates	2,263	100	226,300	7,300	219,000				
TOTALS	11,433		₦4,067,450	₦306,400	₦3,761,050				

(Continued on next page)

(Continued from previous page)

It is clear that we cannot proudly seek more funds from outside the Institute when our own members have paid only 7½% of a general levy which is an obligation which every member is expected to fulfil.

Let me now urge everyone who has not done so, to send in his or her cheque for the general levy today, even before we arrive at Management House for the 1987 AGM. This is the best way in which we can demonstrate our commitment to the NIM, and ensure that we rescue the Institute from the consequences of the impending action by our creditor Banks'.



*Dr. Christopher Kolade,
President & Chairman of Council*

NIM'S CAREW RETIRES

Mr. J. T. Carew, an assistant accountant with the Nigerian Institute of Management, has retired at 55 years of age effective from 1st March, 1987, having put in 5 years of service.

Sending him off on the first-floor courtyard of the Institute on 31st July, 1987, the Director-General commended his loyalty, devotion, honesty, and punctuality. He then wished him good health.

In the photograph (right), Mr. Carew is seen receiving his parting gift from NIM's Miss Joke Shomade.

Ugorji serves on varsity board

The Military Governor of Imo State, Lt. Commander Amadi Ikwechegh has appointed Dr. Rex Ugorji to the Governing Council of Imo State University, Okigwe. Dr. Ugorji is the Director of Membership Services at NIM.

Before joining NIM, he had been a lecturer in Industrial/Organizational Psychology at the University of Nigeria, Nsukka.

The 10-member board is chaired by Prof. W. O. Uzoaga of the Department of Business Administration, University of Nigeria, Nsukka. *Management In Nigeria* congratulates him on behalf of the Management of NIM.



Dr. Rex U. Ugorji

Lagos Branch holds lecture

A public lecture organised by the Lagos Branch of the Nigerian Institute of Management was held last June. The lecture was entitled "Contemporary Challenges of Management In Nigeria" and was given by the Dean of the Faculty of Business Administration, University of Lagos, Professor Qlukunte

Iyanda.

The lecture, which was held in Management House, pulled a large crowd of members of the Institute and the general public resident in and around the Lagos area.

The text of the lecture is published on page 31 of this issue of the journal.



Tribute to Sir Mobolaji Bank-Anthony at Eighty

FROM whichever angle you look at Sir Mobolaji Bank-Anthony, he stands out as a business and philanthropic giant. We pay him tribute on the occasion of his 80th birthday anniversary which was celebrated on 11th June, 1987, with pomp and pageantry. It is a great stride to get on to octogenarianism of concrete achievements and service to humanity.

The history of his business career dates back to 1932. It started with £10 he received from relations having been inspired by the experiences of Lord Nuffield of England who grew from bicycle repairing to vehicle manufacture. Just as Nuffield donated funds for a hospital named Nuffield House later in his career, so also Sir Mobolaji Bank-Anthony donated ₦500,000 for the building of a 180-bed Accident Ward to the National Orthopaedic Hospital, Igbobi, Lagos in memory of his late father. Just last year he also donated funds for the construction of a ₦6 million Hospital Unit at Ikeja General Hospital in memory of his mother.

As Chairman and Managing Director, he presides over a lot of companies as he is president/patron of several voluntary/humanitarian associations.

Sir Mobolaji Bank-Anthony has made significant contributions to the promotion of the art, science and practice of management in Nigeria. Apart from the fact that his case has demonstrated that management is more crucial to business than finance, he had personally contributed to the survival of NIM and the building of Management House on its present site at

Victoria Island. He has donated time, money and efforts in his capacity as the Chairman, Fund Raising Committee of Management House to the realization of the dream. Apart from being decorated with the OBE and KBE in 1957 and 1963 respectively, he is a fellow of the Royal Society of Arts and of the Institute of Directors, both in London as well as of NIM.

In two separate congratulatory messages by the President/Chairman of Council of NIM, Dr. Kolade, and the Director-General of NIM, Professor J. A. Ogunlade, they acknowledged Sir Mobolaji Bank-Anthony's contributions to the promotion of the image of NIM and wish him longevity, good health and more useful years of service to humanity.

We of *Management In Nigeria* journal congratulate Sir Mobolaji Bank-Anthony on his 80th birthday and wish him many more years of good health, prosperity and philanthropy.



Sir Mobolaji Bank-Anthony.

NIM MANAGEMENT TRAINING COURSES

NOVEMBER

2/11/87	Inventory Management	1 Week	Lagos
2/11/87	Budgeting and Budgetary Control	1 Week	Lagos
2/11/87	Job Evaluation and Salary Administration	1 Week	Lagos
9/11/87	Middle Level Management	2 Weeks	Port Harcourt
9/11/87	Credit and Debt Management	1 Week	Lagos
16/11/87	Maintenance Management	1 Week	Lagos
16/11/87	Field Sales Management	1 Week	Lagos
16/11/87	Effective Human Relations in the Organisation	1 Week	Zaria
16/11/87	Management Appreciation	1 Week	Lagos
23/11/87	Middle Level Management	2 Weeks	Lagos
23/11/87	Wprk Study, Productivity & Cost Reduction (Reporting Back)	1 Week	Lagos
23/11/87	Leadership and Motivation in Management	1 Week	Lagos
30/11/87	Banking and Corporate Cash Management	1 Week	Lagos

DECEMBER

7/12/87	How to Improve Managerial Performance	1 Week	Kano
7/12/87	Supervisory Management	1 Week	Lagos
7/12/87	Managing Accounting Department	3 Days	Lagos
7/12/87	Effective Selling Skills	1 Week	Lagos
7/12/87	Developing Supervisory Leadership Skills	1 Week	Lagos
14/12/87	Management Appreciation	1 Week	Lagos
14/12/87	How to Improve Managerial Performance	1 Week	Owerri

Nigerian Economist Magazine Launched

A new magazine, Nigerian Economist has been launched in Lagos, on 2nd October. It is published by Haroun Adamu, formerly of Punch newspapers. The magazine will inform Nigerians very deeply of economic issues in and outside Nigeria.

It is the Nigerian magazine. While Haroun takes the position of Editor-in-Chief, Livy Iwunze contents himself with the position of Editor.

SOLIDARITY WELCOME TO NEWSWATCH

“WELCOME to the newstand again after the eclipse” is the message *Management In Nigeria* sent to the publishers of “Newswatch”. In a letter congratulating the Newswatch on regaining its freedom, *Management In Nigeria* hopes that the lessons of the temporary proscription will be cherished by all journalists for future operations.

BRITISH COUNCIL MOVES

THE British Council office in Lagos has moved from Victoria Island to 11, Kingsway Road, Ikoyi. P.O. Box 3702, Lagos. Tel. 603990—5

Protection Assured for Local Firms

THE President, Major-General Ibrahim Babangida, has pledged that his administration will not fold its hands and allow the country's fledgling industrial base to knuckle under the weight of unfair competition of foreign goods.

To this end he said work was therefore in progress to design a comprehensive tariff structure that would grant effective protection to deserving local industries.

The President stated this in a speech read on his behalf by the Chief of General Staff, Vice-Admiral Augustus Aikhomu, at the commissioning ceremony of Oluwa Glass Sheet Company, Igbokoda, Ondo State, recently.

Major-General Babangida warned that the country's trade liberalisation policy does not imply unconstrained access of foreign goods to the country's domestic market.

On the otherhand, no local industry would be allowed to pass on, its production inefficiencies to consumers by way of higher cost behind tariff walls.

He called on industrial establishments to undertake cost reduction measures that would enhance the competitiveness of their products. The President contended that it was only those industries with strong local materials base that would survive the country's new economic order.

Commending the management of Oluwa Glass Sheet Company, as the type of industry Nigeria needs in its Structural Adjustment Programme (SAP), the President enjoined other industries to emulate the example of the glass factory in sourcing 85 per cent of its raw materials locally.

DUNLOP APPOINTS EXPORT MANAGER

DUNLOP Nigerian Industries Limited has appointed an Export Manager

He is Mr. Babasola Modupe Onabolu.

An alumnus of Methodist Boys High School, Lagos, and of Watford College of Technology, England, Mr. Onabolu joined Dunlop in 1976,

as marketing trainee. He later moved up to become the company's Area Manager in Benin and Ibadan.

Until his new appointment, Mr. Onabolu was Original Equipment/National Wholesalers' Manager of the company.

In his new position, he will be responsible for the development and growth of the company's export business in automotive tyres, adhesives and flooring materials.

Mr. Onabolu is married with children.

INTEREST RATES MONITOR AS AT 5/1/87 (% PER ANNUM)

FINANCIAL INSTITUTION	PRIME LENDING	SAVINGS DEPOSIT	7-DAY DEPOSIT	3-MONTH DEPOSIT	6-MONTH DEPOSIT	12-MONTH DEPOSIT
1. International Merchant Bank	18.0	12.75	13.5	14.5	15.25	15.5
2. Federal Savings Bank	18.5	15.5	17.0	16.0	16.25	16.5
3. Allied Bank	17.0	15.0	14.0	14.0	16.0	16.75
4. First Bank	17.5	15.0	N.A	16.0	16.5	16.75
5. Union Bank	17.5	13.0	N.A	14.5	N.A	15.0
6. Financial Merchant Bank	18.0	14.5	13.5	15.0	16.0	17.0
7. Universal Trust Bank	17.5	15.0	14.0	N.A	N.A	17.0
8. LBA	N.A	14.0	15.75	15.875	16.0	16.0
9. National Bank	N.A	15.0	16.0	16.25	16.5	16.75

* All rates quoted here are indicative. They are not intended to be used for particular transactions

Mr. B. M. Onabolu



OHIWEREI IS NBL'S NEW MD

A new Managing Director has been appointed for the Nigerian Breweries Ltd. (NBL) in the person of Mr. Felix Ohiwerei who was General Manager of UAC Foods Division until his present appointment. Mr. Ohiwerei joined the NBL in 1962, as Manager-in-Training and had, since then held various positions in the company, some of which include Marketing Director and General Manager (UAC Foods Division) in 1977 and 1982 respectively.



