

A Holistic Treatise on Management and Politics in the Nigerian University System

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ABSTRACT

Management and politics are two concepts which arise whenever there is an assemblage of people such as in native communities, associations, nations etc. In particular, partisan politics, especially in developing nations, brings intense rivalry and fierce competition among contestants and political parties. It engenders spirit of almost total loyalty to a limited group - political parties. It also tends to create the impression that persons of same non-political origin (e.g. same blood family) are sworn enemies. Often, it tends to make a politician to lie or make promises of what he knows he cannot do, but need to do so in order to win the support of the people. In this paper, the author attempts to gain insight into some pertinent questions relating to management and politics, especially with respect to the (Nigerian) University System (NUS). For instance, must a manager play traditional (partisan) politics in the office before he/she can be effective or successful? If yes, to what extent? Also, would a partisan politician necessarily be an effective manager? Is a manager necessarily a politician? Or better still, is an effective manager necessarily a politician? Furthermore, what are the attributes that translate politics to effective management? This paper is written with a view to enriching and enhancing professional service delivery in the NUS devoid of narrow and parochial considerations which often tend to promote deep-rooted injustice and animosity. The paper hinges on the managerial and political exposure of the author within the NUS, initially as a student at various undergraduate and postgraduate degree levels, and subsequently as an academic staff in the past 39 years. Essentially, the author concludes that information technology (IT) need to be fully embraced in the administration of universities. He also argues that politics ought not be practised in the university system the way it is practised in formal/partisan politics, and that an academic who behaves more like a politician in an academic space would likely lose his sense of objectivity and would likely not be effective.

Keywords: Management, Politics, Nigerian University System, Academic Staff

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1. INTRODUCTION

Management and politics are two concepts which arise whenever there is an assemblage of people such as in native communities, associations, nations etc. Management generally refers to the act of administering

organizations towards achieving corporate goals. It also refers to the collective set of managers in an organization (<https://en.wikipedia.org/wiki>). A manager is thus a person who supervises (substantial number of) persons in an organization in which the business involves goods or services. Managerial positions may be held in a public or

civil organization which may be a federal, state or local government. It may also be held in private organizations. The five basic functions of management as espoused by Henri Fayol (1841 – 1925) are planning, organizing, coordinating, controlling and commanding, all linked with Fayol’s 14 principles of management (Oluwade, 2019B; Gomez-Mejia et. al., 2008; Griffin, 2014; Holes, 2012; Drucker, 1955).

An effective manager is defined in this paper as a manager who is able to achieve set goals via optimal efficient management of one or more of the 5Ms of management, namely money, machine, men, method and material.

Politics on the other hand is the act of gaining positions for the control of the 5Ms of an organization or community often done in an attempt to win the attention of the majority. This is due to the fact that in a democracy (‘government of the people by the people and for the people’), for instance, politics is often referred to as a game of numbers. That is, as the saying goes, the majority normally ‘have their way’ while the minority ‘have their say’. In particular, partisan politics refers to formal politics within the political space of a community or nation which normally involves joining distinct groups called political parties.

Generally, partisan politics, especially in developing nations, brings intense rivalry and fierce competition among contestants and political parties. It engenders spirit of almost total loyalty to a political party, to the exclusion of non-members of the party. It also tends to create the impression that persons of same non-political origin (e.g. same blood family) are sworn enemies! Often, especially in developing nations, it tends to make a politician to lie or make promises of what he knows he cannot do, but need to do so in order to win the support of the people. The constitution is a general document which guides politicking and governance in a society e.g. the 1999 constitution of the Federal Republic of Nigeria (Federal Republic of Nigeria, 1999).

Management and politics are important phenomena because they occur in virtually all areas of human endeavour. Some of these areas are shown in Table 1.1.

Table 1.1: Some of the Societal Areas and Sectors Impinged by Management and Politics

N	COVERED BY MANAGEMENT AND POLITICS	
1.	Manufacturing	NIL
2.	Banks and Financial Institutions	NIL
3.	Estate Management	NIL
4.	Agriculture	NIL
5.	Education	Teaching, lecturing and research at primary, secondary and tertiary levels.
6.	Hospital	This includes primary health centres and tertiary hospitals.
7.	Religious organizations	Individual religious organizations (churches, mosques etc) and bodies like Christian Association of Nigeria (CAN), Supreme Council for Islamic Affairs (SCIA) etc (Oluwade, 2019B).
8.	Traditional Institutions	Council of Chiefs (Oluwade, 2019C)
9.	Judicial System	This refers to all forms of administration of civil and criminal justice, including those at the customary court, magistrate court, high court, appeal court and supreme court.
10.	Legislature	This includes legislative houses at the local, state and central levels.
11.	Government Secretariat	Conventional civil and public service.
12.	Exploration	Oil and gas and minerals business
13.	Retail Business	Supermarkets etc
14.	Communication and Broadcasting	Print media, radio, television, internet service provision etc
15.	International Relations and Diplomacy	This includes embassies, diplomatic missions etc.
16.	Neighbourhood Community Associations	Landlords/Landladies/Landowners and Tenants Associations
17.	International Political Associations	United Nations Organization (UN), African Union (AU), European Union (EU),

