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# Current Practices in University Administration

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# Current Practices in University Administration

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24 March, 2020

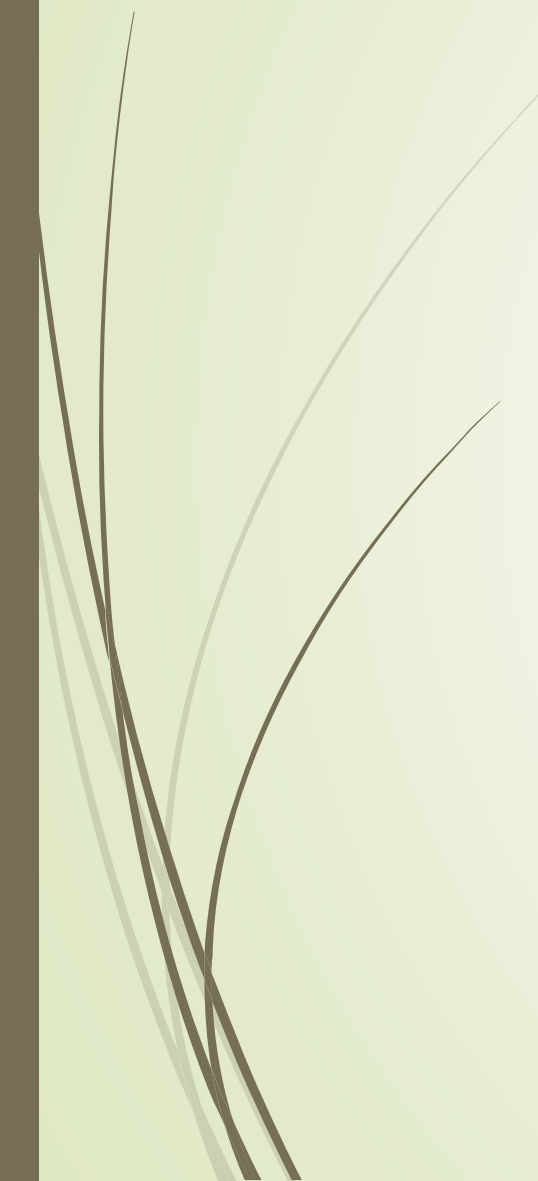


# Objectives

- At the end of the presentation, participants will be able to:
  - acquire essential multidisciplinary top management skills relevant to tertiary institutions environment.
  - learn how to improve personal effectiveness within their current roles &
  - Learn the rudiments of effective administration.



