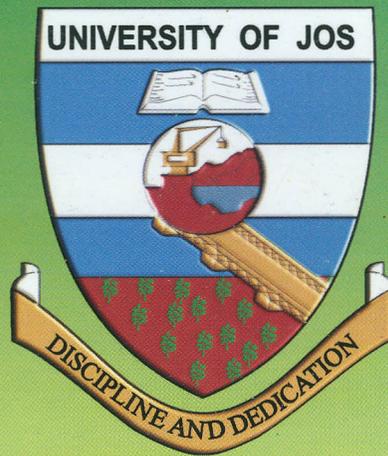


UNIVERSITY OF JOS



“THE JOB-TO-BE-DONE”: HOW WE WORK AND OUGHT TO WORK

INAUGURAL LECTURE

BY

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== UNIJOS INAUGURAL LECTURE SERIES 63 ==

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OPENING

“What do you do?” is typically the 2nd question asked when meeting someone for the first time. We are variously identified by what we 'do', also called an occupation, profession or vocation. For some, what we “do” gives meaning to our lives – that we are paid to do the job is almost beside the point. For others, a job or what we 'do' is a means of gaining enough money to do what we want outside the job. Sometimes academics are said to be waiting to retire “to do what they really love”. Also because of the “changing nature of work”, many people make conscious decisions/choices about what they “do” for a living and how they allocate their lives between paid and unpaid work in these days of balancing “quality of work life”.

Let us think back to when we were ten years old or thereabout and someone asked us what we wanted to be when we grew up, anything seemed possible. Astronaut. Archaeologist. Air pilot. Civil Engineer. Medical doctor. The first female president of Nigeria. Our answers then were guided simply by what we thought would make us really happy. There were no limits.

Now some thirty or forty years later, there are a determined few who never lost sight of aspiring to do something that's truly meaningful to them. But for many of us, as the years go by, we allowed our dreams to be peeled away. We picked our jobs for the wrong reasons and then we settled for them. We began to accept that it's not realistic to do something we truly love for a living. Too many of us who started down the path of compromise never made it back. Considering the fact that we spend more of our waking hours at our 'jobs' than in any other part of our life, it's a compromise that will always eat away at us. But should it? Is there no provision for engaging in a job we truly love and enjoy?

The only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it.

- Steve Jobs

In the process of looking for work, so as to do great work, we come face to face with the discipline of human resource management, which believes we cannot do anything work without people, the ultimate resource. Work often as we know it, happens best in

the context of an organization performed by people or people manned instruments. According to Boxall et al (2007) Human resource management (HRM), the management of work and people towards desired ends, is a fundamental activity in any organization in which human beings are employed. It is not something whose existence needs to be elaborately justified: HRM is an inevitable consequence of starting and growing an organization. Mr. Vice Chancellor, first located in Social Sciences as Faculty, then now in Management Sciences, our field has variations of ideologies, styles and models. It is quite alright if we argue about the relative performance of certain models of HRM in particular contexts. These are important lines of analyses. It is quite another thing, however, to question the necessity of the HRM as a field/discipline or the process itself, as if organizations could somehow survive or grow without making a reasonable attempt at organizing work and managing people (Boxall and Steeneveld 1999). To wish HRM away is to wish away all but the very smallest of firms. This is one field that confronts us at every turn!

Analysis, scope and significance of HRM

Judging by the literature, HRM refuses to be only one thing. Not only does the field derive from other disciplines such as economics, law, psychology and sociology among others (Nmadu, 2013), it covers a vast array of styles but most importantly has three major sub domains of knowledge, each bursting its banks (Boxall et al, 2007). There is what we refer to as the Micro HRM ('MHRM') which covers the sub functions of HR policy and practice (Mahoney and Deckop 1986). These can be further grouped into two main categories. The largest group of sub functions is concerned with managing individuals and small groups, including such areas as recruitment, selection, induction, training and development, performance management, and remuneration. These are subject areas covered in most HRM texts (Nmadu 1999). A smaller group of sub functions concerned with work organization and employee voice systems (including management–union relations) is less driven by psychological concepts and is more associated with industrial sociology and industrial relations. (See Nmadu, T.M.(2009) “Trade and Declining Worker Rights in Nigeria's Textile Industry: 1997-2006”). The subject of our discourse today Sir, is in this

area: the subject of work! We are not alone in this interest; see Olugbile, (1997). *Nigeria at Work: A Survey of Work among Nigerians*. Ackerman et al (1998) looked at 'The Changing Nature of Work': major topics review the history of work, new directions in labour economics, globalization and labour, new technologies and work organization, emerging patterns of industrial relations and difference and diversity in the workplace among others. And there is Thomas (1999). 'The Oxford Book of Work', an anthology of work that tries to chronicle the pleasures and achievements of civilization: the nature of work, kinds of work on land, sea and air, reform of work and life after work. Nwachukwu (2000) *The Challenges of Managing in the Nigerian work Environment, the Human Resources Factor* believes that “people love work but apparently hate employment” because of the manner in which human resources are utilized in modern organizations. More recently Society for Human Resource Management (SHRM) Foundation (2014) authored 'Evolution of Work and the Worker' which examines future trends affecting organizations and work. Again the topics covered are familiar: the changing nature of work, the changing nature of the worker, conflicting expectations of the worker and the workplace. This then though a smaller sub section of HRM is an actively discussed area to which we shall engage our discussions today.

The second area is that of Strategic HRM ('SHRM') which is concerned with systemic questions and issues of serious consequence-with how the pieces just described might fit together, with how they might connect to the broader context and to other organizational activities, and with the ends they might serve. What is the use of HRM if the organization it serves is bankrupt? This area brings to bear how graphic failure of HRM can be if it occurs. If a marketing programme fails, we can redesign one; if finance misses its targets we can strategize, but for HRM failure to anticipate the future properly for example can lead to mistakes we may be unable to undo- HRM touches people's lives and the organization consequently (Losey, Meisinger and Ulrich,2005), The links with strategic management are well known, particularly through the two fields' mutual interest in the resource based view of the firm and in processes of strategic decision-making (e.g. Boxall 1996;Wright et al. 2003). The

links with industrial relations are also very important, currently shown in the shared interest in the notion of 'high-performance work systems,' while the connections with organizational behaviour are evidenced in mutual interest in such notions as psychological contracting and social exchange (e.g. Wright and Boswell 2002; Purcell et al. 2003). (See Nmadu's PhD dissertation: Performance Management Among Managers and Corporate Profitability in Nigeria's Manufacturing Sector; Gado, PhD dissertation: An analysis of Resource-based and Dynamic Capability view of Performance in the Nigerian Textile Industry, Adah et al (2007) Readings in Strategic Management)

A third major domain is International HRM ('IHRM'). Less engaged with the theoretical bridges that are important in strategic HRM, IHRM concerns itself with HRM in companies operating across national boundaries (e.g. Brewster and Harris 1999; Evans et al. 2002; Dowling and Welch 2004). This connects strongly to issues of importance in the fields of international business, including the internationalization and globalization process. International HRM is an amalgam of the micro and the macro with a strong tradition of work on how HR sub functions, such as selection and remuneration, might be adapted to international assignments. (This explains why we are comfortable teaching International business, Comparative Management, Global leadership etc)

Like Boxall et al (2007, we use the notion of 'analytical HRM' to emphasize that the fundamental mission of the academic management discipline of HRM is not to propagate perceptions of 'best practice' in 'excellent companies'(See Peters and Waterman, Jr (2006),*In Search of Excellence*) but, first of all, to identify and explain what happens in practice. Analytical HRM privileges explanation over prescription. The primary task of analytical HRM is to build theory and gather empirical data in order to account for the way management actually behaves in organizing work and managing people across different jobs, workplaces, companies, industries, and societies. Mr. Vice Chancellor, we are not simply making an academic point here. Education founded on an analytical conception of HRM should help

practitioners to understand relevant theory and develop analytical skills which can be applied in their specific situation and that we do not leave them flat-footed when they move to a new environment. This is what informs course contents in all HRM course offerings at the undergraduate and postgraduate levels all over the world. HRM is the management discipline best placed to assert the importance of work and employment systems in company performance and the role of such systems, embedded as they are in sectoral and societal resources and institutional regimes, to national economic performance and well-being. HRM is central to developing the skills and attitudes which drive good execution whatever the strategy. This in itself is enormously important but, more than this, the contribution of HRM is dynamic: it either helps to foster the kind of culture in which clever strategies are conceived and reworked over time or, if handled badly, it hinders the dynamic capability of any organization. Our discourse today could therefore not have come at a more auspicious time.

Work, its meaning (glossary), its use.

“Work” is harder to define than we imagine. If we agree with the Concise Oxford Dictionary (2000) that it is “expenditure of energy, striving, application of effort or exertion to a purpose”, then do we agree also that purposively expending energy say on social media counts as “work”? To compound our dilemma, The Oxford English Dictionary (2011) gives the noun “work’ no less than thirty –four different meanings, and the verb thirty-nine. As a noun, in everyday language we call it a job or place of work. So in the morning we start off to go to a place of ‘work’. Work as a noun occupies us, rewards us in pay or other forms of rewards. Its synonyms include calling, employment, game, lay, line, profession, trade, vocation among others. In this paper, we agree with Armstrong (1999) that Work is the exertion of effort and the application of knowledge and skills to achieve a purpose thus we are actively using ‘work’ as a verb but applied to ‘work’ as a noun. From this definition, work has an end beyond itself, being designed to produce or achieve something; involves a degree of obligation or necessity, is a task that others set for us or we set ourselves and work is arduous, involving effort and persistence beyond the point at which the task ceases to be wholly pleasurable (Thomas 1999). Indeed, nothing in life has ever been

accomplished except by work.

Occupying a large part of most people's lives, work affects people very subjectively, if it is not the feelings of anxiety, trust, boredom, challenge, empowerment, ignominy, and self-respect that may be engendered during the work process, it may also carry over into the rest of life, shaping character, aspirations and the sense of self (Goodwin, 1995). Since the well-being of its members is a major societal goal, the experience of people in their roles as workers must be or should be an important focus. Work is not just a disutility endured in order to earn the means of consumption. Rather, it is an essential human activity that shapes our personalities, creates social connections, and contributes to self-esteem. Some of our most enduring network of friendships have arisen in the context of work. Sociological research amply confirms the importance of work in these regards, as well as the corresponding personal damage that is often done by voluntary unemployment. Several theoretical traditions highlight the human implication of work, ranging from Marxists writing about alienated labour, to the pioneers of modern management theory writing about worker motivation. Even after active work life, there is work. No wonder, Thomas (1999) compiles an anthology of work from birth to death and in between as earlier referred to.

Most people work to earn a living – to make money. But they also work because of the other satisfactions it brings, such as doing something worthwhile, a sense of achievement, prestige, recognition, the opportunity to use and develop abilities, the scope to exercise power, and even companionship. Gallie *et al* (1994), quoting research conducted by the Social Change and Economic Life Initiative, found that 67 per cent of the people questioned worked for money but a surprisingly high proportion (27 per cent) said they worked for the intrinsic rewards money provides ('expressive reasons'). Here in Nigeria, visibility of union activity by way of strike actions gives the impression that we work principally for money, but the number of deaths recorded among recent retirees for lack of work to do, or pushing of retirement ages upwards validates the fact that we work for the intrinsic reasons that Goodwin (1995) mentioned earlier. Within organizations, the nature of the work carried out by

individuals and what they feel about it is governed by the employment relationship and the psychological contract. SHRM and EIU have done an epic work on this *Evolution of Work (2014) that elaborates on this.*

Workers are conscious of what they are doing, committedly or otherwise, thus the subjectivity and involvement of the workers cannot be ignored. But there is an added interest in the education occurs through work-in the economist's terms: the development of on-the-job human capital. Many people grow on or in their jobs! Demoralized, cynical workers are diminished in their capacity to be good citizens or even good parents. The dilemma is that, on the one hand, we have not found ways to reward, with the means for a decent livelihood, much of our societies' most important work that motivate people to do and to produce many things that have both a positive or negative impact on human and ecological health and well-being. It is generally recognized that most of “women's work as important as that may be is not recognized or rewarded”; we also for example have not made the rewards for criminal activities unrewarding enough compared to their payoffs. Incentives that diverge sharply from human values can lead to counterproductive growth even in the economy. Gallie and White (1993) also averred that workers' commitment is stronger where the following obtain:

The more qualifications a person has;

The more successful they feel they have been in their career;

The higher they value 'hard work';

The more they feel they have personal control over their destiny;

The higher their preference for their current job;

The lower their preference for 'an easy life';

The higher their attachment to their current organization.

The above continue to characterise the changing worker, no matter the age or technological environment.

Future of work

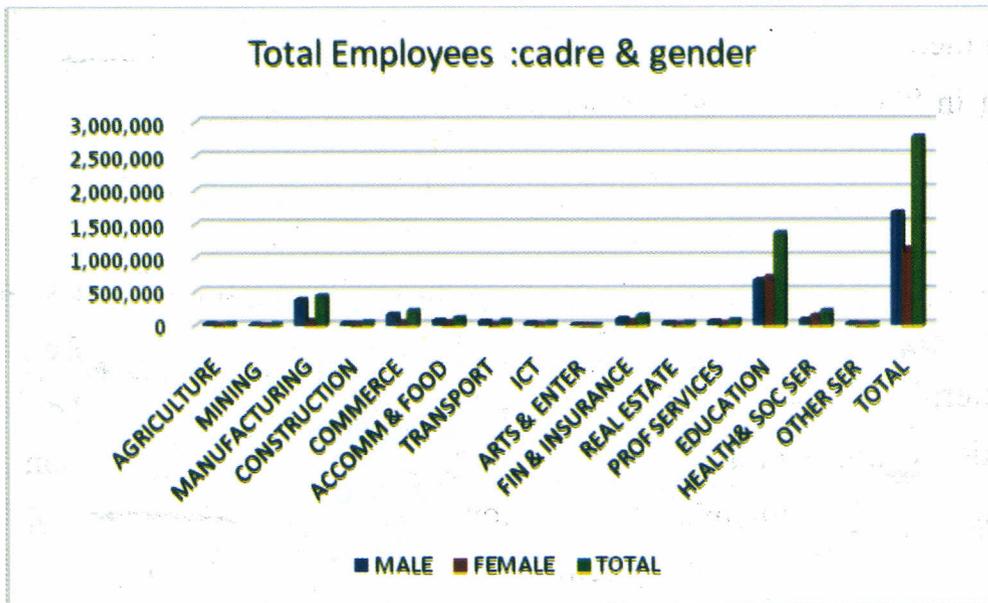
On the basis of the foregoing, will work cease in the future? Indications are that work will always be with us even if its nature is changing. Futurologists, as noted by Nolan and Wood (2003), have been busy forecasting what is going to happen to work. Charles Handy (1984) was one of the first. He offered the notions of 'portfolio workers' who frequently changed their careers, a new 'knowledge economy' and the collapse of work in traditional industries. The full employment society, he claimed, was becoming the part-employment society. 'Labour and manual skills were yielding to knowledge as the basis for new business and new work... Hierarchies and bureaucracies were being supported by emerging networks and partnership and the one-organization career was becoming rarer.' We are already witnessing the concept of part time employment in Nigeria too.

Pessimists such as Bridges (1995) and Rifkin (1995) have argued that growing insecurity, widening social divisions and higher levels of unemployment are the inevitable consequences of structural change, new information and communication technologies.

