

**AN EVALUATION OF OPERATIONAL  
STRUCTURE OF INSTITUTIONAL  
CONSULTANCY SERVICES IN FEDERAL  
POLYTECHNIC NASARAWA.**

**BY**

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## DECLARATION

I hereby declare that this thesis is written by me and to the best of my knowledge; it has never been submitted to Ahmadu Bello University, Zaria or any other institution of higher learning for award of any degree.

The various sources to which the author is indebted are clearly and duly acknowledge in the bibliography.

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DATE

## CERTIFICATION

This thesis entitled “**An Evaluation of Institutional Consultancy Services in Nigeria: A Case Study of NASPOLY Consult Limited (N. C. L.)**”, written by Muhammed Tanimu under the guidance of a postgraduate committee and approved by its members, has been submitted and accepted by the Postgraduate School of the Ahmadu Bello University, Zaria as meeting the requirements for the award of the degree of Master of Public Administration (MPA) and its contribution to knowledge.

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## **DEDICATION**

This dissertation is dedicated to my parents; Alhaji Tanimu Salihu and Hajiya Azumi Saadatu Tanimu, also to Alhaji Yakubu Saleh (Uncle), Zainab (Wife), Hauwa, Saadatu, Maryam and Usman (Children) and last but not the least, Alhaji Halilu Bala Usman.

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## **ABSTRACT**

The dominant intellectual view point on the subject of Institutional Consultancy Services conceive it as basically service Unit, established to help generate funds, provide additional income to increasingly impoverished academic as well as non academic staff and transmit spin-off knowledge and professional services to government and the productive sector of the national economy. The study was therefore, undertaken to evaluate administrative structure and functions of consultancy services units, which is centred on service delivery, using Federal Polytechnic Nasarawa, NASPOLY Consult Limited (N. C. L.) as the focus from its inception to date.

Given this objective, it was hypothesized that:

- (a) the incorporation of the NASPOLY Consult Limited into the administrative structure of the Federal Polytechnic, Nasarawa has negatively affected the service delivery of the unit;
- (b) lack of clear operational guidelines, insufficient financial and managerial autonomy are the major causes of poor performance, and
- (c) an effective performance of NASPOLY Consult is impeded by lack of qualified personnel that can effectively and efficiently discharge the functions of the outfit.



Documentary research and survey method were employed in data collection and the three hypothesis tested were accepted. This means that inappropriate structure, lack of clear guidelines, insufficient finance and managerial autonomy and lack of qualified manpower impeded the attainment of NASPOLY Consult objectives.

It was therefore, concluded that the present system of running NASPOLY Consult limited as an appendage of public service structure of the Federal Polytechnic, Nasarawa will continue to affect performance tremendously.

Based on this conclusion, recommendations were made with a view to removing the structural defects and manpower constraints which have been hindering the realisation of its objectives.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Education plays a very crucial role in the development and overall growth of any nation. In fact the attainment of high industrial growth and the general improvement of the living standard of citizens of a nation depend to a large extent on the quantity and quality of education. This is because, education increase people's capacity to harness their environment for the betterment of their condition. Thus, nations the world over have continued to expend their resources toward the funding of education. Nigeria, like any other nation has not been left out in this quest.

It is in pursuit of this objective that the Federal Government decided to establish more tertiary institutions after the civil war in the early 70's. Using oil revenue (oil boom), eight new universities were established in Benin, Maiduguri, Kano, Jos, Sokoto, Ilorin, Port Harcourt and Calabar. Before the war, there were only a few institutions which were regionally owned, these institutions were later taken over by the Federal Government. However, the take-over turned out to be a false sense of optimism because shortly after, the issue of the responsibility for funding education became a perennial question, especially tertiary education.

According to Professor Jibril Aminu (1988) “The funding of higher education became a subject of regular discussion since 1979 when the Federal Government decided that education, particularly tuition, should be free at all levels. Soon thereafter, it became obvious to all that the Federal Government alone could not cope and provide free education at all levels given the upsurge of demand each passing year. ”<sup>1</sup> The struggle to cope with the number of student’s in-take against available facilities has over the years become more telling at the tertiary level of education. Facilities have been overstretched, equipment, where available, were obsolete, and there is lack of adequate and qualified lecturers. All these are attendant problems of inadequate funding. (Jibrin Aminu, 1988:8)

Some of the student’s unrest which has plagued our tertiary institutions today largely is due to inadequate funding. Ahmadu Bello University Zaria was not able to graduate any student in the 1994/95 and 1995/96 sessions, partly because of this problem.

In the aftermath of one such student unrest at Ahmadu Bello University, Zaria, May 23<sup>rd</sup>, 1986, in which some students lost their lives that the Federal Government set up a panel of inquiry under the chairmanship of Major General Emmanuel Abioye to look into the immediate and remote causes of the unrest. One of the findings of the panel was the perennial use of poor funding of education; in this case specifically, tertiary institutions. (Federal Polytechnic Nasarawa: 1988:3)

The point being made here is that the situation whereby Federal Government alone finances tertiary education nation-wide cannot be sustained, particularly with the current rapid increase in the number of higher institutions of learning and the expansion of existing institutions.

According to Professor Jibril Aminu, (1988) “One will only be begging the question if he says that the time has come for a serious search for alternative funding of tertiary education.”(Jibril A. Op cit :8) .

One of the recommendations of the Abioye panel then was that tertiary institutions should look for alternative sources of funds to complement the efforts of the Federal Government. The panel recommended among other sources the creation of Consultancy Service Centers, Endowments such as establishing professional Chairs, establishment of active alumni associations etc. it was soon after the release of the government white paper on the findings and recommendations of the panel that witnessed the beginning of formal consultancy services in our tertiary institutions.

A few of these outfits are now registered as limited liability companied with broad objective such as:

- (i) To serve as a complementary revenue source for institutions, and
- (ii) To provide a legitimate avenue for the staff of such institutions to exploit their talents and expertise in providing the much needed support services to public and private organization.

It was in reaction to this that the Federal Polytechnic, Nasarawa decided to set up its own consultancy outfit on the 13<sup>th</sup> October, 1992



as a Consultancy Committee. Later the Committee was converted to a full-fledge Consultancy Unit by the Management Committee which was named Consultancy Services Unit (C. S. U.), the name was later changed to Naspoly Consult Limited, under the headship of a Coordinator. It is a unit under the office of the Rector and is overseen by the Rector. The consultancy services unit has been incorporated into the structure of the Polytechnic Administration. (Federal Polytechnic Nasarawa, op.cit)

## **1.2 Statement of the Problem**

It was established at the background of this study that the genesis behind introduction of institutional consultancy services in the Nigerian tertiary Institutions was to augment the revenue sources in respective institutions and enable the staff to exploit their talents and expertise, thereby complementing the effort of funding provided by the Federal Government and development of staff in general.

Of course, this is crucial, especially when evidence proved by Professor J. Aminu (1988) and subsequently the rationale for setting up Abisoye Panel entails that the Federal Government of Nigeria alone can not sustained the over-increasing number of higher institutions of learning.

It was on these bases, that the Nasarawa Polytechnic Consultancy Service (Naspoly Consult) was established in 1992 with simple structures, clearly specified objectives, human and material resources necessary in meeting up the bases of its establishment. yet the out puts yielded so far from this outfit is

quite below expectation in most of these area of its objective, which includes provision of alternative sources of revenue to the Polytechnic, development of staff, provision of technical, professional and other expert services to individuals, public and private organizations. Is it the structural and operational guidelines of the outfit affect its service delivery or the composition of manpower across all levels? Is it the mode of relationship that exists between management and subordinate that constitutes the problem or lack of motivation and dynamism among the motivational factors? The data that will be generates shall place us on the truth of the whole.

### **1.3 Objectives of the Study**

The main objectives of this study are to examine the operational structures of Nasarawa Polytechnic Consultancy Services (Naspoly Consult) and identify areas of difficulties with the aim of improving the situation.

However, the specific objectives include:

- i. To examine the operational structure of Naspoly Consult
- ii. To know the composition of manpower in the outfit.
- iii. To ascertain the nature of relationship that exists between management and workers.
- iv. To identify the major problems which have hampered the effective functioning of the Naspoly and to recommend some ways of remedying the situation.

#### **1.4 Research Hypotheses**

This study hypothesized that “clearly spelt out and rationally designed operational guidelines will result in more efficient performance in the outfit”.

#### **1.5 Scope And Limitations Of The Study**

This study will cover the operational structures of consultancy services in Federal Polytechnic Nasarawa between 1988 to 2007.

Federal Polytechnic Nasarawa was chosen for one, is a federal establishment worth of emulation by others state Polytechnic, two, its operation and structural composition differs with some Federal Polytechnic and the assurance the researchers has in-terms of accessibility to data ( both primary and secondary).

Other minor constraints, especially time will be considered as a factor that limited the scope of this study.

However, it is expected that the outcome from this findings will tremendously help in addressing issues on operational structure of institutional consultancy services in Nigerian Polytechnics.

#### **1.6 The Significance Of The Study**

The study will attempt to provide a proper structure and defined functions of Consultancy outfits which will bring about greater performance and attainment of organizational objectives.

Also this study will identify the various consultancy services rendered in Federal Polytechnics Nasarawa Consult and the procedure involve for this services. In addition, manpower composition across all consultancy units will

be identify. All in an attempt to provide comprehensive analysis in regard to this research topic.

## **1.7 Methodology**

The following techniques are adopted for the purpose of collection and analysis of data:

### **1.7.1. Sources of Data:**

Both the primary and secondary data are derived for the purpose of this study.

- **Secondary Data:** Secondary data were obtained through the examination of official documents of NASPOLY consult Limited (i.e. financial memoranda, Gazettes e. t. c.) journals, articles and papers presented e. t. c.
- **Primary Data:** The primary data were obtained through the administration of questionnaire on some selected respondents. Close-ended questions were utilized in eliciting responses from the respondents. Director of NASPOLY consult and some principal officers of the Federal Polytechnic, Nasarawa were also interviewed.

### **1.7.2 Population and Sample Size**

The population of this study constitutes the entire staff of the outfit, the Federal Polytechnic, Nasarawa Management team and other staffs of the institution was 1452 all put together.

In a study of this nature in which population is relatively large and the people have their different identities, sampling is inevitable, since it would be very difficult to reach the entire population. Even if it is possible, it will be arduous expensive and time consuming. (N. Asika, 2000:40) Osula define 'sampling as the procedure by which we take any portion of a population or universe. (Osuala. E.C, 1985: 58) while 'Sample is precisely a part of the population. (N. Asika, op cit: 39). In selecting the sample for the study, stratified sampling methods was adopted of which 250 staff across different stratum were chosen as sample size or units.

### **1.7.3 Method of Data Collection**

Documentary and Survey (questionnaires and interviews) were employed as method of data collection.

The documentary evidence constitutes materials found in the secondary sources of data. While the survey (questionnaires and interviews) are those data gotten through primary sources.

### **1.7.4 Method of Data Analysis**

In this study, data collected will be presented in a table and analyzed through a simple statistical percentage. And majority opinions of the respondents to each questions will be use as criteria for passing our judgment (proving or disproving our assumption/ hypothesis.)

## 1.8 Definition of Terms.

The following concepts require necessary explanation. They include: Structure, Organization, Function, Consultancy, Institution, Services, Unit, Power, Autonomy, Coordination and Performance.

i     **Structure**

Refers to an arrangement in a definite pattern of an organization showing the inter relationship of posts within the organization.

ii    **Organizations**

This involves the systematic arrangement of men and materials in the accomplishment of a common goal in order to achieve the desired objectives with the least friction and maximum satisfaction for all concerned.

iii   **Function**

It refers to the characteristics action of a person or thing performed on a regular basis which contributes to a larger action.

iv    **Consultancy**

Consultancy is an activity, where consultants offer assistance by taking/facilitating some action to help Client resolve complex difficulties they face or anticipate to face in the near future. Therefore where this professional or expert advice is rendered on commercial basis, a certain financial payment is made to the consultant for the services rendered.

v     **Institutional**

This is derived from institution which refers to an establishment or an established organization for example, University or Hospital. It becomes institutional when it has certain peculiar characteristics.

vi **Services**

This is derived from service which refers to work or duty performed for somebody. Services on the other hand, refer to a piece of useful work that does not produce a tangible commodity.

vii **Unit**

Relates to a single thing or a group, which is a constituent of a whole part of an establishment that has a special function to perform within a whole.

viii **Power**

This means having controlling influence or having authority over something. That is, having the authority to take decisions as they affect an organization.

ix **Autonomy**

It is a situation or condition in which an organization acts independent of another organization. That is, having powers to take decisions without requiring the opinion of another person or group.

x **Coordination**

The means to bring the parts of a plan, into a common whole, to harmonize, to coordinate work of departments.

xi **Performance**

This is to carry out an accomplishment of a task. In other words, the accomplishment of set objectives or goal of organization.

## **1.9 Plan of the Study**

The thesis is divided into five chapters, which examines various aspects of the entire work.

Introduction to the work is contained in chapter one with specific focus on background to the study, statement of the problem, objective of the study, scope and limitation of the study, hypotheses, significance of the study, methodology, definition of terms and plan of the study.

Chapter two essentially contains the review of related literature by different writers and the theoretical framework upon which the work is hinged.

In chapter three, issues such as history of institutional consultancy services in Nigeria, historical development of NASPOLY Consult Limited and the structure of NASPOLY Consult Limited are analyzed.

The main thrust of the study is contained in chapter four with the presentation and analysis of data collected. Hypotheses formulated were tested, their acceptability or otherwise were equally stated, major findings of the research work are contained in the chapter.



Chapter five consists of summary of the work, conclusion drawn and recommendations made as outcome of the research findings.

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## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.1 Introduction**

The literature review is centered on what organization and consultancy services are through the views expressed by various writers. Functions of consultancy services, Organization structure and the different types of structure will also be reviewed in-depth. Attempt will be made to show the structural arrangement of selected institution consultancy services in Nigeria.

