

| CHAPTER TEN |

E.O. NWADIALOR AND INTRAPRENEURSHIP DEVELOPMENT OF TANSIAN UNIVERSITY

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INTRODUCTION

The global economy is creating profound and substantial changes for organizations to compete effectively and efficiently in a competitive environment. In Nigeria, especially in educational sectors, institutions have repositioned their strategies in an effort to provide sound academic teachings, infrastructures and qualified staff that educate their students to create jobs and be employable in this fierce competitive work environment. In response to rapid, discontinuous and significant changes in external and internal environment, Tansian University management has restructured their operations in fundamental and meaningful ways that has resulted in academic scope, culture, competitive approach and innovation. In Tansian University, the head of management team, Prof. E.O Nwadiolor, has upgraded its innovative prowess by tapping into the creative power of his staff where ideas come from the people. He affirmed that innovation is the capability of the many; he has also recruited and retained staff that have innovative and creative ideas that has transformed our great institution into the twenty first century entrepreneurial academic citadel of learning, innovation and creation; the capability utilized when people give commitment to the mission and life of the institution and the power to do something with their capabilities.

A wealth of popular business literature describes a new corporate

or institutional revolution taking place, thanks to the infusion of entrepreneurial thinking into bureaucratic structures (Block and Macmillan, 2008). This infusion is referred to as corporate entrepreneurship (Zahra et al, 1999) or intrapreneurship (Pinchot, 1985). This new emphasis on entrepreneurial thinking developed during the entrepreneurial economy of the last two decades according to Drucker was well analyzed in Kuratko (2008). The renowned management expert described four major developments that explain the emergence of this economy. They are evolution of knowledge and technology, demographic trends such as two-earner families, continuing education of adults, the venture capital and how to manage entrepreneurship (Drucker, 1984).

The idea of continuous innovation (in terms of administrative routines and structure) and an ability to compete effectively in the global markets are among the skills that increasingly expected to influence academic performance of Tansian University in this twenty first century. Corporate entrepreneurship or intrapreneurship is envisioned as a process that can facilitate firm's efforts to innovative constantly and work markets. This, entrepreneurial attitudes and behaviors are necessary for institutions like Tansian University to prosper and flourish in competitive environment (Barsh et.al, 2008). To establish an entrepreneurial mind-set, organizations need to provide the freedom and encouragement required for employees to develop their ideas (Slevin and Covin, 1999). This is often a problem in enterprises. This is because many top managers do not believe that entrepreneurial ideas can be nurtured and developed in their environment. Institutions required strong entrepreneurial-minded leaders who can not only create but initiates innovative ideas that increases the performances in service deliveries and add positive values to stakeholders and shareholders. Some top managers also find it difficult to implement policies that encourage freedom and unstructured activity. Managers need to develop policies that will help innovative people reach their full potentials.

THE CONCEPT OF INTRAPRENEURSHIP AND ENTREPRENEURSHIP

The operational definition of intrapreneurship evolved over the years through scholar's work. It is a very broad concept that includes the generation, development and implementation of new ideas or behaviors. An innovation can be a new product or services, an administrative system, or a new plan or program that pertains to organizational members. Here, intrapreneurship centers on re-energizing and enhancing the firm's ability to acquire innovative skills and capabilities. Kuratko (2008) defined intrapreneurship as a vision-directed, organization-wide reliance on entrepreneurial behavior that purposefully and continuously rejuvenates the organization and shapes the scope of its operations through the recognition and exploitation of entrepreneurial opportunity. Intrapreneurship is relatively a new concept that has attracted many definitions; based on Agundu et.al (2022) intrapreneurship is the ability to tap into creativity which results in innovation in an existing organization. The ability to function as an entrepreneur while working in an organization is an Intrapreneur. Intrapreneurship is a corporate management style that integrates risk-taking and innovation. According to Toftoy and Charterfee (2004), Intrapreneurship is the practice by which an employee or a group of employees within an existing organization create new business, products/services, or instigate or innovation. The management of Tansian University particularly our committed vice chancellor encourages staff to practice entrepreneurship in their different departments, units and offices thereby achieving the goals of our institutions. It is the institution's ingenuity to initiate or undertake something new, without being asked to do so. Intrapreneurship practice is the beginning and developing new ventures within the structure of an existing large organization (Clifford, 1985). Donald et.al (1993), also note that companies can foster profit making innovators by encouraging employees to think like entrepreneurs by giving them freedom and flexibility to pursue their projects and the institution activities without bogging