Alternatively, optimists such as Leadbeater (2000) have held out the prospect of a world with limitless possibilities for creative, cooperative and socially useful work. But as Nolan and Wood (2003) comment, the evidence on work and employment patterns in Britain for example confounds many of these claims: 'Complexity, unevenness and the enduring features in the structure and relations of employment are crowded out by visions of universal paradigm shifts.' For Nigeria the patterns of employment are captured below:

TOTAL EMPLOYEES BY STAFF CADRE AND GENDER (DEC 2013)

| S/N | SECTOR | MALE | FEMALE | TOTAL |
|-----|------------------|-----------|-----------|-----------|
| 1 | AGRICULTURE | 21,389 | 6,164 | 27,554 |
| 2 | MINING | 8,832 | 4,708 | 13,540 |
| 3 | MANUFACTURING | 374,830 | 63,593 | 435,422 |
| 4 | CONSTRUCTION | 28,444 | 19,466 | 47,902 |
| 5 | COMMERCE | 158,565 | 42,352 | 210,917 |
| 6 | ACCOMM & FOOD | 66,342 | 38,338 | 104,580 |
| 7 | TRANSPORT | 51,443 | 10,974 | 62,417 |
| 8 | ICT | 24,464 | 9,645 | 34,110 |
| 9 | ARTS & ENTER | 123 | 69 | 192 |
| 10 | FIN & INSURANCE | 87,764 | 56,027 | 143,792 |
| 11 | REAL ESTATE | 25,157 | 9,622 | 34,789 |
| 12 | PROF SERVICES | 51,289 | 21,044 | 72,333 |
| 13 | EDUCATION | 658,739 | 700,877 | 1,359,616 |
| 14 | HEALTH & SOC SER | 76,351 | 128,845 | 205,197 |
| 15 | OTHER SER | 13,994 | 9,798 | 23,793 |
| | TOTAL | 1,657,737 | 1,121,514 | 2,779,253 |



NBS:2013

THEORETICAL CONTEXTS OF HRM

Human Resource Management is an activity that occurs in work organizations all over the world, whether the economies are industrialized or emerging like ours. HRM is also an academic 'subject' that is taught and researched, primarily in higher education in those same societies. However, this latter 'HRM' is not an academic activity which

has a clear body of theoretical ideas of its own. There is almost no literature on the 'theory of HRM.' This is not to say, however, that theories are absent from academic HRM. Use is made of theoretical concepts from areas such as psychology, sociology, employee relations, economics, and strategic management. And, to some degree, use is made of ideas from organization theory. HRM processes are organizational processes (Watson, 2007). Once, an MBA student who had offered HRM after a couple of weeks came up to me and asked: Ma, what is the theory of HRM? I answered, there isn't one but many! HRM processes occur within all work organizations and they cannot be understood separately from the way in which we understand organizations themselves. The same can be argued about management more broadly. In effect, any 'theory of management,' like any 'theory of HRM,' has to be grounded in a 'theory of organization.' Managerial work generally and human resourcing work specifically is 'organizing work.' And it occurs in formally structured enterprises which utilize human labour. These work organizations constitute the topic of organization theory. This is why all students of management are required to take a course offering in "Organizational Theory and Behaviour". So we always start at organization theories to arrive at applicable theories of HRM.

Whilst recognizing the necessity of organization theory's attending to the formal aspects of organizational life, we must remember that the formal or 'official' aspects are always in interplay with the informal or unofficial within the 'negotiated order' of every organization (Strauss et al. 1963; Strauss 1978; Day and Day 1997; Watson 2001a). And we must also remember that organizations are 'sites of situated social action' which are influenced not only by 'explicitly organized and formal disciplinary knowledges' such as finance, marketing, engineering, production, or HRM but also by 'practices embedded in the broad social fabric, such as gender, ethnic and other culturally defined social relations' (Clegg and Hardy 1999: 4). The social fabric of all societies will show up gender disaggregation of jobs and authority, issues of Glass ceiling or just plain gender inequality. Once, I heard informally that someone who was not an HR specialist was asked to assess my work, and the person said, if I wanted to be a gender specialist, I should move to the Sociology Department. More seriously sir,

HR people study gender as an important trend under work organization and its contributions to overall national economic performance (Nmadu, 1995; Nmadu2013)

Four strands of Organization Theory relevant to HRM

A. The Functionalist/systems and contingency strand

In this strand of thinking, organizations are viewed as systems: as social entities which function as self-regulating bodies, which exchange energy and matter with their environment in order to survive. Systems approaches to organizations have roots and applications other than those in social thought and social science. They have also been influenced by biological thinking and by 'general systems thinking,' a cross-disciplinary scientific way of thinking about a whole range of different phenomena (Boulding 1956; Von Bertalanffy 1972; Emery 1969). Systems analyses discourse have the advantage of making us constantly aware that organizations are more than the sums of the parts from which they are made: they are patterns of relations which need constantly to be adapted to allow the organization to continue in existence. They also stress that what happens in one part of an organization (in one 'subsystem') tends to have implications for what happens in other parts or 'subsystems.' The contingency theory version of systems thinking (Donaldson 2001) on the other hand is concerned with how the contingency circumstances of organizations (their size, technology, business environment, and so on) 'influence the organization's internal structures and processes' (Legge 1978: 97). The 'contingency insight,' as we might call it, has been brought forward into a non-functionalist style of analysis (i.e. one in which contingencies are given no 'determining' role) by Child (1972, 1997), who links contingent circumstances to strategic managerial choices, an insight that can valuably inform how we understand the ways in which different HR strategies are chosen in different circumstances (Watson 2004, 2005).

B. The Weberian Strand

Max Weber is a key figure, if not the key figure, in organization theory. It is Watson's (2007) take that, much of the six-or-so decades of the history of organization theory has been a debate about Weber's ideas on bureaucracy, in particular on ways of

improving organizations. After Weber's work was translated, a newer appreciation for his work grew, and its major contribution was to locate bureaucratized organizations in their historical and political contexts. The Weberian strand of thinking thereafter recognized organizations as sites of rivalries, conflicts of interests, and power in which a 'paradox of consequence' typically play: a tendency for the means chosen to achieve ends in the social world to undermine or defeat those ends. A simple example of this, in practice, might be the well-known tendency for performance indicators or metrics (often introduced by HR managers to monitor certain organizational behaviours with a view to encouraging people to perform better) to set minimum standards of performance in practice, thus actually discouraging improved performances. This is typical of modern bureaucratized enterprises. New institutionalism is a development of broadly Weberian thinking. It is increasingly being applied to HRM (Purcell 1999), in part to counter an overemphasis on economic rationality of the 'resource-based view' of the firm which plays a key role in economic/strategic management analyses (Boxall 1996). Three institutional mechanisms influencing organizational decision-making identified in DiMaggio and Powell's (1983) seminal article can be related to HRM. Coercive mechanisms which include trade unions and government legislation; mimetic mechanisms that include the imitating of the strategies of competitors and the various management fads and fashions; normative mechanisms which include such things as occupational HR training and links through HR managers' professional bodies (Paauwe and Boselie 2003: 60). And Boxall and Purcell point to the pursuit of 'social legitimacy' (one of the 'three key goals for HRM', 2003: 33; cf. Lees 1997) as a significant factor pressing organizations to become similar to each other. Today these institutional mechanisms must be examined in any discourse of organizational performance.

C. The Marxian Strand

The notion of unintended consequences of deliberate human actions that plays a key role in the Weberian strand of thinking also arises in Marxian thinking in the notion of the contradictions within capitalism. Modern institutions of employment, of which 'HRM' is a part, are central to the capitalist mode of production. But these institutions

are part and parcel of a class system, given that they are based on a logic in which a capital-owning class, through a managed 'labor process,' extracts surplus value from members of an employee class. And within this set of relations lie the seeds of the capitalist political economy's eventual destruction. The people working for a wage or salary eventually come to realize that they share the objective position of being exploited, and vulnerable to employers' caprices. Marxian thinking has perhaps had its greatest impact on organization theory in the analysis of trends in the shaping of labour processes in modern organizations (Grugulis et al. 2000–1; Spencer 2000). Marxist thinking has perhaps not had as significant a direct impact on theorizing about HRM as it has had on academic industrial relations (Hyman 1989). But its indirect influence is there in all those approaches which pay attention to the indeterminacy of employment relationships and to the structural conflicts of interest which pervade them (e.g. Boxall 1992; Coff 1997; Evans and Genadry 1999; Purcell and Ahlstrand 1994). Marxist thinking also informs the 'currently popular distinction between the rhetoric and reality of HRM in contemporary debates' which 'essentially replays an identical relationship between ideological practice and the truth' to that seen in Marxist discourse (Barratt 2003: 1071). Union activity in all spheres of work and work productivity come under this theory.

D. The Post–Structuralist and Discursive Strand

The post-structuralist theorist who has had the greatest impact on organization theory has been Foucault, and central to the parts of his work that have been taken up by writers on work and organization has been his emphasis on 'decentring the human subject.' This entails rejecting any concept of an autonomous thinking and feeling human subject with an essential and unique personality or 'self.' The human being's notion of 'who and what they are' is shaped by the discourses which surround them. These discourses exert power over people by creating the categories into which they are fitted: 'the homosexual,' 'the criminal,' the 'mentally ill,' for example (Foucault 1980). Such categories not only define for people 'who they are' but lay down the ways in which people are to be treated by others. God has already provided His golden rule

Matt

Treat others as you would have them treat you. The relevance of these insights to issues of human resourcing is fairly obvious. Discourses are society's statements of 'truth and knowledge' and, as McKinlay and Starkey (1998) put it, these are the means whereby 'society manages itself.' There is a potential, then, for theorizing HRM in these terms: as a set of statements of truth and knowledge through which people's subjectivities are managed in modern societies.

In the final analysis, good theory tells us about 'how things work in the world.' And if organization theory can help us produce 'good theories' about how HRM processes 'work' in practice then it will be of equal relevance and value to everyone involved with HRM. It will equally inform the thinking and the actions of people who want to develop HRM skills, people who want to challenge HRM institutions, and people who simply want to reflect in a detached and scholarly manner upon HRM institutions and practices.

THE RESOURCE BASED VIEW (RBV) AND HRM

A resource-based view of a firm or organization basically explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 1992 cited by Hooley and Greenley 2005, p. 96, Smith and Rupp 2002, p. 48). RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources she possesses: being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as firm-specific (Barney 1999 cited by Finney et al. 2004, Makadok 2001).

- **Valuable** – for a resource to be said to be valuable it must enable a firm to employ a value-creating strategy, by either outperforming its competitors or reduce its own weaknesses. Relevant in this perspective is that the transaction costs associated with the investment in the resource cannot be higher than the discounted future rents that flow out of the value-creating strategy (Mahoney and Pandian, 1992 Conner, 1992).

Rare – To be of value, a resource must be rare by definition. In a perfectly competitive strategic factor market for a resource, the price of the resource will be a reflection of the expected discounted future above-average returns (Barney, 1986a,; Dierickx and Cool, 1989,).

In-imitable – If a valuable resource is controlled by only one firm it could be a source of a competitive advantage. This advantage could be sustainable if competitors are not able to duplicate this strategic asset perfectly (Peteraf, 1993, Barney, 1986b). An important underlying factor of inimitability is causal ambiguity, which occurs if the source from which a firm's competitive advantage stems is unknown (Peteraf, 1993,; Lippman and Rumelt, 1982,). If the resource in question is knowledge-based or socially complex, causal ambiguity is more likely to occur as these types of resources are more likely to be idiosyncratic to the firm in which it resides (Peteraf, 1993; Mahoney and Pandian, 1992,).Conner and Prahalad go so far as to say knowledge-based resources are “...*the essence of the resource-based perspective*” (1996).

Non-substitutable – Even if a resource is rare, potentially value-creating and imperfectly imitable, an equally important aspect is lack of substitutability (Dierickx and Cool, 1989). If competitors are able to counter or neutralize the firm's value-creating strategy with a substitute, prices are driven down to the point that the price equals the discounted future rents (Barney, 1986a, Sheikh, 1991), resulting in zero economic profits

The origins of the resource-based view can be traced back to earlier research. Retrospectively, elements can be found in works by (1937), (1957), (1959), (1961), (1962, 1977), and (1975), where emphasis is put on the importance of resources and its implications for firm performance (Conner, 1991; Rumelt, 1984; Mahoney and Pandian, 1992; Rugman and Verbeke, 2002).

Makadok (2001) however emphasizes the distinction between capabilities and resources by defining capabilities as “a special type of resource, specifically an

organizationally embedded non-transferable firm-specific resource whose purpose is to improve the productivity of the other resources possessed by the firm” (p389). “[R]esources are stocks of available factors that are owned or controlled by the organization, and capabilities are an organization's capacity to deploy resources” (p.35). Essentially, it is the bundling of the resources that builds capabilities

In a similar vein, Wright et al. (2001) point out that there are three important components of HRM that constitute a resource for the firm which are influenced by the HR practices or HR system. First, there is the human capital pool comprised of the stock of employee knowledge, skills, motivation, and behaviours. HR practices can help build the knowledge and skill base as well as elicit relevant behaviour. Second, there is the flow of human capital through the firm. This reflects the movement of people (with their individual knowledge, skills, and abilities) as well as knowledge itself. HR practices can certainly influence the movement of people.

However, more importantly, the types of reward systems, culture, and other aspects of HRM influence the extent to which employees are willing to create, share, and apply knowledge internally. Third, the dynamic processes through which organizations change and/or renew themselves constitute the third area illustrating the link between HRM and the resource-based view of the firm. HR practices are the primary levers through which the firm can change the pool of human capital as well as attempt to change the employee behaviours that lead to organizational success. These three components of HRM which match the RBV are bedrock for how work is done and ought to be done.

CHRISTENSEN'S MILKSHAKE THEORY OF WORK

Very early this year I read a book called “How will you measure your life?” by Clayton Christensen (2012), in which he asked three major questions:

- How can I be sure that I will be successful and happy in my career?
- How can I be sure that my relationships with my spouse, my children and my extended family and close friends become an enduring source of happiness?

- How can I be sure that I will live a life of integrity and stay out of jail? (Not commit suicide as some of our famous celebrities do? - emphasis, mine.)

As I reflected on these questions, I derived the topic for this inaugural paper, because Sir, to answer these questions we must touch on three fundamental things that affect workers in every age and 'economy', millennial or whatever. Even in today's dynamic economy, there are some things that remain important. There are three pillars providing stability in workers' lives:

- Rising economic security over a lifetime—so a worker can have food on the table, a roof over her head, health care when needed, and a secure income for retirement.
- A work and family balance—the resources and the time to enjoy family life and meet the needs of children and aging parents.
- Workplaces that are safe and fair—free from health hazards and from discrimination and other unfair employment practices.

The ability of workers to meet these needs will be substantially determined by major changes in the workplace and workforce of today and tomorrow. This is what the field of HRM addresses constantly and we are examining more closely today. I therefore adopted Christensen's milkshake theory: every time we engage a worker “there is a job- to- be- done”! Does the employer and the worker's understanding agree on the “the job-to-be-done”?

Perhaps, Mr. Vice Chancellor not knowing “the job-to-be-done” contributes to how we work, and actually knowing “the job-to-be-done” would substantially affect how we work. I hereby reproduce Christensen's (2012) milkshake theory.

What Job Did You Hire That Milkshake For?

Many products/services fail because companies develop them from the wrong perspective. According to Christensen (2012), companies focus too much on what they want to sell their customers, rather than what those customers really need. What's

missing is empathy: a deep understanding of what problems customers are trying to solve. The same is true in our relationships: we go into them thinking about what we want rather than what is important to the other person. Changing your perspective is a powerful way to deepen your relationships.

Cheaper Chocolatier? Chunkier?