S/	SOME AREAS	REMARK (if any)
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		ECOWAS etc.
18.	Professional and Employers Association	Nigerian Employers Consultative Association (NECA), Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA), Nigeria Computer Society (NCS), Computer Professionals Registration Council of Nigeria (CPN), Nigerian Society of Engineers (NSE), Nigerian Bar Association (NBA), Nigerian Institution of Estate Surveyors and Valuers (NIESV), Nigerian Institute of Building, Nigerian Institute of Architects (NIA), Nigerian Institute of Quantity Surveyors (NIQS), Nigerian Institute of Town Planners (NITP), Nigerian Mathematical Society (NMS), Mathematical Association of Nigeria (MAN), Science Association of Nigeria (SAN), Nigerian Medical Association (NMA), Manufacturers Association of Nigeria (MAN), National Association of Nigerian Nurses and Midwives (NANNM), Pharmaceutical Association of Nigeria (PAN), Nigerian Labour Congress (NLC), Trade Union Congress (TUC), Senior Staff Association of Nigerian Universities (SSANU), Non-academic Staff Union of Universities (NASU) etc.

In this paper, the author attempts to gain insight into some pertinent questions relating to management and politics. For instance, must a manager play traditional (partisan) politics in the office before he/she can be effective or successful? If yes, to what extent? Also, would a partisan politician necessarily be an effective manager? Is a manager necessarily a politician? Or better still, is an effective manager necessarily a politician? Furthermore, what are the attributes that translates politics to effective management? The focus is the Nigerian University System (NUS).

In an earlier work, Adetunji (2015) discussed the general operations of the NUS. Babalola (2008) evaluates the management approaches that have been used in the NUS from time immemorial. He also attempts to proffer managerial strategies to reposition the system. Daramola and Amos (2016) argue for the application of global practice in running Nigerian universities in order to achieve standard results. In their own paper, Adeleye and Yusuf (2019) through quantitative analysis of distributed questionnaire affirmed that positive management style has the tendency to minimize conflicts in NUS. Oluwade (2018) discussed the contributions of two American academics to management within a university system and outside, while the focus of Oluwade (2019A) was on the contribution of two Nigerian academics to management in Nigeria and Canada.

The present paper hinges on the managerial and political exposure of the author within the Nigerian University System (NUS), initially as a student at various undergraduate and postgraduate degree levels, and subsequently as an academic staff within the past 39 years. This traversed some academic departments in Nigerian and foreign universities. All the degree studies took place in federal government higher institutions. However, although the vast majority of the exposure as an academic staff was garnered in federal government institutions, significant experiences were also garnered in state and private universities. Apart from universities, pockets of experiences were also garnered in private organizations, other than universities.

Table 1.2 presents a summary of the author’s managerial experiences as an academic staff in Nigerian universities at different times between 1997 to date. These experiences were garnered mainly in federal universities, but also in state and private universities to some extent. Managerial experience in university-based organizations outside Nigeria was garnered basically as an editor of a widely circulating academic journal and judge of international student and non-student competitions.

Table 1.2: A Summary of the Author’s Managerial Experiences in Nigerian Universities

S/N	MANAGERIAL EXPERIENCE IN NIGERIAN UNIVERSITIES	REMARK (if any)
1.	Departmental Postgraduate Coordinator and Chairman	Experience was garnered in two

	Departmental Postgraduate Committee	distinct universities
2.	Coordinator of Professional Master’s degree programme	NIL
3.	Head of Department	Experience was garnered in two distinct universities in two distinct academic departments
4.	Dean of College	NIL
5.	Member of University Senate	The Senate is the highest academic organ of a University. My membership of the Senate spanned across five universities
6.	Chairman and member of University ad-hoc committee	NIL
7.	Chairman and member of Departmental Standing Committees	NIL
8.	Member of Faculty Standing Committee	NIL
9.	Head of ICT (sub)Unit	Experience was garnered in two distinct universities
10.	Supervisor of undergraduate and postgraduate degree projects	Experience was garnered in at least six distinct universities
11.	Chairman and member of university-wide accreditation committees	These ad-hoc committees were set up by the National Universities Commission (NUC), the statutory Nigerian body charged with supervision of all universities – federal, state and private.
12.	(Chief) Judge of Inter-University Student Competitions	These competitions were organized by professional associations and

		by an inter-university centre.
13.	Member/Chairman of Interview Panel for Appointment/Promotion into Academic, Administrative and Technical Positions	This was at the departmental, faculty/college and entire university level
14.	Internal and External Assessor for staff to be appointed or promoted to the highest academic rank in a University and College of Education)	This continuous exercise is essentially with respect to professorial rank (Associate Professor and Full Professor) in a University and Chief Lecturer in a College of Education.
15	External Examiner and Member of Examination Panels at Different Universities	This is a continuous exercise at the undergraduate (Bachelor’s degree) and postgraduate (Masters and doctoral (PhD) degrees) levels.