Mr. Felix Ohiwerei

2ND ALL-NIGERIA PR SEMINAR PULLS CROWD

THE 2nd All-Nigeria Public Relations Seminar, held at the Airport Hotel, Ikeja, on the (29th to the 31st of July, 1987) attracted a large response from public relations practitioners, media executives, information officers, managers and chief executives.

The seminar, organised by Oliver Ibekwe & Associates Limited in collaboration with the Nigerian Institute of Public Relations, focused on the "Challenges of Public Relations in the 1990's". It was sponsored by the Nigerian Television Authority.

The seminar was aimed at enhancing the personal performance of the participants by equipping them with up-to-date professional public relations skills crucial to government, corporate

MERCANTILE BANK —So Rich and yet So Poor

MERCANTILE Bank of Nigeria Limited, made a profit of ₦5,426,404 for the year ended December 31, 1986.

However, in spite of this seemingly good result, the bank could not pay any dividend to its shareholders. This is because the whole of the profit went into provision for doubtful debts.

The bank's annual report for 1986 puts the total bad and doubtful debts at ₦42.23 million out of which ₦24.86 million was provided for, leaving a shortfall (not provided for) of ₦17.37 million.

Mercantile Bank of Nigeria has never paid any dividend to its shareholders since it went public in 1977.

and national operations.

Thirteen papers were presented at this year's gathering, which was declared open by the Honourable Minister of Information and Culture, Prince Tony Momoh. Among those who presented papers at the seminar were the President of the Nigerian Institute of Public Relations, Chief Alex Akinyele; the Head of Department of Mass Communication, University of Lagos, Dr. Idowu Shobowale; the Director of Public Relations and Information, Nigerian Air Force, Wing Commander Tola Adediji, the Director of Naval Information, Commander O. A. Oladimeji and the Director of Membership Services of the Nigerian Institute of Management, Dr. Rex Ugorji.



Dr. Udo Udo-Aka, Chairman, Mercantile Bank.

(Continued from page 43)

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Mr. Dele Osundahunsi is
the Editor of Management
in Nigeria and Head of the
Printing and Publications
Department.

ROCK-'F' ADVERTISING GOES

COMPUGRAPHIC

ROCK-FORTE Limited, an advertisement firm has just acquired a "Compugraphic Editwriter 7500", a direct-entry photo-typesetting machine which combines secretarial functions, video screen display editing with disc data storage.

Mr. Gboyega Ogunsanya, Client and Management Services Manager of the company explained that the machine is expected to solve production problems of typesetting, headlines display and artwork.



Mr. Gboyega Ogunsanya.

HOECHST NETS ₦3.2m

NIGERIAN Hoechst Limited made a net profit (after taxation) of ₦3 232 million from its operations during the year ended-December 31, 1986.

Sales increased by 19.5% from ₦33 5 million in 1985, to ₦40 million during the year.

This information was contained in the Chairman's report to shareholders at the company's 23rd Annual General Meeting held in Lagos recently.

Shareholders were made to approve the payment of a 7 kobo dividend per share recommended by the directors while 53% of the net profit (after tax and National Economic Recovery Fund) was retained.

NNPC TOPS THEM ALL

THE Nigerian National Petroleum Corporation (NNPC) is the highest placed Nigerian organisation in terms of sales volume. In an analysis of 600 top-rated companies in developing countries published in the current edition of the London-based "South" magazine, the NNPC, with sales of US \$11 billion during the 1985/86 trading year, was placed fourth, thus rising from its sixth position ranking of the previous year.

Entitled "South 600" the list included the following eight other Nigerian companies: Prestige Industries—a textile firm—180th (down from 171st in the previous year); African Petroleum—292nd (from 289th in the previous year); Nigerian Cocoa Board—300th (from 281st); Flour Mills of Nigeria 323rd (from 252nd); Nigerian Bottling Company—362nd (from 286th) and Nigerian Breweries Limited—410th (from 394th) and the Nigerian Technical Company—447th (from 427th).

In the banking sector a ranking of

the top 150 banks in the region placed Nigeria's big three banks—Union, First and UBA—as well as the Bank of Credit and Commerce International within that range.

The United Bank for Africa (UBA) with assets of US \$5.15 billion was ranked 62nd (down from 54th in the previous year); First Bank of Nigeria, with US \$5.06 billion of assets, was placed 67th (from 60th) in the previous year while Union Bank (\$4.74 billion) was 71st (from 64th).

The magazine further explained that companies that were included in the ranking were those that were owned, controlled and managed by Third World nationals or governments. This provision therefore excludes big names like the UAC from the list.

102 companies from Brazil, 101 from South Korea, and 83 from India are also listed.

More than 50 per cent of the companies are from Asia while 33.3 per cent are Latin American-based organisations.



Hoechst's Ten-Year Club Members in 1986.

NIGERIA TAKES FIRST STRIDE TOWARDS CIVILIAN RULE IN 1992

NIGERIA has taken another significant stride towards civil rule. To that extent, she has launched the Mass Mobilisation for Social Justice, Self-Reliance and Econo-

mic Recovery Programme..

She has also appointed a National Electoral Commission and a Constitution Review Panel. The first acid feet of these programmes

will come up on the 12th of December, when the Local Government Elections will be held.

National Electoral Commission (NEC) Inaugurated

THE National Electoral Commission (NEC) has been enjoined to ensure free and fair elections, under a political system that is devoid of violence, intimidation and corruption during the forthcoming elections to usher in a civil government in 1992.

The Chief of General Staff, Vice-Admiral Augustus Aikhomu gave the injunction on August 9, when he inaugurated the 10 member Federal Electoral Commission at Dodan Barracks in Lagos.

The Commission is headed by Professor Eme Awa, and has the following terms of reference.

- ★ Provision of clear guidelines, and of the rules and regulations for the emergence, recognition of two political parties.

- ★ Monitoring the financing of the two political parties.

- ★ Provision of the rules and regulations which shall govern political campaigns, including monitoring political campaigns.

- ★ Registration of voters.

- ★ Organisation and conduct of all elections.

- ★ Provision of the rules which shall govern the qualifications to vote and be voted for.

The Commission would be a permanent and autonomous body whose membership would be full-time. It is scribed by Dr Tunde Adeniran, who until his new appointment was a lecturer in Political Science at the University of Ibadan.



President Ibrahim Babangida.

CONSTITUTION REVIEW PANEL SET UP

THE Federal Government has set up a 46 member Constitution Review Committee with responsibility to review the 1979 Constitution in preparation for the nation's return to civil rule in 1992.

The Committee has Mr. Justice Buba Ardo as Chairman and the immediate past Inspector General of Police, Chief Etim Inyang, as Vice Chairman.

Inaugurating the panel in Abuja on September 7, President Babangida said that the major concern of his government was to produce a constitution which would stand the test of time.

The Committee had up to six months to submit its report.

New 'Phone Exchange for Ilesa

THE automatic telephone exchanges for Ilesa and Ede, Oyo State, were commissioned on Wednesday the 16th of September, 1987, by Col. Tanko Ayuba, Federal Minister of Communications.

Replying to a question, the Minister said that NITEL customers may have to pay more for NITEL services if the AFRC approves the on-going review.

After all, telephone service is not for the low-income earner!!



Prof. Eme Awa, NEC Chairman

National News

Babangida launches primary Health Care

A primary health care scheme (PHC), has been launched by President Ibrahim Babangida, to formally shift emphasis on health care from "the city doctor in white overalls to the innocuous villager who may not have been a syringe in his life".

The launching took place in Lagos, on August 17. President Babangida, in an address, said that the scheme was the foundation of a country's healthcare delivery system which was essential to her economic and socio-political development.

Before the launching, 52 of the 304 local governments in the country had each been given N500,000 to set up a primary health care centre to serve as models for the remaining local governments.

The scheme is designed to educate people on current health problems in their area and simple ways to prevent and control them; promote food supply and proper nutrition; give adequate supply of safe water and basic sanitation as well as pursue maternal and child health care including family planning.

Other elements of the scheme in-

clude immunisation of the people against major infectious diseases; prevention and control of locally endemic diseases; giving of appropriate treatment of common diseases and injuries; and provision of essential drugs.

Present also at the launching were Minister of Health—Prof. Olikoye Ransome-Kuti— and World Health Organisation regional Director for Africa—Dr. Gottlieb Monekosso.

First Lady Opens Women's Rural Confab

A two-day workshop on "Better Life for Rural Women", was held in Abuja on September, 14 and 15.

The workshop was declared open by Mrs Maryam Babangida, wife of President Babangida.

Organized by the Directorate of Food, Roads and Rural Infrastructures, the workshop had the objective of coming up with ideas on improving the living conditions and lifestyles of rural women curbing

ignorance among rural women, generating awareness and encouraging education as well as finding solutions to health care problems of women in rural areas.