The job-to-be-done theory began to coalesce in a project that I worked on with some friends for one of the big fast-food restaurants. The company was trying to ramp up the sales of their milkshakes. The company had spent months studying the issue. They had brought customers in who fit the profile of the quintessential milkshake consumer and peppered them with questions: “Can you tell us how we can improve our milkshake so you'd buy more of them? Do you want it chocolatier? Cheaper? Chunkier?” The company would take all this feed-back, then go off and improve the milkshake on those dimensions. They worked and worked on making the milkshake better as a result – but these improvements had no impact on sales or profits whatsoever. The company was stumped.

My colleague Bob Moesta then offered to bring a completely different perspective to the milkshake problem: “I wonder what job arises in people's lives that cause them to come to this restaurant to 'hire' a milkshake?”

That was an interesting way to think about the problem. So they stood in a restaurant hours on end, taking very careful data: What time did people buy these milkshakes? What were they wearing? Were they alone? Did they buy other food with it? Did they eat it in the restaurant or drive off with it?

Surprisingly, it turned out that nearly half of the milkshakes were sold in the early morning. The people who bought those morning milkshakes were almost always alone; it was the only thing they bought; and almost all of them got in a car and drove off with it.

To figure out what job they were hiring that milkshake to do, we came back another morning and stood outside the restaurant so that we could confront these folks as they left, milkshake in hand. As they emerged and, in language that they could understand, we essentially asked each of them, “Excuse me. Can you help me understand what job

you are trying to do with that milkshake?" When they'd struggle to answer this question, we'd help them by asking, "Well, think about the last time you were in this same situation, needing to get the same job done-but you didn't come here to hire that milkshake. What did you hire?" The answers were enlightening: Bananas. Doughnuts. Bagels. Candy bars. But the milkshake was clearly their favourite.

As we put all the answers together, it became clear that the early-morning customers all had the same job to do: they had a long and boring ride to work. They needed something to do while driving to keep the commute interesting. They weren't really hungry yet, but they knew that in a couple of hours, they'd face a midmorning stomach rumbling. "What else do I hire to do this job?" one mused. "I hire bananas sometimes. But take my word for it: don't do bananas. They are gone too quickly – and you'll be hungry again by midmorning." Some people complained that doughnuts were too crumbly and left their fingers sticky, making a mess on their clothes and the steering wheel as they tried to eat and drive. A common complaint about hiring bagels for this job was they were dry and tasteless – forcing people to drive their cars with their knees while they spread cream cheese and jam on the bagels. Another commuter used our language and confessed, "One time hired a Snickers bar. But I felt so guilty about eating candy for breakfast that I never did it again."

But a milkshake? It was the best of the lot. It took a long time to finish a thick milkshake with that thin straw. And it was substantial enough to ward off the looming midmorning hunger attack. One commuter effused, "This milkshake. It is so thick! It easily takes me twenty minutes to suck it up through that little straw. Who cares what the ingredients are – I don't. All I know is that I'm full all morning. And it fits right here in my cup holder" – as he held up his empty hand.

It turns out that the milkshake does the job better than any of the competitors – which in the customers' minds, are not just milkshakes from other chains but bananas, bagels, doughnuts, breakfast bars, smoothies, coffee, and so on.

That was a breakthrough insight for the fast-food chain-but the breakthroughs were not over yet. We discovered that in the afternoon and evening, the same product was hired for a fundamentally different job. Instead of commuters, the people who were coming in to buy milkshakes in the afternoon and evening were typically fathers –

fathers who had had to say “no” to their children about any number of things all week long. No new toy. No, they can't stay up late. No, they can't have a puppy.

I recognized that I had been one of those dads, more times than I could remember, and I had the same job to do when I was in that situation. I'd been looking for something innocuous to which I could say “yes,” to make me feel like a kind and loving father. So I'm standing there in line with my son and I order my meal. Then my son Spencer orders his meal – and he pauses to look up at me like only a son can, and asks, “Dad, can I have a milkshake, too?” And the moment has arrived when I can say “yes” to my son and feel good about myself. I reach down, put my hand on his shoulder, and say, “Of course, Spencer, you can have a milkshake.”

Turn out; the milkshakes didn't do that particular job at all well. When we watched those father-son tables, the dads, like me, finished their meal first. The son would then finish his. And then he would pick up that thick milkshake – and it took him forever to suck it up that thin little straw.

Dads didn't hire the milkshake to keep their son entertained for a long time; they hired it to be nice. They'd patiently wait while their son struggled to make progress on the shake. But after a while, they'd grow impatient. “Look, son, I'm sorry, but we don't have all night...” They'd clean up their table and the milkshake would get thrown away half finished.

If our fast-food chain asked me, “So, Clay...how can we improve the milkshake so that you'll buy more of them? Thicker? Sweeter? Bigger?” I wouldn't know what to say, because I hire it for two fundamentally different jobs. Then, when they averaged up the responses of the key forty-five-to-sixty-five-year-old demographic segment that has the highest productivity to buy milkshakes, it would guide them to develop a one-size-fits-none product that doesn't do either job well.

On the other hand, if you understand that there are two different jobs that the milkshake is being hired to do; it becomes obvious how to improve the shake. The morning job needs a more viscous milkshake, which takes even longer to suck up. You might add in chunks of fruit-but not to make it healthy, because that's not the reason it's being hired. It's being hired by morning customers to keep their commute interesting. The unexpected pieces of fruit would do just that. And, finally, you'd wheel the

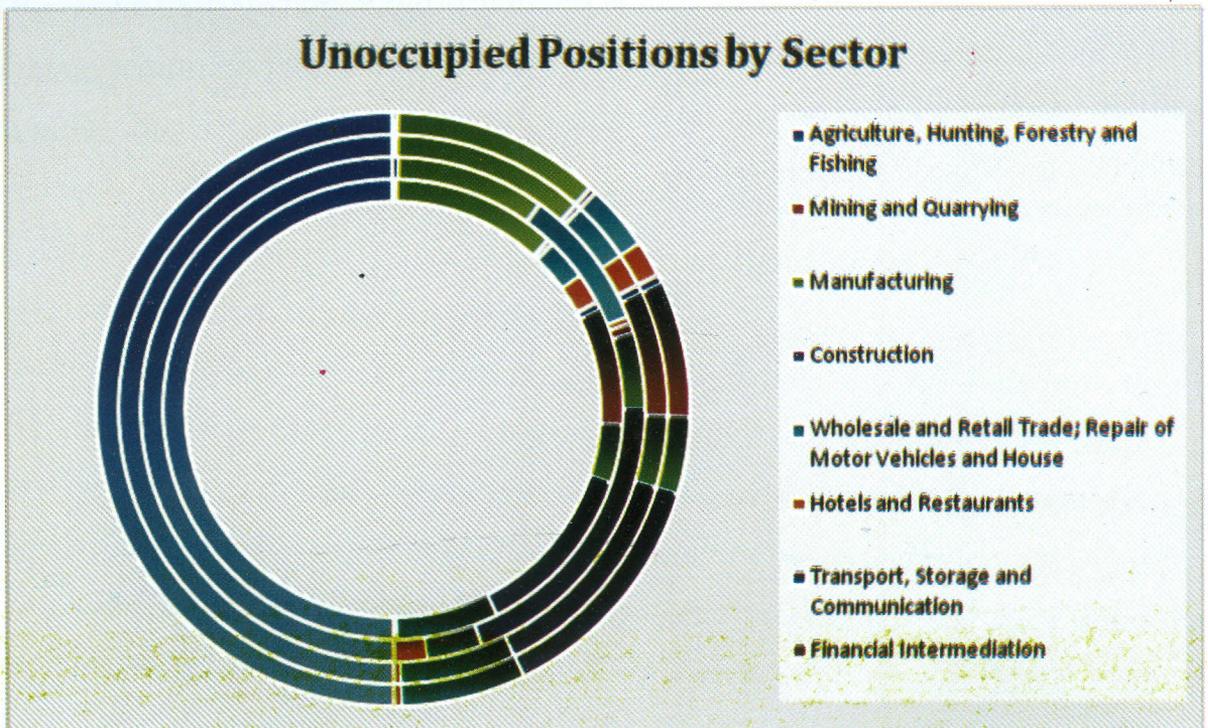
dispensing machine out from behind the counter to the front, and install a prepaid swipe-card, so that commuters could run in, gas up, and go-and never get caught in a line (p.103-107).

GLOBAL SKILLS GAP

There is always “a-job-to-be-done” by a worker for a workplace. “The job-to-be-done” depends on a skills set the worker possesses. The quality of work can only be as high as the capabilities or skills sets of people performing it, (Nmadu, 2013), just as Malcom Forbes had earlier observed that “Ability will never catch up with the demand for it”. In 2011, the Society for Human Resource Management (SHRM) conducted a poll to establish organizations' difficulties with finding the skilled workers they need. Responding organizations reported that this difficulty is 52% (Minton-Eversole, 2013). The president of the Society himself agrees that this is a looming crisis- the skills gap. This is why interview panels in the university take so long: identifying qualified candidates for most skilled positions. Sir, we are not alone in this, percentage of companies in Japan with unfilled positions are 1%, China 21%, USA 49% and Nigeria 11%. This is against a backdrop of a stubbornly high unemployment rate of 21%. Sir, this is not a shortage of University graduates, it is a shortage of talent (Jackson, 2013) and The McKinsey Global Institute projects that by 2020 there will be world wide shortage of 40 million graduate level workers, and an unmet need for 45million workers with secondary level education (Jackson, 2013). See the table and chart below for Nigeria's formal sector.

Unoccupied Positions by Sector (Formal Sector)

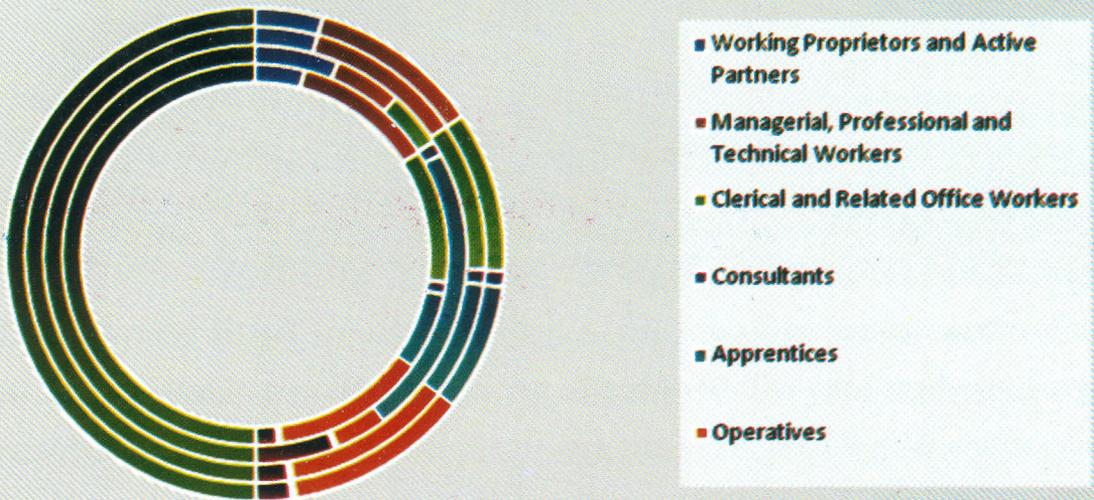
| SECTOR | Full-Time | Part-Time | All Total | Total Percent |
|--|---------------|--------------|---------------|----------------|
| Agriculture, Hunting, Forestry and Fishing | 151 | 31 | 182 | 0.56% |
| Mining and Quarrying | 38 | - | 38 | 0.12% |
| Manufacturing | 6,651 | 683 | 7,334 | 22.67% |
| Construction | 224 | - | 224 | 0.69% |
| Wholesale and Retail Trade; Repair of Motor Vehicles and House | 1,678 | 652 | 2,330 | 7.20% |
| Hotels and Restaurants | 1,248 | 33 | 1,281 | 3.96% |
| Transport, Storage and Communication | 323 | - | 323 | 1.00% |
| Financial Intermediation | 4,715 | 45 | 4,760 | 14.71% |
| Real Estate, Renting and Business Activities | 2,357 | 350 | 2,707 | 8.37% |
| Education | 7,118 | 1,381 | 8,499 | 26.27% |
| Health and Social Work | 4,170 | 258 | 4,428 | 13.69% |
| Other Community, Social and Personal Service Activities | 100 | 150 | 250 | 0.77% |
| TOTAL | 28,773 | 3,583 | 32,356 | 100.00% |



Unoccupied Position by Cadre (Formal Sector)

| Staff Cadre | Full Time | Part Time | All Total | Percent Total |
|--|---------------|--------------|---------------|----------------|
| Working Proprietors and Active Partners | 2,385 | 462 | 2,847 | 8.80% |
| Managerial, Professional and Technical Workers | 6,833 | 367 | 7,200 | 22.25% |
| Clerical and Related Office Workers | 6,526 | 313 | 6,839 | 21.14% |
| Consultants | 579 | 80 | 659 | 2.04% |
| Apprentices | 3,790 | 1,621 | 5,411 | 16.72% |
| Operatives | 7,475 | 291 | 7,766 | 24.00% |
| Unpaid Workers | 197 | 19 | 216 | 0.67% |
| Others Specify | 990 | 430 | 1,420 | 4.39% |
| TOTAL | 28,775 | 3,583 | 32,358 | 100.00% |

Unoccupied Position by Cadre

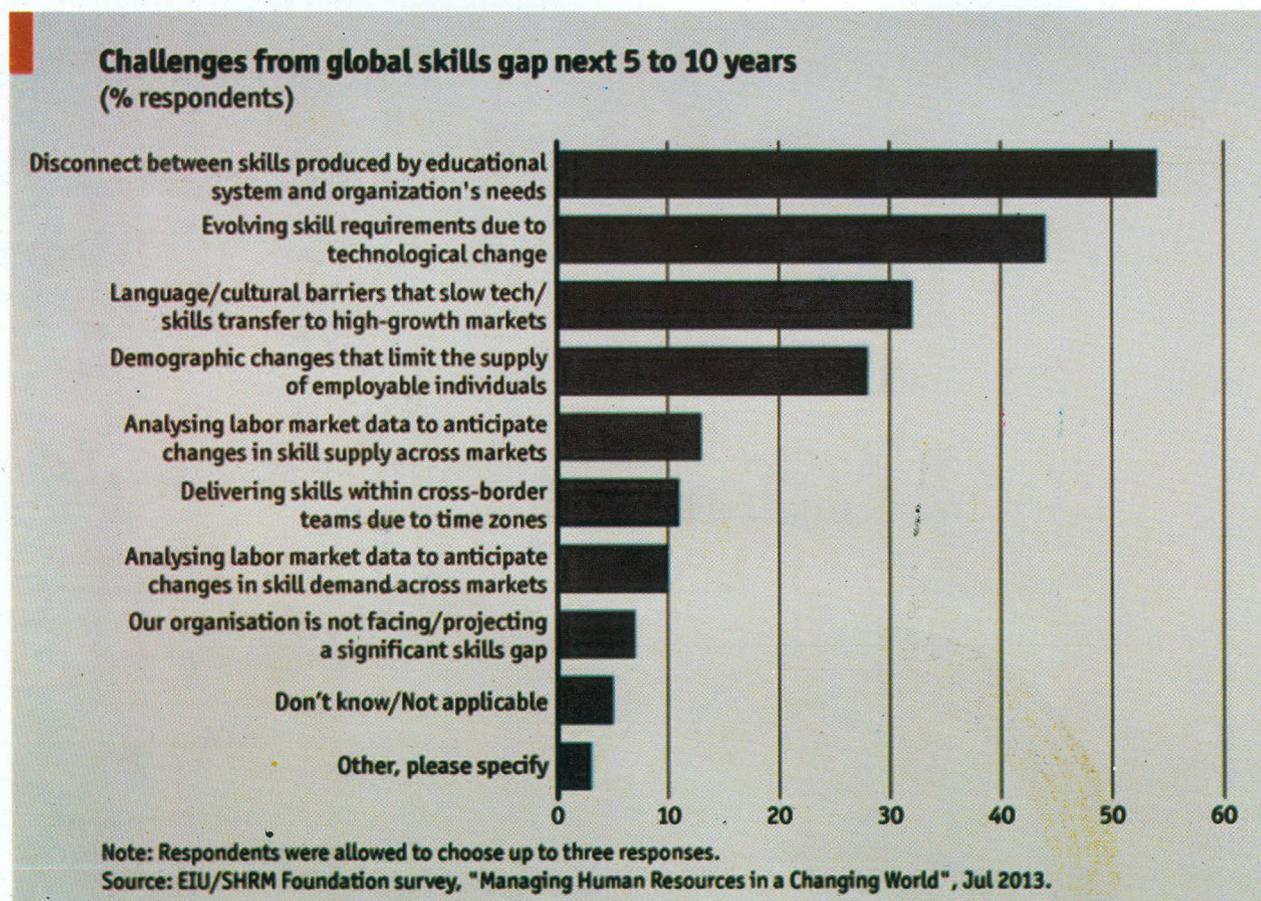


Exactly what skills are we talking about? The most missing skills are :

1. Critical thinking and problem solving skills
2. Professionalism and work ethic
3. Written communication and leadership skills

4. Basic skills: writing in English, Mathematics, Reading Comprehension and Speaking in English

All of the above have resulted in organizations finding the following highly skilled professions as the most difficult to find: Scientists, engineers, technicians, programmers, medical professionals, managers and executives. As the following figure shows the skills gap will continue to rise.