Finally, an appropriate theoretical framework will be adopted.

#### **2.2 Organization**

Organization is the act of putting things in proper order. It is related to the systematic arrangement of persons and materials used in the accomplishment of a common task for the achievement of desired satisfaction for all concerned.

Essentially, the nature of this activity in an organization is not entirely a mechanistic process like that of engineering because there is also the human element. It has to device a pattern of relationship between human beings and not between inanimate objects, which can be set up, or set in, in any way irrespective of the feelings of these objects. Therefore, while primarily the term refers to structure and structuring of jobs or posts in a collective body, it also involves a human problem.

Different writers have highlighted various dimensions of organization.

According to Mooney,

“Organization is the form of every human association for the achievement of a common purpose.”<sup>1</sup> Morstein Marx defines it as, “the structure developed for carrying out the tasks entrusted to the chief executive and his administrative subordinates in government.”(Mooney .J.D , 1952 : 10 )

For H. Simon et al, organization is

“a planned system of cooperative efforts in which each participant has a recognized role to play and duties and tasks to perform.”(H. Simon et all, 1950: 40)

According to Prof. Pfiffner,

“Organization consists of the relationship of individual to individuals and of groups which are so related as to bring about an orderly division of labour.”( Pfiffner J.M, 1960 :26)

To L. D White,

“organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities. ”(L.D. White, 1957 :25)

One can see from the above, that different authors see organization from different perspectives. However, the basic fact remains that organization involves tasks to be done and people to do the tasks. There is that interdependent between people, positions and functions to be performed in

order to achieve determined overall corporate objectives. It is in this that Harold Koontz et al see organizations as;

“The grouping of activities necessary to attain objectives, the assignment of each grouping to a manager with authority necessary in the enterprise’s structure. An organizational structure should be designed to clarify the environment so that everyone knows who is to do what and who is responsible for what results, to remove obstacles to performance caused by confusion and uncertainty to assignment and to furnish a decision making communication network reflecting and supporting the enterprise’s objectives. ”( H.Koontzet’al, 1981 :330)

Put succinctly therefore, organization implies a formalized intentional structure of roles. It is concerned much with goals as it is with management.

There are various forms of organization. However, a broad classification, vastly acceptable by authors, classifies organization into two forms: Formal and Informal organization.

### **2.1.1. Formal Organization**

An organization is formal if the activities of people are consciously coordinated toward a given objective. In other words, an organization is formal when people are:

- (a) Able to communication with one another,
- (b) Willing to act,
- (c) Share a purpose.

### **2.1.2 Informal Organization**

Informal Organization arises out of the needs, feelings and interaction of people. In other words, it is the relationship that exists between people in the workplace but not appearing on an organization chart.

## **2.2 Organizational Structure**

Structure simply means the way the component units (parts) of any object are systematically put together. It is something composed of parts and these parts are put together, constructed or organized in an orderly fashion. From this angle therefore, organizational structure means the way an organization is organized. However, structure is a key concept and it is the result of deliberate decision. The structure of an organization is the arrangement of people, tasks and objectives.

A manager organizes by devising structural arrangements that he believes to be the best for him. Though the determination of the type of structure to be used by an organization is the responsibility of top management, it should however be noted that all managers may influence the structure within their sphere of authority. Therefore, structures once established become framework that can either constraint or facilitate the actions of the manager.

Once established, structure tends to be relatively permanent within an environment; with continuous gradual changes or modifications. Major changes could occur at strategic times depending on the changes within the environment or the changes of the philosophy of the enterprise.

Thus, changes in the structure of an organization could be a gradual or rapid depending on the circumstances. However, note that, whatever organizational structure Management decides to use, improvement on such is always possible and it could be at any time the need arises.

The advantages which Management derives from the structure of an organization depend to a large extent on the design of an appropriate structural system. However, a good organization structure provides Management with efficiency in decisions and actions. The hierarchy of levels, the division of work into logical groupings, and overlay of rules and procedures, provides for efficient discharge of duties and also provides a form for the workers to work as a team towards the achievement of the organizational goals. Little wonder, that Mc Farland is of the opinion that,

“Concern for efficiency in organization was a central element of max Weber’s theory of bureaucracy. ( Mcfarland .O.E, 1979 :287)

The establishment of formal system of communication is another advantage that an organization derives from an appropriate organizational structure. With a good organizational structure, commands, delegation of authority, instructions and administration of information required can easily flow from top to bottom. Each worker within the organization knows whom he reports to and where to take instructions. In addition to this, lateral and horizontal methods of communication are also possible with a good organizational structure.

Another advantage of a good organization structure is that it provides job satisfaction to the workers thereby enhancing the achievement of both individual and organizational goals. It is in this view that Mc Farland rightly observed that:

“Organization may be viewed as a traditional system whose members both give to the organization and receive from it. Member of organizations are aware of what they give and what they get. Thus, the organization is a means of achieving both individual and organizational goals. Satisfaction is derived from the extent to which these goals are achieved. ” ( Mcfarland. D.E, ibid: 276)

Like anything else, organizational structures by their design also have some inherent disadvantages. That is why no structure can be said to be suitable all the time for all organizations. Different organization have different structures and quite distinct from each other. Thus, though the aim of two companies might be to make profit, no matter the mode of their operation, they just have to get different organizational structure to suit their products and resources.

Organizational structure by nature poses a problem. Thus, Mc Farland concluded that,



“designing an organizational structure to maximize efficiency is not the same as designing one for job satisfaction, and if both characteristics are wanted in some degree in the same organization, organization design becomes a matter of reaching appropriate compromises.”( ibid :279)

One other problem of organizational structure is the fact that there is no universal, ideal organization pattern. It is not yet known whether there are any universal criteria for evaluating organizational structure. Whatever the way organizations are designed structural deficiencies are inevitable. While some are poorly designed, others continue to change according to changing trends of the economic environment in which they are. Moreover, interdependencies are inevitable in organizational variables.

### 2.3 **Types of Organizational Structure**

While it is often said that a good organizational structure does not necessarily guarantee good performance, it should be noted however that poor structure could affect the work of good managers. According to Raji, T. S,

“In the design of structure, therefore, it is better to develop the organizational structure that enhances performance of not only the top management but that of the lower level supervisors.”( Raji .T.S’ 1984 :25)

He further said that,

“Basically the focus of organizational structure is on two tasks; the differentiation of work and the combination of work function into meaningful jobs.”(ibid)

It is therefore the duty of the top management to develop a structure that will provide effective relationship of work and positions so that interpersonal relationships, job satisfaction, communication and leadership are properly enhanced. The top management should know that organizational structure are composed of three relationships which are established between people at work place, the functions to be performed and the physical factors of the environment. These relationships are responsibility, authority and accountability.

Since the inception of scientific school of management thought, different organizational structures have been in used. Different generations of managers have developed new organizational structures to suit the peculiar environment in which they lived.

Some of these new organizational structures are discussed in this chapter.

### **2.3.1 Functional Structure**

This happens to be the earliest form of organizational structure and Fredrick W. Taylor pioneered it. It is simply the grouping of activities with the functions of the enterprise. It contains what the particular organization intends to do. It is from this perspective that Litterer J. A. observed,

“Organizing by function separates work on the basic of steps, processes, or activities that go into the end result.”( Litterer J.A, 1978 : 150)

The functional form of organization is widely used by small and medium organizations such as the ones in Nigeria. Any organization whether engineering, marketing or manufacturing can use the functional structure. In most manufacturing companies in Nigeria for example, departments of

finance, production, marketing and engineering are logical units based on functions related to the company's primary purpose of making and selling its products. In fact, the functional type of organization structure only groups' activities to the functions to be performed. The functional manager in-charge of each functional area has authority over subordinates that are within his functional unit.

The most important advantage of functional structure is that it is logical and time proven method. It clearly identifies and assigns responsibility for the key functions necessary for the organization's survival.

One other advantage is that it allows for the principles of occupational specialization. The functional staff specialist has the command authority and contributing more to the organization since he has authority. Simply put, the functional structure has the advantage of line control from the top. That is, it allows a relatively small group of officers to maintain line control over operations without much duplication.

Another advantage of the functional structure is that it simplifies training. It permits people doing similar work and facing similar problems to give each other social and emotional support.

Though the functional structure has got very important advantages, it should be noted that it is not without its shortcomings. One of the shortcomings of the functional structure is that managers of subsidiaries normally have to report to more than one person. Thus, you find lower level personnel being subjected to double accountability.

Another disadvantage of the functional structure is that it encourages organizational sub-optimization; people in the organization will be more concerned with their unit rather than the overall product, which goes to affect the overall interest of the organization.

### **2.3.2 Project Structure**

A project simply means a plan or a scheme. Geeding, D. W. states that,

“The project structure is a complex structure that facilitates the coordination and integration of many project activities.”(Geeding .D.W, 1977: 328)

In this structure, though the regular functional departments do the work, the project officer is responsible for the completion of the project.

This type of structure is mostly used in systems such as aerospace industry where project teams are brought together for space and weapon system.

One advantage of this type of structure is that it is an effective way of producing highly complex product systems. It is so because project members are chosen on the basis of their ability in the light of the objective to be accomplished. Another advantage of the project structure is that it facilitates organizational harmony and at the same time gets the outside world involved. This is because in this structure the project manager specifies what is to be done, when it is to be completed and how much of the available resources are needed. While the functional managers decide whom, in there units will do

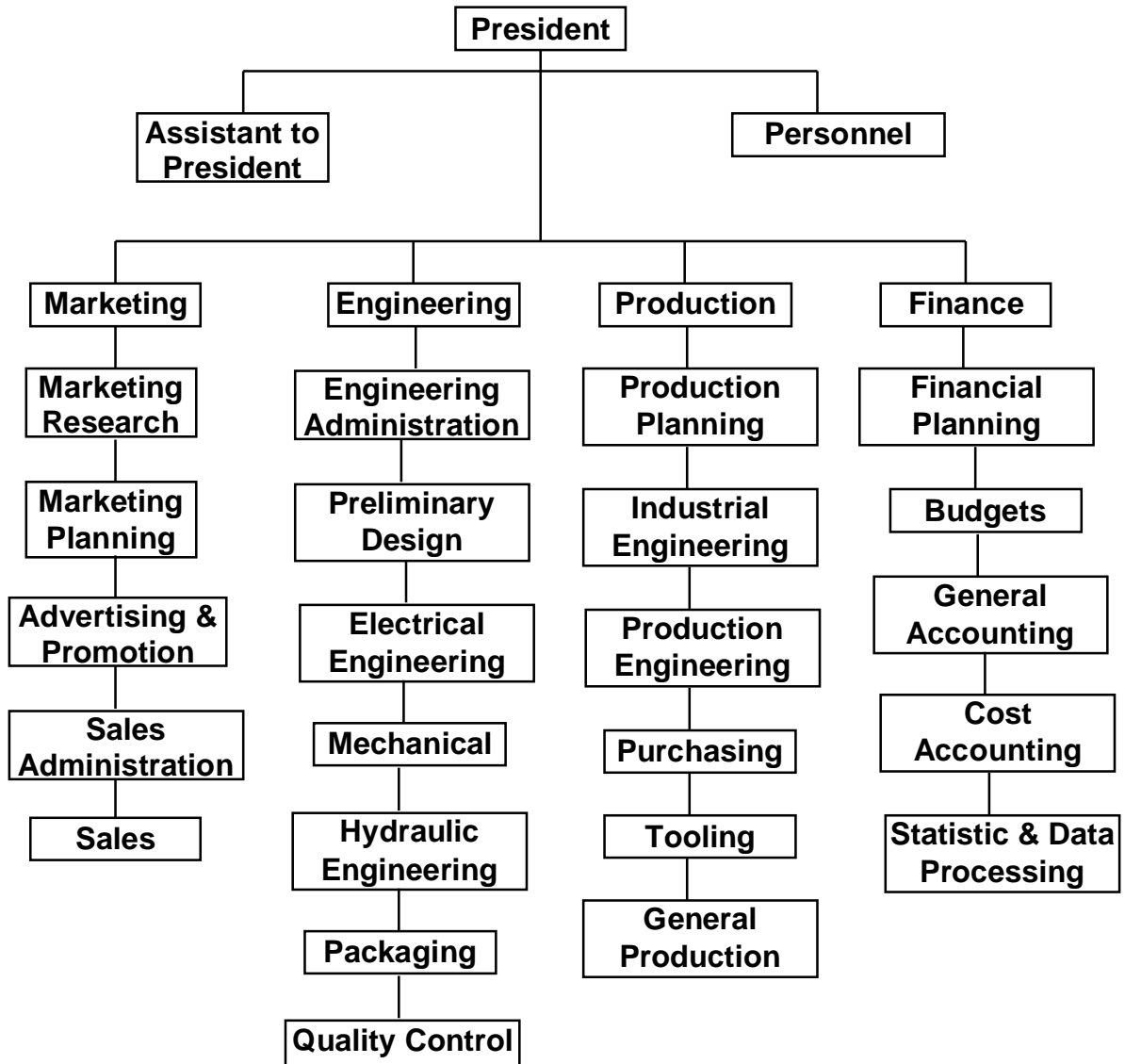
this work and how it will be done. Looking at the information flow between the project manager and functional manager therefore, one can say that organizational harmony is enhanced.

One of the demerits of this structure is that conflict can arise between the project manager and the existing heads of departments. This is so because in the course of daily operation there will be overlapping of authority and delegation.

Another limitation is in the area of frustration and unnecessary rivalry among the workers. This is so because both the project manager and existing unit managers are responsible and accountable for their specific task; operative personnel performing these joint tasks are therefore accountable to more than one manager, thus creating unnecessary rivalry, confusion and frustration among the operating personnel.