The workshop was addressed by, among others, Vice-Admiral Aikhomu, First Lady Mrs Maryam Babangida and the Chairman of the Directorate of Foods, Roads and Rural Infrastructure, Air Commodore Larry Koinyan.

0.3 Million Get Jobs in 3 Months

An average of 100,000 persons left the unemployment ranks every month during the first three months (January to March) of this year, giving a total of 300,000 employments during the quarter.

This information is contained in the quarterly report of the Federal Office of Statistics just released in Lagos.

The report further indicates that unemployment in both the rural and the urban centres went down from 6.85 per cent in the last quarter of 1986 to 6.1 per cent during the first quarter of this year.

MAMSER - LAUNCHED

THE Directorate of Mass Mobilisation for Social Justice, Self-Reliance and Economic Recovery (MAMSER) has been launched by the Federal Government.

The 11-member directorate has Dr. Jerry Gana as Chairman/Director and 20 Chairmen of State and Federal Capital directorates.

Launching the Directorate at Abuja on September 2, the Chief General Staff Vice-Admiral Augustus Aikhomu, gave the committee a 12-point mandate which includes the establishment of an appropriate framework for the positive mobilisation and education of all Nigerians towards economic reco-

very and development and a new social and political order.

Others are the awakening of the consciousness of Nigerians to their citizenship rights and obligations; inculcating in all the spirit of civil responsibility; commitment to social justice and economic self-reliance; sensitising, inducting and equipping Nigerians to detest internal and external dominations by a few; shunning waste and vanity; promoting pride in consumption of home-made goods; and creating the basic institutions and norms of democracy at all levels of society.

The Committee also was enjoined to create consciousness about

power and its use; control materials which appear in the mass media; propagate the need to eschew vices in all public life; instil values of hard-work, honesty, self-reliance and commitment to national integration and to inculcate in all Nigerians the values of patriotism and positive participation in national affairs.

MAMSER is expected to work in close cooperation with other relevant arms of government at the federal, state and local levels including the Code of Conduct Bureau and the Code of Conduct Tribunal when established. MAMSER has also been launched in the various state capitals.

CONTEMPORARY CHALLENGES OF MANAGEMENT

By

PROF. OLUKUNLE IYANDA

Text of a public lecture organized by the Lagos State Branch of the NIM and presented at Management House, Lagos, last June.

INTRODUCTION

MANAGEMENT, as a separate body of knowledge, dates back to the beginning of the 20th century with Frederick Taylor's disputed study of Bethlehem Steel resulting in his publication of *The Principles of Scientific Management*. Although Taylor's research has been described as "mostly myth", it however generated considerable management interest in the study of operating practices to increase worker efficiency.

The work of Taylor was followed by those of the Gilbreths who developed the time and motion studies, which, like Taylor's, were still work technique oriented.

A worker-oriented management theory was developed from the Hawthorne experiments in the 1920's. The experimental variables in the Hawthorne studies were illumination, rest periods, piece work, coffee breaks and shorter work periods. These were, however, found to be less powerful explanatory variables than those of social and group dynamics. The search for greater productivity and higher efficiency later produced the structural theory of management, the leading proponent of which was Henri Fayol.

Fayol split managerial functions into six and in order to harmonise the six functions, developed the fourteen principles of management many of which are still valid.

Many of these earlier theories of management can be criticised, even

if only with the benefit of hindsight, for their simplistic monotheism. They, however, provide the blocks with which current theories of management are constructed. Current theories of management recognise an organisation, not as an autonomous isolate, but as a system with subsystems (workers, suppliers, owners, *et cetera*) and a suprasystem—the society—all inter-relating and inter-functioning. While the universality of management function is acknowledged, it is also increasingly realised that the complexity of organisations and their environment may dictate that management is more amenable to flexible principles than to inviolate laws.

This contingency approach to management suggests that what may constitute good management in one situation may not in another. This contingency approach to management constitutes the theoretical underpinning of this paper. The assumption in the paper is that the ultimate end of management is the accomplishment of set objectives through the efficient use of resources.

It, therefore, follows that where commitment of resources, both human and material, is not achieving set objectives, there is need to re-examine management practice, for its congruity with the environment. An incongruence can develop from changes in the environment or from an initial mismatch between management practice and a particular environment, arising from an acceptance of the universality of management practice. It is plausible to argue that the declining effectiveness of management in the Nigerian environment at present can be traced to a combination of these two factors, i.e. change in the environment and initial mismatch. These changes are highlighted in the next section of this paper.

MANAGEMENT-ENVIRONMENT INTERFACE.

MANAGERIAL effectiveness is determined by an interplay of three factors: management philosophy, the environment, and management process, Figure 1 illustrates the interplay of these three factors.

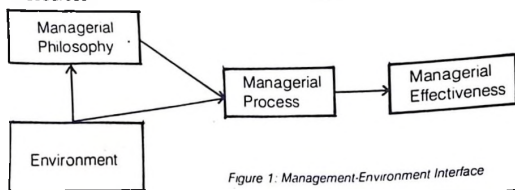


Figure 1. Management-Environment Interface

The environment consists of the cultural, political, geographical, literary and social characteristics within which management operates. These characteristics influence the beliefs, attitudes and value system of the workforce through whom management has to get its desired results, as well as response to decisions of the management process. Similarly, the environment influences management philosophy, since the managers are also products of the same environment.

A conflict may arise, however, where the work force and the managers (and, therefore, managerial philosophy) are products of different environments. Probably, this may account for the managerial ineffectiveness which will be highlighted later in this paper.

Management philosophy deals with the attitude of management itself towards its publics: consumers, employees, owners, unions, government and the public in general. It also determines management reaction to the environmental characteristics discussed earlier. Figure 1 shows that management philosophy is itself a product of the environment. The western culture belief in private enterprise, in individuality and individual mobility in an open system, and in the separation of economic from social/spiritual affairs has helped to shape western management philosophy. Since such values are shared by both management and the workforce, the importance of the environment on management process seems to be underestimated. The increasing realisation of the importance of the environment on management philosophy and practice arises from their transfer outside the western culture within which they were developed. Worse still, the agents of such transfer may also be products of western culture.

To be effective, two options are available to the agents. Either they attempt to adapt their managerial philosophy to suit the new environment in which they operate or they

attempt to change the environment. Each option represents a school of thought in management. The latter option represents the "universality" school which sees management as applicable to all situations.² If an incongruence occurs, the environment has to be changed to fit the management process. It is, of course, a more difficult, and probably, less productive option as it can generate considerable resistance against organisational objectives and managerial decisions.

The other option recognises management as "culture-bound".³ The Environment is given and generally uncontrollable. Therefore, it is management theory that has to change to fit the environment. In such a case, managers will be engaged in a continuous search for new management tools and concepts appropriate for the environment of operation and capable of optimising managerial effectiveness. Even with such an initial fit between management theory and the environment, the dynamism of the latter makes the maintenance of such a fit also dynamic, requiring continuous search for new management concepts or modifications of the old. This is the challenge faced by management, particularly in a developing country where the western culture is alien and the environment is not only dynamic but is, in fact, volatile. Let us examine some cultural differences or changes in the environment which make such a challenge relevant to Nigerian management.

ENVIRONMENTAL CHANGES IN NIGERIA

PERHAPS the most dynamic of all the changes in Nigeria is government policy. Within the country's 27 years of independence, it had had 7 different governments with tenures ranging from 6 months to 9 years. Except in a single case, the changes were abrupt and

characterised by hostilities. They brought massive changes in personnel and in policies affecting operations of business enterprises. For example, restrictions were placed on foreign ownership of business and on the importation of various raw materials. A revolutionary approach which dealt away with the use of import licences, was introduced. Government attention shifted to the development of small scale industries and rural infrastructure; a sizable reduction was made in government expenditure on personnel, oil subsidy and government parastatals while export of non-oil products is actively being promoted. These actions define the environment within which management decisions are taken and changes in them may bring the fit between management process and management environment into disequilibrium. One such disequilibrium occurs in the practice of producing international brands under licensing arrangement. With the inward-looking, self-reliance policy of government, such a practice is not likely to produce managerial effectiveness as its results are likely to conflict with the objectives of government.

Another indicator of the lack of fit between management practice and the environment is the general organisational ineffectiveness in the country, particularly in the management of government-owned companies. Besides the ineffectiveness brought about by external or political interference with management functions in these organisations, there are other internal practices which contribute to such ineffectiveness. It is often publicly asserted that human factors, mostly deriving from management shortcomings, account for the general ineffectiveness of the National Electricity Power Corporation, the excessive billings and other inadequacies of NITEL, and the poor customer orientation and performance of the Nigeria Airways. In spite of the limitations imposed by government ownership, it is believed that

appropriate management actions in these organisations can increase their level of performance efficiency.

CULTURAL DIFFERENCES

THE relationship between culture and management philosophy was discussed earlier in this paper. Nigerian culture differs in many respects from western culture. Perhaps the most significant of such differences is the structure of the family. In traditional Nigerian family structure, the father is supreme. The socialisation process teaches children to submit, often without question, to the superior wisdom of their father. Even wives are generally expected to subordinate themselves to their husbands. Father takes most decisions for the family and rarely consults other members even when such decisions affect them. This "dictatorship" is moderated by the father's acceptance of full responsibility for the total welfare of his family. In a larger setting of the town, city or clan, the paramount ruler, very often, exercises the same authority as the father. This contrasts with the western culture where a more democratic structure, allowing a greater degree of autonomy for individual members, is the norm. This difference in culture should reflect in the management process suitable for each.