While many workers will continue to be in occupations that do not require a bachelor's degree, the best jobs will be those requiring education and training. In fact, the 20 occupations with the highest earnings all require at least a bachelor's degree and this makes University education a premium. Throughout the economy, occupations that require a degree are growing twice as fast as others. (2013)

future jobs:

some of the fastest growing occupations for the future

- Computer engineers
- Computer support specialists
- Database administrators
- Data processing equipment repairs
- Dental hygienists
- Desktop publishing specialists
- Medical assistants
- Paralegals
- Personal care and health aides
- Physician assistants
- Residential counselors
- Securities and financial sales workers
- System analysts

Source: Future Trends (2013: 30)

THE HISTORY OF WORK

Whether we like it or not we must acknowledge that God is the author of work as far as we can tell. Gen **Gen 2:8** Then the LORD God planted a garden in Eden, in the East, and there he put the man he had formed. **Gen 2:15** Then the LORD God placed the man in the Garden of Eden to cultivate it and guard it. **Gen 2:19** So he took some soil from the ground and formed all the animals and all the birds. Then he brought them to the man to see what he would name them; and that is how they all got their names. This tells us that work is God's idea. Depending on we listen to the history of work is chronicled differently. Encyclopedia Britannica (2014) in the earliest stages of human civilization, work was confined to simple tasks involving the most basic of human needs: food, child care, and shelter. A division of labour likely resulted when some individuals showed proficiency in particular tasks, such as hunting animals or gathering plants for food. As a means of increasing the food supply, prehistoric peoples

could organize the work of foraging and hunting and, later, agriculture. There could be no widespread geographic division of labour, however, because populations were sparse and isolated. The uncertain availability of food allowed little surplus for exchange, and there were few contacts with groups in different places that might have specialized in obtaining different foods.

The most obvious division of labour arose from differences in age and sex. The oldest people in the tribe lacked strength and agility to hunt or forage far afield and so performed more-sedentary tasks. The very youngest members of the tribe were similarly employed and were taught simple food gathering. The sexual division of labour was based largely upon physical differences, with men taking on tasks such as hunting while women specialized in food gathering, child rearing, and cooking. The earliest human groupings offer no evidence of a division of labour based upon class. The challenges of providing food made it necessary for the whole group to contribute, so there could be no leisure class or even a class of full-time specialists producing articles not directly related to the food supply. There were, however, part-time specialists; a person who excelled at fashioning flint tools and weapons could produce enough to trade any surplus for food.

Throughout human history, work has often required organization. Capture of game and fish required varying degrees of cooperation among members of the group. Communal activity of this type had important social implications. Food had to be equitably distributed, and a leader was needed to organize and direct the group. Because the basic social group was the family tribe, kin relationships—from the tribal chief down—formed the basis for the “managerial hierarchy.” Bones of large animals killed by hunters have been found in sites of the Upper Paleolithic Period (about 40,000 B.C to about 10,000 B.C), indicating a high degree of organization in hunting at this early stage of the human race. Shortly thereafter men began using dogs to assist with hunting.

With the onset of the Industrial Revolution and the development of powered machinery during the 18th and 19th centuries, much onerous physical effort was

gradually removed from work in factories and fields. Work was still regarded, however, as something separate from pleasure. The dichotomy between work and play persists even in today's highly industrialized society. Most recently, the development of automated work devices and processes, the prevalence of computers, and the growth of the service industry have led some to speak of a "postindustrial society." This vision has not prevailed. In fact, industrial production has spread to developing countries, meaning that economic and political questions of working-class and managerial relationships have altered on an international front, affecting political relationships on a global scale. (See globalization.) Furthermore, new demands have been placed on educational systems in the developing countries as they attempt to train their workers for industrial production. Similarly, new demands have been placed on the educational systems of the developed countries as the older methods of organizing production, such as the assembly line, are being taken over by "smart" machines. But realizably for Nigeria, the public sector is the largest employer of workers in formal contracts. How work is carried on shows whether the job is done or not done. And the evidence by the number of reforms shows that we are unable to get what we "hired the worker to do".

PUBLIC SECTOR AND REFORMS IN NIGERIA

The public sector in Nigeria remains the largest employer of workers and for good reason. This is because the state exists essentially to serve the public interest, and this consists solely in the provision of goods and services which enable the citizens to live good, healthy and comfortable lives. Thus, Haque argues, in this context, that the basic function of the public sector in Africa is to provide goods and services to citizens based on "realization and representation of public interests and its possession of unique public qualities compared to business management" (Haque 2001: 65). . When we talk, for instance, of the Nigerian State, what the citizens confront is the Nigerian Police, the Nigerian Customs, the Federal Inland Revenue Service, the Schools, the Immigration Department, the Corporate Affairs Commission, the Hospitals, Waste Disposal Boards and all other segments of the public sector administration in Nigeria. When the citizens are satisfied with the performance of these segments, it is then that

we can say that the Nigerian State is working. Thus, for the government to perform effectively and efficiently, the public sector has required serious and constant overhauling from time to time to meet with global democratic and administrative standards for performance.

The Dictionary of Politics and Government defines the public sector as the “industries and services owned by the government”. For Kai Wegrich, it refers to “the portion of the economy composed of all levels of government and government-controlled enterprises... The public sector covers the following categories of institutions. They are the (a) the civil service in the strict sense of ministries and departments of the central government; (b) the legislature and judiciary; (c) local governments; (d) public or state enterprises, boards, corporations generally referred to as parastatals which operate and provide service in areas such as water and electricity; (e) the security forces

The need for reform derives from the acute dissatisfaction of the citizens with the performance of the government and its apparatuses as perceived by the citizenry, government officials or peers (we had the peer review system few years back) or the international community. The rationale for this is that since the taxpayers' money goes into the running of these institutions for socio-economic development, it is only rational to ask that they produce efficient and effective results, especially given the competition from the private sector. Innovation in the public sector is therefore meant to meet the challenge of efficient service delivery that will improve the receptiveness of this sector to public expectations. The case for this efficiency in service delivery is even more crucial in the African public service and consequently the reforms that have taken place.

The required reforms presumably address the imbalances and gaps in the civil service which the existing reform efforts and initiatives have not been able to tackle. These fundamental gaps include:

Policy gaps: MDAs without strategic plans; poor policy analysis platform due to non-professionalization of departments of planning, research and statistics; lack of action/policy research work that harnesses policy-research synergy and global knowledge networks to strengthen strategic policy intelligence and for problem-

solving; poor data culture; poor M&E as well as project management capabilities. All these affect the “job-to-be-done”.

Capacity gaps: These are due to poor HRM regime e.g. a recruitment process that is not sufficiently competitive nor competency-based and incentivized enough to attract and retain the best talents; prevalence of a generalist tradition in a knowledge age; poor skills-mix that constrains MDAs organizational IQ; poor training investment culture not evidenced or training-needs assessment-based; dysfunctional staff utilization culture with deployments of staff that do not match skills to tasks; virtual absence of performance management through target setting and measurement; training institutions with low faculty competences to transfer real skills. Again, these affect the “job-to-be-done”

Process gaps: These include technology and digital gaps; service delivery constraining business processes operated in the Weberian hierarchical system fit for the 17th century with red tapes and bottlenecks; poor planning and budgeting system not aligned to performance-based metrics, procedure and compliance rather than results-based procedures; etc.

Performance gaps: which include low capacity of MDAs to utilize funds or low budget performance; abandoned projects; poor facility and asset management symptomatic of a lamentable maintenance culture and the theory that government is only good at building (and generating innovative ideas) but bad in managing and maintenance. These gaps involve all issues addressed by the SERVICOM framework, tenure, performance contracting etc. these affect the “job-to-be-done”

Resource gaps: pattern of priority setting and resource allocation and utilisation, etc; funding gaps virtually sector; low capacity to attract FDIs investment funds; poor management of donors fund and technical assistance; low national human resources core skills and capacity etc. now that we know where work has evolved from and the trajectory of Nigeria's largest employer of workers, we will now turn our attention to what work should encompass and what criteria should be used to measure if the job-to-be done has actually been accomplished.

WORK ORGANIZATION

The way work is organized and managed has changed over the last 250 years, especially in the last 3 decades consequent upon technology and globalization and Sir as we very well know evolving work configurations affect not only the organization but the “job-to-be-done”. Cordery and Parker (2007) have aptly captured this in their work in the Oxford handbook of HRM .They posit and we agree with them that the frequency with which such terms as task design, job design, work organization, and work system are used synonymously suggests that some conceptual clarification might be fruitful. According to Wall and Clegg (1998: 337), job design refers to '**the specification of the content and methods of jobs,**' while work organization '**usually signifies a broader perspective linking jobs more explicitly to their organizational context.**' Accordingly, we define work organization as the way tasks are organized and coordinated within the context of an overarching work system. A work system, in turn, may be viewed as a particular configuration of interacting subsystems, including work content, technology, employee capabilities, leadership style, and management policies and practices (Beer et al. 1985; Sinha and Van de Ven2005). This conceptual framework is presented below and is the focus of where the job is done or not done. Sir, as many work systems as we innovatively arrive at, they are a derivation from this basic framework. Generally a system (thanks to systems theory earlier presented) perspective on work organization if adopted has a number of advantages:

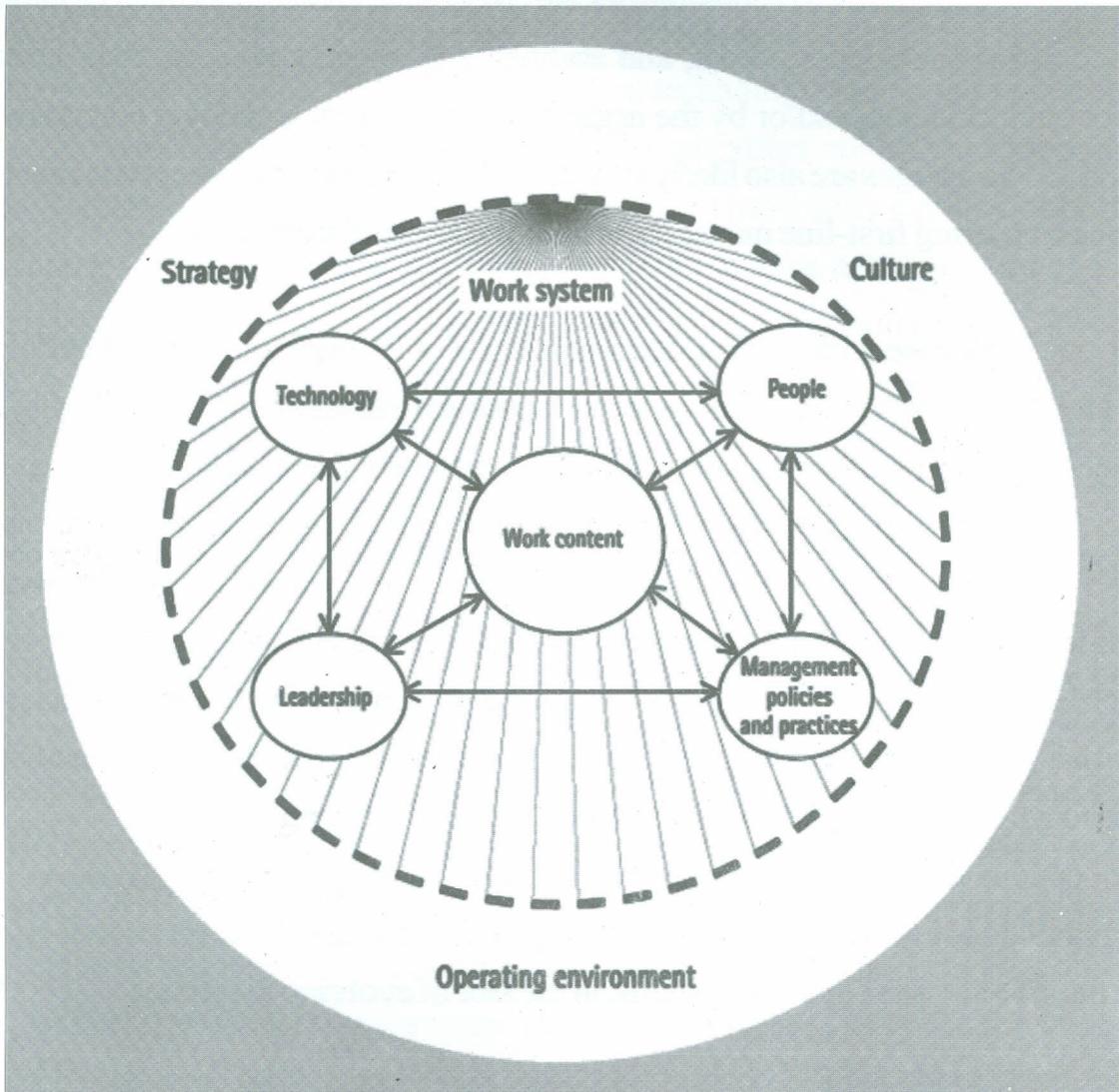
First, it provides a common framework for describing the myriad ways of organizing and coordinating work processes that have evolved over time and in different contexts and which attract different labels or terminologies. For example, it can be used to differentiate, say, between different approaches to team working that might evolve in two different directorates/ centres. It can also be used to describe the working arrangements involved in practices as apparently diverse as lean production and empowerment.

Second, the work systems perspective recognizes that the productive work of an enterprise arises as a result of a complex interplay between a number of work

subsystems. For example, increases in the complexity of tasks performed by employees or in their role responsibilities are likely to be either facilitated or inhibited by the existing knowledge, skills, and abilities they already possess, their attitudes towards such changes, and/or by the organization's capacity to deliver education and training. Such changes are also likely to necessitate changes to remuneration practices, as well as requiring first-line managers to delegate some of their tasks.