Table 1.3 presents the author’s managerial experience in private organizations other than universities. Earlier experience of the author as a student, dating back to the year 1981 when he first gained admission into a university before becoming an academic staff, is summarized in Table 1.4.

Table 1.3: A Summary of the Author’s Managerial Experience in Private Organizations Other than Universities

S/N	MANAGERIAL EXPERIENCE IN PRIVATE ORGANIZATIONS OTHER THAN UNIVERSITIES	REMARK (if any)
1.	Managing Consultant and Chief Executive Officer of a consultancy outfit	Experience spans over several years.
2.	Chairman of a High School	NIL

	Board	
3.	Rector of a Polytechnic	This was for a brief period.
4.	Chairman of a notable professional association	This experience spanned over a period of 13 years.
5.	Chairman of Main Committees of International Academic Conferences	Two major conferences were successfully organized.

Table 1.4: A Summary of the Author’s Managerial/Political Experience as an Undergraduate Student

S/N	POSITION OF RESPONSIBILITY
1.	Electoral Officer and Member, Electoral Commission, Students’ Union of a first generation Nigerian university
2.	Member, Editorial Committee, Departmental Student Academic/Professional Journal

Generally, there are three basic levels of management in an organization. These are senior management level, middle management level and lower management level (<https://en.wikipedia.org/wiki>). Senior management level is the highest level of management. This normally encompasses calibre of men like the chairman and directors of the organization’s board, the chief executive officer and heads of key units such as finance, personnel etc. Middle management is an intermediate level between senior management and lower management. It encompasses unit managers, branch managers etc. Lower management, as the name implies, is the lowest level of management. It includes supervisors of groups within units.

The present paper provides a discourse on managerial and political responsibilities in the Nigerian University System (NUS). This is with a view to enriching and enhancing professional service delivery in the system devoid of narrow and parochial considerations which often tend to promote visible and invisible deep-rooted injustice and animosity.

The rest of the paper is organized as follows: In Section 2, a comparison of some of the major world political systems is presented, including democracy, authoritarianism, capitalism etc. A glimpse into some global personalities in the managerial and political space is also presented. In Section 3, an analysis of the managerial and political responsibilities in a university set-up is carried out. Section 4 presents a discussion on the key ingredients of the paper while Section 5 concludes it.

2. A SUMMARIZED REVIEW ON GLOBAL MANAGEMENT, POLITICS AND SOME PERSONALITIES

This section focuses on the examination and review of managerial and political issues relating to the entire world system. This includes a review of some of the political systems that have been practised and the political leaders from time immemorial (Morris, 1982; <https://en.wikipedia.org/wiki>). First, global political systems are presented in Table 2.1.

Table 2.1: Some of the World’s Political Systems

S/N	POSSIBLE TYPE OF POLITICAL SYSTEM	LAYMAN’S DEFINITION	REMARK (if any)
1.	Democracy	‘Government of the people, by the people, and for the people’	Examples of countries practising this system are USA, Nigeria
2.	Fascism	It is a dictatorship of the extreme, marked by forceful suppression of the opposition and strong control of the society and economy	Example of a country that practised this system is Italy
3.	Authoritarianism	This is a system marked by absolute obedience to authority with limited individual freedom	Example of a country practising this system is Saudi Arabia
4.	Gerontocracy	A system in which elders rule	Some indigenous

			communities of Africa practise this system where, for instance, the oldest person in the land is the ruler.
5.	Monarchy	This is government by an absolute ruler such as a king or emperor	Example of a country practising this system is Eswatini (previously known as Swaziland). Many of the monarchies are also authoritarian.
6.	Feudalism	This is a system in which land is held by a class as a basis for procuring homage and service.	It is popularly believed that this is the system being practised in Northern Nigeria from time immemorial
7.	Tribalism	A system which promotes excessive favour of a tribe or ethnic group to the detriment of other tribes	Some rulers in multi-ethnic nations promote this.
8.	Nepotism	A system which promotes excessive favour of relatives and friends to the detriment of others.	Some rulers in multi-ethnic nations promote this.
9.	Egalitarianism	This system promotes equal rights and opportunities for all.	The rights include political, legal and