## Structure of Functional Organization

Figure: 1 (Manufacturing Company)



Source: Koontz et al, Koontz et al, **Management**, 7<sup>th</sup> Edition, McGraw

Hill N.Y. 1981 P. 361

### 2.3.3 Matrix Structure

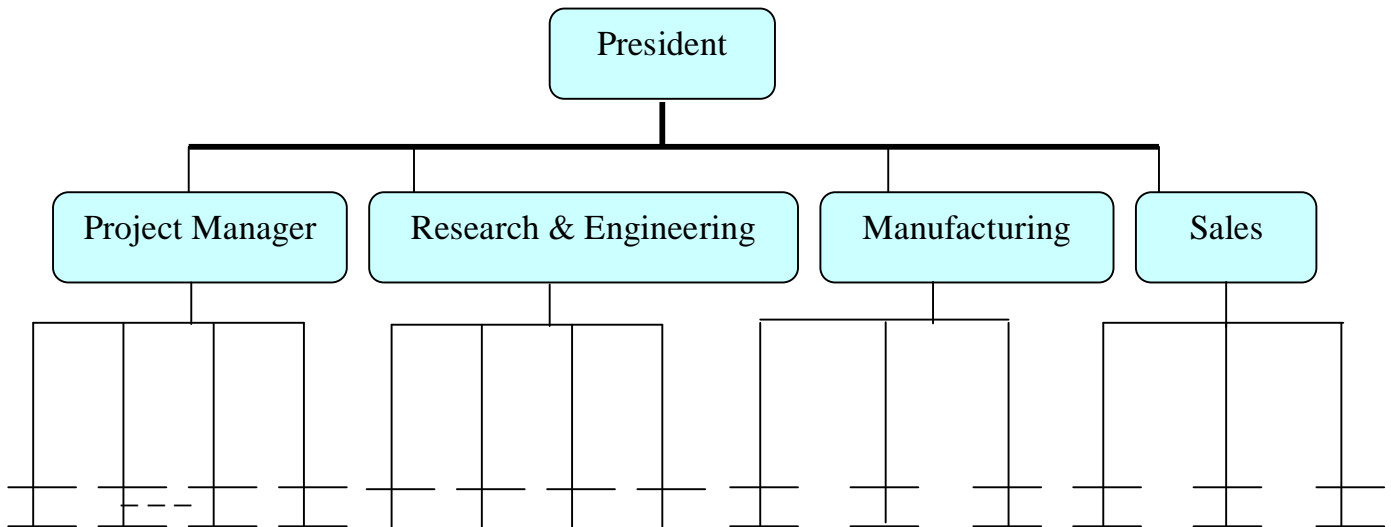
This is also referred to as the Grid structure. It is simply structures that combine functional and products forms of departmentalization in the same organizational structure. It arises when the organization needs rapid technological developments and close coordination or efforts on getting a product out, especially in a competitive environment.

With this form of organization, two forms of authority interact. Litterer refers to

“The co-existence of these two forms of authority as dual authority.”(Litterer, op.cit : 161)

Figure: 2 **Matrix Organization**

#### **Product and Functional Authority Structure**



Product Authority

Functional Authority

Source: Litterer J. A: **An Introduction to Management**, Y.J.W & Son (1978)

181.

The Matrix organization can be in various forms depending on the philosophy of the company. In other words, the pure form of matrix organizational structure can be modified in a number of ways. For example, it can be given more of a product orientation by having the main functional manager responsible for aiding technical development across the various departments. Thus, concludes Litterer, J. A. that,

“Matrix form of organization is a flexible alternative that combines the best of both the product and the functional organization”.(Litterer ibid :164)

Originally, matrix organizational structure was used by the defense industry; later on the aerospace industry and engineering companies adopted it.

However, in recent time, the business world has started using it extensively; Litterer J. A. gave such companies as Procter and Gamble, Libby, General Electric Motors as examples in the business world. Robbock, S. H. et al from international business point of view concluded that,

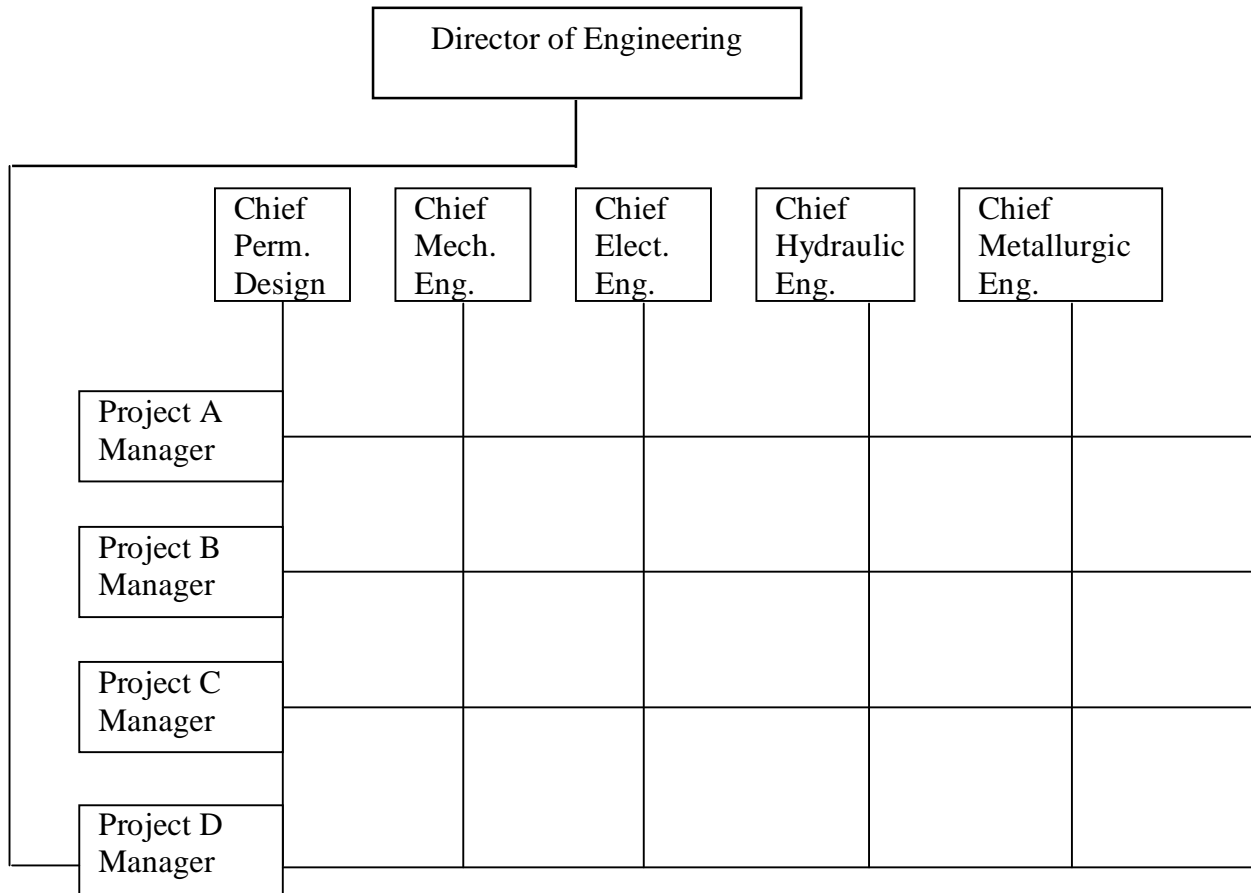
“That structure is an effort to gain the benefits of more than one of the global structures and require to move away from the traditional hierarchy of power and unity of command management principles to more of a balance of power and sharing of responsibility”. (Robbock, S. H. et al, 1977:38)

From the foregoing description of the matrix organizational structure, one can say that it requires interpersonal skill in communication, negotiation, motivation and leadership. Therefore, Managers of organizations such as this



will need to be flexible in the handling of the operation affairs of the company.

**Figure 3: Matrix Organization in Engineering Firm**



**Source:** Koontz et al, **Management** 7<sup>th</sup> Edition New York McGraw Hill 1981, P. 376.

Apart from the normal two dimensions metric organization of product and functional authority there are the third and fourth dimensional matrix organizational structure.

The idea behind dimension of matrix organization is to superimpose over the product and functional departments a marketing manager as well as a branch manager. The main task of the marketing manager is to find out

various markets that company's product might fit into so that many opportunities for profitable expansion should be made.

In some cases, it has been discovered that the three dimensional matrix structures are not enough to meet the demands of specialized responsibility. Koontz et al maintained that the Dowapp Corporation is a typical example of a company that has used the four-dimensional matrix structure. What this company does in addition to the normal matrix was to overlay the matrix with business managers and geographical area managers. For each of its ten business areas the company maintains a full-time business manager and a special business board.

“The business managers are those who are put in charge of an area of the business. The business boards are usually made of representatives from research, marketing, manufacturing, cost and economic evaluation specialists. Top executive assign responsibility to every position on the multi- dimensional matrix and attribute much of the success of this complex system to the use of a company wide programme of managing by objective. (Koontz et'al op. cit: 384)

The advantage of matrix structure is that it enables projects to be completed at the right time and the correct specifications. The combination of the functional and product authority makes it possible and tries to avoid being placed in difficult situations.

However, this structure is not without its limitations, one of which is that it is often difficult for top management to know whose fault it is and where the difficulties really lie in case something happens. And since responsibility cannot be traced, it means that the structure cannot help management to know where to make corrections on time.

#### **2.3.4 Line Structure**

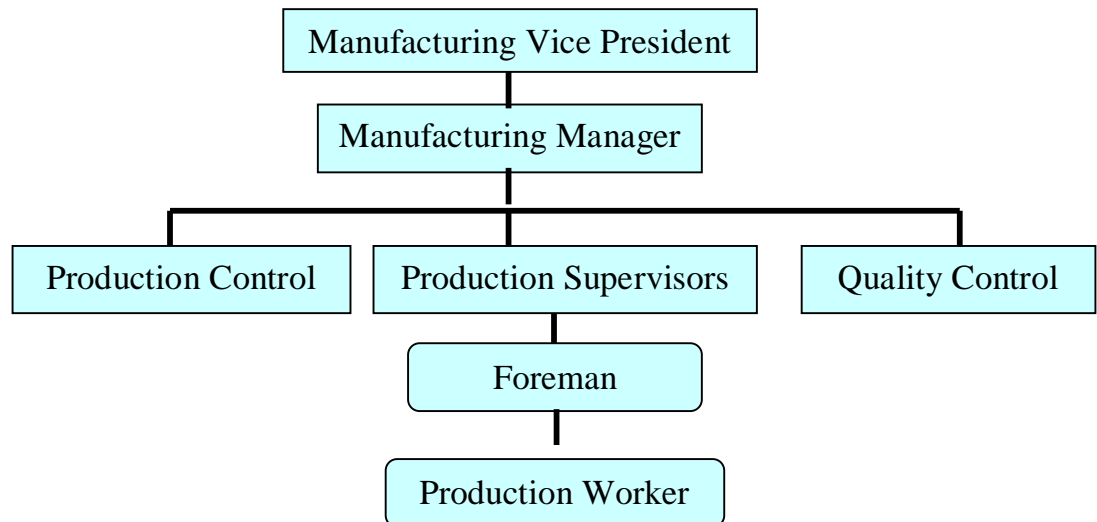
Historically the line organizational structure is the oldest and the simplest form. Here, authority which is simply centralized flows from the chief executive down the line to the subordinates; sometimes there are no specialists or advisers. In its rudimentary form, the chief executive does all the planning and establishes the policies and is in charge of all the operations.

This type of structure is usually used by small enterprise. However, as the business increases in its operations and scope, it is customary to get assistance that is when specialists and advisers come in. But the pioneer chief executive usually maintains the role of overseeing all the functional areas of the business.

One can see from the foregoing that the line structure consists of the direct relationships that connect the positions and tasks of each other with those above and below.

One advantage of the line structure is that it is simple. That is, in terms of responsibility, authority and accountability, the entire process is clear-cut. Responsibilities are more precisely defined and relationships are well understood by organization members.

**Figure 4: Line Organizational Structure**



**Source:** Thierauf R.J. et al: **Management Principle and practices**

New York John Willey& Sons 1977, P. 350

The second advantage of this type of structure is that there is speed in decision- making. It is so, because since there are fewer people to consult when problems arise, the remedy is quickly obtained. Bureaucratic red tape is completely removed in the process of decision- making. In addition to the above, the line structure is relatively cheap. The cost is usually low, because it has fewer executives and policy implementation is equally flexible. Another advantage of the line structure is that, it is easy to maintain discipline because control can be established without undue difficulty.

The line structure also has its limitations. One of which is that only relatively small firms can utilize it effectively. It is rendered ineffective when a firm increases in size and complexity. Another limitation is that it does not provide for replacement of the executive. Training of subordinate within the

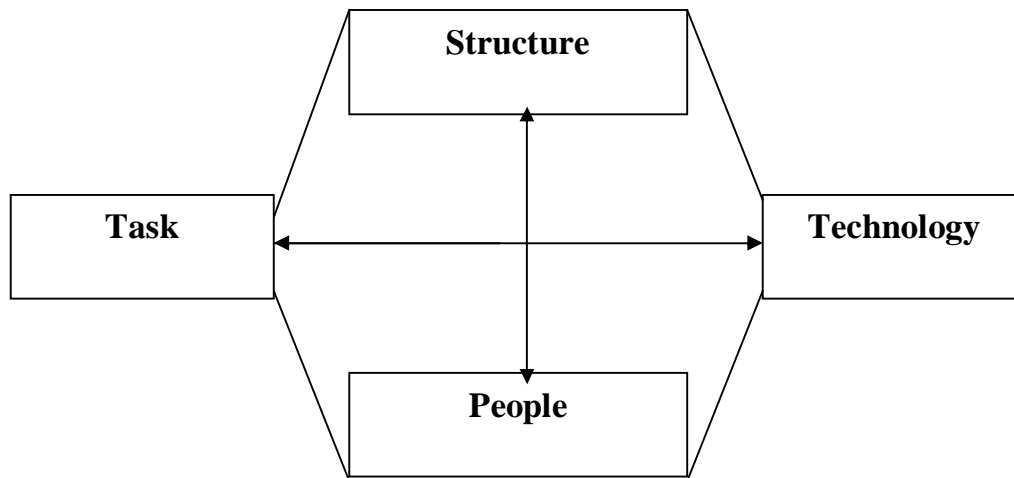
firm is not encouraged. The passing away of the chief executive may sometimes lead to the liquidation of the firm. There is also the extreme centralization of authority and this generally retards the development of other personnel of the enterprise.