Finally, as is the case with open systems perspectives on organizations generally (e.g. Katz and Kahn 1966), the work systems approach recognizes that such a system interacts with (imports from, exports to) an environment that is defined, in large part, by such factors as the organization's overarching corporate strategy, its culture, and the broader operating environment of the organization, one that is defined by societal, economic, political, and legal considerations. While work systems can have an impact on such environments, for example by exporting skill, products, or services, it is more likely that the effectiveness of a given work system configuration will depend on the degree to which it is compatible with its operating environment.

In the sections that follow, we describe the main components (subsystems) of work system and their interrelationship. We then go on to discuss different criteria used to judge the effectiveness of work systems, in the face of evolving dynamics.



Source: Boxall et al(2007: 205)

At the core of any work system's configuration are the tasks and roles performed by employees in their jobs—'the set of activities that are undertaken to develop, produce and deliver a product—that is, a physical and/or information good and service' (Sinha and Van de Ven 2005). The content of that work/those jobs may be described in terms of a number of design parameters or characteristics, the range of which is considerable and reflects the predominant interests of those analysing or designing the work. Even an institution like ours with the various job nomenclatures can still be described along similar characteristics. (e.g. Campion 1988) These characteristics include the scope, control, variability, demands, and feedback directly associated with tasks and duties.

1. Scope. The breadth and level of tasks and responsibilities exercised by an incumbent represents a major work design parameter. Some jobs are highly specialized horizontally, that is to say, the range of tasks they contain is very small. This is frequently reflected in low cycle times for completion of units of work. Jobs can also be 'vertically' specialized, to the extent that more complex tasks, such as those involving planning, scheduling, and decision-making, and high-level skills, are separated out. This is sometimes referred to as work simplification. Typically, management level jobs tend to be more “vertically” specialized than rank and file jobs

2. Discretion. In some work systems, employees have a high degree of control over operational aspects of work performance, such as the pace and timing of tasks or the performance strategies adopted, whereas in others no such discretion is permitted. The level of autonomy or discretion a job affords is generally regarded as being of considerable psychological significance to job incumbents, in respect of their motivation and satisfaction. Academic positions in the university therefore engender more discretion than other jobs.

3. Variability. This aspect of job content relates to the degree of stability that exists in tasks and roles over time. In some work systems, for example, employees rotate between jobs or functional task groupings, whereas in others the content of the work remains fairly constant. Job rotation provides the employer with some benefits, in terms of flexibility of labour allocation, and potentially enables employees to utilize a greater proportion of their skills and talents. However, rotation may also interfere with the development of task proficiency and performance-relevant mental models (Hackman 2002). Although, not all jobs can be rotated around seamlessly

4. Demands. Workload is also a key factor associated with jobs. Workloads can take the form of physical demands, though the growing prevalence of knowledge-based work means that increasingly such demands are intellectual (or cognitive) in character. In the case of service jobs, there has been increasing recognition that work can involve

emotional labour, and that the emotional demands this creates can be extremely stressful (Brief and Weiss 2002; Grandey 2000)—particularly in jobs that are also cognitively demanding (Glomb et al. 2004). Demands can also arise as a consequence of rôle conflict, where job incumbents are required to perform multiple roles with conflicting objectives (e.g. Frenkel et al. 1999). Demand is also experienced as a consequence of conflict between job and non-job roles (Raghuram and Weisenfeld 2004), particularly where work involves long hours (MacInnes 2005) especially for women.

5. Feedback. Some jobs and tasks automatically generate information that enables the person performing them to judge how well he or she is performing. Performance feedback is an important determinant of the capacity to self-regulate within a job (Locke and Latham 2002). Though the performance-monitoring capabilities provided by modern information technologies can generate both positive and negative consequences for organizations and employees alike (Frenkel et al. 1999; Stanton 2000), positive feedback especially serves to reinforce efforts that have been exerted in job performance..

6. Interdependence. Finally, work content varies according to whether tasks/roles are performed individually or are assigned to a group (or team) of employees. It has become increasingly common for organizations to formulate and manage work content at the level of a team of employees, such as through the creation of self managing work teams (Cordery et al. 1991), creating strong behavioural and outcome interdependencies between employees in the process (Wageman 1995). Where this is not the case, collectively others depend on inputs from others' work to complete theirs. NYSC can only mobilise corpers only after University senates have done their job and so on.

WORK MEASUREMENT CRITERIA

Output from exersion of energy will result in a product or and service, but how should that be measured? How do we know that the job has been done? The following six

main criteria have been identified from the literature (Beer et al. 1985; Campion and Thayer 1987; Baron and Kreps 1999; Parker et al. 2001):

- The work system's capacity to generate high levels of work performance and goal attainment on the part of those working within it;
- The degree to which the work system develops, produces, and delivers its designated product or service in an efficient and cost-effective manner;
- The extent that work system is able to sustain and build on human capital and performance capabilities;
- The work system's capability of effective adaptation to changes in the organization's strategic direction (e.g. cost leadership vs. innovation) and in operating environment (e.g. economic and labour market changes);
- The degree to which the work system generates rewards (intrinsic and extrinsic) for those who operate it; and
- Its sustainability, in terms of its impact on the physical and psychological health of employees, the degree to which it builds positive social relationships, and effects a healthy work–life balance.

Clearly, the work system is under the purview of the workplace. Immediately surrounding the work content is the context which consists of:

Technology

The content of work activities and responsibilities is strongly influenced by the technical subsystem. In the first instance, task technology may directly influence the 'locus of control' in respect of work activities (Mintzberg 1979). In highly regulated or automated technical systems, such as provided by some manufacturing assembly line and call centre technologies, the opportunities for people to exercise discretion in respect of the way they perform the work (e.g. pace, order) is virtually non-existent. Part of the struggle for years on the side of ASUU to achieve reasonable university autonomy bears on discretion in work processes subject to guidelines. Furthermore, some technologies have a degree of sophistication and complexity that automatically generates cognitive demands within an operator's work role, and the inherent

unreliability of many complex technologies may also generate variability and uncertainty in work tasks and role requirements (Wall et al. 2002). Varying levels of technologically derived uncertainty means that, for some jobs, it is possible to prescribe in great detail the manner of task execution using rules and standard operating procedures, while in others, the nature of task requirements and demands is not able to be specified in advance of their execution.

Technical systems also affect interdependence. Continuous process technologies, for example, generate complex levels of interdependence between tasks that favour the allocation of some coordination and control responsibilities to a group of employees. In other situations (e.g. some customer service roles), an employee is able to perform all required tasks independently of others, and the requirement to define collective work content is less acute.

The good news is that technology is allowing workers to take the office everywhere. That's the bad news, too. With e-mail, pagers, laptop computers, and mobile phones, work is no longer confined to one setting, it is pervasive. The virtual office never closes, opening the potential for abuse if employers require homework above and beyond the normal working hours. We need to make sure that workers use technology—not the other way around.

Technology can give workers flexibility, but access presents another big challenge. The home office is becoming more commonplace in the developed societies. Half of all homes had a personal computer in 1999 in the US, now it is an average of two personal computers per home. In Nigeria, even though the Internet can be accessed anywhere, mainly by mobile devices not all Nigerians have equal access to the Internet. As information technology expands, the information divide continues to widen. We have here joked with the analogue people where our very own Gbom Gwong has announced he is still in the “P.O. Box days”

As technology continues to spread, questions emerge: What are we losing as a society? What is the effect on social relations? Work, after all, is more than just a job or pay

check. It is where we meet friends, share ideas, and build a common sense of purpose and a social network. With voice mail, e-mail, and computer networks, how do we preserve the human network and the social interaction that work has helped to facilitate? What takes its place?

...it is our relationships with others... that provide the real satisfaction which makes [work] worthwhile. When these aspects are fulfilling we can cope with all manner of problems and adversity (Voss, 1995)

Leadership

The leadership behaviours of managers and supervisors are also likely to help shape the content of work activities and to interact with other elements of the work system. For example, high levels of job discretion may act as a substitute for, or neutralize, the effects of some aspects of transactional and transformational leader behaviours (Whittington et al. 2004). Conversely, the direct involvement of a manager or supervisor in the process of allocating tasks to employees, setting the pace of work, and in decisions over the choice of work methods will invariably reduce the level of scope and discretion experienced by job incumbents (Cordery and Wall 1985). Where jobs and tasks are highly specialized, there is likely to be a need for first level management to act as the linking mechanism, coordinating activities across individuals. However, where interdependent tasks are grouped within the one job, or within a responsible work team, then such coordinative behaviours on the part of first-level management are likely to be less necessary.

People

The successful performance of any set of work activities is clearly dependent on the level of commitment and capability demonstrated by the extant workforce (Ulrich et al. 1999). The knowledge, skills, and abilities the workforce possess, are capable of attaining, or are willing to engage create both opportunities and constraints in respect of the specialization or enlargement of job content. Work roles frequently fail to capitalize fully on the existing knowledge, skills, and talents of employees (Morrison et al. 2005), employees can also differ in the confidence with which they approach

expanded or enriched work roles (Burr and Cordery 2001; Parker 1998), and cultural values and beliefs may also shape attitudes about (and acceptance of) different forms of work organization (Kirkman and Shapiro 1997).

Management Policies and Practices

Ultimately, any set of work roles and responsibilities must be supported by a set of sympathetic and appropriate management policies and practices. It has long been recognized that different approaches to work organization are frequently associated with different 'bundles' of human resource management practices (e.g. Pil and MacDuYe 1996). Models of team effectiveness generally specify elements of a supportive organizational context (training, information, and reward systems) as being a key input to the effectiveness of team working (e.g. Hackman 2002).

Elsewhere in the human resource management literature, the value of rigorous selection techniques, pay contingent on collective output, intensive training and development, job security guarantees, low status differentials, and widespread information sharing in supporting 'high-involvement' work designs has been strongly advocated (e.g. Pfeffer 1998; O'Reilly and Pfeffer 2000).

Dynamic capabilities theory attempts to deal with two key questions that are pertinent to leadership:

1. How can senior managers of successful companies change their existing mental models and paradigms to adapt to radical discontinuous change?
2. Ultimately, how can companies maintain threshold capability standards and hence ensure competitive survival?

When senior managers are confronted with the task of building dynamic capabilities, they need to consider sometimes drastic fluctuations in the threshold capability definition standards, making it more and more complex for companies to understand the minimum requirements to remain in the game as an industry player. In turn, these fluctuations derive from external change in the competitive environments and the total resource sum available in an entire industry. Monitoring of these external and increasingly unpredictable parameters will then allow managers to tackle the internal

process of adapting their resource base. Often, this is simply not possible because of strong path dependencies or practical feasibility constraints that apply to certain industries. For example, some industries rely on a certain manufacturing process. Once a new technology arrives, changing the manufacturing process at short notice is not realistic. It is therefore more likely that adaptations are centered around managerial routines at the capability level, rather than applied to the resource base level. In other words, managers need to make the most of their existing resource material yet simultaneously understand the ongoing depreciation of this resource base.

Operating Environment

The operating environment of organizations, pretty much beyond their control, determines how they competitive are. These are events, circumstances, situations, settings and niches that surround the enterprise (Agboli and Ukaegbu, 2006) that enable the enterprise to be well managed and be efficient, be profitable, able to create jobs, increase the rate of economic growth and reduce poverty. From the Africa Global competitiveness data (2013), Nigeria scored 115 out of 189 countries that were assessed, South Africa came 52 almost 60 points higher than us. This certainly impacts on work, workers and the workplace.

Strategy

The area of management called strategic management is what executives use in dealing effectively with everything that affects the growth and profitability of their businesses in an increasingly competitive environment by maximizing the anticipation of environmental changes and of unexpected internal and competitive demands according to Pearce and Robinson (2003). The area of management called strategic management is what executives use in dealing effectively with everything that affects the growth and profitability of their businesses in an increasingly competitive environment by maximizing the anticipation of environmental changes and of unexpected internal and competitive demands according to Pearce and Robinson (2003). Human resource strategies serve to actualise strategy thereby impacting work context every way.

Culture

Culture in the 21st century is not just artefacts; even its meaning culture is who we are and how we do things. Who are the holders of intellectual capital versus those who do not have? So many fundamental issues—changes in the age, cultural and gender profile of workers, flexible working, skills shortages, technological impact, the decline of the *job for life*—now confront all organizations. Can a culture of excellence be born and nurtured and impact work content? It has surely never been a more exciting or interesting time to be one. People are the very lifeblood of a knowledge economy. And those people, along with their working routine and the nature of their jobs, are changing in front of our eyes.

THE CHANGING WORKER

The worker who is “hired for the job-to-be-done” is a combination of all sorts, a few examples illustrate this

1. Demographic have shifted and will continue and intensify

Demographics world-wide indicate that we may have a “lost” generation of youth on account of stubborn unemployment. Most youths who are unemployed lack skills to get into the kinds of opportunities that the global environment has produced, are also not engaged in rural activities because they are “educated”, although we should say, they passed through tertiary education. At the same time this population possesses the “millennials” who are educated technically and very savvy and needed in the world of work where middle level workers have gone “jobsolete”.

The third billion: women in the workforce according to Booz & Company, the management consultancy, has concluded that 865 million women, the vast majority from the developing world, will enter the economic mainstream in the decade to 2020, with this number conceivably passing 1 billion in the subsequent decade. As a world we have so far struggled to maximize the potential of women, who are dramatically under-represented at the top of major organizations whether public or private. A mere 13 out of the largest 500 companies in the world by revenue had women CEOs in 2012, a proportion of just 2.6 percent. Even in Universities Nmadu & Maimako (2006)

found something similar.

Position distribution of males and females in selected universities

| | | | | | | |
|----------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-----------|
| PRO- CHANCELLORS | MALE | MALE | MALE | MALE | MALE | 5 |
| VICE- CHANCELLORS | MALE | MALE | MALE | MALE | MALE | 5 |
| DVCs | MALE | MALE | MALE | MALE | MALE | 10 |
| DEANS | MALE(6) | MALE (5) FEMALE (1) | MALE (5) | MALE (6) | MALE (8) FEMALE (2) | 30 3 |
| HODS | MALE (22) FEMALE (0) | MALE (21) FEMALE (2) | MALE (13) FEMALE (2) | MALE (35) FEMALE (4) | MALE (42) FEMALE (8) | 133 16 |

Field Survey(2006)

As the demographic composition of the workforce changes, their motivations and expectations evolve too. It is imperative that we understand what is most valued by these workers. Is it compensation, or prestige, or perhaps autonomy at work? Do we understand the job to be done? In many cases, we will have to adapt their incentives, benefits policies, and retention strategies for workers that are not just driven by financial compensation. It is not enough simply to recruit able staff. We have to come up with tools to ensure that people are committed, productive, and do not leave after a short period, incurring substantial turnover costs and wasting all previous training invested in them.

2. Temporary employment—the new normal

Temporary-employment models seem to appear and stay as a permanent fixture. However, little is still known about whether the workplace behaviours of temporary

and part-time workers differ from their permanent and full-time counterparts, and what are the best practices of engagement with these alternative employees? Recent technological advances have made it possible for companies to go beyond the hiring of temporary workers to fill job roles. Now they can also have work performed by a vast network of anonymous workers called *crowdsourcing*. Many experts fear that this phenomenon, crowdsourcing, facilitated by Internet platforms, leads to the “commodification” of some types of job. As a consequence, tasks like translations of short documents are being assigned to the lowest bidder on the Internet, which in turn translates into fewer stable job relationships for tasks that can be performed remotely, as well as a labour-cost race to the bottom. In the US, users of Amazon's Mechanical Turk, one of the biggest crowdsourcing marketplaces, earned an average of US\$2.30 per hour in 2009, while Indian-based users made US\$1.58 per hour in the same year, incomes below the minimum wage for both countries.