Even the concept of the family differs. The nuclear family of the western culture contrasts with the extended family of the Nigerian culture. The latter defines the family more liberally, including even third cousins and great grand uncles. Even geographical proximity or long associations could develop into family relationships.

Western culture also develops separate institutions to cater for the different needs of the individual members of society. The church takes care of the religious and spiritual needs while business organisations take care of economic needs. Government takes care of the social and judicial needs. Many

of these roles are played by the same institutions in the Nigerian culture and are difficult to separate. Thus work is not only economic but social or even spiritual. And the church or religion is not expected to insulate itself from the economic needs of its members. In fact, increasingly, spiritual and economic needs are being integrated.

Lastly, there is the novelty of acquired, rather than ascribed, authority. Traditional authority is a result of birth or age. Membership of the royal or aristocratic families inherit the authority of their families while age confers some measure of authority. Therefore, the newness of paid employment and the change from ascribed to acquired authority represents other cultural differences which have implications for the choice of management philosophy and process in Nigeria. The implications of these environmental and cultural differences constitute the challenge of management in Nigeria.

CHALLENGES TO MANAGEMENT

HOW does management reflect these environmental and cultural differences in the management theory and practice in Nigeria? For areas of change or modifications, suggest themselves as

- (i) adoption of a long-term view of management;
- (ii) adoption of the traditional concept of authority;
- (iii) management organisation and style; and
- (iv) human resource management.

ADOPTION OF LONG TERM VIEW OF MANAGEMENT

In a volatile environment as described earlier, the temptation is to adopt a day-by-day management approach, to take advantage of the moment and to avoid long-run commitments. That temptation should be resisted for its myopic implications. A business organisation is regarded as immortal. It outlives each generation

of owners, managers or workers. Similarly, a country is also immortal and outlives every government or generation of citizens. Yet, governments and management tend to equate their tenure with the life of their countries or their organisations. They formulate policies which reflect this orientation and which often result in their successor changing things after their tenure. Yet, the instability created can be avoided if management tries to identify the long-run interest of their organisation and align that of their organisation to it. Such a policy may not be appealing in the short run as it may not take advantage of the short-term opportunities. But companies which take such a long-run view of their company's interest are the ones which maintain a stable growth in which the long-run and are as well, at least relatively, insulated from the instabilities which are the consequences of the frequent changes in the environment.

It is, of course, realised that management has to fit its policy to the broad macroeconomic policy of government. But the challenge of innovative management is to see beyond the immediate advantage of such short-term policies and, while exploiting them, for immediate advantages, to realise that they cannot last. The Nigerian experience clearly illustrates this dilemma. Although the establishment of industries which were more of enclaves within the economy, with little or no economic linkages, was in conformity with the economic policy of the early 60s, they were, however, not based on the long-term economic interests of the country. That there was bound to be a change of such type of industrialisation policy should have been obvious to a management which adopts a long-term perspective of its organisational interest. The few companies that were forward looking are not suffering from the same level of raw material panic which has gripped many a Nigerian industry

today. A long-term view of management is most likely to avoid a fallacy of composition which leads to the perception that societal interest is a simple summation of component organisations' interests. In reality, the starting point is societal interest and it is to it that organisational interests have to be aligned. Adopting this view of management is likely to produce a stability in organisational growth in spite of the volatility of the environment.

ADOPTION FOR THE TRADITIONAL CONCEPT OF AUTHORITY

In management, two concepts of authority are often distinguished. Traditional authority is defined as "the right to give order and the power to exact obedience". Traditional authority is exercised by the order-giver and the order-taker is compelled to accept possibly as a way of avoiding sanctions. On the other hand, behavioural authority derives from the subordinates' willingness to submit to order and accept them as a basis of what "he does or is not to do as far as the organisation is concerned".

Management practice in the western culture adopts the behavioural concept of authority by advocating participative management. Nigerian management experiences do not suggest that the behavioural concept of authority is conducive to organisational effectiveness. The traditional concept of authority, as exists in the family, is closer to the prevalent culture in the country and is more likely to produce a higher organisational effectiveness. An authoritarian paternalistic management has, therefore, been recommended for Nigerian organisations.⁴ The authoritarian component represents the traditional concept of authority and confers on management the right to give orders and exact obedience and to impose sanctions, including firing, for disobedience. Apart from the fit with the Nigerian culture, autocratic paternalism also seems appropriate for a society yet to

imbibe industrial work culture and discipline.

But also in the traditional family structure, authority is not only exercised for productive ends only. The superior, who gives orders is as well concerned with the welfare of the subordinates and his family. The inculcation of this paternalistic responsibility implies that separation of man as an "object", to be used for production purposes, from man as a "subject" unique and with needs transcending economic,⁵ as practised in the western culture may not be appropriate for Nigerian organisational effectiveness. In such a setting, the organisation does not "interfere" with the workers' needs other than those work-related. Yet the Japanese experience teaches us that "it is only when the individuals needs are well met within the subculture of a corporation that they can largely be free for productive work that is in larger part outstanding".

The challenge of Nigerian management is, therefore, to perceive their organisations not only as an economic but also as a social unit where the worker can meet most of his economic, social, psychological and even spiritual needs. The organisation has to be seen as a sort of extended family to which the worker can turn when threatened or in need. The "esprit de corps" that is likely to characterise such an organisation is most likely to produce a higher degree of organisational effectiveness.

MANAGEMENT ORGANISATION AND STYLE

If the organisation is to become more than an economic unit, then its structure has to change. The conventional wisdom of organisational structure building is that the structure should be fashioned around the functions of the organisation and not around personalities. The former is more permanent while the latter may be subject to a high turnover. This may be particularly true of management of Nigerian

parastatals where top management changes rather too frequently, very often with changes in government.

An organisation structure is an ideal arrangement of not just functions but also of people in a way that facilitates the accomplishment of set objectives. Since people do operate within the structure and people do differ, it is doubtful if there is a unique organisational structure conducive to managerial efficiency and effectiveness. It is thus as important that the organisation structure should fit the key personality characteristics and skill of those who will operate it. Recent researches of successful companies show that such companies operate different structures depending on the nature of the other soft S's of staff: style, skills and superordinate goals.⁷ Harold Geneen ran ITT with a decentralised organisation structure which suited his skills and style. Matsushita, however, alternated between centralised and decentralised structures in running his own company, intensifying controls when environmental conditions were unfavourable such as during recession. Yet, both companies rank among the most successful because all their management S's were harmonised with one another. An organisation's structure should, therefore, reflect the characteristics of its top staff and should be flexible to adjust to changes in key personnel or other environmental factors as well as in the organisation.

A manager's style, which is the way he focusses his attention and interacts with people, is also important for managerial effectiveness. It sets the tune for subordinates and communicate at the operational level what his expectations are and how he wants business conducted.⁸ This serves as an invisible supervisor which guides workers and directs their work to the success of the organisation. The tendency to underrate the importance of style as opposed to struc-

ture and systems may constitute an expensive management error. At least in the public sector, examples of impressive styles demonstrated by governor Ogbemudia or by Murtala Mohammed show how much of a motivating factor management style can be.

Style must include the provision of a statement of the basic philosophy of the organisation or what Pascale and Althos called "superordinate goals" which will serve as a compass for all members of the organisation. Such superordinate goals are common to many educational institutions which often state them as "motto". They incorporate the spirit of the organisation and serve as a compass as well as a thermometer of individual actions and contributions to organisational goals.

Management is thus faced with the need to adopt an innovative approach of developing a structure for their organisations which will fit the skills, staff style and superordinate goals of the organisation. This poses a challenge to the creativity and innovative power of Nigerian management.

HUMAN RESOURCES MANAGEMENT

THE fourth challenge facing management in Nigeria is to reorientate the human resource management of organisations. Too often, one hears the imitative assertion that "people are our most important assets". An examination of how such organisations treat their most important resource will reveal how hollow such a claim is. The attention paid to staff moral and personal career prospects are a little more than superficial. Even though workers do little to contribute to poor performances of organisations, they are often the first to pay the penalty of bad times and invariably the last to enjoy the benefits of any buoyancy. Of recent, many companies in Nigeria have carried out massive

retrenchment of their workers. Yet, a study of 78 companies in 1984 showed that only 6 incurred losses while 40 recorded higher profit ratios, 20 of them doing so on a lower turnover.⁹ Human resource management, therefore, appears to be perceived as no more than the development of a recruitment procedure, keeping records of staff, imposing sanctions where necessary and carrying out routine training, mainly to take advantage of the ITF provision.

What is needed is a human resource management built around the family concept. A family has a unity of purpose and each member is helped and motivated to contribute his best to achieve that purpose, bearing in mind the need to build and sustain the good name of the family. Family members have precedence over outsiders in taking advantage of opportunities arising or in sharing the benefits of family fortunes. Even when a family experiences a hard time, no member is cast away. Rather, sacrifices are made by members such that the burden is spread among all. The esprit de corps of the family can propel ordinary men to produce extraordinary results. The challenge, therefore, is to evolve a human resource management system which can replicate in an organisation the same sort of motivation, shared values, pride, loyalty, and trust characteristic of the family.

A family concept of human resource management will take each employee as a new member of the family, put him through a socialisation process which inculcates in him the superordinate goals and philosophy of the family, and invests in him such resources as may enhance his potential worth and contribution to the family. The burden of hard times will be spread on the members of the family—shareholders, management and workers. The Delta Airlines example seems to suggest that the existence of a labour/management dichotomy

in organisations is an evidence of failure or inappropriateness of the human resources management policy of such organisations.