			economic
10.	Welfarism	In this system, the state takes primary responsibility for the welfare of her citizens.	NIL
11.	Socialism	This is a system which promotes social ownership of the means of production	NIL
12.	Capitalism	This system is characterized by market freedom where producers and buyers are freely allowed to operate via market forces	Classic examples of a countries practising this system are USA and Japan
13.	Dictatorship	This is a system which is authoritarian in nature and is being ruled by only a single person or a group of persons with no tolerance for opposition.	NIL
14.	Communism	It is generally a system which promotes the concept of 'from each according to his ability to each according to his need'.	A classic example of a country practising this system is China
15.	Federalism	This is a system in which sovereign power is shared between a central authority and its constituent political units	Classic examples of nations practising this system are USA and Nigeria.
16.	Theocracy	This is a system of rule by religious leaders/priests or supposedly by a god/God through religious leaders	This is a system practised in ancient times in some nations e.g. Israel
17.	Aristocracy	This is government by a privileged upper class otherwise called the nobility	NIL

In particular, democracy is popular in modern times as it gives the people the opportunity to select their leaders and also prevents what Russell (1975) described as ‘monopoly of power’. A disadvantage of the system is that the majority who will always have their way may be wrong despite their numerical strength. Table 2.2 shows a summary of some of the prominent Nigerian, African and world politicians, political philosophers and managers (Morris, 1982; <https://en.wikipedia.org/wiki>).

Table 2.2: A Short Review of the Personalities of Some Global Politicians and Managers

S/N	NAME OF POLITICAL OR MANAGER	NATIONALITY	REMARK
1.	Plato (c. 427-347 BCE)	Greece	He is a (political) philosopher who authored the famous work entitled ‘Republic’. His original name is Aristocles.
2.	Aristotle (384-322 BCE)	Greece	He is a (political) philosopher who was a student of Plato. He is the author of the famous work entitled ‘Politics’. He is regarded as the father of logic and was a tutor of Alexander the Great (356-323 BCE). Aristotle is generally regarded as the formulator of the famous three philosophical laws of Consistent Thinking (or the Laws of Thought) viz. the laws of identity, non-contradiction and excluded middle.
3.	Socrates (470?-399 BCE)	Greece	He was a great (political) philosopher and teacher
4.	George Washington (1732 – 1799)	USA	He was an American Military General and first president of the USA
5.	Napoleon Bonaparte I (1769 –	France	He was Emperor of France between 1804 and 1815; He was father of Napoleon

	1821)		Bonaparte II (1811-1832) who was an unrecognized Emperor of France and King of Rome. He was also an uncle of Napoleon Bonaparte III (1808-1873) who was President of the second Republic of France between 1848 and 1852 and Emperor of the second empire of France between 1852 and 1870.
6.	Sir Winston Churchill (1874-1965)	United Kingdom (U.K)	He was a British writer and statesman who became Prime Minister of U.K between 1940 and 1945, as well as between 1951 and 1955
7.	Thomas Jefferson (1743-1826)	USA	He was an American writer and statesman who became the 3 rd President of the country between 1801 and 1809
8.	Abraham Lincoln (1809-1865)	USA	He popularized the definition of democracy as the ‘government of the people by the people and for the people’; he was the 16 th President of the USA between 1861 and 1865
9.	John D. Rockefeller (1839-1937)	USA	An industrialist and philanthropist
10.	Chairman Mao Tse Tung (1893-1976)	China	He was party chairman and chief theorist of the Chinese Revolution. He served as Head of State between 1949 and 1959
11.	Karl Marx (1818-1883)	German	He was a political economist and philosopher, and is the founder of communism as a modern political system. He is credited with the popular communist terminology known as ‘dialectical materialism’. This arises from what he calls ‘dialectics’ which is a process of change through the conflict of opposing