down in bureaucratic inertia. Emmanuel (2004) affirmed that intrapreneurship is a word used in describing managers' effort in preventing organization from stagnation and making them adaptive to the environment.

E.O Nwadiakor has deployed his creative abilities and potentials that can be enhanced for the sustenance of Tansian University since he took over in 2019. He also used his ability to employ a new leadership style that has shaped the university in time of flux especially since the demise of the founder on February 15, 2021. In coping with the competitive nature of academic environment of Anambra State and its environ, E.O Nwadiakor has developed the institution and equally promote climates that support employees' creativity and innovation. This is called intrapreneurship. Its development therefore center's on employees' efforts to exploit their hidden talents and endowments, and tap their potentials to help an organization to produce new products or services. Due to huge disparities between skills acquired in the school and those required by employees that gave rise to huge employability gap; E.O Nwadiakor has invested on recruiting state of the art skillful employees who are up to date in knowledge application that fit the purpose of training and teaching students in order to fill the employability gap in this twenty first century jobs. Intrapreneurship is an act of behaving like the entrepreneur while working within a large institution like Tansian University in order to continue a development stride that sustains the values and supports human development. Based on Khatabook (2023), Intrapreneurship is a system that creates an entrepreneurial environment by empowering employees to act like entrepreneurs. E.O Nwadiakor has given his employees the freedom to experiment and suggest better ways to benefit the culture within the institution. The act of intrapreneurship is very crucial for any organization that aspires to survive in this turbulent business environment like Nigeria where inflation is now the order of the day. E.O Nwadiakor knows the strategies necessary for any organization to survive, he had developed other institutions in the

past like federal polytechnic, Oko in Anambra State and Godfrey Okoye University, Enugu state where his achievements are too numerous to mention which are written in the 'Sand of Time' of those institutions.

IMPORTANCE OF INTRAPRENEUERSHIP

An entrepreneur is crucial for the employee and the organization. Encouraging it can lead to innovative changes and improve efficiency within organizational culture. An intrapreneur (E.O Nwadiakor) knows Tansian University better than anyone else does. It conveys that he has seen an opportunity to grow that others might have overlook initially. Our vice chancellor is best at exploring policies and technologies that help boost the performance and profitability of Tansian University

Boost Employee Morale and Productivity

The more engaged the employees are, the less likely they are to leave the organization. E.O Nwadiakor allows his staff to be fully engaged with their tasks and take charge of the work. Thus providing autonomy makes the job of employees more meaningful and increase their productivity.

Increased Revenue and Growth

Tansian university has grown in terms of infrastructures and programs, as well as attracted more qualified staff that are experienced enough with 21st century skills and learning technological tools. The leadership of our vice chancellor has developed new programs, expanded the scope of the institution, built more infrastructures that support learning. Within four years, he has initiated and established new programs across faculties. His tenure also attracted more accredited courses in the Faculties of Law, Health sciences, Natural and Applied Sciences, Management and Social Sciences and Education, that elevated the institution's reputation as a citadel of learning and skill development.

Making the Most of In-house Talent

Intrapreneurship is similar to management, the art of getting things done through people. It is also centered on effective application of managerial functions such as planning, organizing, controlling, leading, staffing, coordinating, decision making, and so on, toward achieving the defined objective of an enterprise. Here, the intrapreneurship is centered on discovering talents, potentials, initiative and skills individuals possesses in work environments. In intrapreneurship, the employees get a chance to outperform their key responsibilities areas. They can bring unique knowledge to the table through their own experiences, and they will make recommendations based on their area about the industry and competition.