3. Operating and selling globally

We are living in a new economy—powered by technology, fuelled by information, and driven by knowledge. And we are entering the new century with opportunity on our side.

4. Union membership and union income

Will workers increasingly rely on the collective bargaining process to provide higher wages and better benefits? More free agents than unionized workers in this age.

How we work

Our discussion of work content is influenced by many actions, we examine five (5) of myriads.

1. Use of time - : while we live in an age of now, we often work as though we had all the time in the world. Consider for example how we use time: Timeliness to work , functions, everything- even primary school children go to school late. We have lost respect for time. This has led to logging into work to monitor tardiness which many

beat by lying about reporting time. We never log out though. Benjamin Franklin, American President and philosopher once said “You may delay, but Time will not”.

Presenteeism- then some of us will never be late to the office so we are present but not working at all. A HBR writer calls it presenteeism. While we are not absent, we might just as well be absent. We read all the newspapers, watch African Magic or AIT news station, for offices that can afford it we watch cable news or we are on social media

Moonlighting- holding more than one job, Nwachukwu (2000) on work and worker motives says what we only know too well. Over the years, we have assumed that people often enter employment with an expectation of attaining certain feeling of happiness which they have in association with their particular concept of success. We have also assumed that they will attempt to attain this success through activities which contribute to effective performance. Research in Nigeria, Nwachukwu (1988) shows that this assumption is totally unwarranted. Many people are known to have entered into employment having already developed techniques for achieving success which are often at variance with job requirements. (See the story of Iyabo) Many Nigerians are known to engage in “moonlighting” activities outside work which provide real sense of accomplishment, but which leaves them too tired or with insufficient time to perform adequately in their job. Some devote their energies to attaining success through “political” activity within the organization, spending so much time making friends, finding faults with individual managers, and attempting to influence people with the result that their productivity is zero. They may bypass merit and promotional increases as a means of accumulating wealth in the case of union executives, and employ company facilities, or their time on the job in an attempt to gain personal financial success through a more entrepreneurial type of activities in or outside the work place.

A day's job for a day's pay?

What quantity of work is done in a day in Nigeria and day by day? If we are engaged 6 out of the 8 hour day, some people show up late the next day? Would Frederick Taylor

sincerely not have asked us if we had worked “a day's job for a day's pay? Much of the workforce is not engaged in their work. According to Gallup's latest 142-country study on the global workforce, only 13 percent of workers worldwide are “engaged,” meaning that they are psychologically committed to their jobs. The bulk of the working population—63 percent—are “not engaged,” indicating that they lack motivation. A substantial minority—24 percent—are “actively disengaged,” unhappy and unproductive and liable to spread negative attitudes to co-workers.

Engaged employees by region

| | Engaged | Not Engaged | Actively Disengaged |
|---|---------|-------------|---------------------|
| United States and Canada | 29% | 54% | 18% |
| Australia and New Zealand | 24% | 60% | 16% |
| Latin America | 21% | 60% | 19% |
| Commonwealth of Independent States and nearby countries | 18% | 62% | 21% |
| Western Europe | 14% | 66% | 20% |
| Southeast Asia | 12% | 73% | 14% |
| Central and Eastern Europe | 11% | 63% | 26% |
| Middle East and North Africa | 10% | 55% | 35% |
| South Asia | 10% | 61% | 29% |
| Sub-Saharan Africa | 10% | 57% | 33% |
| East Asia | 6% | 68% | 26% |

Note: Results were collected among 73,752 respondents 18 and older in 141 countries and 151,335 U.S. respondents.
Source: Gallup World Poll and Gallup Daily tracking survey, 2013.

What happened to Fridays in Nigeria?

Unofficially Fridays in the Northern Nigeria are either half days or no work days at all. Effectively, the working week has become 35 hour week or 32 hour week for many workers who put in either half a day and go to “pray”, or travel.

2. Union activity and 'man hours lost'

A chronicle of strikes in Nigeria's public sector shows what we loose.

ASUU 2013 strike July 1- Dec 9 (27,000 academics in Nigeria)

$27000 \times 306 = 8,262,000$ man hours lost

Medical Doctors Strike July 1- Aug 13 (16,000 resident doctors in Nigeria)

$16000 \times 44 = 704,000$ man hours lost

The problem with man hours lost is that it represents loss of productivity of a nation and eventually its competitiveness.

3. workoverload for higher officers, work under load for junior staffers

We have an interesting world of contrasts in public service offices, and a few private organizations, almost like Alice in Wonderland's rhyme: when she was good, she was very very good, but when she was bad..... At the very top are very busy, overworking officials in contrast to many junior under working officers, many times in the majority. This video clip a complement to an email I received many years ago: "A Nigerian Civil Servant-Iyabo Emeka-Abdulahi" -By Prince Charles Dickson

Her full name is Iyabo Emeka- Abdulahi; we had a chat...She works in one of those Ministries in the Federal Secretariat, Abuja. The following is her story and I am sharing it...at the end, maybe you and I would be challenged to be change agents in our small way.

4. Antiquated techniques and obsolete technology

Of all the sectors that use antiquated and obsolete equipment there is none like the Police service commission - police extracts, case reports, anything is by use of the oldest typing machines in this world. Recently the minister of power applauded the Customs service for releasing equipment to Power holding contractors that had been at our ports for 11 years! Prison services- the new crime people have repeated jail breaks because of obsolete technology in every sense of the word. This is how we often work.

5. Unsafe conditions of work (physically, mentally, socially)

Nigerians generally work under very unsafe, hazardous environment, physically,

mentally and socially. In fact, increasingly more people die at work than at wars according to the ILO. Beyond job related deaths, each year, there are some 268 million non-fatal workplace accidents; the victims miss at least 3 days of work as a result, as well as 160 million new cases of work related illnesses. The employees' compensation Act 2010, a social security/welfare system to provide compensation for occupational diseases sustained in the line of duty is yet to address issues as comprehensively as other countries do. Ordinarily, the employer has a duty of care, to protect the health, welfare and safety of workers. In the case of fatality/ deaths, what survivors should get is what explicit, what is contentious is on “occupational” disease, how it is to be defined and determined. But with poor funding, lack of effective supervision and human elements, accidents are both under/not reported and of course not compensated for.

CONCLUSION

Albert Einstein has been quoted to have said insanity is doing the same thing over and over again and expecting different results. Something is wrong with us seriously if we continue like this. Working under the above five conditions is stifling and requires changes on the part of the worker and the management of work organizations. If reforms could achieve these we couldn't need this lecture. Remember what Steve Jobs said about work? But since work was God's idea in the first place, he gives us good advice: Whatever you do, work at it with all your heart, as though you were working for the Lord and not for people. (Colossians 3:23 GNT). Working joyously, passionately and excellently. In the challenging future ahead of workers, talent will continue to be sought for, talent that is equivalent of proud craftsmanship. This is what productive work places and economics depend on to be competitive in an continually evolving world. This is what functional humans depend on to be relevant in our immediate communities. And this is in the power of everyone who cares enough to make a difference. We are all extraordinary and failure to deliver at work is not an option.

So what if I don't like the job? Then why are you stuck there? Like Jobs keep searching till you find one or find out the-job-to-be-done and see if you have talent or can develop

talent for it. We have absolutely no excuses for not delivering on the job.

RECOMMENDATIONS

We propose to 2 ways to help with how we ought to work.

1. Self-Management

Self-management is defined as the personal application of behavior change tactics that produces a desired change in behavior. Sometimes people use *self-control* to refer to this type of behavior change program. However, *self-control* as a term implies several additional constructs beyond the reference of a person acting in some way in order to change subsequent behavior. Self-management is a relative concept. Drucker (2005) in a classical article “Managing Oneself” says every worker must carve out his place, know when to change course and keep engaged productively during his work life. The best way to express self-management is by asking a question: if we worked for ourselves, that is, if we were self-employed, and our survival depended on this job how would we approach work? Bottom line IF IT IS TO BE, IT IS UP TO ME (YOU)? JUST HOW? BY RISING UP AND DOING WHAT I OUGHT TO DO. Drucker (2005) offers a few suggestions:

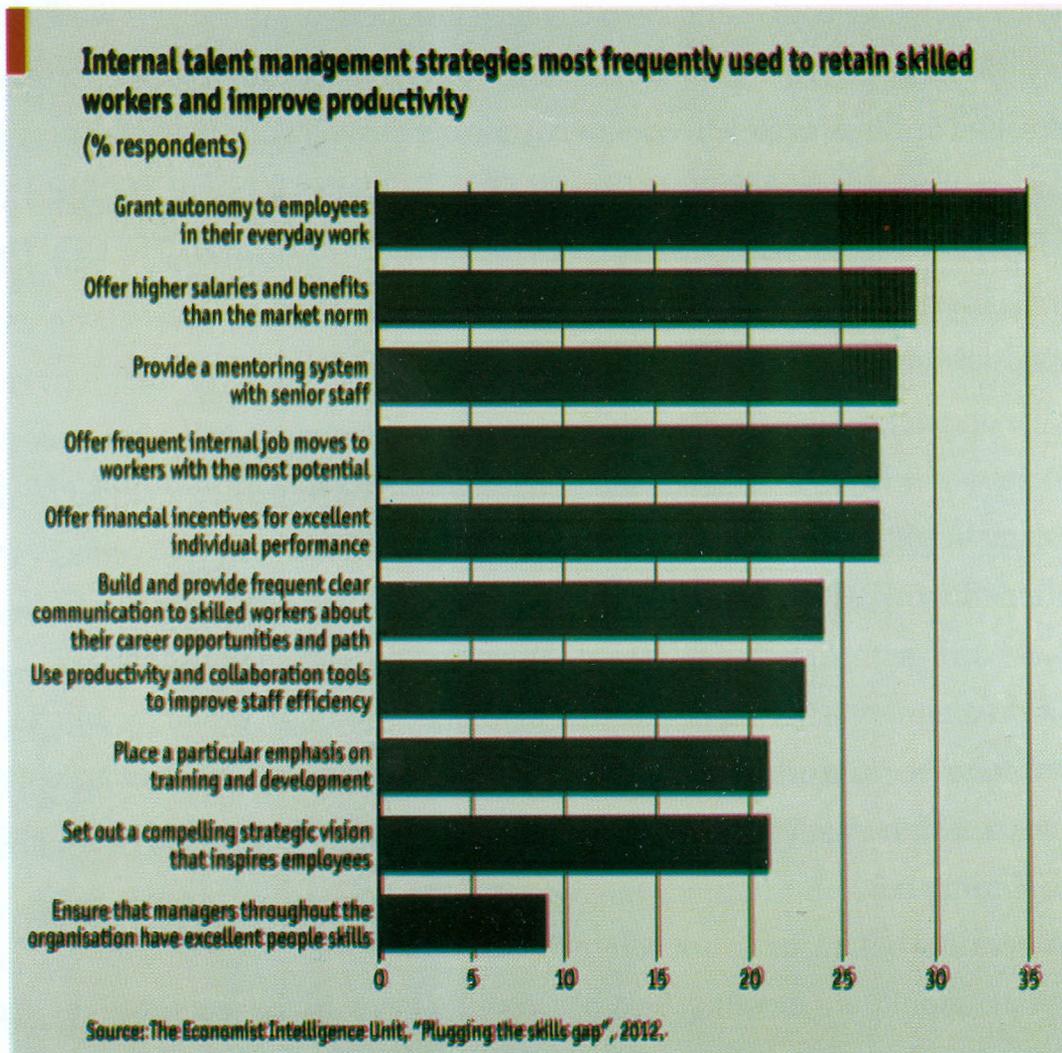
- Know your strengths through feedback analyses
- Work on improving your strengths
- Discover where your intellectual ignorance is causing disabling ignorance. Being bright is no substitute for knowledge
- Remedy bad habits, we all have bad habits
- How do I perform? How do I learn? What do I do with what I know?
- What are my values? What kind of person do I want to see in the mirror in the morning? Do I work in an organization whose value system is unacceptable or incompatible with me? (this is a major cause for frustration and non performance)
- Where do I belong or do not belong?
- What should I contribute? What results have to be achieved to make a difference?

- Take responsibility for relationships- none of us ever makes it alone!

Mr. Vice Chancellor, these things above are not so new, what is new is that these are the secrets to great workers and non great workers. In this sphere each one worker can make a difference, even if it starts with only me.

TALENT MANAGEMENT

Talent management is an organization's commitment to recruit, retain, and develop the most talented and superior employees available in the job market (Heathfield,2012) . It describes an organization's commitment to employ, manage and retain talented employees. It comprises all of the work processes and systems that are related to retaining and developing a superior workforce. A few things we can look at in talent management are:



Education and skills outlook Whether it is by empowering workers with cutting-edge high-tech skills, providing downsized workers with transition assistance, or helping young people get a foothold on the career ladder—our fundamental challenge in organizations is equipping all workers with the tools to succeed in this new economy. We need to make sure no worker becomes "jobsolete."The demand for skills is bringing about changes in the way some unions and employers engage in collective bargaining. Technology, and the skills needed to master it, are taking their rightful place on the negotiating table. In some industries, such as telecommunications, the issue is not job security, but employment security and providing incumbent workers with education and training opportunities to gain the skills they need to stay ahead in the changing workplace. Investments in employee development is a whatwhile investment.

Wages and Pay: Regardless of his or her skill level, it is essential to make work pay for every worker. No one who works full time should live in poverty. Raising the minimum wage and expanding the Earned Income Tax Credit are two policies that have helped make work pay. Collective bargaining historically also has played an important role. Admissibly, since 1998, major funding for tertiary education has come from ASUU strikes, not from voluntary government initiatives.

Using Technology in redefining work and workforce demand

In the last 20 years, new communication technology, such as email, mobile phones and web and video conferencing has not only facilitated closer contact with clients in distant lands, it has allowed multinational companies to form cross-border teams, where colleagues can communicate with each other constantly, despite not being located in the same place. In short, technology has enabled the international expansion that companies seek. Saving on business travel and relocation costs for individual workers have been other major benefits.

Virtual teams also significantly enlarge the pool of available knowledge. Individual team members can offer extensive experience with different markets and

understanding of geographically disparate customer demands and sensitivities.

Technology has made it possible for employees to work from a place of their own choosing, and has rendered their physical presence in one company office building less important. However, statistics demonstrating the practical consequences of the increased availability of technology for the nature of global working habits have been limited and sometimes inconsistent. What does seem clear is that teleworking, or telecommuting—the use of home computers, telephones and other technology to enable a person to work from home while maintaining contact with colleagues, customers, or a central office—varies according to a number of factors, such as size of company, geography and class. And we must use technology effectively in our talent management efforts to all the common talent management strategies.

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CITATION

Is it always that when a scholar stands before us they are all “stellar” in some sense of the word? Is it not possible for a simple, average, hardworking and persevering academic to rise to the zenith of their career as in the case of Professor Teresa M. Nmadu? After grace and only God given opportunities have been factored in, every hardworking person can be like our scholar of today and be celebrated as we are doing today.

Born as a long awaited first daughter of late Pa Micheal Orshio Achiaga and Mrs. Cecilia Kusange Achiaga in Wusasa, Zaria in 1959, Professor Nmadu had a meteoric rise of an early school start in St. Louis Primary School Kano and Sacred Heart Primary School of Udei, Benue State. Graduating from Queen of the Rosary Secondary School Gboko in 1975, she enrolled in School of Basic Studies, Ahmadu Bello University in the same year. Professor Nmadu recalls that other than reading for the PhD she had never studied in her life as she did during the one year of School of Basic Studies – you just had to pass! Failing was not an option.