Generally speaking under this line structure, the growth or expansion of an enterprise creates other problems such as increase in the number of subordinates. This in turn leads to clogged channels of communications with all the attendant evils on delay, misunderstanding and non-reception of information.

#### **2.4. Selecting the Best Organizational Structure**

The different types of organizations highlighted above are the typical bureaucratic structures which can be found either wholly or partly in almost all establishments. The basic fact one can gather from an established organization is that any organization consists of four sectors as put forward by Leavitt. They are tasks, technology, structure and people.

**Figure 5: Four Sectors of an Organization**



**Source:** Raji, T. S. The Structure and Problems of Management of the Abeokuta Steel Company (1984 P. 46)

It is in the same vein that Mc Farland concluded that,

“Each of these sectors covers a broad category of elements with which managers work in designing and utilizing organizational structure. He went further to add that many difficulties that occur in organizations can be traced to the failure of managers to understand the inter-relationship among the four components, so that a change in one sector is traced in isolated as though it had no effects on the others.”Raji T.S, op. cit :46)

Therefore, the selection of good structure will depend on the best combination of these sectors of the organization. But for now, one cannot say with a degree of certainty which structure is best. It depends on what the

management of an organization puts forward as its philosophy that will actually guide the choice of the structure to use.

It is often said that good people can make an ambiguous structure work; however one should remember that they can certainly work better where roles are clarified. Considering the advantages and disadvantages of the various structures highlighted above, one will be right to conclude that there is no one best types of organizational structure that is suitable for all organizations and for all situations. Thus, to determine the best structure will depend on the complexity of the organization, level of technological development and the general business environment of that establishment.

It must be noted that both organization and individuals in the organization do change overtime. While organizational change alters prescribed structure relationships and roles assigned to members, individual change is behavioral and it is determined by the characteristics of members such as their personality, needs, skills, values and beliefs. It therefore, becomes difficult to pick out the best structure in any given situation, since no organization is static. A structure that is suitable for an organisation today may not be tomorrow. Thus, it safe to conclude that there is no best organizational structure, and to borrow a leaf from a research work conducted by Koontz et al, a lady concluded that,

“if one is to choose the one best method it is like going to a candy store and seeing many kinds from which to choose but knowing which one to pick.

”(Koontz .H et’al, op. cit :385)

Therefore, the best organization structure depends on the historical background of the company, the expansion volume of business, level of technological development and the socio-economic environment of the business enterprise.

Robock, S. H et al, looking at the choice of organization structure from the international marketing point of view, have highlighted quite a number of variables that can help to choose an organizational form that best fits the need of a given firm in a given set of circumstances.

These variables include among other:

1. The relative importance in the present and future of foreign and domestic markets as perceived by top management.
2. Nature of the firm's business and its product strategy.
3. Management traits and management philosophy of the firm.
4. The historical background of a firm and its evolutionary stage in international operations.
5. The availability of and willingness to invest in internally experienced management personnel.
6. The capacity of an enterprise to adjust to major organizational changes.( Robock, H.S et'al op.cit : 442)

At any given situation, the above variables could help management to decide on which structure to choose, given the fact that it is difficult to determine the standard requirement for choice of organizational pattern.



In developing countries such as Nigeria, the selection of an organizational structure will depend on the variable suggested above. Therefore any business to succeed, the organization must fit well into its environment. An environment is usually composed of the following parts.

- (a) The market
- (b) Its production operation
- (c) The environment of science and engineering
- (a) The government police.

However, it must be noted that these component parts of the total environment impose their own unique demands on the organization and its members.

Management in any organization adapts to the particular environment in two basic ways:

- a) By developing an appropriate organizational structure
- b) By developing an appropriate social system

In developing appropriate organizational structure, consideration will be given to the variable suggested by Robock et al, while that of an appropriate social system will take cognizance of purposes and needs of the organization differs from each other. Therefore, the more clearly sub-units are differentiated and the more adequately they match the characteristics of their environment, the more likely management will have a successful organization.

## 2.5 **Structure of Selected Institutional Consultancy Services**

The function of a consultancy unit is centered on service delivery. Such services must not only be prompt, but should also be of high quality. These things are only possible if the consultancy services unit has an efficient administrative organization. It is in this light that Ujo, A. A. gives structure of selected institution consultancy services units with a view to choosing the best.

### 2.5.1 *University of Ibadan*

At the apex of the structure is a policy Board comprising of the following:

- (i) Vice-chancellor or his nominee - Chairman
- (ii) A representative of the University Council
- (iii) The Bursar
- (iv) Heads of Faculty Consultancy Services Unit
- (v) Director of University consultancy Services Unit
- (vi) A nominee from the private sector service Unit
- (vii) A representative of the department whose project is being considered

The board makes all policies relating to the unit. Like most policy boards, that of University of Ibadan Consultancy Services has no executive powers. Real power in the unit is vested with the Director. The advantage of this structure is that it gives the director a free hand in running the unit.

He can negotiate and renegotiate contract terms with clients without interference.

### 2.5.2 *University of Nsukka*

The structure of the University of Nsukka is different from that of Ibadan.

While the former is a policy board, the later is a management board.

The composition of the board is as follows:

- (i) One representative from each faculty
- (ii) Representative of each independent unit
- (iii) Director of works services
- (iv) Registrar
- (v) The Bursar or his representative
- (vi) The secretary, to be provided by planning unit
- (vii) A representative of the department whose proposal or job is being considered.

The chairman is appointed by the Vice-Chancellor from the members.

The unit is not self-accounting. This type of structure is faced with a lot of problems ranging from administrative bottleneck, lack of a full-time Director, to lack of an established core of the unit.

### 2.5.3 *University of Benin*

According to Onyeowu (1985: p.99-100) the University of Benin operates a faculty – based consultancy services unit which is centrally coordinated by a full Executive Director.

Each faculty has a consultancy management committee with the Dean as the Chairman. The secretary to the University’s Tenders Board covers the meeting of the Unit’s contracts. The function of the Director is largely of coordination.

### 2.5.4. *Ahmadu Bello University*

The consultancy services unit of Ahmadu Bello University is a registered limited liability company. The composition of the board of Directors is made up of the following:

- |       |   |   |   |
|-------|---|---|---|
| (i)   | The Vice-chancellor<br>Chairman   | - | - |
| (ii)  | Registrar<br>member   | - | - |
| (iii) | The Bursar  | - | ” |
| (iv)  | A member outside the University system  | - | ” |
| (v)   | The Managing Director of ABUCONS  | - | ” |
| (vi)  | Secretary to be provided by ABUCONS   | - | ” |
| (vii) | A representative of the department whose project is being considered for the purpose of the administrative convenience. |   |   |

The University is divided into five groups. This concept is to promote cross fertilization of ideas among faculties whose academic programmes are related. (Angulu: 1975).

The day to day operation of the consultancy unit is under a full-time Managing Director, supported by two Directors of Administration and finance and supporting staff.

#### **2.5.5 *University of Lagos***

The University of Lagos consultancy service unit is an incorporated company and it operate like a private business organization. It is managed by a Board of Directors with the following members.

- (i) The Chairman (a nominee of the Vice Chancellor)
- (ii) Bursar
- (iii) Provost College of Medicine
- (iv) Dean of Business Administration
- (v) Dean of Faculty of Engineering
- (vi) Dean of Faculty of Education
- (vii) Dean of Faculty of Science
- (viii) Two members elected from the Chairmen of departmental consultancy committees.
- (ix) Managing Director of the consultancy services unit.
- (x) The Administrative secretary of the unit is the secretary of the board.

The internal structure of the organization is made up of the Managing Director, Executive Officers and Auxiliary Workers (Obe 1985 p. 108-109)

The Managing Director is responsible for the day to day administrative functions to the Unit. The unit enjoys complete autonomy both in terms of financial responsibilities and administrative discretion.

For the purpose of administrative convenience the unit is divided into five groups, namely, Engineering Services, Legal Services, Medical Services and the music and Art Services.

From the various structure highlighted above, the University of Lagos and Ahmadu Bello University Consultancy Services provide good structure for the realization of the objectives for their set up. This is because; the units are designed like private businesses.

## **2.6 Functions of Institutional Consultancy Services**

“Function is that kind of Activity proper of/to anything; the mode of action by which it fulfils its purpose. (Oxford English Dictionary, Vol. iv. 1961)

In this the kind of activity performed by the institution Consultancy services to justify the purpose for their creation.

Literature are unanimous that consultancy services is an activity where consultants offer assistance by taking or facilitating some action to help clients resolve complex difficulties they face or anticipate to face in the near future. This means the scope of consultancy is varied and distinctive. In tertiary institution,

“The theoretical scope of consultancy should be unlimited and versatile, and should go beyond mere telling Clients(s), what to do, or applying common sense remedies to situation. It should also go beyond just advising clients on what to do, and how to solve problems, to involvement in carrying out the actual solution process. (Segun .A.O,1991 :8-9)

However, in actual practice, especially in Nigeria, the scope of institution based consultancy depends on the scope of academic activities performed by, and taking` place within parent institution. In other words an institution with strong academic activity in engineering will undertake more consultancy services in engineering.

Therefore the objectives of consultancy by most ternary institutions in Nigeria have been given by Segun to include:

- i Bringing the professional and technical expertise of parent tertiary institutions together to serve the public and organization within and outside the country, there by ensuring full involvement in national and international efforts; the experience thus gained will facilitate academic excellence of such parent institution;
- ii Generating profit to subsidize the ever dwindling subventions of the Federal and State Government to such institutions.

- iii Providing additional sources of revenue for staff of parent institution and
- iv Protecting the interest of clients; who require consultancy from tertiary institutions, more so that hitherto, some clients did not receive value for their money from consultancy(Segun .A O, ibid :8)

It is in the light of these objectives that the functions of institutional consultancy services can be seen.

The activities of these tertiary institution consultancy outfits bring about National development. These activities afford such professionals and technical expertise (academic, administrative and technical) the rare opportunity to become more useful instruments for further change.

This is based on the fact that:

“Development is the maximum mobilization of spatial, natural, human and institutional resources to resolve problems, while satisfying the basic needs of the inhabitants. ( Talib . M.T et’al 1994 :2)

These activities are also practicing grounds for experts in the parent institution.

Institutional consultancy services are also a source of revenue generation for further research and the expansion of its parent institutions. Some of these outfits generate as much as ten percent of the recurrent expenditure budget of there parent institutions. In addition to this, they are potential foreign exchange earners for tertiary institutions in particular, and



the nation in general, since they have the potential to attract foreign sponsored research and conferences.

Consultancies also provide additional source of revenue for staff of tertiary institutions which goes a long way to bring about job satisfaction to the staff.

More than anything else, it is a labour employer, since a reasonable proportion of the populations have their employment tied to consultancy units of tertiary institutions.

It is in some light that, Kayode, M. O, (1985p. 14) itemized the functions of consultancy units in tertiary institutions as:

- (i) to provide opportunities to fully exploit and utilize the existing intellectual potentialities and human resource facilities on the campus of the institution, to the mutual advantage of the individuals concerned, the institutions themselves and the community at large.
- (ii) To use consultancy as a means of generating more funds for the institution with a view to improving their financial situation.
- (iii) To promote cross fertilization of ideas and activities by bringing together more concrete and symbiotic results.
- (iv) To increase the practical/research opportunities and empirical situations available to students, academics and other professionals in these institutions for the gainful pursuit of their professional training and practice.( Kayode M.O, 1985 :14)

Adeniyi, F. A. went further to give the functions of institution consultancy in specific terms as:

- (i) to furnish a client with information needed for the solution of his problem(s);
- (ii) to diagnose and perhaps redefine the problem;
- (iii) to recommend on the basis of the diagnosis;
- (iv) to put into practice the recommendations on trial basis by way of project development;
- (v) to assist with implementation of recommended solutions;
- (vi) to build a consensus and commitment around corrective action;
- (vii) to facilitate client learning such that he can resolve similar problems in future, and
- (i) to improve organizational effectiveness permanently. (Adeniji F.A1991)

One important thing to note is that the function of any institution consultancy depends, to a large extent, on the scope of academic activity performed by the institution. Generally, institution consultancy offer assistance by taking/facilitating some action to help clients resolve complex difficulties they face or anticipate facing in the near future. Institution consultancy services have also facilitated expertise to serve the public and organizations in Nigeria and beyond.

Furthermore, Ukpong said that,

“Institution consultancies also provide materials for teaching, seminars and conferences within and outside the tertiary institutions. This affords participating experts, facilities for research and publication which are requirements for promotion, salary increment and academic merit award.”<sup>27</sup>

Osagie sums it up this way,

“consultancy services units were established to help generate funds, provide additional income to increasingly impoverished academic staff and transmit spin-off knowledge and professional services to government and the productive sectors of the national economy.(Ukpong I. I, 1991 :32)

## **2.7 Theoretical Frame-Work**

The structural-functional approach propounded by is the theory adapted for the understanding of this research. This is because; the study intends to look at the effects of structure upon function. The two concepts are complimentary of each other; the understanding of one depends on the understanding of the other.

This theoretical framework works were base upon the fact that structure has a relationship to function, so that, a well-defined structure brings out a clear and distinct functioning of the organization. This seeks to

clearly specify every function rather than leaving the functions diffused and unclear. This involves a continuous supply of personnel and arrangement for the systematic improvement of every aspect of operation.

The international Encyclopedia of the social sciences Vol. 5 and 6 states that,

“the relationship between the concepts of function and structure is close. Structure refers to an aspect of empirical phenomena that can be divorced from time. The pattern of action, qua patterns, does not exist as a concrete object in the same sense that sticks and stones do. The patterns of actions in this sense are abstractions, from concrete empirical phenomena and they exist and are empirically verifiable in the sense that the square ness of a box exists and is empirically verifiable.( Avid L .Sills .1981 :20

It further states that the two concepts fall in a peculiar setting of concepts.

