



**INSTITUTIONAL ADMINISTRATION: A REVIEW OF MANAGEMENT
SKILLS IN ENTREPRENEURSHIP EDUCATION**

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Abstract

Entrepreneurship education in universities is, now more than ever, becoming the panacea to the present youth unemployment worldwide. Universities and other tertiary institutions churn out hundreds of graduates every year. Unfortunately, many of these graduates do not have any professional or entrepreneurial skills which can make them stand on their own, and the labour market is already over saturated with job seekers. Institutional administration and Governments, the world over, are now introducing entrepreneurship education whereby undergraduates and postgraduates can learn management skills which can make them become gainfully self-employed. This paper reviews some theories and some of the important entrepreneurship skills which institutions should teach their students. The author suggests some strategies which an entrepreneur can use for utilizing and allocating organization's inputs (men, materials and money) through planning, directing and controlling. Some of the skills required in the teaching of entrepreneurship education are suggested. They include : financial management, decision and control, personnel, resource management,, marketing, risk and security management, management of uncertainty, computer management, time management and manipulative skills. All these skills are required for a success-prone university's entrepreneurial business venture. These skills are presented as curriculum guides, from sociolinguistic perspective.

Keywords: institutional, entrepreneur, entrepreneurship, management skills, curriculum guides, sociolinguistics.

Introduction

This is a sociolinguistic review paper which requires a preliminary definition of the key terms : management, entrepreneur, entrepreneurship, institutional, and sociolinguistics. Management is the act of running and controlling a business or similar organization. It also involves decision-making and risk-taking. Today, it is not only an art but also a science whose functions include: planning, organizing, directing, coordinating, leading, controlling, motivating and evaluating. Management is a process of combining and utilizing organization's inputs (men, materials and money) for the purpose of producing goods and services, desired by customers so that the organizational objectives are accomplished (Akpala1990). It could also be defined as the process of managing organizational resources of men, materials, money and machine to achieve set goals (Paul,2005).

The Hornby Oxford Advanced Dictionary (2000) defines entrepreneur as a person who organizes and manages risks. He is a businessman who assumes the risk of bringing together the means of production. He is also called the 'captain of industry' (Paul2005). He is determined to be self-employed rather than being employed, to operate alone in business, to combine other factors of production and make maximum utilization of these resources, to finance his business alone, to identify new business opportunities and make wise choice of investment opportunities, to be creative, resourceful and innovative. An entrepreneur is a person who takes risk. Millier and Shafto (1989) define the entrepreneur as risk-taking organizers of production. Entrepreneurship talks about the action, the effort, the skill, the expertise, the know-how of an entrepreneur. Ahukanna(1990) defines entrepreneurship as the organization, direction

and control of all the factors of production – the land, labour, capital, machinery, etc and managing them productively to produce a product or service. The National Directorate of Employment (NDE) in Nigeria (1989) defines it as the art which involves recognizing a business opportunity, mobilizing resources and persisting to exploit that opportunity. In summary, entrepreneurship involves setting up of goals, developing new ideas, new and unique approach to doing things, taking risk in decision-making, managing scarce resources, adapting to change and managing uncertainty. Sociolinguistics is the study of the relationship between language and the society.

Theoretical Framework

This section reviews some concepts such as entrepreneurship and entrepreneurship education. The concept of entrepreneurship according to Nebo (2005) has a diversified nature. It is seen in different ways by different people depending on the time, conditions, environment and sociolinguistic factors. In summary, it is defined as activities that are concerned with the establishment and operation of business enterprise. It is the process of combining resources to produce new goods and services. It is the act of bringing land, labour and capital together to produce a product or service.

Types of Entrepreneurship

Different types of entrepreneurship have been identified by Paul (2005) as follows:

- a. Mining and Agriculture occupation. This deals with production of raw materials.
- b. Manufacturing and construction industry. This involves production of goods or finished products, building of houses, cars, ship, fabrication, fabric, clothes, etc.
- c. Distribution Industry. This deals with wholesale, retail trades, commissioned agents, insurance firms, banking, etc.