There is need to broaden the scope of human resource activities in organisations beyond the personnel and industrial relations functions of collective bargaining, conciliation, bilateral or tripartite negotiation and arbitration functions which it traditionally performs. The new human resource function should be the core of the adaptation of management philosophy and process to the environment. It should champion the cause of enunciating a clear philosophy of the organisation, ensure that new employees are screened not only on the basis of their technical or work-related skills but also on their psychological capacity to share in the higher values of the organisation. It should also ensure that all employees imbibe, through continuous professionally planned training programmes and companies activities, the philosophy or essence of the organisation. In such a setting where all workers, including management, share and cherish a common goal, the basis of relationship between management and labour will be more cooperative than adversarial. In fact, labour unions would be superfluous and workers will be positive about their companies and would, therefore, not do anything to tarnish its image. But this development requires a determined and purposive effort of management, a willingness to go off the beaten track, to experiment with new concepts and ideas. It is doubtful if any Nigerian company has ever taken the trouble to develop a philosophy which is used to condition all its workers. If it exists in some companies, it is most likely to be known mainly, if not only, to top managers. The development of such a philosophy, and its dissemination to all staff can do a lot to increase performance efficiency and eliminate or drastically reduce the

many malpractices which paralyse many of our industries such as NITEL, NEPA, Nigeria Airways, et cetera.

In conclusion, the thesis of this paper is that the Nigerian environment and Nigerian culture differ significantly from the western. These differences, therefore, call for appropriate changes in the current management practice. The article has outlined some of these changes

with a view to making them fit more with the environment. Pascale and Althos warning of the "doom" environment¹⁰ which "does not produce managerial innovations which break inherited molds of perception, old patterns of behaviour, and prior expression of beliefs and values"¹⁰ informs us sufficiently to take the search seriously and to start now in earnest.

NOTES

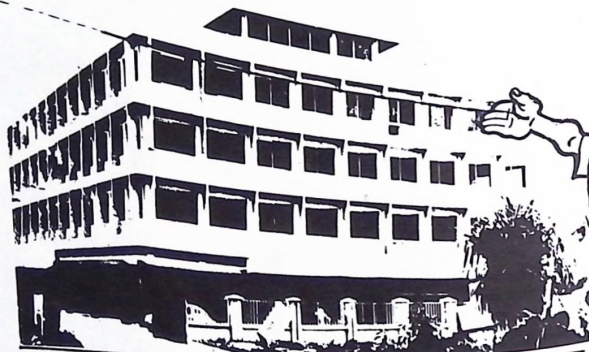
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GUIDE TO MANAGEMENT REPORT WRITING

By

DELE OSUNDAHUNSI

INTRODUCTION

EACH time we have to feed information back to others for one reason or the other, we are reporting. It may be at the request of the person to whom we are reporting back or at the request of the person who gave us the information, e.g. a visitor. For example, when we are out of our office, and someone calls either physically or on telephone, our secretary reports to us when we come back. In this case, the secretary's training requires her to report back to us orally or on a slip usually headed "WHEN YOU WERE OUT" or MESSAGE SLIP". By her schedule and training, she knows that she has to report. Indirectly, the boss has asked for the report. Directly or indirectly, the visitor has requested for the message to be reported. Sometimes, the report is specifically asked for. For example, the secretary to a meeting knows that she has to produce a report of what happened at that meeting. That report is called "Minutes of a meeting". On some other occasions, a special situation or problem develops. The officer-in-charge of the schedule may specifically appoint a person or a committee to study the situation or the problems, narrate the event in its proper perspective and finally, recommend to him what he should do to solve the sporadic problem and to avoid such occurrences in future. In that case, the person or the committee so

commissioned is to write a formal report. Again, suppose one is involved in an accident on a highway with others, the police will like to know what actually happened if one is called upon by the police to narrate the accident as an eye witness account either orally or in writing, what one produces is a report.

Subordinates are, of course, expected to inform their superiors or management periodically (daily, weekly, monthly, *et cetera*), about the performance of their duties, problems encountered and possible ways of improving on the method and the situation. What they produce is a routine report which can also be a fill-in-form report. The latter terminology suggests to us that it is often done on a prescribed form.

TYPES OF REPORTS

From the foregoing then, one can conveniently opine that there can be oral and written reports. Secondly, one can postulate that reports deal with several subjects, ranging from domestic issues to national issues. Thirdly, reports can be produced regularly or ad hoc, as the situation demands. Fourthly, reports can be short or long. Fifthly, a report may follow a prescribed format with subtitles (e.g. a store inventory) or be a straight-forward narrative prose like an eye witness account of the type referred to above. In the sixth place, depending on the nature of the subject being reported upon, reports can be technical e.g., an engineer-

ing feasibility or progress report; and it can be quite general like a visitation report. Seventh, reports could choose to be descriptive, narrative, expository, pictorial, statistical, graphic, *et cetera*, depending on the style of the writer which will normally be dictated by the nature of the subject of a report. Very often, eye-witness accounts are narrative like the one below. Financial reports are statistical and analytical. Annual Reports of companies are narrative, pictorial and statistical.

NARRATIVE REPORT

Example:

We broke for lunch at 1:00 p.m. and I walked down the stairs in the company of Tunde and Hassan. As we entered the dining, we heard a loud noise and we noticed that everyone was trying to rush out of the restaurant out of reflex action.

Eighth, a report can be categorized according to the stage of preparation at a point in time. For example, reports can be interim, progress or final. Ninth, reports can be categorized according to the order of importance attached to them. For example, we can have a Main Report (as in Udoji Main Report), and Subsidiary Reports. None of the terminologies is exclusive. So, one report can be a short narrative progress report.

DEFINITION

Based on the situation explained above, let us now attempt to look at the text-book definitions of a report.

John Mitchell (1974: 11) says it "is a written statement of the facts of a situation, project, process or test; how these facts were ascertained; their significance: the conclusion that have been drawn from them; the recommendations that are being made." Peter Little (1965: 129) writes that "it is used to refer to a document providing an account of something witnessed or examined, or of work carried out, or of an investigation together with conclusions arrived at as a result of the investigation." Chappell and Read (1979: 44) claim that it is a "document in which a given problem is examined for the purpose of conveying information, reporting findings, putting forward ideas, and sometimes making recommendations—as the basis or action". Nicki Stanton (1982: 265) agrees with Chappell and Read that it is a "written communication of information or advice, from a person who has collected and studied the facts, to a person who has asked for the report because he needs it for a specific purpose. Often, the ultimate function of a report is to provide a basis for decision and action." Although, most of the definitions emphasize the written nature of reports, not all reports are written as earlier demonstrated in the introductory part. A report can be oral or pictorial.

CHARACTERISTICS OF A REPORT

From the definitions above, we can summarise that a report is normally asked for either expressly in writing, orally or by convention.

When the Head of State appointed a committee to study the Kaduna riots early in 1987, he did it in writing. Such a request is called "Terms of Reference". This will be dealt with later. The report of a visitor given by a secretary while one is out is asked for by convention. By convention, courtesy and accepted practice all over the world, the secretary knows that she has to report such things when her boss comes back. Se-

condly, the reason why someone gives a report is because he wants one to use the report for certain decisions or actions. Such actions could be disciplinary, judicial, commendatory, management, et cetera. Thirdly, because reports are expected to be used for taking decisions, they have to be factual, convincing and unbiased. Fourthly, their language, tone and choice of words must be clear, appropriate, precise, simple and unambiguous. Fifthly, they must be well planned, well-paragraphed, sequential in presentation, logical and unified in thought as well as being lucid in reading. The sixth point is that a report must be purposeful, result-oriented, clear in its direction and as much as possible, be concise without rambling or delving into extraneous matters. Seventhly, it must be a complete document which does not call on the reader to make other readings or references in order to be able to understand any point being made in the said report. If for any reason it needs to use facts from other documents, it must use it in as much as it is relevant to the cause of the report. Finally, more often than not, a report deals with a specific problem and one problem only in order for it to be coherent and be able to look at the problem in all its ramifications. In a sense, the judgement usually delivered by a judge or magistrate in a court is a form of report.

FORMAT

A report can take any of the following formats:

- letter
- memo
- fill-in-form
- many-page document (book form)

Many writers refer to a, b and d as schematic or formal in nature when they follow the structure outlined below. The many-page document (book form) is referred to by many writers as a formal report because it follows a specified structure that will

be discussed below too.

STRUCTURE OF A REPORT

A report consists of the following parts as its structure:

- Title or Title page
- Audience/Addressee
- Date of writing report
- Identification of Writer(s)
- Content page
- Summary of Report/Recommendations
- Introduction
- Terms of Reference
- Procedure
- Findings
- Conclusions
- Recommendations
- Appendices
- References and
- Glossary

Not all types of reports can have as much as fifteen parts. For example, a letter or memo form may have only ten parts made up of:

- Title
- Addressee
- Date
- Introduction
- Terms of Reference
- Procedure
- Findings
- Conclusions
- Recommendations
- Name and Writer

A fill-in-form report may not have more than five of these parts whereas the many-page formal report which is in a book form can have all the parts stated above.

Let us now examine the contents of each of the parts

TITLE OR TITLE PAGE

A title is the name of a report. It can range from a short phrase to a long one. Look at the following examples:

- Report of an Alleged Riot in the RIP staff canteen on Tuesday 13th July, 1987.
- Report on the Structure of Wages and Salaries of Employees in the Civil Service, Parastatals and Similar Organisations.