# Assumptions

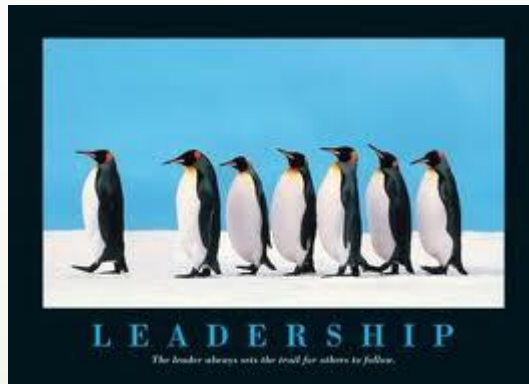
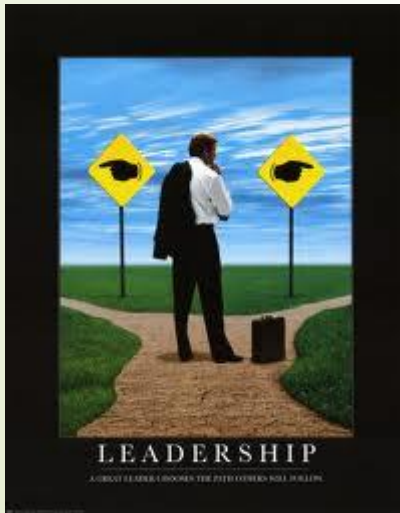
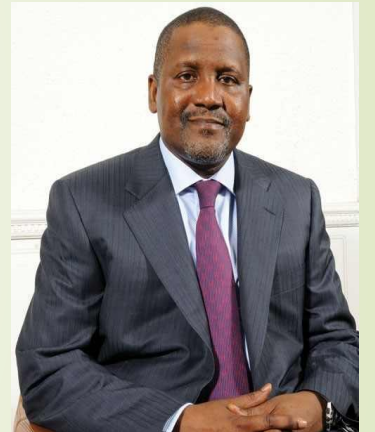
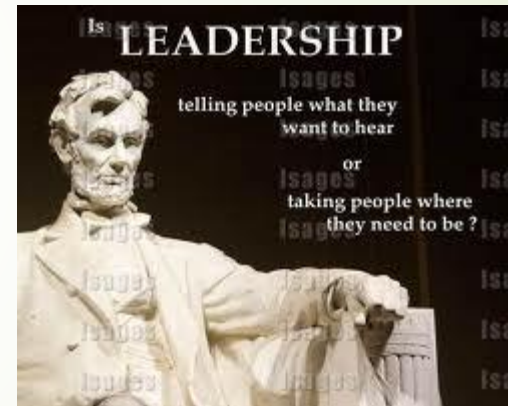
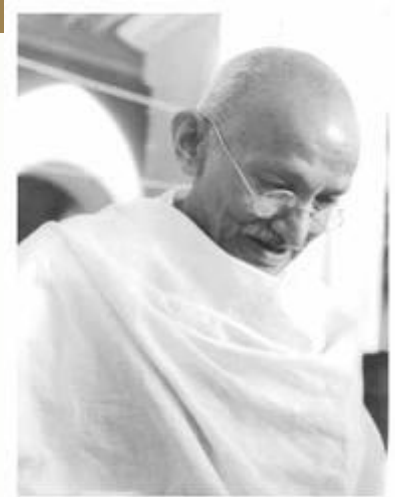
- ▶ Principal officers of tertiary institutions assume managerial roles at short notice and with little or no preparation.
  - ▶ May be individually highly educationally qualified and accomplished.
  - ▶ Lack practicalities and relationships involved in management – helping staff to feel motivated and valued, building and leading teams, managing meetings and presentations, writing reports and managing change, etc
  - ▶ Challenges and pitfalls for which they are unprepared.
- 