Classification of a referent as a function or a structure depends in part on the point of view from which the phenomena concerned are discussed. What is a function from one point of view is a structure from another.

The concepts of consumption and production provide us with examples of this peculiar set. The manufacture of automobiles is production from the point of view of an automobile user and consumption from the point of view of a steel worker. Thus,

“Functions in this sense are themselves structures (i.e. patterns) or have important structure (i.e. patterned) aspects, and all structures are the results of operations in terms of other structure (i.e. they are functions). (Avid .L.S, *ibid*)

Another conceptual framework that cannot be ignored in a study of this nature is the one that is given prominence by public enterprise specialists. This model looks at organizations like NASPOLY Consult Limited as a hybrid creature possessing some of the characteristics of business organization or private company and some bureaucratic organization or public agencies.

In its public agency characteristics, the organization is restricted to specific types of business activity defined in the statutes that create it. In essence, they cannot merge diversity or shift purpose without legislative action. In other respect, the organizations run like private business. They use business type budgets and accounts and control their own personnel system and pay scales.

Business organization have among, other purposes to make profit/money for their employees, stock holders, and other investors while management on the other hand, define other goals to be pursued and the means to be used.

Bureaucratic organization (i.e. public enterprise) differs from business organization in that its success cannot be measured in financial terms or defined solely by the management executives.



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## **CHAPTER THREE**

### **3.0 HISTORY OF INSTITUTIONAL CONSULTANCY SERVICES IN NIGERIA**

After the Nigerian independence in 1960, precisely, between 1960 and 1966, there were only a few higher institution of learning in the country such as Universities of Ibadan, Lagos, Ife, Nigeria, Ahmadu Bello University, Zaria and Yaba College of Science and Technology. Except for the Universities of Ibadan, Lagos and Yaba College of Science and Technology which were owned by the Federal Government, other institutions were owned by their Regional Governments. Consequently, the responsibilities of funding tertiary institutions were shared by the Federal and Regional Governments.

According to Ujo, A. A.

“After the Civil war and as a result of the oil boom, the Federal Government acquired a false sense of optimism which led to the proliferation of tertiary institutions.’(Ujo A,A, 1994 : 5)

Eight new Universities were established, one in Benin, Maiduguri, Kano, Jos, Sokoto, Ilorin, Port Harcourt and Calabar. In addition to these, many Polytechnics and Colleges of Education were established. The Federal Government also took over the Universities of Ife, Nigeria (Nsukka) and Ahmadu Bello University which were hitherto regionally owned.

It was shortly after this that the financial resources of the Federal Government started declining due to Collapse of world oil prices. This

necessitated the Federal Government to re-examine its financial commitments to all sectors. Tertiary Institutions were some of the public sector organizations that were affected. The beginning of formal consultancy services in Nigeria tertiary Institutions started in the early 1980s. According to Effiong .

“Following the global economic recession which forced the Federal Government to issue a policy statement in 1983, asking Government Ministries Departments and parastatals to utilize consultancy services units of tertiary institutions, except when and where the capability is not available.(Effiong I, 1991 :5)

The services rendered range from consulting engineering such as Civil Engineering, Mechanical Engineering, Chemical Engineering, Computer Science and System, to Management Consultancy such as management consulting, Legal Consulting, Auditing and Tax consulting, depending on the field and strength of the institution.

### **3.1 Legal Framework**

According to Sylvester S. S et al.

“The legal framework through which Nigeria tertiary institution consultancy operate can be broadly categorized into three; (Sylvester .S.S et al, 1994 : 2-4)

1. Consultancy service that are mere extensions of the Rectory, Bursary, or Registry Offices of the institution concerned. This category of consultancy units is subjected strictly speaking to the regulations of that institution. They have no legal capacity distinct from that of institution.
- 2 The second category legally speaking are consultancy services Units, which though autonomous and self financing with a board and management, is yet an integral part of the institution with no separate or legal personality and therefore still subjected to the decision of the Government council of the institution.
3. The third categories are consultancy service units that are fully incorporated under the Companies Act or the Companies and Allied Matters Decree No. 1 of 1990. They can sue and be sued, have capacity to own properly. (Sylvester .S.S et al, *ibid*)It is important here to mention that NASPOLY consult below to the second category in the above categorization made by Sylvester.

It is against this back drop that the historical development of NASPOLY Consult Limited, a Federal Polytechnic Consultancy Services Unit, which falls within second category of legal framework, will be examined.

The necessity to look inward for alternative sources of funds to sustain Federal Polytechnic, Nasarawa will best be appreciated when considered against the rapid expansion of the polytechnic from a humble beginning with

a student population of 1,300 to now over 22,000, part- time inclusive, together with staff strength of over 1,200 and facilities to be maintained.

### **3.2. Historical Development of Naspoly Consult Ltd**

The historical development of NASPOLY Consult Limited, a Federal Polytechnic Nasarawa consultancy services, will not be complete without a brief history of Federal polytechnic, Nasarawa as an institution.

The Federal polytechnic Nasarawa came into existence in 1983. Its establishment followed an approval by the Federal Government of Nigeria for the establishment of a Federal Polytechnic in Nasarawa, in then Plateau State.

The Federal Government's intention to establish the Polytechnic was predicated by the Government desire to revolutionize the society technologically. This is spelt out in the objectives of the Polytechnic as contained in the Federal Polytechnic Decree No. 33 of 1979 as amended, Federal Polytechnic Amendment Decree No. 28 of 1987 thus:

- a. To train people to acquire Technical and Vocational Skills which are needed for the economic and social development of Nigeria especially in the field of Agriculture, Industry and Commerce;
- b. To train and provide people who could improve the quality of environment by applying their acquired knowledge in finding solution to our environmental problems for the convenience of members of the society;

- c. To provide opportunity for our students to be able to appreciate the standard of technology in all its complexities;
- d. To provide opportunities for professionals training in engineering and other relevant techniques.(Federal Polytechnic Nasarawa Amendment Decree No.28, 1987)

Following the background survey conducted in 1982, the Federal Polytechnic, Nasarawa was established on 1<sup>st</sup> July, 1983. In fact, the development of Nasarawa town was an impetus for the immediate take-off of the Polytechnic. Nasarawa town is the headquarters of Nasarawa Local Government Area of then Plateau State, now Nasarawa State. Nasarawa, a medium sized town located along the Abuja-Keffi-Jos route and lies 120 kilometers South-East of Abuja, the Federal Capital Territory, and with a distance of about 150 kilometers away from Lafia, the Nasarawa State capital. From July, 1983 to January, 1984, the pioneer Rector was preoccupied with renovation of the Central Primary School for the Polytechnic temporary site, acquisition of accommodation for staff and students, recruitment of academic and administrative staff and processing students' admission for full operation.

### **3.2.1. Development and Expansion –Academic:**

Academic activities started on the 30<sup>th</sup> January, 1984 when the pioneer students reported in the institution for studies into the two schools and seven departments for both ND and PND programmes thus:

### **School of Business Studies**

a.	Accountancy	-	33 students (ND)
b.	Business Administration and Management	-	28 students (ND)
c.	Secretarial Studies	-	31 students (ND)

### **School of Environmental Studies**

a.	Architectural Technology	-	26 students (ND)
b.	Estate Management	-	36 students (ND)
c.	Quantity Surveying	-	31 students (ND)
d.	Liberal Studies	-	35 students (PND)

**TOTAL**                    -                    **220 students**  
**(ND & PND)**

Source (Naspoly Consult Service, 2002)

A point to note here is that, the 35 students from department of liberal studies were admitted few years latter to undergo Preliminary National Diploma Programme. This marked the beginning of central administration of PND programme and also the department of Town and Regional Planning was established in 1984 bringing the number of academic departments in the Polytechnic to eight (8).

The Federal Polytechnic, Nasarawa made a remarkable progress during the 1986/87 session by the introduction of Higher National Diploma (HND) course in Accountancy, Business Administration and Management,

Secretarial Studies and Town and Regional Planning. The Polytechnic secured accreditation for four of its programmes in July 1985 and the remaining ones in 1986 when the National Board for Technical Education (NBTE) accreditation team visited it.

Academic progress has been steady in the Polytechnic over the years. The 1992/93 session was a period of rapid development and expansion. Two additional Schools were created: The School of General Studies and Applied Sciences and the School Engineering Technology. The former has three departments which are the departments General Studies; Statistics; and Basic and Applied Sciences while the latter has two departments namely: Electrical/Electronics Engineering and Mechanical Engineering Technology.

The institution has grown over these years to its present size of 18. Academic departments structured within schools, one of which houses the part-time and IJMB programs. Each Department is usually headed by a senior member of the academic staff designated as Head of Department and it is staffed by number of Lecturers and Instructors of various grades. The school and department are as follows:

**School of Business Studies**

Department of Accountancy

Department of Banking and Finance

Department of Business Administration and Management

Department of Marketing



Department of Secretarial Studies

**School of Environmental Studies**

Department of Architectural Technology

Department of Building Technology

Department of Quantity Surveying

Department of Estate Management

Department of Town and Regional Planning

**School Of Engineering Technology**

Department of Electrical and Electronics Engineering Technology

Department of Mechanical Engineering Technology

Department of Agricultural Engineering Technology

Department of Chemical Engineering Technology

**School of General Studies and Applied Sciences**

Department of Basic and Applied Sciences

Department of General Studies

Department of Mathematical Sciences

Department of Computer Sciences

**School of Basic and Remedial Studies**

Part time programmes

I. J. M. B. programme

Remedial programme

The numbers of departments bear a glaring testimony of the diversity, in academic specialization available in the polytechnic, thus, providing a fertile ground for undertaking consultancy services for the public.

For a complex as huge as this, the requirement of funds to maintain it can better be imagine. It is against this background that Federal Polytechnic Nasarawa did not hesitate to embrace the Federal Government directive to all tertiary institutions to look for alternative sources of funds to compliment those from the Government.

### **3.2.2. Organization Structure of The Polytechnic**

The organization of the institution is divided into three (3) major management levels- the Governing Council, the Rector and the Principal Officers.

### **3.2.3. The Governing Council:**

The Governing Council is the supreme governing body of the Polytechnic and is ultimately responsible for the general Management of the affairs of the Polytechnic. It controls the property and finance of the polytechnic and has the power to execute any project considered beneficial to the Polytechnic.

#### **3.2.4. The Rector:**

The Rector is responsible for the break-down of the formulated policies into their component parts to make for easy understanding by the executors, that is, the Principal Officers, heads of departments and various Committees.

The Rector, is the Chief Academic and Administrative Officer, is also the Accounting Officer. He has general authority over the staff with responsibility for their discipline. He is the Chairman of Academic Board and Management Committee and a member of Governing Council.

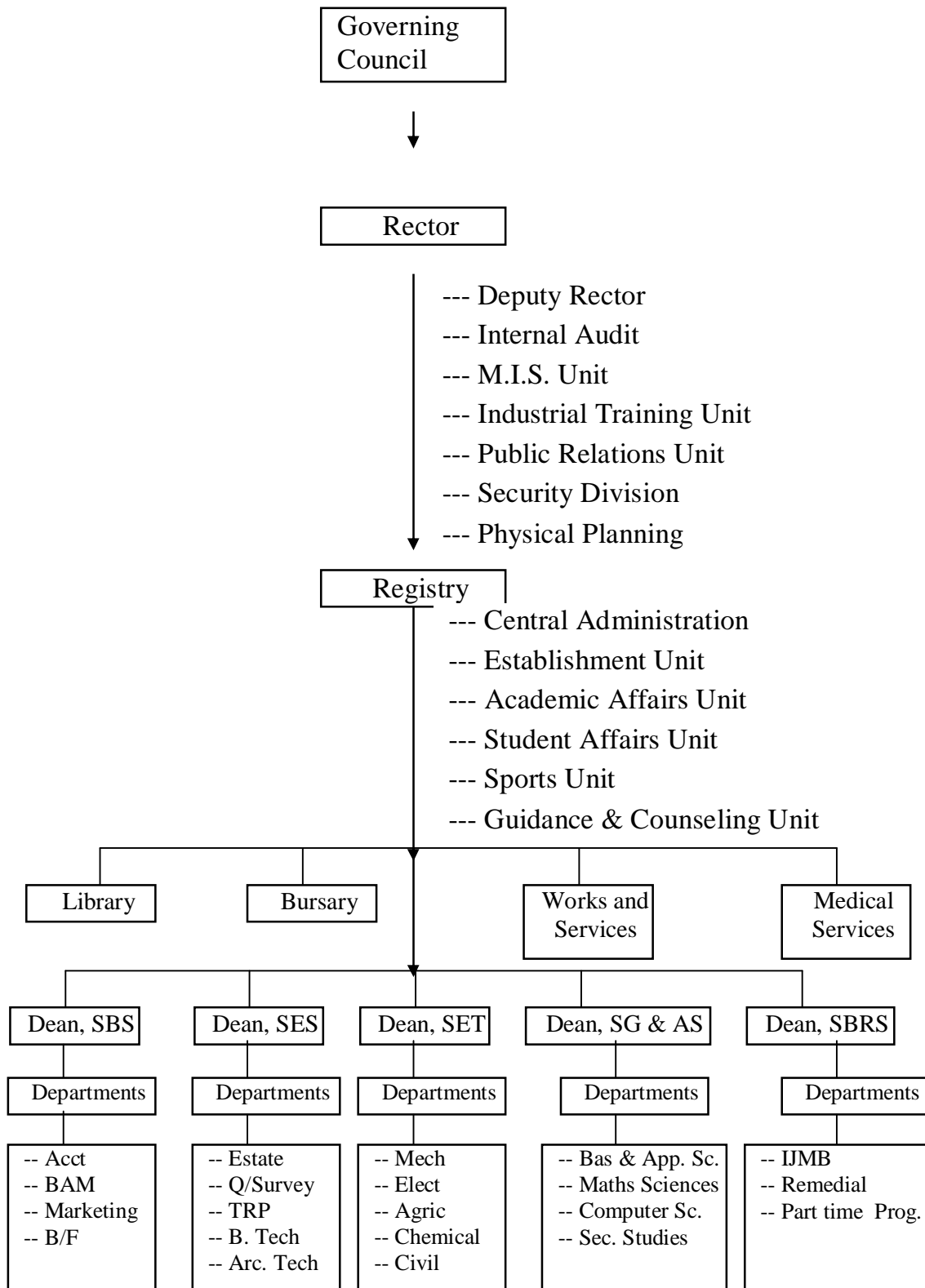
If the Rector is on leave or otherwise absent from the institution, with permission of the Council, the Vice-Rector shall carry out the duties of the Rector, including representing him at the Council.