			forces. This is built up from Hegel's 'dialectic'.				
12.	Vladimir Ilyich Lenin (1870-1924)	Russia	He was a revolutionary and statesman; he became first premier of Union of Soviet Socialist Republics (USSR) between 1917 and 1924)	19.	Kwame Nkrumah (1909-1972)	Ghana	He was Premier of the then Gold Coast (which later became known as Ghana) between 1952 and 1960. He subsequently became the 1 st President of Ghana between 1960 and 1966.
13.	Friedrich Engels (1820-1895)	Germany	He was a socialist leader and writer who collaborated with Karl Marx	20.	Obafemi Awolowo (1909-1987)	Nigeria	He was a political leader, philosopher, writer and statesman. He strongly believed in democratic socialism. He was 1 st Premier of Western Region of Nigeria between 1954 and 1959. His persistent ambition to rule as Prime Minister and later President of the entire Nigeria could not materialize.
14.	Georg Wilhelm Friedrich Hegel (1770-1831)	Germany	He was a notable (political) philosopher. His philosophy revolves round the phenomenon of 'dialectic' viz. thesis-antithesis-synthesis-thesis etc, until perfection is reached.	21.	Niccolo Machiavelli (1469-1527)	Italy	He was a statesman, historian and writer. He was a strong believer in social, political and economic expediency, irrespective of whether or not it is moral.
15.	Benito Mussolini (1883-1945)	Italy	He was a fascist/dictator of Italy between 1922 and 1943. He is popularly christened as the 'grand master of fascism', and was executed by the peasants – the common people	22.	Nnamdi Azikiwe (1904-1996)	Nigeria	He was a statesman, writer, orator and 1 st President of Nigeria between 1960 and 1966.
16.	Mohammed Reza Pahlavi (1919-1980)	Iran	He was Shah (Emperor) of Iran between 1941 and 1979) who was eventually deposed	23.	Nelson Rolihlahla Mandela (1918-2013)	South Africa	He was a civil rights leader, freedom fighter and former President of the African National Congress (ANC), the leading political party of South Africa. He was sentenced to life imprisonment in 1962, for his radicalism by the then despicable, racist and apartheid government of South Africa. He later became President of South Africa between 1994 and 1999.
17.	Fulgencio Batista (1901-1973)	Cuba	He was a political leader who eventually became a dictator between 1933 and 1940, and thereafter President between 1940 and 1944, as well as between 1952 and 1959	24.	Moammar Ghadaffi (1942-2011)	Libya	He was a revolutionary who ruled his country between 1969 until 2011.
18.	Fidel Castro (1926-2016)	Cuba	He was a political leader, a communist and a revolutionary. He was Prime Minister between 1959 and 1976, having seized power from Fulgencio Batista. He subsequently became President of Council of State and Council of Ministers between 1976 and 2008. He was succeeded by his brother Raul Castro.	25.	Donald Trump (b. 1946)	USA	He is an industrialist. He is the (incumbent) 45 th President of his country.

			He is regarded to be a blunt person.
26.	Bill Gate (b. 1955)	USA	He is an industrialist who is co-founder of the famous Microsoft Corporation. He is one of the richest persons in the world.
27.	Jeff Bezos (b. 1964)	USA	He is an industrialist who is founder and Chief Executive Officer (CEO) of Amazon – a multinational technology company. He is regarded to be the current richest person in the world.
28.	(Field Marshall) Idi Amin Dada (1925-2003)	Uganda	He was President between 1971 and 1979. He was a dictator.
29.	Adolf Hitler (1889-1945)	Germany	He was leader/ruler of the Nazi Party and Germany between 1933 and 1945. He was a dictator who precipitated the 2 nd World War by his invasion of Poland in 1939.
30.	Aliko Dangote (b. 1957)	Nigeria	He is an industrialist who is the current richest person in Africa.
31.	Julius Nyerere (1922-1999)	Tanzania	He was a political theorist. He was Prime Minister of Tanganyika, now Tanzania, between 1961 and 1962 and President between 1963 and 1964. He subsequently became President of Tanzania between 1964 and 1985. He was fondly called 'Mwalimu'.
32.	Oprah Winfred (b. 1954)	USA	She is a famous television producer and philanthropist.
33.	Barack Obama (b. 1961)	USA	He was the 44 th President of his country.

In his contribution to a Nigerian newspaper in 1983 as documented in (Oluwade, 1983), Michael Olanrewaju Filani (1942 – 2013), then of the Department of

Geography, University of Ibadan presented the following as characteristics of an academic: (i) A free thinker (ii) An objective analyst (iii) An articulator of facts and figures (iv) An independent analyst of events (v) A fearless critic of society's economic, social, cultural and political ills. He thus contended that: 'An academic is expected to guide politicians through the provision of policy papers which are based on solid research. Therefore once he enters politics, he cannot but be partisan and thereby lose one of the basic tenets of his chosen profession, that is, objectivity and independent thinking'. Prof. Filani was an experienced manager at the University of Ibadan who was at various times Dean of Faculty of Social Science (1985 – 1987), Head of Department (1991 – 1993) and Deputy Vice Chancellor (1993 -1997). Before his demise, he was a professor emeritus in the University.

Osofisan (1983) was very damning in his description of a typical politician. He described politicians, at least the typical Nigerian ones as 'nothing but thugs and employers of thugs'. He further argued as follows: 'In their savage lust for power, they [i.e. the politicians] will stop at nothing'. He continued: 'If we cannot get rid of them, we must turn away from them, otherwise they will contaminate us with their greed and brutality. When we fight them, we fight against a scourge'.