You will note that the two titles are

written in phrases. The definition of a phrase in English is that it is a group of words without a finite verb. Normally, a finite verb is one that is in its natural state of depicting person, number, tense, mood and voice in English. Secondly, as far as possible, titles are capitalized to show their importance as proper nouns. Thirdly, like titles of books, they come first either on the title page or on top of a report that is in a letter or memo form. To forget it is comparable to forgetting the name of an address on an envelope. The display is that of either the typist or the artist or both combined.

AUDIENCE/ADDRESSEE

Like all communications, a report is normally addressed to the person who commissions it. If the report is in a memo or letter form, it is addressed to him in the form of a formal letter. Normally, the addressee is typed on the top left side of the first page of the letter or memo report as in formal letters. If it is a report in the book form, the addressee is mentioned on the title page or in the accompanying letter. A formal report is normally accompanied by a covering letter to the commissioner of the report.

WRITER(S)

Names of writers of a report are written normally like the names of authors of a book but if the report is a one-man letter/memo report, the writer appends his signature after the recommendations and his names are written below his signature. If it is a report submitted by a committee of more than one person, the Chairman of the committee signs the report on behalf of others.

CONTENT PAGE

A content page is the page on which the chapters of the report plus the corresponding pages are listed. This is only useful for the long report in a book form. By the nature of short reports which cover one page to five pages, a content page will neither be useful nor necessary.

SUMMARY OF REPORT OR RECOMMENDATIONS

A long report normally summarises itself in a page or two mentioning the highlights of the report. In many cases, it devotes a paragraph or two to thank persons who have helped the work of the committee. Such a "thank-you" section is styled "Acknowledgement" in a long report. Normally, short reports cannot have this section.

INTRODUCTION

The introduction to a report should state the antecedent situation to the commissioning of the report. For example, in the case of a report on the crisis in a restaurant by some staff of a company, it should briefly narrate it as known by all ancillary. See the example below.

Introduction

On the 13th of July, 1987, there was a disturbance in the RIR Canteen of Tejumade Industries Limited at Ikeja in which some members of staff were wounded at lunch while some property of the organisation was damaged.

It is against this background that a three-man committee made up of Mrs V. Onyike, Dr. A. Haruna and Mr. K. Jeje was appointed by the Managing Director to investigate the circumstances surrounding the disturbance.

This is an introductory paragraph. For a long report, it may cover over three pages. On the other hand, if it is too long, it may be tempted to be leaking the findings of the report. If this happens, the writer may be charged with planlessness and repetitive tendencies.

TERMS OF REFERENCE

The terms of Reference section which normally follows the Introduction contains a statement of the assignment given the committee or the writer of the report. The terms form the guidelines for the committee's operations. Look at the example below as a follow up to the Intro-

duction above.

"Terms of Reference

The terms of reference of the committee are:

- (a) to ascertain the nature and scope of the alleged disturbance in the RIP Canteen
- (b) To find out the causes of the disturbance
- (c) to identify and cost all damaged materials of the company
- (d) to identify injured persons and the extent of the injuries
- (e) to identify the key characters and their roles in the disturbance
- (f) to make recommendations, and
- (g) to submit a report not later than the 30th of July, 1987"

In many short reports particularly the letter/memo form, the Introduction and the Terms of Reference are fused into one paragraph. To go beyond the terms of reference given a committee is to over-step the bounds. This is not only dangerous but may lead to confusion and diversion of reader's attention. Often, it is visited with such polite insult as "management has noted the findings and recommendations of the Committee in paragraph 8(b); but observes that it is outside the Terms of Reference of the Committee.

PROCEDURE

The section on Procedure usually highlights the methods used in conducting investigations. This may be through:

- (a) library readings
- (b) eye-witness accounts
- (c) submission of memoranda by staff members
- (d) visit to site of disturbance
- (e) personal interviews
- (f) administration of questionnaires and
- (g) computer analysis.

These may be put together as follows:

"Procedure

"In order to ascertain the causes, nature and extent of the disturbances in the canteen, the committee

adopted the following investigatory procedure:

- (i) a cross-section of the workers was interviewed
- (ii) questionnaires were administered on 25 workers
- (iii) the Canteen Manageress and her staff were interviewed
- (iv) the committee inspected the damaged equipment
- (v) the committee invited a valuer, Messrs Okonkwo, Agunbiade & Co. to value the damaged kitchen equipment and broken louvre blades, and
- (vi) the committee visited the injured in hospital and in their homes.

FINDINGS

This section of the report is expected to report the findings as raw data not as interpretations or conclusions. For example, the committee could have found out the causes, the nature of the damages done, the list of names of those who took part in disturbance, the names of those injured and the cost of the damages. This section is the most important part of the report which conclusions and recommendations depend. It is normally longer than any other part of the report because it should be divided into sections as required by the terms of reference. Look at the example below:

FINDINGS

Causes

It was found out that there were remote and immediate causes of the disturbance.

Immediate Cause

The immediate cause was a sudden explosion in the RIP kitchen at about 1.00 p.m. during lunch on July 13th, 1987.

The explosion was as a result of gas leakage. There was a stampede which caused a lot of trampling on others. However, some workers who did not know what was happening but who had previous grievances against the Canteen Manageress

thought it was a riot and they joined the supposed mob action. They broke drinking glasses, glass louvre blades and some plates. Some of the damages were deliberate while some were accidental. The list of the rioters form Appendix III of this report."

This section can continue with the remote causes, the list of injured people, the list of damaged items and answers to a host of other questions raised in Terms of Reference.

CONCLUSIONS

The section titled conclusions interpretes and summarises the raw data collected under Findings. For example, the report could have concluded as below.

"Conclusion

The principal conclusions arrived at by the Investigation Committee are that:

- (a) the cause of the stampede was the gas explosion in the kitchen.
- (b) most of the damages are accidental
- (c) the matter was aggravated by the fact that there is only one entrance to the restaurant.
- (d) some culprits were identified as rioting opportunists. See Appendix III"
- (e) 15 junior staff workers including two canteen workers were injured. Their names and sections are listed as Appendix IV.
- (f) the total value of accidental damages sums up to ₦150,000. The list forms Appendix V.
- (g) the total value of wilful damage is ₦48,000. The list forms Appendix VI.

RECOMMENDATIONS

This is the final part of the report. It must state the recommendations of the committee/writer on various aspects of the terms of reference. As much as possible, the recommendations should be itemized and if possible, follow the sequence of the Terms of Reference. For example:

"Recommendations
In order to avoid such situations in future, the committee makes the following recommendations:

- (a) that the lunch period be extended to two hours to permit lunch shift periods
- (b) that one more entrance be created in the restaurant
- (c) that the workers who deliberately damaged the identified equipment as listed in Appendix III be surcharged and reprimanded, et cetera
- (d) that all injured persons listed in Appendix IV should be financially compensated under the Workmen's Compensation Act."

It is important to realise that recommendations must have some relevance to Findings and Conclusions. For example, under Findings and Conclusions, we observed that there were some rioters while there were also workers genuinely stampeding out of the restaurant. This distinction dictates that our recommendations for the two groups have to be different as a matter of logic. A harmonious relationship between the contents of Findings, Conclusions and Recommendations is what puts to test the logically, coherence and unity expected of a report. When the three parts do not cohere, the report becomes inconsistent, incoherent, un-unified and illogical in content and tone. Such situations arise generally from spontaneous writing rather than outlined writing.

APPENDICES

The Appendices contain all the documents, graphs, histograms, pictures, memoranda, statistical table, et cetera, which can buttress any points made under Findings, Conclusions and Recommendations. For example, Appendices III, IV, V & VI referred to earlier on as lists of rioters, injured workers, and damaged items respectively are to be listed under Appendices and attached accord-

ingly. Not all reports have appendices. Invariably, long reports have whereas it is not common with short reports.

REFERENCES

Quite normally, references refer to a list of books, magazines, journals, reports, articles and non-written materials referred to in the body of the report. It is recommended that in arranging references, alphabetical ordering should be followed. See the bibliographic list attached to this article. In the lineal punctuation and arrangement of author, title, publisher, date of publication and pages referred to, it is recommended by the *MLA Handbook* that the surname of the author should come first and punctuated with a comma(,) which is to be followed by the first name or the initials of the author which are punctuated with a stop or period (.). This is immediately followed by the title of the book which start every word with a capital letter, except articles, prepositions and conjunctions which are neither the first nor the last word of the title. The exceptions above are started with small letters. The title is punctuated with a stop ()

Titles of books are normally underlined while titles of articles and newspapers are quoted(" "). The title of the publication is immediately followed by the name of the town where the title is published. As a proper noun, it is started with a capital letter. The name of the town is punctuated with a colon(:) and this is followed by the name of the publisher which is punctuated with a comma(,). The date of publication is normally capitalized and punctuated with a stop or period(.). However, if you have to mention the page consulted in a book, the name of the publishing house is punctuated with a comma (,) while the page is abbreviated as p. followed by the figures. This is finally punctuated with a stop. Note that the abbreviated plural for (p.) is (pp.). To refer to more than one page, the first and the last pages of

the citation are joined by a dash (—). See example below:

Neale, R. H. *Construction Management and Technology*. Aldershot: Gower, 1987.

Ganesan, S. *Management of Small Construction Firms*: Tokyo: APO, 1987, pp. 220-240.