The under listed units are directly attached to Rector's Office for effective performance of their functions; Internal Audit, Public Relations, Management Information System, Industrial Training Security Services and Consultancy Services.

#### **3.2.2.3. The Principal Officers:**

The Principal Officers, Heads of Departments and various Committees are responsible to the Rector for the day-to-day smooth administration of the institution. They are also responsible for the supervision of members of staff in their various units.

**Figure 6: Organization Structure of F. P. N.**



**Source:** The Federal Polytechnic, Nasarawa at 10. 1983-1993 (1984 P. 5a)

### **3.3. Naspoly Consult Limited (N. C. L.):**

The wind of change that blew across tertiary Institutions in Nigeria to look inward for alternative sources of funds did not leave Federal Polytechnic, Nasarawa in isolation.

The Consultancy Services Unit (CSU) came into existence as Consultancy Committee on the 13<sup>th</sup> October, 1992. Later the Committee was converted to full- fledged Consultancy Unit by the Management Committee as a result of the current demand for self reliance and the need to improve internal revenue generation by providing professional services to both public and private organizations within and outside Nasarawa environment. The name was later changed to Naspoly Consult Limited (NCL) in the year 2001.

The Unit is charged with the following challenging responsibilities:

- (a) To co-ordinate all non-National Diploma, and Certificate Programmes etc.
- (b) To provide technical, professional and other expert services to Government Ministries, Parastatals, Companies and other organizations, etc.
- (c) To contribute significantly in generating revenue for Federal Polytechnic; Nasarawa;
- (d) To enhance the quality of programme being taught by Federal Polytechnic Nasarawa through provision of additional opportunities for practical experience;

- (e) To provide Federal Polytechnic Nasarawa Staff who are able and willing to undertake consultancy services, avenues for improving third technical/ professional competence and for earning additional income as an incentive;
- (f) To undertake other functions this, may be prescribed by Federal Polytechnic Nasarawa authorities from time to time.

The NASPOLY consult is staffed with formidable team of experts drawn from various schools within the institution and outside.

### **3.3.1 The Structure of Naspoly Consult Limited**

Consultancy Services Management Board is the highest policy-making organ of NASPOLY Consult Limited and is headed by the Rector with the following as members: Registrar, Deans of schools, Director of works, Bursar, Director NCL, and a Secretary to the Board who shall be the Secretary of NASPOLY Consult Limited.

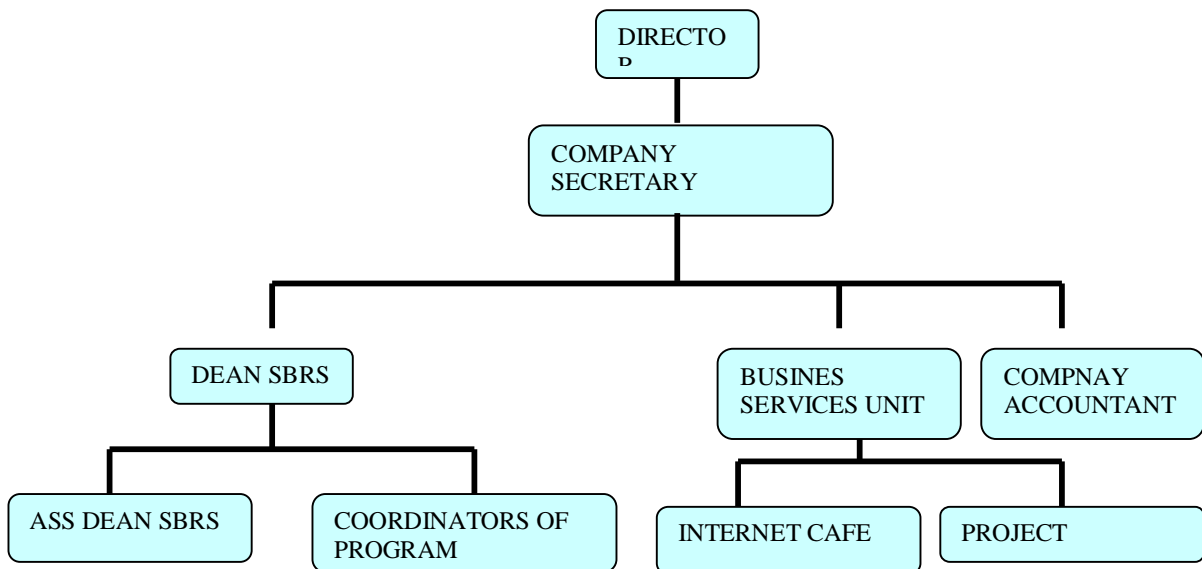
The Secretariat would coordinate the activities of Training, Business Services unit and other departments engaged in any given project and ensure uniform application of laid-down guidelines as well as effective and efficient utilization of resources.

The Secretariat comprises permanent employees with the Company Secretary, as the head of the Secretariat, an Administrative Officer assisting him with two confidential secretaries, two clerical officers, a messenger and

cleaner. A Company Accountant assisted by Higher Executive Officer Account, two Clerical Officers, Accounts and an Auditor.

The project Committee takes the form of a task force and operates, on ad-hoc basis whenever projects are available. Its membership would be based on professional competence of the staff of Department handling the project and will in addition include a representative each from the consultancy services secretariat and the Bursary.

Figure 7: **Administrative Structure of NCL:**



**Source:** Researcher, 2007

### **3.3.2 Staff Strength of Naspoly Consult**

The manpower composition in this outfit across all the section in different stratum, could be seen in the below table :

<b>SECTION</b>	<b>SBRS</b>	<b>NCS</b>	<b>IJMB</b>	<b>TOTAL</b>
<b>Male</b>	<b>25</b>	<b>08</b>	<b>23</b>	<b>56</b>
<b>Female</b>	<b>02</b>	<b>02</b>	<b>01</b>	<b>05</b>
<b>Total</b>	<b>27</b>	<b>10</b>	<b>24</b>	<b>61</b>

**Source : Naspoly Consult, (2002)**



### **3.3.3 Functions/Schedules of Duties**

#### **Polytechnic Governing Council Duties**

To provide the necessary guidance to the polytechnic, NASPOLY consult the management and staff of the company.

To solicit for the jobs (e.g. Consultancies) on behalf of NASPOLY consult LTD.

To help interprets government policy implications to the management of the company.

To approve decision that may be above the regulatory powers of the Rector/ Chairman of the Board of Directors of the Company.

To take meaningful decisions on projects that are purely funded from NCL declared dividends

Any important issue that the Governing Council members may deem fit for the development and growth of NCL

#### **Board Of Directors Of Ncl**

The highest decision making organ of NCL

To provide the necessary policy direction of the company

To provide and adopt a good Financial/ Accounting system

To take creative decisions that will enhanced the needed development and growth of the company

To create the needed Educational and Business environment that will lead to achievement of the objective of the company

To consider the annual report of the company and declare dividend

To conduct the activities of the Annual General meeting of NCL

Approve the appointment/ transfer, allowances, secondment, Annual Budget, and any issue concerning staff development and welfare.

To consider any issue not mentioned above, but very important to the smooth running of the company

### **Chairman, BOD OF NCL Duties**

The Rector of the Federal Polytechnic Nasarawa shall be the chairman Board of Directors of NASPOLY Consult Limited.

To preside over the activities of Annual General Meeting

To give approval to decision taken.

### **Executive Directors OF NLC Duties**

The Executive Director of NCL shall be a senior academic and pension able staff of the polytechnic.

Formulate sound policies and develop effective strategies for marketing the company's products for the consideration of the Board of Directors.

Coordinates the activities of all directorates/department under the company and ensure that proper records are kept at all transactions in the company.

Ensure that the Annual Budget of the company is prepared before the commencement of any financial year and presented to the B.O.D of NCL for approval.

Ensure that all services/products of NCL (training, general consultancy and other business activities) are of high standards characteristic of the polytechnic.

Ensure strict discipline and compliance by all staff to the company's rules and regulations.

Ensure that the company holds its Annual General meeting

Ensure that management and department/ routine meetings are held regularly and decisions of such meeting are implemented and /or act as a bases of information/ input to B.O.D decisions.

Performs any other related functions that may be decided by the B.O.D of NCL

The Executive Director of NCL shall also chair the company management committee (CMC) meetings.

### **Company Secretary/Legal Adviser Duties**

Shall be the secretary to the company and legal adviser on issues requiring legal interpretation.

Responsible to the Executive Director for the day-to-day administration of the company.

Functions as Secretary to the B.O.D of NCL

Functions as Secretary to company management committees of NCL

Responsible for keeping all the records in the NCL

Shall supervise the administration of the secretariat and all the staff.

Shall perform any other duties as may be assigned by the BOD and the Executive Director.

**Technical officers (computer) duties**

Handle all processing data in all units of NCL

Typing manuscripts and other materials that may be assigned.

Processing of Exam questions, Results etc.

Performing other related duties that may be assigned.

**Public relations offer duties**

Handle all issues relating to image- making of NCL academic.

Help in publicing admission, programmes and informing the general public of the activities of NCL

Performing other related duties that may be assigned.

**Personal Assistant To The Executive Director Duties**

Shall assist the Executive Director in carrying out his administrative functions.

Shall produce and keep record of all official meetings of the company

Shall provide/perform secretarial duties as directed by the Executive Director.

Receiving visitors, enquiries and telephone calls on behalf of the Executive Director.

### **Senior Clerical Officer Duties**

Taking charge of all clerical duties of the company in general and the unit in particular.

Supervising and training junior officers in his unit

Performing routine internal auditing or accounting duties that may be assigned.

Taking stock/ inventory of official property.

Performing other related duties that may be assigned.

### **Confidential Secretary Ii Duties**

Providing secretarial assistance, such as taking dictation in shorthand and reproducing them in typescript.

Performing routine work associated with duties enumerated above performing other related duties that may be assigned

### **Typists Duties**

Typing manuscripts and other material that may be assigned.

Filling typed scripts/letter and making necessary cross-references.

Cutting stencils of scripts, cyclostyling stencils on duplicating machine.

Performing other related duties that may be assigned.

### **Messenger Duties**

Moving files from officers tables to the designated points.

Carrying and delivering letters, articles and messages in confidentially to the designated point

Opening, clearing and closing offices

Performing any other related duties that may be assigned.

### **Security Guards Duties**

Keeping records of the movement of persons and vehicles entering and learning NCL and the polytechnic's premises.

Searching vehicles and suspected visitors or employees of a public institution where and when necessary.

Take inventory of all assets of NCL for proper security and guardian.

Perform all duties that might be assigned

### **Head (Finance And Supplies) Duties**

Plans, organizes, directs and coordinates the operation of the financial system of NCL.

Develop and implement company's accounting/ finance manual.

Ensures proper recordings of all daily financial and supply transactions of the company.

Develop a more flexible accounting procedure typical of the private sector.

Performs any other relation function that may assign from time to time by the BOD, CMD,CMC and Executive Director.

**Accountant I Duties**

As may be assigned by the Head, (Finance and supplies)

Coordinating accounting activities in all the departments of NCL

Payment of salaries and allowances.

Assisting with the administration of department including the training, supervision and guiding of subordinate staff.

**Accountant II Duties**

Coordinating all financial and supply activities in all the department of the company

As may be directed by the head (Finance and Supplies, or the Executive Director)

**Stores Officer Duties**

Taking charge of a large central store

Disposing boarded and unwanted vehicles, equipment and other goods.

Preparing insurance claims.

Rendering quarterly/annual reports in respect of stores services within his jurisdiction.

Keeping custody of examination booklets and other company materials.

Performing other related duties that may be assigned.

### **Cashiers Duties**

Applying the company rules, polytechnic regulations, financial regulations, circulars etc. in treating subject assigned to him in collection of school fees, and other finance of the company.

Pay such collections of the company to the Bank the close of business on daily basis.

Keep such collections of the company to the Bank before the close of business on daily basis

Identify all revenue points and ensure intact collection of the proceeds and watch for discrepancies

Issue official receipt for all collections and make necessary postings in the accounts and records books of the NCL

Performs other duties as may be assigned.

### **Clerk/Finance Clerks Duties**

Keep record of all files and their movement and accounts of the NCL

Taking charge of a small registry under supervision.

Performing routine clerical duties, under supervision in the NCL.

### **Head (Internal Audit) Duties**

Facilitate good husbandry of resources through timely reporting and evaluating the effectiveness of internal control system.

Checking the accuracy and reliability of accounting data.



Should be responsive to good monitoring and evaluation typical of business/private sector management

**Auditors I Duties**

Performs auditor job as may be assigned by the Head (Audit), Executive Director.

**Auditor II Duties**

Performs auditing job as assigned by superior officers of NCL like head (audit), Executive Director, and Chairman of NCL

**Dean (SBRS) Duties**

Shall be a senior academic pension able staff of the polytechnic.

Framing overall curriculum and educational policy of the school and making personal contacts as well liaising with polytechnic relevant departments.

Preparation of school/training budget

Responsible to the Executive Director for smooth running of the school and compilation of exams.

Engaging in academic programmes of common interest to NCL, the polytechnic and the community.

Direct responsibility for overall administration of the school or assisting the Deputy/Assistant Dean/ Coordinators in the general administration of the school.