- d. Service occupation. This deals with service providers who provide intangibles such as lawyers, medical practitioners, artists, musicians, actors, hoteliers, computer analysts, GSM providers, cyber café articians, language laboratory technicians, fashion designers, hair dressers, interior decorators, etc.
- e. Food production. This deals with production of food items, beverages, snacks, bread, tea, etc.

All these five types can also be classified as legendary i.e. entrepreneurs who have made history in different aspects of life through their vision and strength of character. Some are styled business entrepreneurs, social and environmental entrepreneurs, aesthetic entrepreneurs, while some are described as “entrepreneurs in the shadow” i.e. those who have negative attributes and potentials, and who exploit available opportunities. They are called opportunistic entrepreneurs (Garba2005).

Entrepreneurial Functions

Modern entrepreneurship according to Nwokocha (2005) requires skills in performing certain tasks, such as carrying out feasibility studies, making decision on choice of investment, making choice of location, studying of government policies and programmes, monitoring environmental changes, social, political, economic, religious changes, recognizing barriers to business, generating business ideas, using past knowledge and experience, choosing a business name, preparing Memorandum and Article of Association, creating capital ,planning strategies, such as creative imitation strategy, networking, i.e. building network of people who have expertise, harmonizing personal and common group interests and coordinating primary and collateral objectives.

Management Skills: Personality Dimension

Entrepreneurship of the present century requires that entrepreneurs themselves possess certain, uncommon personality traits and virtues or

qualities, such as mental ability or alertness or high intelligence quotient (I.Q), good personal drive, excellent human relations, superb communication ability, technical knowledge, perseverance, innovative capacity and adaptability, self-confidence, decisiveness, emotional poise or stability and good judgment. He has knowledge of the society, and he knows how to attract customers, with superb public elocution skills (Olaoye2022). He has honour and integrity, and he is sensitive to staff's feelings. He is sociable, accessible, just, fair, financially shrewd and prudent but generous, altruistic, affable, and humane (Nebo2005).

These personal qualities will help the entrepreneurs develop the following management skills: setting good, realistic and achievable goals or objectives, organizing how resources would be managed to meet set objectives, reducing wastage and wasteful practices like shirking responsibilities, hoarding of information; delaying decision - making, formalism or rigidity; bureaucratic sabotage, etc. Others are: creating conducive environment for productivity and efficiency, adopting fallibilistic flexibility, detecting fraud, corrupt practices and forestalling them, dousing or diffusing industrial tension and crisis and controlling them.

Management by Objectives

Management by objectives (MBO) is in itself a skill as it seeks first to establish a general plan on which a business is to work, and this implies setting ultimate goals. This skill involves knowing how to proceed from the general to the particular, how to provide standards for measuring achievement and how to review achievement or success (Reader1972). Model-building is a skill of MBO. A model of a business situation is a set of calculations, amplified and illustrated by charts and graphs designed to show the probable effect of the interplay of all important influences on the business. A model is used as a preliminary guide before organizations go into full-scale activities. Models have the advantage of flexibility, and they could be used for forecasting business possibilities (Reader1972).

Decision And Control Skills

Management involves tough decision-making and control. Entrepreneurs need this type of skill which involves time management. Time management is one aspect of critical path analysis. This means deciding what to do and planning how to do it in the fastest possible time, and in the best possible way. Decision and control have a logic which entrepreneurs must understand and utilize. That logic is that some things can be done concurrently, i.e. at the same time, but others must be done consecutively, i.e. one after the other (Reader1972).