PREPARATION OF A REPORT

From this article, one would note that a report is nothing to hurry. It requires proper planning and research mainly because the facts must be accurate, well marshalled and properly used, as the report itself must be unified in thought, sequential, logical and analytical since it will form the basis of action and decision for some people. Normally, the decisions taken on the basis of a report will affect some other people. They may spell injustice in management and maladministration. It is either that someone is unjustly punished, repudiated and disciplined or unjustifiably commended, promoted, advanced and financially rewarded at the expense of deserving ones.

STAGES OF A REPORT

In view of the fact that a report has to be a well-thought out and well-structured document, it would need to pass through the following stages to reach the submission stage:

- (a) Commissioning
- (b) Mental and physical planning of envisaged layout, structure and procedure
- (c) Material gathering
- (d) Material processing and analysis
- (e) Writing of first draft
- (f) Reviewing and re-polishing for subtractions and additions
- (g) Final draft
- (h) Editorial and proof-reading
- (i) Production of final/clean copy and reproduction
- (j) Submission

LANGUAGE OF REPORTS

Is it not relevant to ask if report-writing has a separate language of its own? Perhaps, the answer is no.

It uses the medium understood and used by its commissioner and financier. For example, in Nigeria, official government and feasibility reports are normally written in English, which is the official working language of this country used in government, business and educational circles. Consequently, the writer of a report must ensure that he uses the language in the way known by and acceptable to all and sundry. This includes mastering the relationship between lexical items (words) and structural items like phrases, clauses and sentences. It includes use of correct spellings and adequate choice of words within the lexicographic (dictionary) acceptances. However, a writer is free to coin words and terminologies under the general licence called "poetic licence". Whenever he has to do this, he must explain his terminologies under a section normally titled "Glossary" or "Interpretations". If for example, a writer uses a phrase like "Gubernatorialistic Licences", he must explain the meaning attached to it. He must avoid using ambiguous expressions. Ambiguous expressions are those which are capable of more than one interpretation.

As much as possible, a report writer must avoid using unfamiliar abbreviations except the ones previously explained in the report and also the group called acronyms like WHO, NEPA, UNESCO, OAU, ECOWAS, *et cetera*, with which we are all familiar.

A host of foreign phrases are better avoided as their meanings are more technical than ordinary. They include:
in situ; ad hoc; ab initio, a priori, status quo, per se, *et cetera*.

Since report writing is more of an exercise in reported speech, or indirect speech, a writer should ensure that he masters the skills required for using reported speech.

The tone of report writing is generally impersonal, uninvolved, inde-

pendent and expository in view of the fact that a report is not expected to show bias or prejudice but to lay the facts of a situation bare. It must avoid emotions and the tendency to be suspected of prejudice

PARAGRAPHING

Good paragraphing is very important in report because a paragraph should deal with only one idea. It is very important in report writing in order to avoid mixing up facts and misleading the reader. Very often, the paragraphs are numbered using both Arabic numerals and alphabets plus decimalisation. Let us take a case for example. Let us assume that "Findings" is section 4. Other sub-titles under this main sub-heading will require appropriate numbering.

Example:

4. FINDINGS

- (a) Remote causes
- (b) Immediate Causes
- (c) Extent of damage, and
- (d) Extent of injury

Adequate paragraphing and numbering not only help the presentation of the report but of course, reveals adequate, consistent and careful planning which are hallmarks of good organisation.

USE OF WORDS

In the usage of words, it is common in report writing and minute writing to be confused with collective words which could use both singular and plural verbs. Such words include committee, mob, board, team, band, army, audience, congregation, crowd, *et cetera*. Although they represent in reality a lot of people (plural), it is safer to see them as singular nouns. Therefore, one can let them work with 3rd person singular verbs as follows:

Example:

The committee recommends that the rioters be punished.

In terms of voice, reports use more of passive voice than the active voice. See an example below:

SPELLINGS

It is important to check the spell-

ing of any word that is not clear from the dictionary. All writers will, however, note that some words are more likely to be more frequently

not a woman. Probably, the commonest way of defining is by connotations. This is the definition that determines the essential

Present Simple Tense

Person	Number	Pronoun	Verb	Person	Number	Pronoun	Verb
1 Pers.	Sing.	1	recom mend	1 Pers.	Plural	We	recom mend.
2 Pers.	Sing.	You	recom mend	2 Pers.	Plural	You	recom mend
3 Pers.	Sing.	He/She/It	recom mend	3 Pers.	Plural	They	recom mend

misspell than others. Those words often frequently misspell include.

accommodation, pronunciation, disappeared, occurred, occasion, successful, necessary, government, beginning,

its/it's; later/latter; morning/mourning; principle/principal; tear/tear; their/they're/there; weather/whether. which/witch.

DEFINING IN REPORTS

All reports are prone to defini-

Active:	Passive:
The committee recommends that Management should punish the rioters.	It is recommended by the committee that the rioters be punished.

address, Wednesday, acquaintance, committee, embarrass, exaggerate, immediately, noticeable, restaurant, recommend, rhythm, receive, achieve, conceive.

WRONG USAGE OF WORDS

It is also common in writings for us to misuse a word in the place of another. Such words which are frequently confused include pairs of:

accept/except; adjoin/adjoin, adapt/adapt; advice/advise; all together/altogether; biannual/biennial; among/between; farther/further; born/borne; block/bloc; cite/sight/site; continual/continuous. defer/differ;

tions of one thing or the other. There are several ways of defining. One can define by giving a synonym. For example, "go" means "proceed, move from place to place". One can define by giving examples. Green is the colour on living leaves. Thirdly, one can define by exception, i.e., what the thing is not, e.g., A man is

qualities of the thing being defined. For example, "a noun is the name of any person, place, thing or idea". It is very important always to define one's subject clearly before one starts referring to it in the latter part of the report.

CONCLUSION

It is not impossible to go into all the features of a report in a short article like this. What this article has tried to do, therefore, is to give guidelines for management report writing. It has, therefore, examined types, format, definition and scope for reports. As much as possible, it has given guidelines about structuring and categorizing reports as well as the need for adequate preparations and planning plus the dignity of being a master of the medium adopted.

(Continued on page 26

Managing Your Health

BACKACHES

by
Dr. D. P. Binitie, FRCS
Department of Surgery, University of Jos.

INTRODUCTION

INDUSTRIALIZATION has made life easier for us than what our ancestors had. It has not been an all the way gain because there is a price paid physically and emotionally for this luxury. In the highly industrialized societies of the world "backaches" is third to "heart attack and blood circulatory diseases" which is the first and "cancer" which is the second. 50% of all people who must give up active work do so because of back problem. They have to live with constant or intermittent pain resulting from worn out bones, muscles and ligaments of the back. Physical and emotional over-exertion play a major role in the causation of backaches.

Unfortunately damage to the back is only noticed when it produces pain and at this stage things may have progressed too far for complete cure. Such patients worry and wonder if they can lift and carry objects again, drive a car, play squash, continue their sex life, *et cetera*. They hear different names given to backaches like acute lumbago, disc problem, sciatica, radiculopathy, cervical vertebral column syndrome, *et cetera*.

Backache is quite common in Nigeria and the number continues to grow with industrialisation. It affects especially management staff and office workers, who are relatively sedentary workers and spend hours at their desks or attending meetings. They are relatively inactive physically but are emotionally stretched. An understanding of the relationship between the various parts of the body involved in standing, sitting, lying down and walking properly will go a long way not only in helping back sufferers but reduce new ones.

STRUCTURES INVOLVED IN BACKACHE:

THE 33 bones that make up the vertebral column, the muscles, ligaments, joints, blood vessels, nerves spinal cord and the brain may contribute to backache. The bones may be grouped into those of the neck (cervical) seven in number, chest to which the ribs are attached (thoracic), twelve in number, abdomen/belly (lumbar) five in number and waist (sacro-coccygeal) nine in number. The discs lie between each of these bones acting as a shock absorber during movement. These discs usually contain a liquid material which is elastic but loses this nature and becomes more rigid with age and tends to wear off. This worn out disc then presses on the nerves and cause the pain of disc prolapse or sciatica which can radiate to the back of the

buttock or leg or foot.

Wear and tear may affect the ligaments, muscles, joints and any of the parts already listed at different ages resulting in backache. Different people wear out these parts at different rates and at different ages. Such changes are called "degenerative disc disease" or wear and tear of the spinal column. In such people there is no major injury from trauma or an accident but an occasion of stress or violent exertion usually compromises the delicate balance of their back/spine. They usually refer to that event as the cause of their back pain.

Other indirect factors that are involved in backache include diet, lifestyle and emotional influences. Each person's back complaint is dependent on the condition of his back and his or her own unique contributing factors. Therefore using another person's complaints to determine one's own backache is to be discouraged.

Faulty posture is another major contributor. This may be due to ill fitting or uneven heels of shoes. Workers who spend long hours bent forward in unnatural postures are likely to develop backache. Those who sit a lot are not better off because the chairs do not give adequate support to the bones of the lower back. The effect of faulty posture is the imposition of abnormal and irregular muscle function on the back resulting in backache.

The ability to tolerate pain varies from person to person and depends on the emotional condition of the person when the pain strikes. It is however the body's warning sign that something is going wrong and that steps be taken to correct it. Pain notifies the brain which responds by giving specific corrective instructions to other parts of the body.

SELF HELP FOR A PAINFREE BACK

PREVENTION is the key word to ensuring a pain free back. The goal is to keep the muscles of the back supple and in use to keep the spinal column flexible and the discs elastic and mobile. The contributory role of emotional upheavals to backache is important. So psychological burdens should be redistributed as best as possible. Remember that there is a limit to physical and emotional stress the body can safely tolerate. Backaches tend to recur but may be followed by painfree periods. The ability to reduce the recurrence

rate is learning to adapt to restrictions imposed on one's life style by backache. It is, therefore, important to take general as well as specific measures as self-help aids to a painfree back.