BETTER DEFINITION OF EMPLOYEES

The creative ideas of E.O. Nwadiakor are too numerous to mention. His innovative ideas have been utilized in retaining professors and directors that are very dedicated in offering better services and teaching to Nigerian students. Employees who are passionate about their work have fewer chances of leaving the organization. Intrapreneurship keeps them engaged in those areas of work that they enjoy the most to add more meaning to their jobs.

Providing a Competitive Edge

Intrapreneurship consists of a largely efficient and specialized workforce. They have excellent skills in resolution of problems and moving the organization towards new opportunities, giving a competitive advantage to the body or organization for which they are working.

Identifying the Potential of an Employee

An organization can explore employees' abilities and bring out an entrepreneur within them. Thus, a company grows because of its valuable human resources. E.O Nwadiakor encourages Tansian

Employees to put their ideas on the table through familiarizing, raising them with the higher authority they are conveying, verifying the employee's capacity of ideas with the goals and objectives of the institution.

THE CONCEPT OF ENTREPRENEURSHIP

Entrepreneurship, like other disciplines, does not have a universal definition. Many authors and individuals have differences in defining it. However, for the purposes of this study, the following definitions will be adopted: Jones and Sakong (1980) define entrepreneurship, as a force that mobilizes other resources to the unmet Market demand, Ronstdat (1984) pointed out that entrepreneurship is the process of incremental wealth creation. He further stated even though Individuals who assume the major risks in terms of equity, time and career commitment or provide value for some products and services, which may or may not be new or unique (Emmanuel, 2014), create wealth. Stevenson and Gumpet (1985) also defined entrepreneurship as the process of creating value by bringing together a unique package of resources to explore an opportunity. By Grave and Hofer (1991), said is a creative process of a new organization and pursuing it. According to them, the entrepreneurship process involves all functions, activities and actions associated with the search for opportunities and the creation of organizations to pursue them. Entrepreneurship is a process that has the do with the conceptual approach to do new things, within a new philosophy of value, purpose, utility, quality and meeting needs. (Abraham, 1999). Entrepreneurship is also the willingness and capacity of an individual to look for an investment opportunity, establish a company based on this and manage it successfully, whether for profit or for social benefit (Udeh, 1999).

Reiss (2000) sees entrepreneurship as the recognition and pursuit of opportunities without regard to one's current control resources, with confidence and guarantee of success and with the flexibility to change the topic as necessary and the desire to avoid any setback. Entrepreneurship is the process of creating something

new with value, dedicating time, and efforts, and assuming the financial, psychological and social risk, receiving monetary rewards for monetary and personal independence. (Hisrich and Brush 2005). Saraf, Thakur and Yader (2014) view entrepreneurship as creation or establishment of an enterprise. They affirm that entrepreneurship is a resourceful activity aimed at creating something new from scratch and the ability to identify opportunity where the others see chaos.

E. O NWADIALOR: THE INTELLIGENT INTRAPRENEUR

An intelligent Intrapreneur's opportunity is personal, not universal because it grows out of one's talents, experience, interests and the problems that one has uniquely positioned to perceive in the world. This is the case of a man who joined Tansian University when the departments cannot boast of one full accredited course programme. Becoming an intrapreneur is more challenging and more valuable and some times more difficult to explain even for those who practice it and teach it. It requires courage, character and faith.

E.O Nwadiakor deployed his innovative skills to reposition our institution for innovation and research commercialization and entrepreneurship. An Intrapreneur is a person who is stimulating and integrating innovation within companies or organization with the belief that it will bring a significant contribution in raising the level of organizational performance and competitive advantages. Such an Intrapreneur uses resources available in his or her domain to initiate something new, without being asked to do so. He discovers talents and creative mind-set possessed by each individual in the work environment and persuades them to utilize those qualities wherever necessary. The intrapreneur (the Vice Chancellor) links up discrete pieces of new technical knowledge that would provide a solution to academic problems and skills needed to take Tansian University to the next stage.