Balogun (1983) attempted a comparison of politics and journalism. He argued that despite the fact that both are sometimes described as 'inseparable twin', each has distinct peculiarities. He contended that the goal of a typical politician is to 'reach the moon...using any implement whether crude or sophisticated, and regardless of sentiments morality, justice or even conscience'. On the other hand, he contended that a journalist may not be able to go far except he possesses the basic qualities above which a politician may do without.

Two outstanding politicians in the Nigerian political milieu are Chief Obafemi Awolowo (1909 – 1987) and Alhaji Balarabe Musa (b. 1936), from the Northern and Southern parts of Nigeria respectively. Both are regarded to be too principled as a politician, and in fact both suffered seemingly serious political loss largely due to their stance. While the former could not become Prime Minister in 1960 or civilian president of Nigeria in 1979 and 1983, the latter was impeached as a civilian state governor in 1981. The mien and views of opinion leaders on these two politicians may be used to highlight the characteristics of highly principled politicians, and possible consequences of their iconoclasm.

Uwechue (1971) described Awolowo as ‘strong-willed, austere and single-minded’ and further remarked that he is ‘perhaps the boldest and certainly one of the most ruthless of Nigeria’s politicians’. Fagbamigbe, in his introductory remark in Awolowo (1981C), described Awolowo as firm, bold, daring and also remarked that he was one who ‘has the courage to withstand persecution with saintly fortitude and strength’. Pan (1981) described the same person as ‘perhaps Nigeria’s most enigmatic and complex public figure’. He further described him as someone who is ‘predictable in an unpredictable way...and manages to say the right thing the wrong way’.

Awolowo in 1981 confirmed the basic opinion of others on himself by remarking that (Oluwade, 1984): ‘I am very blunt and I will continue to be blunt until I die. If I know a thing to be the truth, I say it. I will not call a spade a spade by any other name. Social Problems elude solutions simply because people do not call things by their proper names’.

Detailed knowledge about the personality of Chief Obafemi Awolowo may be gleaned from the series of his published works and those written by other persons on him e.g. (Awolowo, 1947; Awolowo, 1966A; Awolowo, 1966B; Awolowo, 1968; Awolowo, 1970; Awolowo, 1977, Awolowo, 1981A; Awolowo, 1981B; Awolowo, 1981C; Awolowo, 1981D; Awolowo, 1982; Awolowo, 1985; Ojiako, 1978)

Balarabe, on the other hand, showed disdain to election which is a usual major ingredient of participatory politics. In his words in 1983 (Oluwade, 1984), ‘I hate elections because it involves compromising with unprincipled people so that you could be elected. I am not capable of that. I like to say things as they are. So I always found it difficult to worry myself about elections mainly because of this problem’.

Detailed discussions on politics and political philosophy can be found in (Blattberg, 2001; Hague and Harrop, 2013; Sartori, 2005; White and Kabashima, 1986). For evaluation of management in relation to politics, philosophy and poetry, please see (Deslandes, 2014; Jones, 2013; Melling and McKinlay, 1996).

3. MANAGEMENT AND POLITICS IN THE NIGERIAN UNIVERSITY SYSTEM

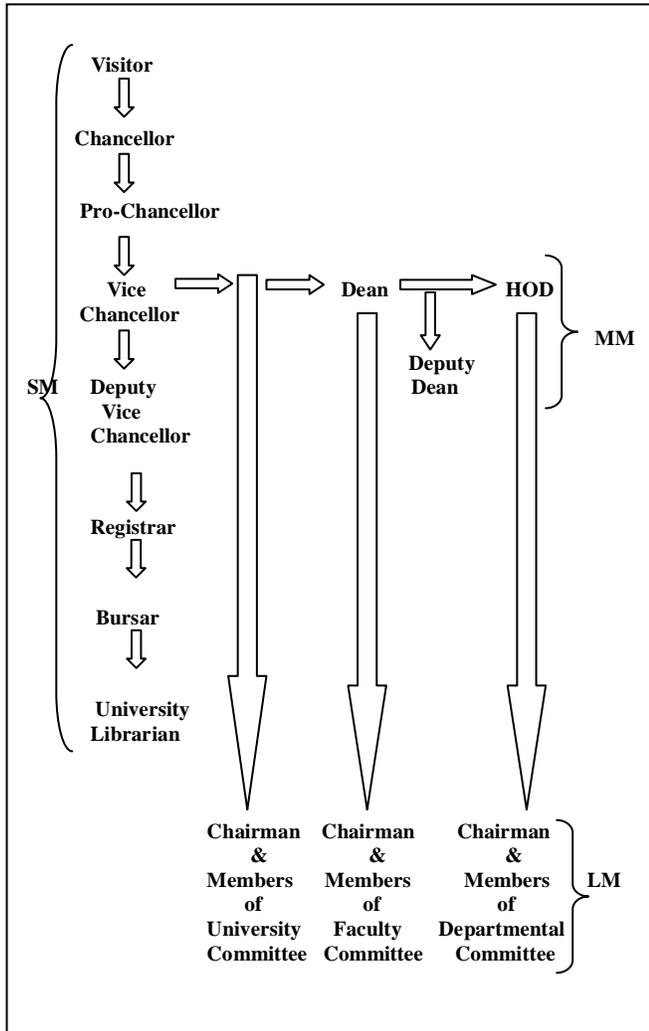
In this section, the author discusses management and politics by considering the Nigerian University System (NUS) as an organization.