Shall coordinate the admission exercise of the school in conjunction with the Deputy Deans.

Performing other related duties that may be assigned by the BOD, CMC and Executive Director.

Shall be a member of the Federal Polytechnic Nasarawa management, Academic and Company Management Committee.

### **Deputy- Dean Duties**

Shall be a senior academic and pension able staff of the polytechnic.

Oversees the duties of a set of departmental heads and /or coordinators.

Performing the duties of the Dean as may be directed by the Dean or the Executive Director.

Shall head, manage and coordinate the day-to-day activities of his designated campus.

Shall undertake examination duties including the preparation of examination papers and monitoring of assessments procedures.

Shall participate in the recruitment, training and supervision of resource persons.

Shall participate fully in the meeting of the school Board of the school and other meetings where necessary.

Shall participate in the admission exercise of the school.

Shall perform any other related function may be assign from time to time by the BOD, CMC, and Dean.

### **Assistant Dean Duties**

Shall be a senior academic and pension able staff of the polytechnic.

Oversees the duties of a set of departmental heads and /or coordinators.

Performing the duties of the Dean as may be directed by the Deputy-Dean, Dean and / or the Executive Director.

### **Course Coordinators Duties**

Shall coordinate academic activities in a particular programme of study

Shall supervise all resources persons in such a programme.

Shall design the time table of study and supervise same.

Shall undertake any other duties assigned to him by the Deputy Dean, Dean and Executive Director.

### **Resource Persons (Rp) Duties**

Resource persons are required to teach/lecture in their areas/subject (s) of specialization

Examine students and compile results.

Develop acceptable resource material for effective learning.

Supervision of final year students projects/thesis.

Resource persons shall earn allowances for participating in the activities of NCL

Performing other related duties that may be assigned by the course coordinators, Deans, or Executive Director.

### **School Officer Duties**

Assisting in all matters pertaining to the general administration of the school.

Assisting in serving statutory committees.

Assisting in actual implementation of approved staff welfare provisions.

Collecting administrative data and reports and maintaining any other duties as assigned.

Shall undertake requisition from the stores for distribution.

Distribution and collection of academic gowns during matriculation/convocation.

### **Admission Officer Duties**

Participating selection admission of New Students.

Where necessary, coordinating the activities of examiners.

Checking master-list of result against those submitted by students.

Organizing admission examination where necessary.

Preparation of briefs on students seeking admission.

### **Examination Officers Duties**

Handle all examination matters.

Keeping custody of all exam records.

Handle the exams verification and other related issuances.

Supervise the collection of exam scripts and question papers.

Monitor all students payments relating exam/results.

Perform any other duty as may be assigned by superior officer.

### **Library Officer Duties**

Attend to readers enquiries and giving information services.

Subject specialists in charge of book selection.

Assistance to reader, supervising issues and loans.

Performing other related duties that may be assigned.

### **Business Services Manager Duties**

Prepares in conjunction with unit/sectional leads (e.g. Pure Water), an annual, quarterly, monthly projection of sales consistent with approved annual sales targets to facilitate regular supply of NCL's services.

Coordinate the company's buses pure water Business. The Business center and other unit that may be established subsequently.

Ensure that proper records of stock and discipline are maintained by the NCL staff.

Engage in feasibility studies of other viable Business ventures.

Performs any other relevant duties as may be assigned to him/her from time to time.

### **Marketing Officers Duties**

Monitor and ensure that staff assigned to various unit of the BSU carryout their functions.

Ensure provision of adequate stock of working materials to units e.g  
fuel to NCL buses etc

Performs any other relevant duties as may be assigned to him/ her  
from time to time.

### **Sales Attendants Duties**

Collect dues/ finances on behalf of the company

Be at any point of sales or collection of revenue on behalf of the  
company.

Shall remit such collection before the daily close of business to the  
Accountant or bank account.

Perform any relevant duty that may be assigned.

### **Photocopiers Operators Duties**

Take charge of the company's photocopying machines for  
customer services

Charge appropriate fee and collect same.

Make payment on daily basis to the account or the accountant of  
company.

Perform any relevant duty that may be assigned.

### **Motor Mechanics/Drivers Duties**

Perform all preliminary / simple mechanical repairs and / or drive  
successfully company vehicles.

Keep company vehicles in good order and report cases of faults or repairs accordingly.

Keep company vehicles in safety or official parking locations after any tour or at close of the day.

Perform any other duty that may be assigned.

### **Bus Conduction Duties**

Take charge of assisting passengers and motor mechanics/Drivers in rendering services on behalf of the company ( Using the company Buses

Collect appropriate fee charged per trip.

Render trip/ daily accounts of all finances to the Accounts of the company

Perform all duties that might be assigned.

### **Client Service Manager Duties**

Shall coordinate other forms of NCL's consultancy services (e.g. Consultancy for other companies, government agencies, CBO's Small scale Industries in the form of In – house Consultancies and/ or External Clients.

Shall liaise with appropriate school/ departments (s) in the Polytechnic who will actually use qualify staff of their departments to execute such jobs.

Advise the Executive Director the Cost implication of Secured Consultancy jobs.

Perform any other relevant duties as may be assigned to him / her from time to time.

**Departmental Client Services Coordinators (Dcsc) Duties**

Each department in the Polytechnics have a Coordinator who will be ready to solicit, secure jobs and advise on modalities of execution.

Every DCSC with the help of CSM prepare the cost implication and benefit of every consultancy job.

Every DCSC will earn 10% allowance on every job secured for NCL.

Perform any other relevant duties as may be assigned to him/ her from time to time



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# CHAPTER FOUR

## PRESENTATION AND ANALYSIS OF DATA

### 4.0 Introduction

The importance of institutional consultancy services as an alternative source of funding higher institution of learning in the country cannot be over emphasized. Some of these outfits if properly manage can generate as much as ten percent of the recurrent expenditure budget of their parent institutions. In addition to this, they are potential foreign exchange earners for tertiary institutions in particular, and the nation in general, since they have the potentials to attract foreign sponsored research and conferences. Hence the achievement of high revenue will serve as strongest source of alternative fund. To this end therefore, the study was meant to evaluate the structure and functions of institutional constancy services in the country.

Information obtained from questionnaires administered in Naspoly Consult and Federal Polytechnic, Nasarawa. Oral interviews were conducted by the researcher to both staff and Management of Naspoly Consult and Federal Polytechnic, Nasarawa.

### 4.1 Summary of Data Administration

On the whole, two hundred and fifty (250) questionnaires were distributed to the staff of Naspoly Consult and Federal Polytechnic, Nasarawa of which 189 was drawn from the total number 1451 of the FPN staff, while the whole staff in the Naspoly Consult (61) were chosen as sample for this

study. 200 questionnaires representing 80 percent were correctly filled and returned while the remaining 50 could not be retrieved from respondents due to circumstances beyond the researcher's control.

The questionnaires were made up of the (2) sections, A. and B respectively. Section A consisted of questions regarding personal bio-data of respondents, section B dealt with the hypothesis it consisted of six (6) questions.

The questions sought opinions on various hypothesis that were stated in order to evaluate the desirability or otherwise of operational structure and functions of institutional consultancy in the Naspoly Consult. Stratified sampling method was adopted in selecting the respondents, such that every employee of the organisation was given equal opportunity of being represented or chosen after meeting certain criteria.

The results obtained on the various sections of the questionnaires are hereby presented and analyzed in detail below based on various sections and corresponding hypothesis. At this junction, it sound crucial to bring forward the hypotheses again :

“Clearly spelt out and rationally designed operational guide lines will result in more efficient performance in the out fit” . The variables involved here include;

Efficient performance depend in clearly spelt out and rationally designed operation guide lines.

## Section A. Personal Data of respondents

### 4.1: Questionnaire Administration

Nature of Questionnaire administration	Respondents	Percentage
Administered	250	100
Correctly filed and returned	200	80
Damaged	11	4.4
No returned	39	15.6

**Sources: Survey by researcher, 2007**

The table indicate that 250 Questionnaires were administered to 250 (100%) respondent, of which 200 (80%) were returned, while 11 (4.4%) were damaged and 39 (15.6%) were not returned at all. this means that our analysis will only be base on the 200 (80%) correctly filled and returned questionnaires.

**Table 4.2: Classification by Designation**

Designation	Respondents	Percentage
HATISS 12 & Above	14	7
HATISS 07 - 11	136	68
HATISS 01 - 06	50	25
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

From the above table, it is obvious that majority fall between HATISS 07 to 11 with 68 percent representing 136 respondents depicting the fact that staff strength is higher within this stratum. A total number of 50 respondents

representing 25 percent fall between HATISS 01 to 06, while 14 respondents representing 7 percent are on HATISS 12 and above.

**Table 4.3: Classification by Sex**

<b>Designation</b>	<b>Respondents</b>	<b>Percentage</b>
Male	140	70
Female	60	30
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

More willing and cooperative in responding to the questionnaires are male respondents and were 70 percent of total respondents. This is so because of the apathy and general indifference shown by female on consultancy issues. Some of those that were contacted among females see the questionnaires as mere waste of time. This also depicts their level of consciousness on consultancy issues. It can be deducted that without contradiction that men show more consciousness than women on consultancy issues especially how to get alternative funding of tertiary institutions.

**Table 4.4: Classification by Age**

<b>Approximate Age (Yrs)</b>	<b>Respondents</b>	<b>Percentage</b>
Below - 20	20	10
20 - 29	74	37
30 - 39	58	29
40 - 49	28	14
50 – and above	20	10
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

From the above table, it is clear that the highest respondents were between the approximate age of 20 – 29 years with a total of 74 and 37 percent of total respondents. This is account for the fact that most people in the employment of the organization who are willing to respond to the questions are mainly youths.

**Table 4.5: Classification by Qualification**

<b>Qualification</b>	<b>Respondents</b>	<b>Percentage</b>
School Certificate	30	25
H. N. D	60	30
Bachelor Degree	100	50
Master Degree	9	4.5
Ph. D Degree	1	0.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

Based on the above information, one will easily discover that the majority of respondents are university degree holders. This became evident as 100 and 50 percent respondents were from that stratum of the society. That in a way depicts the level of our education, it shows that the number of graduates with first degree outnumbered those with second degree and very few doctorate (Ph. D) holders exist in our society.

**Section B: Test of Hypothesis**

This section of the questionnaire comprises questions which were meant to test this hypothesis as stated in chapter one of this work. Hence an opinion survey was undertaken using the various questions in the section. The hypothesis states that, “clearly spelt out and rationally designed operational guidelines will result in more efficient performance in the outfit” The responses were computed and results obtained were in the tables below.

**Table 4.6**

Whether recruitment is on the basis of technical expertise?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	50	25
Disagree	125	62.5
Cannot decide	25	12.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

From the table above, one will easily deduce that recruitment is not on the basis of technical expertise in NASPOLY Consult. In fact, 125 of the 300

respondents, representing 62.5 percent of total respondents disagree, while 50 and 25 percent agree and only 25 and 12.5 percent show indifference.

The above analysis of views of respondents concurs with the stated hypothesis under test. This in essence has given us the clue that Naspoly Consult which is intended to be an avenue for profit maximization cannot achieve this objective, since its recruitment is not based on technical expertise.

Therefore, since Naspoly Consult is a service oriented organisation, the recruitment policy must be changed if it is to achieve the objectives for its establishment.

**Table 4.7**

Whether responsibilities in Naspoly Consult are assigned according to area of specialization?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	65	32.5
Disagree	120	60
Cannot decide	15	7.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

Without doubt, opinion and views of respondents sought as presented in table 4.10 above shows that 60 percent of the total respondents, representing 120 out of 200 disagree that responsibilities in Naspoly Consult



are assigned according to officer's area of specialization. 65 and 32.5 percent agree, while only 15 and 7.5 percent were indifferent to the question at stake.

A close observation of table 4.7 shows that, where functions or responsibilities are not assigned according to area of specialization, the performance of the organisation is automatically affected. This is because; square pegs have been put in round holes. Hypothesis two is accepted under this table. Therefore, responsibilities in Naspoly Consult need to be assigned to reflect officer's areas of specialization.

**Table 4.8**

Whether the overlapping function of the Rector as supervisory Officer of the NCL and as a member of the Polytechnic Management has hindered effective communication between Management and NCL?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	125	62.5
Disagree	50	25
Cannot decide	25	12.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

The above table shows that 62.5 percent representing 125 of total respondents were of the opinion that the overlapping functions of the Rector as supervisory officer of Naspoly Consult and as member of the Polytechnic Management have hindered effective communication between Management

and Naspoly Consult. 50 respondents who represent only 25 percent disagree, while 25 respondents representing 12.5 percent were indifferent.

To relate with outside world and for any organisation to function, effective communication system cannot be compromised. Where there are lapses or gap in the communication process, the performance and also objective of that organisation cannot be easily or fully achieved. As it is the case with Naspoly Consult, the supervisory function of the Rector who is mostly busy with other Polytechnic matters does not react to the needs of Naspoly Consult as and when required. Since Naspoly Consult is profit-oriented, any delay or lack of proper communication can result to a colossal loss of revenue.

**Table 4.9**

Whether the rules and regulations as they are being applied in Naspoly Consult affect its relations with clients and other external bodies?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	135	67.5
Disagree	50	25
Cannot decide	15	7.5
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

Considering table 4.9 above, we can readily see that 135 respondents constituting 67.5 percent agree that the present rules and regulations as now applied, negatively affect transaction in the outfit. While, 50 respondents who

represent 25 percent disagree 15 respondents who represent 7.5 percent could not decide.

From the data gathered, we can deduce that, the rules and regulations as now applied to Naspoly Consult affect negatively the transaction with clients and other external bodies, thereby affecting the performance of the outfit. So, we can say that where rules and regulations are not in harmony with the goals set for the organisation, problems are bound to arise both from the structure and function. These rules and regulations are the bedrock of the second hypothesis which is concerned with the clarity of rules, guidelines and functions which need to be carried out for the achievement of the organizational goals and the maximization of profit as it is intended.