The intrapreneur activities of E.O Nwadiakor in Tansian has led to the birth of twelve new professors, six Associate Professors (readers) and other renowned retired but not tired professors that are contributing immensely for the growth and development of the institution. Our Vice Chancellor, as a leader of Tansian university management, has provided the freedom, serene environment and encouragement required for employees to develop their talents that have contributed to the recent growth, success and performance of the institution among universities in the state.

E.O NWADIakor: THE CREATIVE INTRAPRENEUR

Creativity means many things to different people. It is the fundamental of all human resources and essential for improving the quality of human lives. To some people, creativity is an intrapsychic phenomenon, a cognitive operation that effects attitude, aptitude and life style (Onu 2009). Creativity is a mental process which when undertaken by an individual helps him get new ideas, concept, designs and solves problems. The creative mind of E.O Nwadiakor has helped him to become aware of problems that has beseeched Tansian University which range from accreditation, the gap created by the demise of the founder, decline in the number of students and shortage of staff. Creativity has helped him to see deficiencies gaps and missing elements that engulfed Tansian University in the past and device problem-solving skills to tackle them. Creativity has helped him to see relationship between available pieces of information and search for solution. In creativity, one is not satisfied with the usual or accepted ways of doing things, rather one gets into finding new solutions or concepts. The good thing about creativity is that the individual can learn to be creative; you start with seeking information, getting yourself organized, learning to restructure the old ways, learning new designs, learning to construct and generating as many new ideas and solution to issues and problems as possible. The Vice Chancellor of Tansian university has deployed resources for his employees to obtain training in creativity and get in involved in

national and international programmes and activities that changed the thinking style and the ways Tansian University staff previously view issues.

The values of E.O Nwadiakor creativity are endless. Lecturers have learnt to generate ideas and obtain innovative solution that will improve the standard of education and teaching of students in Tansian University. His creative mindset impacted on us (the lecturers) has supported in assessing our own creative potentials and building on our strength. We have learnt to work in teams, collaborate with other institutions to produce new approaches, reach our goals and handle real life solutions. We even develop skills and techniques for data dumping analysis of solution and brainstorming. These skills have helped us develop and find creative answer to challenging problems and equally help us break out of our usual routines and patterns of behavior and consequently increased our personal effectiveness.

CONCLUSION

Intrapreneurs are not intimidated by difficult situations. In fact, their self-confidence and general optimism seem to translate into a perception that the impossible just takes a little longer. Yet they are neither aimless nor foolhardy in their relentless attack on a problem or an obstacle that is impending business operations. If the task is extremely easy or perceived to be unsolvable, Intrapreneurs often will give up sooner than others. Simple problems bore them; unsolvable ones do no warrant their time. Moreover, although intrapreneurs are extremely persistent, they are realistic in recognizing what they can and cannot do and where they can get help to solve difficult and unavoidable tasks. They are self- starters who appear to others to be internally driven by strong desire to compete, to excel against self -imposed standards, and to pursue and attain challenging goals. High achievers tend to be moderate risk takers. They examine a situation, determine how to increase the odds of winning and then push ahead. As a result,

high- risk decisions of the average businessperson often are moderate risks for the well -prepared high achiever. More than any factor, total dedication to success as an Intrapreneur can overcome obstacle setbacks. Sheer determined and an unwavering commit to succeed often win out against odds that many people often consider insurmountable. They also can compensate for personal shortcomings. Often, Intrapreneurs with a high-potential venture and a plan that includes venture capital financing can expect investors to measure their commitment in several ways.

E.O Nwadiakor being an intrapreneur of our modern time, is an inspiring corporate leader, smart strategist and innovative and creative thinker. He has transformed the thought and dream of the founder of Tansian University, Msgr. Prof. J.B Akam into a profitable venture while opening in an established organizational environment. He is very courageous, adaptable and thinks outside of the box to achieve success. These features encourage him to figure out ideas that changes strategic directions. Intrapreneurs like E.O Nwadiakor solve complex problems in the organization, develop new strategies, facilitates innovation and drives positive and pragmatic changes.

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