Financial Management Skills

Entrepreneurship in the changing world requires knowledge and skills in handling the accounts of the organization, as he has to manage the following:

1. Ledger Accounts:
 - i. Personal accounts i.e. transactions with individuals
 - ii. Impersonal accounts i.e. other transactions like:
 - a. Real accounts – which deals with tangible assets e.g. cash, furniture, vehicles, machines, buildings, etc.
 - b. Nominal account e.g. expenses and incomes, profit and loss.
2. Cash books
3. Banking Operations: bank statement of account – which keeps records of deposits, withdrawals, bank charges, interest, overdraft, etc, bank reconciliation account – shows the comparison of bank statement of account with balance of cash book.
4. Cheques: bank cheques or certified cheques, cross cheques, opened cheques, etc .
5. Others are: profit and loss accounts, trial balance, balance sheet, stocks and shares, bank loans and mortgage.

Techniques of Financing Business

Modern entrepreneurs need the following skills: re-investing part of the profit i.e. ploughing back, borrowing from financial houses and leasing. Assets that could be leased are: land, factory, machines, etc., sales of assets, e.g. tangibles like unserviceable vehicles, machinery, idle plants, etc., and intangibles like copyrights, patents, etc., accounts payable, e.g. moratorium for payment of debts. This provides a lot of financial relief.

Personnel Management Skills

The success or otherwise of any business organization depends, to a large extent, on personnel management techniques or skills. Decisions have to be made on a number of policies which require expertise or skills in the following areas: formulation of establishment policy, drafting recruitment policy, regulation and procedure, creating policy on staff salary and allowances, designing staff development scheme, i.e. training, re-training, sabbatical leave, study leave, leave of absence, staff welfare, formulating policies on staff promotion, bonuses, awards, formulating policies on staff discipline like policy on suspension, dismissal, warning, half pay, query, designing staff pension scheme, and designing staff schedule of duties, handling of staff file, record-keeping, handling correspondence, and resource management e.g. store-keeping.

Resource Management Skills

Resource in any business organization means the four Ms ,i.e. Money, Men, Materials and Machines. It also includes time. Managing these resources requires a high sense of discipline and responsibility on the part of both the entrepreneur and the staff. Skills required include: financial prudence, economy of funds, effective utilization of labour, time and materials, how to reduce wastage, store-keeping, accounting and computer skills, and skills in handling information and communication technology including management services.

Marketing Skills

Successful entrepreneurship is anchored on aggressive marketing policies. Sound policy formulation in marketing is an uncommon skill. Policy making involves decision taking, and in marketing, a large number of decisions have to be based on reliable forecasting:

-A good entrepreneur should be skilful in forecasting price trend, consumer-behaviour, demand and supply trend, size of market, growth rate and inflation rate.

-**Speculative risk-taking.** Marketing is a speculative enterprise or risk of anticipating higher returns on investment.

-Advertising skills - i.e. skills in the construction and use of bill board, business brochures, print and electronic adverts, signboards, human and public relations techniques, designing of logo, etc.

-**Communication skills** .These involve advertising and marketing skills, such as linguistic tact like non-offensive diction, unambiguous lexis and structure, refined syntax – words, phrases and sentences, aesthetically appealing languages, colourful and flowery epithet, language of respect, culture-specific expression, timeless or omni-temporal statements, incontrovertible expressions and descriptions, eternal truth, beautiful cartoons, pictures, charts, ensigns, appropriate semiotics, etc., (Olaoye2013).

Risk Management Skills

There is no business that does not involve risk. Managing a business requires a lot of skills. The following risks are encountered in business: fire, burglary, flood and windstorm risks ,marine risk- shipwreck, ship flood, ship leakage, piracy at sea, etc, automation risk i.e. crack, high voltage, low voltage, burning, electrical/mechanical failure, etc, bad debts, contractual risk – breach of contract, liability risk, infidelity risk, traveling risk, high purchase risk and forecasting risk. These and many

other risks can be managed through the use of the following techniques or skills: risk reduction/avoidance, prevention of loss, and spreading of risk. All these can be done through: feasibility study before business investment , i.e. starting a business on a modest scale; business forecasting, operating safety precaution programme for staff i.e. training and retraining on safety precaution, and diversification of business to spread risk. (Ezeagu2005).