Intuitively, it can be said that a manager is not necessarily an effective manager. In addition, a politician is not necessarily a manager, and so, ipso facto, is not necessarily an effective manager. Table 3.1 presents a summary of the relationship between a manager and a politician.

Table 3.1: Intuitive Relationship between a Manager and a Politician

	Manager	Effective Manager	Politician
Manager	Yes	Not Necessarily	Not Necessarily
Effective Manager	Yes	Yes	Not Necessarily
Politician	Not Necessarily	Not Necessarily	Yes

The generic management structure in a typical Nigerian university is depicted in Figure 3.1.



Legend: SM is Senior Management; MM is Middle Management; LM is Lower Management

Figure 3.1: A Generic Management Structure in a Typical Nigerian University

The Senior Management Team may be considered to include the following:

(a) **Visitor:** In the case of a federal university, this post is normally held by the President of the country. In a state university, the post is held by the Executive Governor while in a private university, the proprietor/founder of the university is normally the Visitor. As part of the responsibility of a Visitor, it is expected that a Visitation Panel is set up periodically, say every five years, to audit the academic, financial and other activities of a university. A report of such a Visitation Team can be found in (Federal Republic of Nigeria, 2008).

(b) **Chancellor:** He is the de-facto ceremonial head of a university. It is common in Nigerian universities for traditional rulers and similar personalities to occupy the post.

(c) **Pro-Chancellor:** He is the chairman of the university council. It is normally the practice that occupants of the post have at least an earned university degree.

(d) **Vice Chancellor (VC):** He is the Chief Executive Officer (CEO) of a university. The occupant of the post is normally a professor of substantial years standing.

(e) **Deputy Vice Chancellor (DVC):** As the name implies, the occupant serves as a deputy to the VC. Often, the VC delegates substantial responsibilities to him. A DVC is also normally a professor. Many universities have two DVCs designated as DVC (Administration) and DVC (Academic). A few universities have a third DVC position with responsibility for research and innovation. In many typical universities, the practice is for the VC to nominate two persons for the post of a DVC from whom the University Senate will elect one.

(f) **Registrar:** He is the head of the administrative secretariat of a university – the Registry.

(g) **Bursar:** He is the head of the finance section of the university, otherwise called Bursary. The occupant normally possesses an accounting-related qualification.

(h) **University Librarian (UL):** As the name implies, the University Librarian is the head of the University Library (L). Since L is normally classified as an academic unit, the UL is an academic staff.

Middle level management may be described as a team comprising of the Dean, Deputy Dean and Head of Department (HOD). The Dean is the CEO of his faculty, assisted by a Deputy Dean. In institutions running a collegiate system, such as a College of Medicine, the

terminology 'Provost' is used instead of Dean. Depending on the traditional practice in a university, a Dean is elected/appointed among all professors in a faculty. The HOD is the CEO of his department. He may be appointed by a VC through the recommendation of the Dean. Alternatively, he may be elected from among academic staff holding senior academic ranks, of senior lecturer and above.

Lower level management comprises of chairmen and members of committees at the university-wide level, faculty level and departmental level.

University-wide committees report to the VC through their chairmen. In particular, the University Senate is a special committee of the university headed by the VC himself. Senate is the highest academic decision making body of the university which comprises of all professors, Deans, HODs and other representatives of academic staff. While Faculty committees report to the Dean, departmental committees report to the HOD. One of the important faculty/departmental committees is the postgraduate committee, whose chairmen at the faculty and departmental level is called Faculty Postgraduate (PG) Coordinator and Departmental Postgraduate Coordinator respectively.

An example of a specific university organogram is the one being used at the Obafemi Awolowo University, Ile-Ife (Obafemi Awolowo University, 2017). Figure 3.1 only include key formal managers in a university. For instance, professors and other lecturers in the NUS, even though are involved in one form of managerial function or the other, are not directly captured.