Our scholar graduated from ABU in 1979 with a Bachelor of Science in Business Administration (Second Class Upper) and served in the then Anambra State in Onitsha. Teaching in an all girl's vocation school ignited the desire to teach for our scholar. But after NYSC, she worked in her home state for 16 months leading up to the time of her marriage to Nathaniel Kolo Nmadu. With this marriage also came a second career for Professor Nmadu, who then taught in the Federal Polytechnic Bida before joining the services of University of Jos in 1993. While in Federal Polytechnic Bida, our scholar went for her Master's in Public Management at the University of Pittsburgh, PA between 1983-1985. She joined the University of Jos as a lecturer and pursued her PhD at the same institution between 2001-2005. While she pursued her PhD, she continued to rise through the ranks by promotions as at and when due, holding academic and administrative responsibilities concurrently. This culminated in her tenured professorship in 2007, announced in late 2010.

Twice she was elected Deputy Dean of the then Faculty of Social Sciences. In 2005, when she was appointed Acting Dean of the Faculty, she successfully conducted

elections that brought in the late Professor Ufot Ibanga as Dean in 2006. The late Ibanga fondly called her FD (Female Dean). Professor Nmadu headed the Department of Management Sciences from 2006 to 2008, was the Director of the Division of General Studies from 2010 to January 2013 and is currently the Director of the Centre for Entrepreneurship.

Unafraid of challenges, as Head of the Department of Management Sciences, our scholar set out to accomplish significant goals in her 2 years of service. Some of the goals included hosting the Maiden International Conference by the Department and successful full accreditation exercise for the Department's programme. The seeds of the future Faculty of Management Sciences were sown during her tenure when along with Department of Accounting, the department of Management Sciences submitted a joint proposal to birth the Faculty that later came into existence in late 2010. And in what would have seemed like one of the greatest challenges of her career in her headship – our scholar earned a commendation from the ASUU University of Jos chapter, instead, for courageous effort to promote and uphold the code of conduct of the union.

During her 2 year stint as Director at the Division of General Studies, Professor Nmadu took advantage of the university's opportunity for e-learning. She initiated the digitalization of GST examinations in 2012. Collaborating with ICT, the Division was able to conduct its end of semester and year examinations with benefits such as minimizing the human element as much as possible, being last to take examinations yet being the first to submit scores. These and more strengthened Professor Nmadu's skills in collaborating with other departments and working with a large number of students. Under her directorship, the Centre for Entrepreneurship has been quietly working at changing the DNA of the University of Jos Community to be entrepreneurial in its approach as a whole.

Apart from graduating three PhDs and supervising four PhDs, numerous Master's Degree candidates and undergraduate students, Professor Nmadu has worked at intervening in the gaps in her field in whatever way she could. So, rather than publish articles and be promoted more rapidly (which is by no means wrong), she spent a good chunk of time writing texts that would intervene in the dearth of resources in an

affordable way. Even as a full professor – our scholar is working on a text for Strategic Management that would be an indigenous full complement of foreign texts.

At the community level, Professor Nmadu is not left behind; she has cut her teeth in development work by collaborating with UN agencies through the International Centre for Gender and Research. Professor Nmadu has seen vividly at a “felt” level what lack of “access” or the lack of empowerment does for the poor or women. From the field of Human Resource Management – all capabilities in individuals must be released to result in a real advantage for our country and world. In 2009 under the GIZ she carried out a baseline survey of Plateau State identifying the value – chains that could be intervened in that will unleash the productive capacities for Plateau farmers. More than produce, can we process, package and place our products and services in a globally competitive manner? Our scholar has continued her contributions in capacity building, and in 2013, she was nominated as one of the You Win Mentors Team. Through that scheme she has mentored 3 young female entrepreneurs.

Professor Nmadu is a widely travelled person for conferences and training seminars. She recently attended the International Facilitators Development Workshop funded by the British Council in the UK. A programme that seeks to stir participatory social action by youths.

Our scholar's goal in life, still remains to bring God glory, by impacting as many young people as long as God gives her breath - passionately and excellently. At this 63rd Inaugural Lecture of the University of Jos, the 7th by a female academic and the first from the New Faculty of Management Sciences, our scholar will let us into the world of her passion – how we work and ought to work.

ACKNOWLEDGMENT

It is gladdening to know that even though I was the mouthpiece for this delivery, the paper itself is a collective effort of many people who cut across my entire life span. And it is always possible that while I'll say a few things about a few people, far many played a part and will remain unsung as a fact of life. I start with God who chose me out of darkness and brought me into the Kingdom of His Son Jesus Christ, birthed and grew his purpose in me and continues to live through me day by day. Thank you looks too small.

I owe an unending gratitude to my parents, late Pa Michael Orshio Achiaga who gave me the opportunity to go to the best schools he could afford and my mother Mama Cecilia Kusange Achiaga who was determined that I would not “spoil”. From both I learned that work is both a responsibility and privilege. My late parents-in-law, late Pa Paul Nmadu and late Lydia Nmadu celebrated all my milestones and I am sure today they would have done so had God so pleased.

Even though I was a privileged child, I had my “moments” as we all do. At one of such “moments” I would have missed an opportunity to go one of the best schools, if my late headmaster Mr. Aboh did not selflessly invest in a promising young girl's education. For me he was a “Destiny helper”. Because I may not really do justice acknowledging everyone who has helped me along life's way, let me mention a few that destiny will not pardon me for not mentioning here. Professor Melvin Damian Ayogu was really my first academic mentor. I still remember the shades of colours of pens as he read and reviewed my papers before I sent them out. Now I am amazed that he bothered to read and offer brutally honest criticisms. I have been the better for them and tried to do same as I am given the opportunity. It was through Professor. Dennis Ityavyar's work in Gender and Development that I wore my gender lenses and recognized the “3rd billion workforce” – women. My PhD supervisor Professor. Samuel K. Msheliza and his wife Dr. Debbie Msheliza stood by me beyond the doctoral programme. You are friends before being colleagues.

I have had so many bosses in my lifetime and I have learned from each boss and had the support that helped me mature in a more rounded manner – Heads, Deans, Vice Chancellors, I can say I have really stood on the shoulders of giants. All this happened in an atmosphere of camaraderie and academic excellence with colleagues (senior and junior), first in the Faculty of Social Sciences and now in the Faculty of Management Sciences. Thank you all so much. All of our discourse today was made possible by willing or unwilling undergraduate and postgraduate students we conscripted into our classrooms, and who have experienced these issues we've dealt with. Thank you all so much.

My family, friends, church and community are mentioned last because you, more than anyone else, know that without you I wouldn't be here. Your love and unimaginable incalculable sacrifices made it possible for me to be an accomplished academic. Thank you all so much.

So who would I have addressed today if you didn't make the time to be here out of all your busy schedules? I am very appreciative of all you are and mean to me. Thank you all so much.

CURRICULUM VITAE: TERESA NMADU (PhD)

SECTION A: PERSONAL DATA

- i. SURNAME:** NMADU (MRS)
- ii. OTHER NAMES:** TERESA, MWUESE
- iii. DATE AND PLACE OF BIRTH:** 14/08/1959, ZARIA
- iv. LGA** LAVUN
- v. STATE OF ORIGIN:** NIGER STATE
- vi. NATIONALITY:** NIGERIAN
- vii. MAILING ADDRESS:** DEPARTMENT OF
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UNIVERSITY OF JOS
PMB 2084, JOS, 930001
- viii. E-MAIL:** nmadutm@yahoo.co.uk
nmadut@unijos.edu.ng
- ix. PHONE NO:** 08032511101, 08025014883
- x. MARITAL STATUS:** MARRIED (CHILDREN
AGES: 30, 28 & 21)
- xi. PRESENT POST:** PROFESSOR
- xii. SPECIALIZATION:** HUMAN RESOURCE
MANAGEMENT/STRATEGIC
MANAGEMENT

SECTION B: INSTITUTIONS ATTENDED AND QUALIFICATIONS WITH DATES

- i.** University of Jos, Nigeria Ph.D (Management) (2006)
- ii.** University of Pittsburgh, PA, U.S.A. MPA(Personnel & Labour Relations Management) (1985)
- iii.** Ahmadu Bello University, Zaria, Nigeria BSc (Bus Admin) (1979)

SECTION C: PROFESSIONAL QUALIFICATIONS

- i.** Certificate in Research Methodology (Social Science Academy of Nigeria) (2001)
- ii.** Certificates in five modules in Education Pedagogy (Virtual Institute for Higher Education Pedagogy – NUC / UNESCO) 2003-2004
- iii.** Certificate in Responsible Research Conduct – NIH & MEPIN 2011

SECTION D: WORK EXPERIENCE/CAREER PROGRESSION

- i. University of Jos - (Jan 1993- Date)
P.M.B 2084, Jos, Plateau State.
- ii. ATBU, Bauchi (Nov 2008- Oct 2009) (Sabbatical Period)
- iii. Federal Polytechnic – (Jan 1982- Dec 1992)
P.M.B 55, Bida, Niger State.
- iv. Benue State Civil service(Aug 1980- Dec 1981)
Office of the Head of Service, Civil Service Secretariat,
Makurdi

SECTION E: ACADEMIC RESPONSIBILITIES

- i. Director, Centre for Entrepreneurship Studies, Unijos, (Jan 2013-Date)
- ii. Director, Division of General Studies, Unijos, (Oct 2010- Dec 2012)
- iii. Departmental PhD Coordinator(Jan 2009- Oct, 2010)
- iv. Head, Department of Management Sciences, Unijos (July 2006-July 2008)
- v. Acting Dean of Faculty of Social Sciences, Unijos (Oct to Dec 2005)
- vi. Deputy Dean of the Faculty of Social Sciences (2004- 2005)
- vii. Sub Dean of the Faculty of Social Sciences (1998-2000)
- viii. Level Advisor/ Coordinator (1996-2002)
- ix. Coordinator – Undergraduate Level students' Projects (1994-1999)
- x. Advisor/ Coordinator – MBA (2001-2004)

SECTION F: MEMBERSHIP OF PROFESSIONAL BODIES

- i. Member, Society for Human Resource Management(01524777)
- ii. Member, United States Association of Small Business & Entrepreneurship
Educators(USASBE)
- iii. Member, The Academy of Management, Nigeria (2007)
- iv. Associate Member of the Institute of Personnel Management of Nigeria
(2000)
- v. Associate Member of the Nigerian Institute of Management (NIM)
AMNIM, (1988)

SECTION G: DETAILS OF TEACHING EXPERIENCE AT UNIVERSITY LEVEL

- i. Supervising doctoral candidates and mentoring younger academics
- ii. Post graduate Courses (MBA 502(Human Resource Management, MBA506 Business Policy and Strategy, 522 Training and Development, 52(Industrial Relations)PGDM509,Human Resource Management
- iii. Teaching Undergraduate Courses (Bus 123 Introduction to Computers, BUS313 Human Resource Management, BUS323 Business Communication, BUS324 Management Theory, BUS412 Business Policy and Strategy,BUS441 Trade Unions and Associations)
- iv. Teaching Part – Time Diploma, (DBA 215 Personnel Management)

SECTION H: PROJECT/THESES SUPERVISION

Ph.Ds Graduated

Name: Sev, Joseph Teryima (BSU/MS/PhD/04/011930)

Topic: Strategic Change Management in Business Organizations: A Comparative Analysis of Brewery and Food/Other Beverages Manufacturing Companies in Nigeria

Name: Dugguh Stephen Ior-amo (BSU/MS/PhD/012118/04)

Topic: Impact of Compensation Systems on Employee Productivity in Cement Manufacturing Companies in Nigeria

Name: Nuhu Gado (PGSS/UJ/0326 /06)

Topic: An analysis of Resource-based and Dynamic Capability view of Performance in the Nigerian Textile Industry (2000-2010)

Ph.D Dissertations (On-going)

Name: Bitrus Yerima(PGSS/UJ/0328/06)

Topic: An Assessment of Strategic Planning in States- owned Development Finance Institutions (DFIS) in Nigeria (1989 to 2008)

Name: Meshach Gomam Goyit (PGSS/UJ/ 00546/07)

Topic: An Evaluation of the Influence of Service Quality on Bank

Profitability: A Study of Some Selected Banks in the North Central
Geo-Political Zone of Nigeria

Name: Monica Clarkson Gajere (PGSS/UJ/00548/07)

Topic: Strategic Task Environmental Factors and Distribution of

Petroleum Products in Nigeria by Pipelines and Product Marketing
Company (PPMC)

Name: Bananda Robinson Aristarchus (PGSS/UJ/00025/07)

Topic: E-Commerce and Corporate performance of Nigerian Banks

MBA Theses

2014

Name: Rwang Danjuma Chuwang (PGSS/UJ/13788/02)

Topic: An Assessment of the use and effectiveness of Aptitude Tests as a
Predictive Tool for applicants' future performance in organizations

Name: Yilzem Evelyn Naanzem (PGSS/UJ/00216/10)

Topic: Evaluating The Impact Of Unethical Behaviour On The Employment
Processes In

Nigeria A Study Of Industrial Training Fund Jos, Plateau State.

2012

Name: Olutuashe Oladipo Samuel (PGSS/UJ/00225/07)

Topic: An Assessment of Safety Management Systems in Nigerian
Construction Industry: a case study of PW Nigeria Limited, Jos Area Office

Name: Chuwang Peter (PGSS/UJ/00156/07)

Topic: An Assessment of the Impact of Micro Finance Institutions (MFIs) on
Growth of Small Scale Enterprises (SSEs) in Jos Metropolis

Name: Musa Eunice (PGSS/UJ/00179/07)

Topic: An Analysis of Strategic Factors affecting the Performance of

selected Small and Medium Scale Enterprises in Plateau State

Name: Mohammed Abdulkarim Hadiza (PGSS/UJ/00004/07)

Topic: Post Consolidation Competitive Strategies of some Nigerian Banks(2005-2010)

Name: Ilesanmi Olufemi Victor (PGSS/UJ/00099/07)

Topic: Financing Options accessible to Small and Medium Scale Enterprises (SMEs) in Nigeria: a case study of selected SMEs in Alimosho LGC, Lagos

Name: Badung Ibrahim Gyang (PGSS/UJ/00054/07)

Topic: An Evaluation of Supply Chain Management in Nigeria: a case study of GCOML

PGDM Projects 2006

Name: Sunday Promise Bassey (PGSS/UJ/0176/04)

Topic: The Impact of Internal Control System on Fraud and Forgeries in Commercial Banks in Nigeria.

Name: Hannah Mafo Degge (PGSS/UJ/0132/04)

Topic: Impact of NAFDAC on Community Pharmacy Practice in Jos (A Case Study on Malaria Resistance to Treatment)

SECTION I: RESEARCH

1. Evaluating the impact of Development Programmes on Rural Women: A case study of women groups in Bokkos LGC (with support from University of Jos, Faculty Research Grant-1997).
2. Research on Widowhood Practices in Benue and Plateau States(Funded by Inter African Committee Against Harmful

Traditional Practices- 1998-1999).