Security Management Skills

There are all kinds of hazards in business, and there are precautionary measures to be taken. Hazards are risks which constitute security problems. The following security problems can be handled skillfully. Fire hazard can be managed through the following safety precautions:

-Installation of fire-fighting equipment or gadgets, such as fire extinguishers, fire detector, smoke detectors, etc, testing of anti-fire equipment at regular intervals, creating escape routes, turning off properly all gas, electric knobs, etc, after use, switching off all electrical gadgets after use, installation of fire-proof gadgets, avoiding unwholesome practices such as storing of inflammable chemicals, smoking of cigarette around the premises or burning of refuse near plants, buildings, and machines.

-Electric shock. The precautions could be displaying of warning notices on notice boards on the use and abuse of electrical gadgets, insulating properly all electric cables, wires, pipes, etc, to avoid cuts, leakage, etc., to avoid water spilling on electric cables or wires.

-**Collapse of staff at work. The precaution could be:** ensuring that staff are physically fit before they undertake any job, ensuring that staff go on break, introducing shifts to avoid staff being overworked ,ensuring that workplace is well ventilated and well illuminated.

-Collapse of buildings, machines, structures, etc or parts of machines, gadgets, etc, falling off and falling on staff. The precautions could be regular maintenance, repairs or servicing, mounting of warning notices, complying with government regulations or safety precaution. Other precautions are quality assurance in the construction industry, first aid box, and staff clinic.

-Theft is a security risk which entrepreneurs should handle with seriousness. Precaution against theft could be done through the following: good staff remuneration, good policy on reward and punishment, like reward for honesty, accountability, and punishment for dishonesty, proper checks and balances especially through regular inspection, monitoring, surveillance, etc., regular stock-taking and establishment of security guards.

Managing Uncertainty

The central problem of all businesses is how to put management to work on money, materials, labour and time so as to make profit in a reasonable period of time. Management implies minimizing uncertainty, and this involves risk taking. Successful risk-taking depends on human qualities of judgment, ability, determination, and perhaps luck. Risk-taking requires prediction or forecasting in order to foresee the future and forestall business calamity. Management, therefore, requires skills in forecasting, hence the need for forecasting information services. Prediction and management of change is also a much-needed skill. Since business ventures are often shrouded in uncertainty, modern entrepreneurs should possess skills in carrying out logical analysis of the situations and how to measure the elements which the analysis has revealed, and these can be done only through forecasting – a sure way of managing uncertainty.

Computer Management Skills

There has been a monumental advancement in Information and Communication Technology (ICT) over the last twenty years or so. Expensive mainframe or mini-computers have given way to personal computers (PCs). We now have laptops and notebooks in addition to desktops. Entrepreneurs of the present millennium cannot but be computer literate. Entrepreneurs of the 21st century need computer skills so as to take advantage of the explosion in the number and variety of application softwares in virtually every area of business endeavours. The computer has almost replaced the typewriter in offices. Accounting system, pay roll, library services, hotel management, banking, insurance, engineering, medical practice, agriculture, etc., have now been computerized. The computer has reduced the work force in virtually all businesses. The technically laborious and brain-tasking job of forecasting, decision-making and control has now been made easy by the computer. The management skills required are: how to install, utilize or operate and maintain the computer ,how to handle softwares and hardwares, how to store and retrieve information and how to carry out complex analysis of data.

Management Services

Management services are services provided by specialists who belong to independent management consultancy professions. The modern entrepreneur does not need to have all the technical skills to be a successful business manager. He engages the services of consultants such as Legal consultants, accounting firms, management consultants, computer system analyst, communication experts, etc, in order to make good decisions (Reader1972). All these consultants are skillful in the use of the computer.

The Sociolinguistics of Entrepreneurship Education

Entrepreneurship education is the type of education which is expected to train and re-orient the youth into self-reliant organizers of production.