In this paper, emphasis is primarily on an academic staff as a manager. Also, Figure 3.1 is strictly based on the administrative schedule in a university and not on academic seniority. For instance, a Head of Department (HOD) may be a Senior Lecturer yet a Professor may be administratively under the former. This is despite the fact that the latter is academically senior in rank. Nevertheless, all academic staff are captured in Figure 3.1 because every academic staff normally belongs to one committee or the other at the departmental, faculty and/or university-wide level.

In a Nigerian University System (NUS), typical daily tasks of academic staff, of which managerial and/or political skills are required include:

- (i) Preparing lecture time table within and across departments. Software is now available for doing this.
- (ii) Moderation of examination questions submitted by staff, which is done by an Examinations Committee.
- (iii) Ensuring the welfare of all staff of a unit. In some departments and faculties, welfare issues are designated by the respective HOD and Dean to a Welfare Committee headed by a Chairman.
- (iv) Attendance of statutory meetings. When a manager is unable to attend a scheduled meeting, it is good practice to, as much as possible, send prior apologies to the chairman or secretary of the meeting. In some cases, he/she may ask another staff to represent him/her. Often, two or more meetings are held simultaneously throughout the university.
- (v) Yearly or periodic performance monitoring and recommendation of staff (academic, administrative and technical) for salary enhancement and promotion.
- (vi) Coordinating the activities of research teams.
- (vii) Managing the finances and budget of a unit, usually with the support of a main Finance Committee.
- (viii) Managing the smooth running of the administrative office.
- (ix) Managing the inflow and outflow of visitors to the office with the assistance of a professional secretary and other office secretarial staff.
- (x) Writing and treating memoranda (memos) and correspondences from within and outside a unit.
- (xi) Provide counselling and guidance services and support to students.

In the NUS, typical phenomena that are equivalent to partisan politics include ethnic and religious politics. This is essentially excessive loyalty to ethnic, religious, social and other groups to the detriment of the collective good.

Due to inherent peculiarities of partisan politics – factionalization, balkanization, ethnic and religious sentiments etc – a manager in a university system (i.e. HOD, Dean, Vice Chancellor etc) who is primarily after effective management need to constantly be firm on the side of doing the ultimate public good. That is, when confronted with a Boolean choice – a mutually exclusive

choice- it is important to stay on the side of the overall good of a community as against narrow political consideration.

The bottom line is that politics ought not be practised in the university system the way it is practised in formal/partisan politics.

4. DISCUSSION

Essentially, information technology (IT) need to be fully embraced in the administration of universities. This will reduce much of the traditional 'running around'. It need be noted that quite a large chunk of tasks being presently performed manually by managers in the NUS could be done more effectively and efficiently using information technology. Hence, management information system needs to be embraced pragmatically. For instance, meetings can be held in a more utilitarian manner by using teleconferencing tools.

An academic who behaves more like a politician in an academic space would likely lose his sense of objectivity as pointed out by Filani in Oluwade (1983), and may not likely be effective.

It is also important to mention the 'spiritual factor' prevailing in African nations, as an unseen factor which contributes to the determination of whether a manager or politician will be successfully. This may be seen in terms of positive angels, on the positive side, and demons etc on the negative side. The belief in the invisible forces is held across strata, among non-educated and educated persons.

But do these invisible forces indeed influence the outcome of the input of managers and politician despite the scientific principle of 'garbage in, garbage out'? The response to this question will depend on the person answering the question. To a traditionalist or a religious person, irrespective of his educational background, the spiritual factor is real. But to the strict scientist and philosopher, leaders are in total control of material resources and as such there is little or no extraneous spiritual forces hindering the success based on adequate input.

5. CONCLUSION

In general, this paper provides insight into issues bordering on management and politics as they pertain to academic staff of Nigerian universities in particular

(especially young lecturers) and developing nations in general. Academic staff of universities in advanced nations of the world will also be able to improve their understanding and practice of management and politics.

Since man is regarded as a political animal, politics arises in the affairs of men including in the university community. Nevertheless, it should be the primary consideration of a university manager – whether senior, middle or lower – to ensure good governance at all times with minimal attention paid to the attendant negative effects of too active politicking.

Direct and indirect principles inherent in this paper can be applied to the administration of other educational institutions, including primary schools, secondary schools, polytechnics and colleges of education.

It is noteworthy that electronic testing system is increasingly widely embraced in the NUS, particularly with respect to large classes. There is however still room for improvement in many institutions. For example, with the aid of an effective portal, students can easily have access to test/exam scores, lecture materials and class attendance records. In fact, regular examinations, including essay-like examinations, may be done within the classroom environment and graded online, especially with the availability in the market of software for grading essays. In particular, class attendance may be taken using an automated attendance system. Also, allocation of rooms in students' hostel may be done via an effective online system. Furthermore, more classroom and non-classroom interaction by lecturers with students may be promoted via video conferencing. In addition, staff and student files may be treated online in an e-filing system.

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