GENERAL MEASURES

KEEP your weight down and your health in good shape. Watch what you eat and drink because each extra pound of weight added increases the burden on your back. Obesity or "putting on of weight" will not be a sign of "success" but an added burden to the spinal column. So weigh yourself once a month and try to keep your weight down.

Avoid constipation or chronic cough because the added strain is transmitted not only to the brain but to the spinal column as well resulting in backache in the long run.

2. Keep an erect posture because this ensures even distribution of weight and reduces wear and tear on the spinal column. Use a firm mattress with a board on the bed for sleeping. Use chairs with a with support cushions to preserve the natural arch of the back in the sitting position as this enables a natural distribution of weight or sit as straight as possible for the same goal.

If you have to sit for a long time stretch out completely on the chair for a brief period of time. Stretch the hip and knee joints, the arms and the neck. Roll the head slowly from side to side across the front to the other side and back. Repeat several times.

Briefly lift yourself off your chair shifting the weight on your spinal column to your hands.

3. Exercise and try to relax often as well as get plenty of fresh air during the day and before sleeping. Walk briskly rather than stroll and adopt an erect posture. Useful sports include jogging, squash racket, tennis, golf and swimming which help to stretch, mobilize and strengthen the tissues of the body and the spinal column.

SPECIFIC MEASURES

THIS is usually taken by the doctor. It includes taking a history, a physical examination as well as specialized tests like Xrays and other tests. A diagnosis is made and treatment commenced with tablets and physiotherapy; supports in the form of corsets or plaster of paris or collar may be prescribed. Sometimes surgical operation may be prescribed when other measures fail. Such an operation is carried out in a case of radiculopathy.

CONCLUSION

THIS article has tried to give an insight into some aspects of backache and the measures that can be taken to relieve sufferers. If you are worried about your back see your doctor early because prevention is the watchword in this case.

NEW DIET FORMULA TO LOSE WEIGHT

A very low calorie diet which is claimed to have guaranteed weight loss in obese people within a short period of time, has been introduced.

Named Uni-Vite Micro Diet, the product is said to have been fast gaining ground as a safe alternative to dieting by conventional food.

Dr. Olu Rahman, the director of Larmot Niger Limited, the sole distributor of the new diet formula, is quoted to have explained that, in an extensive study conducted on 1,000 dieters in the United Kingdom in 1985, it was discovered from 94 per cent survey the fine out of every ten persons who used the diet were fitter and well. A specific improvement in the health of 71 per cent of the people under the study was observed.

Bookseller

(Continued from page 13)

Project Costs Management— Review

By Prof. Meicon I. Ngoka

Publisher: Dunert Publishers and Media Co. Ltd.

THE 112—page work intended for undergraduate and postgraduate students of engineering and construction management is claimed to be the result of several years of research work by university dons. In view of the indigenous pioneering nature of the work, it is expected to fill a vacuum. It therefore covers various stages and processes of project management, identification, planning, evaluation of tender, cash flow, analysis and approval. In addition, it treats case studies of engineering projects in relation to the Nigerian situation. In including project analysis and appraisal, the readership has been enlarged to include practising engineers in the public and private sectors who are often charged with the responsibilities of monitoring and appraising projects.

Certain things are not certain in the book. The first is the blending of the "Ten Commandments of Good Communication" within the theme of project management. The second is whether it is a reading or a collaborative work of five authors. The third is whether it is a text-book or a reference material for the readers stated above. One thing that the book misses, however, is a selected bibliography on project costs management.

Whatever the puzzles, is commendable that it is a collaborative indigenous effort written, financed and printed in Nigeria.

(Continued on page 48).

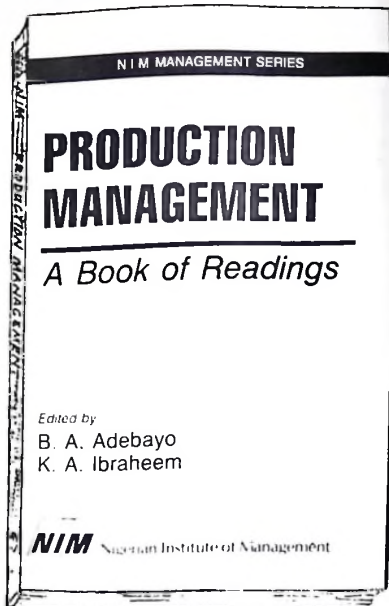
PRODUCTION MANAGEMENT

This first in the NIM Management Series deals with the conceptual and practical approach to Production Management.

PART I deals with the general concepts of productivity while PART II treats such production management techniques as operations research, variety reduction, linear programming, maintenance management, etc.

This book is an essential reading for students of NIM Diploma Programme. Others who will find the book useful are graduate students of business and management; students preparing for degree/diploma programmes in universities, polytechnics and colleges of education as well as management practitioners.

PRICE: ₦25.00



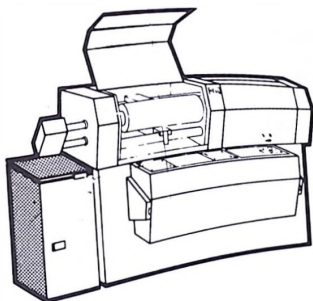
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THIS SPACE IS FOR LETTERS

We welcome letters on all points of fact, debate or controversy, relating to management, NIM and its operations. Please send your letters, typed in double spacing to the Editor.

Management In Nigeria
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Bookseller

(Continued from page 45)

Guide to Communication and Management Consultancy in Nigeria

Author: Oliver Ibekwe

Publishers: Oliver Ibekwe & Associates Limited

Guide to Communication and Management Consultancy in Nigeria is a handbook for consultants and would-be consultants in some aspects of management consultancy—preparation of feasibility report, promotion functions and of appraisals. It dabbles into organisation of seminars, publishing services and export management.

The chapter on seminar organization deals with usefulness of seminars and seminar planning.

On feasibility studies, effort has been made to trace the various steps and probable areas of coverage in project appraisal and feasibility reports. The treatment given to publishing and manuscript development has to do with production, pricing and promotion, as well as editing and manuscript development.

Public relations consultancy, with particular reference to scope, costing, remuneration of public relations consultants, budgeting and consultancy challenges of PR in the 1990s, is treated in Chapter 5, while Chapter 6 discusses marketing services and research, with emphasis on new product development and launching. The 4 P's of marketing as well as market and marketing research are treated.

The last chapter concludes with the requirements of exportation, including procedure, documentation, funding and insurance.

The book makes a lucid reading with the ideas so compressed that one can go through the whole volume in a few hours and yet acquire a load of ideas.

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DIPLOMA PROGRAMME EXAMINATIONS AND REVISION TIME-TABLE

A. EXAMINATIONS—1987

The first examination for the Diploma Programme will be held:
ON: Wednesday & Thursday, (the 9th & 10th of December, 1987).

TIME: 9.00 a.m. — 12.00 noon) Each day
2.00 p.m. — 5.00 p.m)

CENTRE: Federal School of Arts & Science
Adeyemo Alakija Street, Victoria Island, Lagos.

DETAILED TIME TABLE— WEDNESDAY, 9TH DECEMBER, 1987.

Time	Subject
9.00 a.m.—12.00 noon	Communication Skills for Managers
12.00 noon—2.00 p.m.	Lunch Break
2.00 p.m.—5.00 p.m.	Principles of Nigerian Law

THURSDAY, 10TH DECEMBER, 1987

Time	Subject
9.00 a.m.—12.00 noon	Statistics for Managers
12.00 noon—2.00 p.m.	Lunch Break
2.00 p.m.—5.00 p.m.	Economics

ENTRY FORM:

Entry Form (N100 per candidate) is now available at the Institute.

ELIGIBILITY:

Only registered students of NIM are eligible to enter for the examination.

REGISTRATION:

To register, a prospective student should collect application form with N35.00 in cash / certified cheque / bank draft from the Institute.

**CLOSING DATE FOR REGISTRATION &
ENTRY FOR EXAMINATION:**
Monday 30th November, 1987.

B. REVISION LECTURES—1987.

Date: Monday 19th October to Saturday 7th November, 1987
Centre: NIM Management House
Plot 22, Idowu Taylor Street
Victoria Island, Lagos.
Time: Monday-Friday (5.30—7.30 p.m.)
Saturday (9.00 a.m.—4.00 p.m.)
Fees: N50 per candidate.

DETAILED TIME TABLE

Week—Days	Subjects	Time	Duration
Monday	General Principles of Nigerian Law	5.30—7.30 p.m.	2—hrs.
Tuesday	Communication Skills for Managers	5.30—7.30 p.m.	2—hrs
Wednesday	Economics	5.30—7.30 p.m.	2—hrs.
Thursday	General Principles of Nigerian Law	5.30—7.30 p.m.	2—hrs.
Friday	Statistics for Managers	5.30—7.30 p.m.	2—hrs.
Saturdays 1st Lesson	Economics	9.00 —11 a.m.	2—hrs.
2nd Lesson	Statistics for Managers	11.00—1.00 p.m.	2—hrs.
Lunch Break	Lunch Break	1.00—2.00 p.m.	1—hr.
3rd Lesson	Communication Skills for Managers	2.00—4.00 p.m.	2—hrs.



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