**Table 4.10**

Whether Management of the Polytechnic identifies itself with the objectives and aspirations of NCL?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	49	24.5
Disagree	144	71.5
Cannot decide	8	4
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

From the above table, it is obvious that majority of respondents disagree with the question that Federal Polytechnic, Nasarawa Management identifies itself with the objectives of Naspoly Consult. 144, representing

71.5 percent of total respondents disagree, while 49 representing 24.5 percent agree and only 8 percent were indifferent.

The table presents a very strong contention between those that agree and those that disagree as the margin is 24.5 and 71.5 percent between the two categories of respondents. Here, one will easily infer that the divergent opinion is wide. Therefore, the researcher feel strongly that since majority of respondents disagree that Polytechnic Management identifies itself with the objectives of Naspoly Consult, it should be taken seriously by the authority concern.

**Table 4.11**

Whether poor performance of NCL is due to lack of training of its employees?

<b>Value Label</b>	<b>Respondents</b>	<b>Percentage</b>
Agree	143	71.5
Disagree	45	22.5
Cannot decide	12	6
<b>Total</b>	<b>200</b>	<b>100</b>

**Source:** Survey by Researcher, 2007

We can see from table 4.14 that 143 respondents who constitute 71.5 percent agree that poor Management is due to lack of trained staff to do the expected job. While 45 respondents who represent 22.5 percent disagree and 12 respondents representing only 6 percent were indifferent

We therefore can say without any iota of doubt that qualified and trained employees to do the expected jobs should be recruited into Naspoly Consult, so that its objectives can be achieved.

**Interview:**

Some Management staff of Federal Polytechnic, Nasarawa and the Director of Naspoly Consult were interviewed as others complaint of lack of time because of what they referred to as their busy schedule. The few that eventually granted the researcher audience was not without several appointment and counter appointment, but for the persistence of the researcher, their attention were latter granted. See appendix II for the questions that were attended by them.

Some of the issues attended include the relationship between Federal Polytechnic, Nasarawa Management and Naspoly Consult, scope of operations of Naspoly Consult, compensation, inter-departmental cooperation etc.

Based on the personal interview, it is clear that the present structure does not allow for specification of the functions of the outfit. Thus, the functions are diffused and unclear. For example, the guideline states clearly that Naspoly Consult is to handle is to handle all consultancy assignments within the institution, but you can find that departments have completely taken over the functions as they initiate and execute consultancy jobs without the consent and involvement of NASPOLY Consult. This has had a negative

effect on the performance of the outfit which has made it difficult for Naspoly Consult to achieve the goals and objectives for its creation.

Another problem associated with structure is the scope of operations. As stated earlier, the function of institutional consultancy depends to a large extent on the scope of academic activity performed by the institution. Responses from interview revealed that Federal Polytechnic, Nasarawa Consultancy Services outfit has not been able to take advantage of the scope of the Polytechnic's academic activity.

The interview responses also revealed that there are many areas the outfit is yet to venture into despite the facilities and personnel available to its advantage. Such areas that are yet to venture into are as follows; engineering, food processing, solid mineral development, maintenance and refurbishing etc. At the moment, Naspoly Consult is concentrating more on manpower development which according to the staff is even yet to be fully exploited.

Responses from interview further revealed that even where genuine attempts have been made the Management of Naspoly Consult to turn the outfit around, they have been frustrated by the Heads of Departments and Federal Polytechnic Management who are the main beneficiaries of the present situation.

Information gathered also revealed that attempts have been made by the Polytechnic Management to look into the activities of the outfit with a view to revamping its operation though the constitution of various

committees, but findings and recommendations of these committees are yet to see the light of the day.

Participating staff in consultancy activities also confirmed the inadequacy in the compensation rate paid them after the execution of an assignment, as ten percent of the profit is given to them. In addition to this, the delay in the payment of compensation is also a source of concern. This inadequacy and delay has had an overriding effect on the zeal and commitment of the staff which has sometimes caused delay or even led to non-completion of some consultancy jobs.

This unhealthy development in the outfit has not allowed for inter-departmental collaborative approach in the execution of projects and the relationship between the Director of Naspoly Consult and Heads of departments have been that of cats and mouse. Heads of Departments do not see Naspoly Consult as partners in progress; rather, they view it as a challenge on their powers. So, deliberate effort has been made by these heads of departments to frustrate the functioning of the outfit through the running of parallel activity at the departmental level without consulting or coordinating with Naspoly Consult.

## **Discussion**

This section of the work is dedicated to testing the hypothesis, by way of affirming or rejecting the stated hypothesis. The hypothesis states that, “clearly spelt out and rationally designed operational guidelines will result in more efficient performance in the outfit.” The affirmation or otherwise of this

hypothesis is hinged on responses received the researcher on various questions that were stated to address the hypothesis. Specifically, table 4.6 is a direct question on the stated hypothesis, and from respondents view point, it is clear that majority were of the opinion that recruitment are not on the basis of technical expertise as 125, representing 62.5 percent of total respondents disagree, while 25 and 12.5, percent were indifferent.

To further confirm the fact that lack of operational guidelines and managerial autonomy are the major causes of poor performance in the outfit, majority accept that responsibilities in Naspoly Consult are not assigned according to officer's area of specialization. From table 4.7, 60 percent of the total respondents, representing 120 out of 200 disagree.

From the above analysis of data collected and presented on the various tables, one will deduce that, views and opinion of majority of respondents are that where functions and responsibilities are not assigned according to area of specialization, the performance of the organisation is automatically affected.

The researcher hereby infers that, consequence upon respondents' opinion, the second hypothesis is hereby accepted.

## **4.2 Major Findings Of The Research**

The process of conducting a research of this nature is a thought and herculean task, yet most revealing as the topic and the various questions as contained in the questionnaire which was meant to feel the pulse of respondents were greeted with great excitement and enthusiasm by some,



while others with mixed feelings. The major findings are hereby stated below;

On the present structure and control in relation to performance, it was quite revealing that respondents were not comfortable with the status quo and want a change in the structure and control pattern. That is to say, even though the Naspoly consult was registered as a limited liability company yet its major activities were still under the administration of Federal Polytechnic, thus hindering the smooth running of the outfit.

On the issue of recruitment of employees into Naspoly consult, it was discovered that employment was not based on merit and / or expertise rather, it was based on sentiments

Training and retraining of employees for effective performance was discovered to be lacking at Naspoly consult. Lack of training of Naspoly consult employee has resulted to inefficiency and poor performance of the outfit.

It was also discovered that commitment and political will by the Management of the Institution to see that Naspoly consult succeed was lacking.

The deliberate frustration of the efforts of Naspoly consult Management by the Management of the Institution was also revealed.

# CHAPTER FIVE

## 5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Summary of the Findings

The summary is based on the hypothesis used for this research. The summary will show how far the objectives of the study have been achieved.

The first objective of the study was to justify why Naspoly consult needs both financial and operational autonomy as well as a separate and autonomous existence to enable it carry out its functions effectively.

The data analyzed based on the hypothesis which guided this research have proven that Naspoly consult needs to be autonomous. This autonomy however, can only be achieved if the present structure is rearranged to completely remove Naspoly consult from the administrative structure of Federal Polytechnic, Nasarawa. The study has proven that for profit making organisation such as Naspoly consult, there is need for it to be business like in its set up in order to allow for quick decision making and implementation which are the bedrock of consultancy services.

The acceptance of the hypothesis, especially on the need for Naspoly consult to be made a full – pledge company is highly required even though it was registered as a limited liability, yet its activities was dominated by the management of Federal Polytechnic Nasarawa.

This is clear when the degree of agreement of the respondents in respect of the relevant questionnaire is absolutely in accordance.

The second objective was to clearly define the functions and powers of Naspoly consult. The study has shown that Naspoly consult as it is presently structured possesses little or no powers at all. This is because Naspoly consult requires permission for virtually all it needs to do even when any delay could lead to the loss of consultancy jobs. Therefore, once a proper structure is instituted, the powers, scope and functions of the outfit will be properly defined.

However, as earlier stated, the scope of any institutional consultancy depends on the scope of academic activity carried out in that institution. The Federal Polytechnic, Nasarawa readily provides a fertile ground for consultancy activity in the field of engineering, manpower development, machine, solid mineral and equipment maintenance etc.

Overall, the study has achieved the objective of identifying the major problems that have hampered the effective functioning of Naspoly consult, such as lack of autonomy in terms of financial and managerial autonomy, excessive use of superior- subordinate relationship, lack of commitment to the objectives and aspirations of Naspoly consult. Poor working relationship between Naspoly consult and specialized departments, recruitment of incompetent personnel, poor training of the employees etc. these problems

agreed with the responses from both the questionnaire and interview instruments used for this research.

In addition, the study has clearly shown the relationship that exists between structure and function, where it shown that the two concepts are complementary. The full understanding of one depends upon the understanding of the other.

Also, a degree of agreement with the theoretical framework which gave a direction to the research conducted was shown by the respondents. In that, it has proven that a structure influences the function of an organisation.

Finally, the study has shown that Naspoly consult is not performing to expectation and therefore, requires urgent re-organisation.

## **5.2. Conclusion**

In conclusion, this dissertation has been able to show as succinctly put by Onosedede in his report on parastatals that, “Parastatals operating in industrial and commercial fields should be allowed to operate outside the clutches of civil service regulations in order to make them effective”. (Onosedede. G. 1980:30). In other words, the study has demonstrated that the present system of running Naspoly consult as an appendage of civil service structure of Federal Polytechnic, Nasarawa will continue to affect performance tremendously.

### **5.3. Recommendations**

It is recommended therefore, that Naspoly consult be restructured, reorganized and should be transformed into a Full Fledge Consultancy Firm with full administrative, operational and financial autonomy with which to prospect to and execute projects, raising, managing and disbursing fund in the process, without hindrance or pressure from the management of the polytechnic.

Also, the management of Naspoly consult after the restructuring must allay the fear of the parent management by making them have greater stake in the success or failure of the outfit in order to get their commitment in its objectives and aspirations.

The right caliber of staff must be employed, trained and given the freedom to perform the functions for which they were employed.

Further research could be undertaken to determine the role of institution consultancy as a complementary source of revenue to tertiary institutions. This and other gaps could be filled in by any researcher who is interested in the creation and the management of institution consultancy in Nigeria.

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## **APPENDIX I**

### **QUESTIONNAIRE:**

#### **INTRODUCTION**

MUHAMMED TANIMU (MPA/ADM/93062/2003-2004 (PART-TIME) is a Post Graduate student of the Department of Public Administration, Ahmadu Bello University Zaria who is currently conducting a research on ‘An Evaluation of Structure and Functions of Institutional Consultancy Services in Nigeria: A case Study of NASPOLY Consult Limited (NCL)’

This questionnaire is designed to collect data that would be used in the study. You are therefore; implore to answer the questions below, meticulously,

All information supplied shall be treated with utmost confidence and shall be used only for the research.

Thank you very much for the anticipated cooperation.

Tick as appropriate

1. What is official designation (rank?)
  - (a) HATISS 12 and above
  - (b) HATISS 7-11
  - (c) HATISS 1-6
  
2. Please indicate your Sex
  - (a) Male

(b) Female

3 What is your age?

(a) Below 20 years

(b) 20-29 years

(c) 30-39 years

(d) 40-49 years

(e) 50 and above

4 What is your highest qualification?

(a) First School Leaving Certificate

(b) WASC/ SSCE O/A Level

(c) Vocational/Trade Certificate

(d) Polytechnic/University Certificate/Degree

(e) Post graduate qualification

5. Has the present structure and control of the NASPOLY CONSULT

(NCL) hampered its performance?

(a) Agree

(b) Cannot Decide

(c) Disagree

6. Does the rigid superior-subordinate relationship of the NCL have any

adverse effect on its performance?

(a) Agree

(b) Cannot Decide

(c) Disagree

7. No Individual Employee should be subject to orders from more than one immediate Superior.
- (a) Agree
- (b) Cannot Decide
- (c) Disagree
8. Does hierarchical system causes red-tape and delay?
- (a) Agree
- (b) Cannot Decide
- (c) Disagree
9. Has the recruitment of personnel into NCL been on the basis of technical expertise?
- (a) Agree
- (b) Cannot Decide
- (c) Strongly Disagree
10. Does Responsibilities in NCL are assigned according to officers areas of specialization or professional qualification?
- (a) Agree
- (b) Cannot Decide
- (c) Disagree
11. Whether the over lapping functions of the Rector (Administrator) as Supervising officer of the NCL and as member of the Polytechnic Management has hindered effective Communication between the Management and NCL?

(a) Agree

(b) Cannot Decide

(c) Disagree

12. Whether the Rules and regulations as they are now being applied in the NCL affect its transitions with clients and other external bodies?

(a) Agree

(b) Cannot Decide

(c) Disagree

13. Does the management of the Polytechnic identify itself with the objectives and aspirations of the NCL?

(d) Agree

(e) Cannot Decide

(f) Disagree

14. Do you agree that, poor management of the NCL is due to the fact that officers are not trained to do the job expected of them?

(g) Agree

(h) Cannot Decide

(i) Disagree

## **APPENDIX II**

### **ORAL INTERVIEW**

Oral interviews were conducted by the researcher to both staff and Management of Naspoly Consult and Federal Polytechnic, Nasarawa.

Some of the issues attended include the relationship between Federal Polytechnic, Nasarawa Management and Naspoly Consult, scope of operations of Naspoly Consult, compensation, inter-departmental cooperation etc.

The questions are as follows:

1. Does the present structure of Naspoly Consult allow for specification of the outfit?
2. What is the scope of operation of Naspoly Consult?
3. Are there other areas that Naspoly Consult has not ventured into?
4. Were there any attempts in the past to look at Naspoly Consult problems?
5. Can you comment on the Naspoly Consult' compensation rate?
6. Can you consider the staff of Naspoly Consult as highly motivated?
7. What is the level of interdepartmental collaboration between the Director of Naspoly Consult and Heads of Academic Departments?

Thank you sir.



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