Lassa (1996) sees this as career education which should include vocational and occupational courses. For any entrepreneurship education to be successful in Nigeria, the sociolinguistic situation in the country needs to be taken into consideration. Nigeria is a multilingual and multicultural nation with about 495 indigenous languages and about 250 ethnolinguistic groups (Olaoye2022). English language, the country's Lingua Franca, is the language of instruction in the tertiary institutions where entrepreneurship education is offered. Many Nigerians are not literate in English Language. Linguistic and cultural diversities could adversely affect the success of such an education programme. Different ethnic groups, Musa (2005) asserts, have different beliefs, core cultural values and norms which shape their worldview. Religious and socio-political and economic practices also have a lot of influence on business ventures. Women entrepreneurship in Nigeria is fraught with many intractable challenges caused by some obnoxious sociolinguistic practices. Eme-Uche (2005) posits that cultural and religious stereotype on gender roles in some countries like in Asia, Africa and Arab states affect women education and entrepreneurial initiatives. Women in some societies are restricted from participating in public events. There are even some restrictions on women language use and behaviour. The Puddah System in some muslim societies forbid free movement of muslim women. All these restrictions on women are counter-productive and anti-entrepreneurship education. These anti-democratic and anti-developmental practices must give way to the global best practices in modern business.

Skills Required in Entrepreneurship Education

Teaching entrepreneurship education requires the following skills:

- **Educational skills:** Curriculum planning and development skills, and teaching or delivery skills.

-**Instructional skills:** These include the following: skills in the use of appropriate language, questioning skills and planning, organizing, answering, reference and motivation skills.

- **Manipulative Skills** : Skills in handling or operating machines, equipment and electrical appliances .

-Process Skills : skills in drawing, designing, assembling, servicing, fabricating .

-Others are skills in organizing laboratory practicals, projects, field trips, SIWES, computer and ICT, safety skills, etc.

- Materials Utilization Skills: The skills include how to combine traditional and modern materials, the use of print and non-print materials, and maintenance skills.

- **Management Skills** : Agun (1988) asserts that Teachers of entrepreneurship education need skills in managing educational resources, and these skills include: discerning the suitability or otherwise of materials to our cultural milieu, encouraging maintenance culture, tackling inadequate supply of equipment, electricity and spare parts, tackling harsh climatic conditions and solving problem of high cost of materials through improvisation. Teachers also need skills in managing physical facilities, which according to Olaoye (2007) include how to make the classroom/laboratory environmentally friendly, provision of adequate chairs, tables, etc., space management, handling of lighting condition, and how to hold machines.

- **Procedural skills**: include handling of time, nominating students, conducting drills, giving practical demonstration and setting up pair work.

- **Disciplinary skills**: Resource management requires a lot of discipline on the part of the teachers, students and administrative staff. Skills required include: crafting of rules and regulations, handling of disciplinary cases, record up-keep, financial prudence, and skills in detecting fraud, and how to reduce wastage.

- **Group dynamics skills:** Group dynamics is a skill used in handling small and large classes (Olaoye1995).Skills required are: group forming, group control, re-grouping, group work, etc.

- **Career guidance skills:** This is also known as Vocational Guidance. According to Ononamadu(1977) the following skills are required: construction of a battery of tests, motivation skills, persuasive and dissuasive skills, detecting students' strengths and weaknesses, detecting students' interests, ability and capability.

- **Other skills are:** research skills, creativity skills and laboratory precaution skills which are required by teachers of entrepreneurship education (Okoh 1983; Njoku 1996).

Conclusion

Management skills in entrepreneurship in a changing world are quite different from those of yesteryears. The modern entrepreneur requires, more than hitherto, a good grasp of modern business techniques and skills especially in the application of information and communication technology, resource management, and how to make effective use of management services. To tackle the nagging problem of unemployment, it is imperative that institutions and governments should create Entrepreneurship Education Departments in all tertiary institutions where necessary management skills will be taught. The use of the major Nigerian indigenous languages can be considered as media of instruction in teaching some aspects of entrepreneurship courses. Multilingual education approach needs to be adopted in the training and re-training of the youth.

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