3. Baseline Data on Local Governments in Benue State (1999-2003),
Bureau for Local Governments through University of Jos
Consultancy Ltd.(2004).
4. Ph.D research on “ Performance Management Among Managers and
Corporate Profitability in Nigeria's Manufacturing
Sector”, 2001-2006)
5. Profiling of Nigerian Women Exporters of Services in Abuja and Lagos (
With support from International Trade Centre, Geneva-
2007)
6. Employment Oriented Private Sector Development(EoPSD) Baseline
Survey of Value Chains on the Plateau (With support from
GTZ-2009)
7. Gender Awareness at the University of Jos, for the Gender Intervention
Team (With support from JCPC University of Jos- 2009)
8. Female Student Initiative (FSI) at the University of Jos, for the Gender
Intervention Team (With support from JCPC University
of Jos- 2009)
9. Sexual Harrassment, HIV/AIDS and Reproductive Rights at the
University of Jos, for the Gender Intervention Team
(With support from JCPC University of Jos- 2009)
10. Ranking of Non-Agricultural Value Chains by Priority to Private Sector
Development Aims (With support from GTZ-2009)

SECTION J: PUBLICATIONS

Articles in Learned Journals

1. Nmadu, T.M.(1998), “Competing in Nigerian Markets on the Basis of Quality”, *The Nigerian Journal of Management Research*, University of Jos Vol 1 No. 1, P. 221,
2. Nmadu, T.M.(1998), “ Women and Poverty: Breaking the Poverty Circle among Rural women in Nigeria”, *The Nigeria Journal of Social Work*, Nigeria Association of Social Workers.Vol. 2, P. 79,
3. Nmadu, T.M. (2000), “Female Labour Participation in Manufacturing Firms in Jos Metropolis”, *Nigerian Journal of Gender and Development*, Gender and Empowerment Network Through Literacy Exercise – GENTLE Vol. 1 & 2 P. 117,
4. Nmadu, T.M. (2000), “On Our Feet: Women in Grassroots Development”, *Journal of Women in Academics,(JOWACS)* Vol. 1. No. 1. P. 165.
5. Nmadu, T.M. (2003), “Costing Energy Induced Employee Absenteeism: A Case Study of the 1998 Petrol Crisis in Jos City”, *The Nigerian Journal of Management Research*, Vol.3, No.1, P. 87.
6. Nmadu, T.M.(2003), “Career Management for Women Professionals In the Millennium”, *Humanity : Jos Journal of General Studies*, Vol. 4, No.2. P. 143

7. Nmadu, T.M. and Maimako, S.S. (2006), "Promoting Gender Equality in the Power Structure of Nigerian Universities: a case study of some North Central Universities", *Journal of Quality Development and Management Research Council (QDMRC)*, P 31.
8. Nmadu, T.M. (2006), "The Impact of on-the-job Training on Organizational Performance, Growth and Development: A Case Study of NVRI Vom", *Journal of Business Management*, Vol.1. No.1. P. 157
9. Nmadu, T. M. and Echu, S.E (2007) "Downsizing and its Human Relations Dimensions" *Journal of Business Administration and Management*, Vol 2. No. 2 P 104
10. Nmadu, T.M. and Echu, S.E (2007) "The Efficacy of Research and Development (R&D) on the National economy", *Journal of Business Administration and Management*" Vol.2 No. 4 P52
11. Nmadu, T.M. (2007) " Strategic Management in Some Nigerian Businesses: A Business Reality", *Journal of Management Research and Development*, Vol 1. No 1, P17
12. Nmadu, T.M. (2009) "Trade and Declining Worker Rights in Nigeria's Textile Industry: 1997-2006", *Forum on Public Policy Online*, Summer2008ed. <http://forumonpublicpolicy.com/summer08papers/archives>

13. Nmadu, T.M. (2011) “Enhancing Women's participation in the Formal and Informal Sectors of Nigeria's Economy through Entrepreneurship Literacy”, *Journal of Business Diversity* Vol11. No1 P87
14. Gado, N.D. & Nmadu T.M.(2012) “The Performance of Textile Companies in the North West Zone of Nigeria, the role of infrastructure as a resource”, *International Journal of Human Resource Studies*, www.macrothink.org/ijhrs 89
15. Nmadu, T.M.(2012) “Family Business and Succession Planning”, Module 6 of the second tier Trainer of Trainers teaching materials on Entrepreneurship Growth and Innovation by Bayero University Kano(BUK) and NUC Abuja

B: Authored/ Edited Books

1. Nmadu, T. M. (1999), *Human Resources Management: An Introduction*, Kaduna: Jofegan Associates.
2. Adah, G.B.E., Echu, S.E. and Nmadu T.M.(2007) (eds) *Readings in Strategic Management: Emerging Perspectives*, Abuja: Roots Books and Journals Limited.
3. Nmadu, T.M. and Ocholi, S.A.(2009)(eds) *Entrepreneurial Skill Development: A Practical Approach*, Jos: Eriba Press
4. Nmadu, T.M. (2013), *Managing Human Resources in the 21st Century and Beyond: Context and Concepts*, Bukuru: Africa Christian Textbooks (ACTS)

C: Chapters in books

1. Nmadu, T.M.(1996), “Wanted: Female Entrepreneurs in the Productive Sectors of the Nigerian Economy”, In Oruwari, Y.(Ed) *Women Development and the Nigerian Environment*, Ibadan: Vantage Publishers. P 240.

1. Nmadu, T.M.(1999), “Empowering Women Through Part-Time Educational Programmes in Nigerian Higher Education Institutions”, In Oruwari, Y.(Ed) *Gender, Sustainable Development and the Urban Poor in Nigeria*, Port Harcourt: Hsis Publishers. P95.
2. Nmadu, T.M. and Idyorough, A.E (2000), “Widowhood Rites and Wife Inheritance in Plateau and Benue States”, *In Rights and Widowhood Rites in Nigeria*, Lagos: Inter- African Committee (Nigeria) on Traditional Practices Affecting The Health of Women and Children. P 94.
3. Nmadu, T.M.(1999), “Determinants of Motivation at the Workplace”, In Best,E.G(Ed) *Readings in Motivation and Work in Nigeria*, Jos: Midland Press. P 62.
4. Nmadu, T.M.(2001), “Balancing Power and Accountability in the Nigerian Civil Service: The Transformatory Potential of Middle-Level Administrators”, In Wapmuk, L.S.(Ed), *Readings in Public Finance and Financial Management*, Jos: Jos University Press. P. 79.
5. Nmadu, T.M(2001), “Towards Effective Accounting Procedures in Local Governments”, In, Wapmuk, L.S. (Ed), *Readings in Public Finance and Financial Management*, Jos: Jos University Press. P. 92.
6. Nmadu, T.M.(2003), “Organization Structure and Decision Making”, In, Ande, J.O.M(Ed) , *Studies in Management*, Jos: Jos University Press. P. 120.

10. Nmadu, T.M.(2007), “Planning For Human Resources- What Often Gets Left Out Of Strategy Implementation” in, Adah, G.B.E., Echu,S.E. and Nmadu T.M. (eds) *Readings in Strategic Management: Emerging Perspectives*, Abuja: Roots Books and Journals Limited. P. 40
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13. Nmadu, T. M. (2010) “The Plateau State Private Sector” in GTZ EoPSD *A Profile of the Plateau State Economy : Baseline Survey Report*, Abuja: GTZ Office

TECHNICAL REPORTS

1. Evaluating the impact of Development Programmes on Rural Women: A case study of women groups in Bokokos LGC (with support from University of Jos, Faculty Research Grant-1997).
2. Baseline Data on Local Governments in Benue State (1999-2003), Bureau for Local Governments through University of Jos Consultancy Ltd.

3. Profiling of Nigerian Women Exporters of Services in Abuja and Lagos(With support from International Trade Centre, Geneva-2007)
4. Gender Awareness at the University of Jos, for the Gender Intervention Team (With support from JCPC University of Jos- 2009)
5. Female Student Initiative (FSI) at the University of Jos, for the Gender Intervention Team (With support from JCPC University of Jos- 2009)
6. Sexual Harrassment, HIV/AIDS and Reproductive Rights at the University of Jos, for the Gender Intervention Team (With support from JCPC University of Jos- 2009)
7. Ranking of Non-Agricultural Value Chains by Priority to Private Sector Development Aims(With support from GTZ-2009)

CONFERENCE PROCEEDINGS

- 1.Nmadu T.M.(2008) Trade and Competitiveness of Nigerian Products in a New Global Age: A case Study of Nigerian Textiles(Ankara) at the International Conference on Marketing and Globalization Effects in the 21st Century at University of Jos, 16th -18th April 2008

WORK IN PROGRESS

1. Nmadu, T.M.(2010) Strategic Management : Concepts and Contexts

CONFERENCES, WORKSHOPS & SEMINARS

1. Nmadu T. M. (1998) Managing human resources today: facing the issues of productivity, quality of working life and profits. A paper presented at Jos ICAN district society workshop, Hill Station Hotel Jos , 15th – 19th July.

2. Nmadu T. M. (1999). Performance factors/variables A paper presented At the Jos District Society of ICAN national workshop on strategies for Human Resources Management and financial operators in the Millennium. Hill Station Hotel Jos 7th-10th December, 1999.
3. Nmadu, T. M. 2000 “Career Progression for Women Professionals in Nigeria”, 2nd NAWACS International March Conference, Abuja, Sept. 5th – 10th 2000. “The Woman Academic: Challenges of this Millennium.
4. Nmadu T. M. 2002 “IPM Annual Conference Transforming Mission into Effective Performance, Abuja Sheraton Hotels. 30th Oct – 1st Nov. 2002.
5. Nmadu T. M. (2003) Total Quality Management, a paper presented at Total Quality Management Workshop by World wide conferences at the National Institute for Policy and Strategic Studies Kuru, Jos Kuru, Jos 8th – 12th December 2003.
6. Nmadu T. M. (2004) Deregulation phenomenon: Prospects and Challenges, A paper presented at Induction Course for KRPC Union Officials (NUPENG) at Institute for Financial Studies, Jos., 4th – 6th March .
7. Nmadu T. M. (2005) Strategies for Contemporary Team Leadership. A paper presented at REAL Consulting Associates. Training workshop of NACRDB on “Corporate Governance and Management Strategies” Nana Country Home Motels July, 3rd – 5th 2005.
8. Nmadu T. M. (2005) An overview of Contemporary Issues in the Nigerian Economy and their implications for effective treasuring

and cash management of ICAN national workshop on “current Dimensions in treasury and Corporate Cash management in Nigeria” Hill Station Hotel, August 2005.

9. Education Trust Fund (ETF) 2006 Capacity Building Workshop for Lectures of Universities in Nigeria Unijos, Northeast Zone.
10. Nmadu T. M. (2006) The Impact of Public Infrastructure on Entrepreneurship in Nigeria, A paper presented at the International Conference on Entrepreneurship Development, University of Port-Harcourt. Nov 22 – 24, 2006.
11. ILO/NUC & National Coordinating Committee on the Presidential initiative on Entrepreneurship in Nigerian Higher Education institutions – 2006 Workshop on “Development of Curriculum and Strategic plan on Entrepreneurship for Nigeria Higher Education Institutions at the National Universities Commission Abuja, 8th – 17th Nov. 2006 .
10. Nmadu T.M.(2008) Trade and Competitiveness of Nigerian Products in a New Global Age: A case Study of Nigerian Textiles(Ankara) at the International Conference on Marketing and Globalization Effects in the 21st Century at University of Jos, 16th -18th April 2008
11. Nmadu T.M.(2008) NUC/NBTI Workshop on Sustainable Entrepreneurship Development in Nigerian Universities, at the National Universities Commission Abuja, 21st -22nd May 2008.

12. Nmadu T.M. (2008) "Trade and Declining Worker Rights in Nigeria's Textile Industry : 1997-2006) at the Oxford Round Table, Trade Liberalization: Consequences for Human Rights University of Oxford, Oxford, 3rd to 8th August 2008
13. Nmadu T.M. (2011) "Enhancing Women's participation in the Formal and Informal Sectors of Nigeria's Economy through Entrepreneurship Literacy", at the International Conference of Business and Management educators, Bangkok, Thailand, 24th to 27th January, 2011
14. Nmadu T.M. (2013) Robert Gordon University- NUC Third Tier Entrepreneurship Trainer of Trainers Workshop, RGU, Aberdeen, U.K. 27th May to 1st June 2013
15. Nmadu T.M. (2013) The Experiential Classroom XIV: Becoming a Great Entrepreneurship Educator, University of Florida, Gainesville Fl 26th to 29th September, 2013
16. Nmadu T.M. (2014) The 66th Annual Conference of the Society for Human Resource Management (SHRM) "Inspire to Transform", Orange Convention Centre, Orlando, Fl 20th to 25th June, 2014
17. Nmadu T.M. (2014) International Facilitators Development Workshop (IFDW) Sheldon Hotel, London 26th August to 1st September, 2014

SECTION K: COMMUNITY AND OTHER SERVICES

- 1. Facilitator: Active Citizens Programme (2014) Sponsored by British Council Nigeria**

- 2. Independent Monitor for State Track (2013) Millennium Development Goals, Plateau State**
- 3. Member (YouWiN! Mentors Team) Youth Enterprise with**
- 4. Innovation, Nigeria (2013)**
- 5. Resource Person (SWOTA series) National Defence College, Abuja(2011,2012)**
- 6. Member (National Consultant) to International Trade Centre on Nigeria Network for Women Exporters of Services(NNWES) in Nigeria),(2007)**
- 7. Member (National Consultant) to Universal Basic Education, Abuja,2007-2009)**
- 8. Member (National Committee on Presidential Initiative): Entrepreneurship Education in HEIs in Nigeria (2006).**
- 9. Member (Consortium of Researchers) : Commissioned Study on Widowhood Practices in Plateau and Benue States (1998-2000) By Inter-African Committee(Lagos, Nigeria) on Traditional Practices affecting the Health of Women and Children**
- 10.Facilitator: Federal Ministry of Women Affairs (FMWA)& UNDP Trainer of Trainers Workshop on Gender Mainstreaming(1996-2002))**
- 11.Facilitator: UNICEF sponsored HIV/AIDS Awareness Campaign in the 19 Northern States of Nigeria (2000)**
- 12.Facilitator: FMWA Workshop on Harmful Traditional Practices Against Women and Children (2001)**
- 13.Resource Person: Gender Sensitization Workshop for State Legislators in**

14.Resource Person: Workshop on Management Improvement Skills for Middle Level Executives – Ministry of Defence Abuja(2002)

15.Resource Person: US Embassy Democracy and Governance and Accountability Project in Benue and Plateau States(2003)

16.External Examiner: Department of Business Administration, Adamawa State University, Mubi.(2006-2009))

17.External Examiner: Department of Business Administration, Ahmadu Bello University, Zaria. (2006)

18.External Examiner: Institute of Professional Studies, Legon- Ghana(2007)

19.External Examiner: School of Management Technology, ATBU, Bauchi (2007-2009))

20.External Examiner: Gombe State University, Gombe. (2008-2010)

21.Visiting Lecturer: Department of Business Administration, Benue State University, Makurdi (2007-2010)

MEMBERSHIP OF ASSOCIATIONS AND NGOS

1. The International Centre for Gender and Social Research (Inter – Gender) Jos
2. The Network for Women Studies, Abuja
3. The National Association for Women Academics (NAWACS), University of Jos Chapter
4. Association of Entrepreneurship Educators of Nigeria

MEMBERSHIP OF BOARDS

1. Member, University of Jos Standing Committee on Physical Planning,

Development and Estimates Committee

2. **Member, Board of Governors, Inter Gender Center for Development (Inter-Gender)**
3. **Member, Board of Governors, Centre for Continuing Education, University of Jos, Jos**
4. **Chief Editor, Nigerian Journal of Management Research, University of Jos.**
5. **Member, Editorial Board- Solid Journal of Nasarawa State Polytechnic, Lafia.**
6. **Member, Editorial Board- International Journal of Labour and Organizational Psychology, Ikot Ekpene**
7. **Member, Editorial Board- Journal of Business Research, Journal of Institute of Professional Studies (IPS) Legon, Ghana**
8. **Chief Editor, Humanity, Journal of General Studies, University of Jos**

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