# ➤ Essential Skills for University Top Management



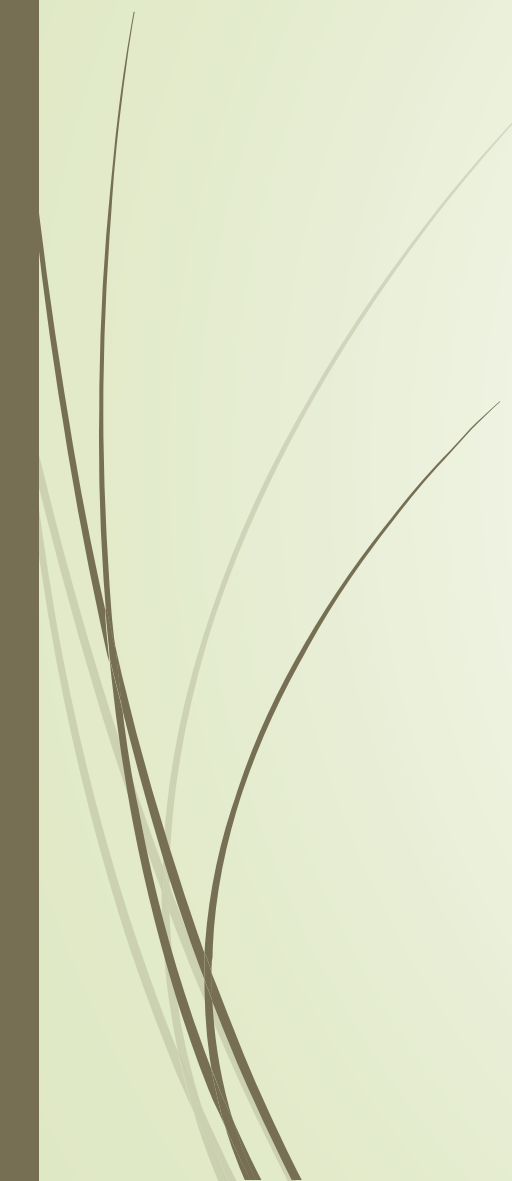


# Leading Skills



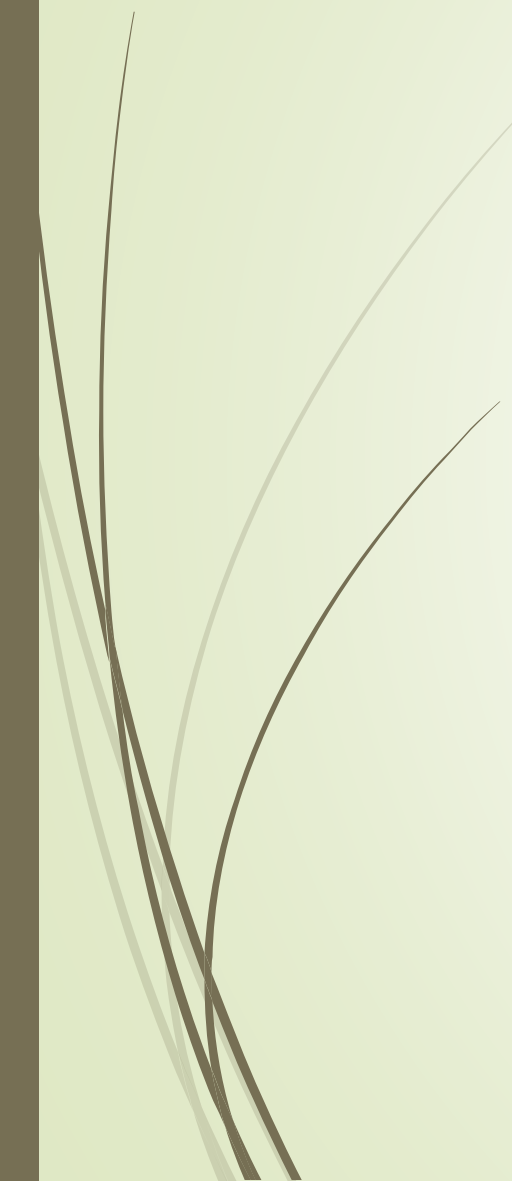


# How good are your leadership skills?

- Who do you consider to be a good leader?
    - Politician
    - Famous businessperson
    - Religious figure
    - Boss
    - Teacher
    - Friend
- 



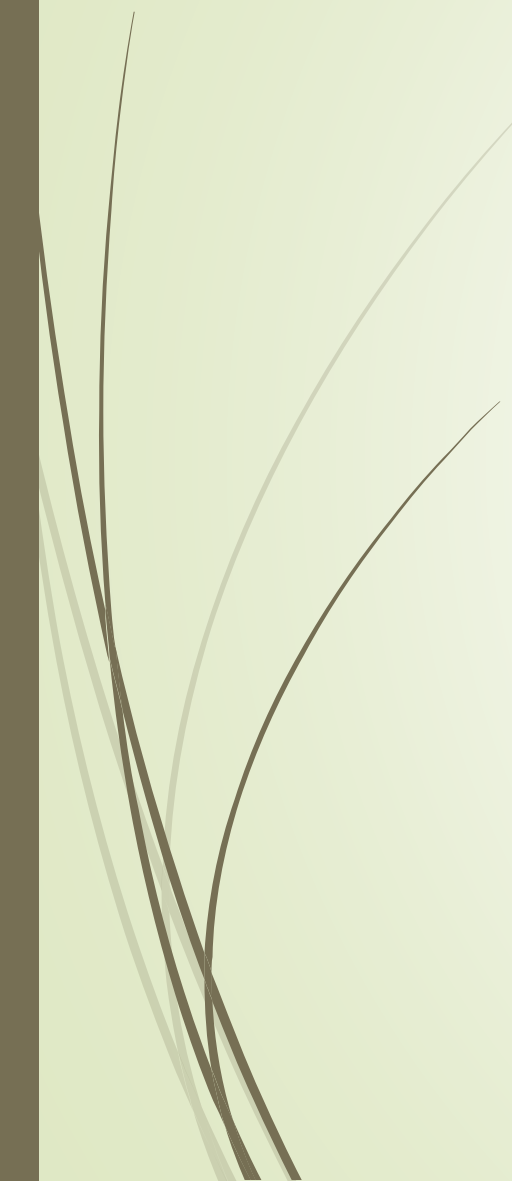
# Who is a leader?

- ▶ **A leader** is a person who guides others toward a common goal, showing the way by example, and creating an environment in which other team members feel actively involved in the entire process.
  - ▶ A leader is not the boss of the team but, instead, the person that is committed to carrying out the mission of the team.
- 





# Myths & Realities about leadership

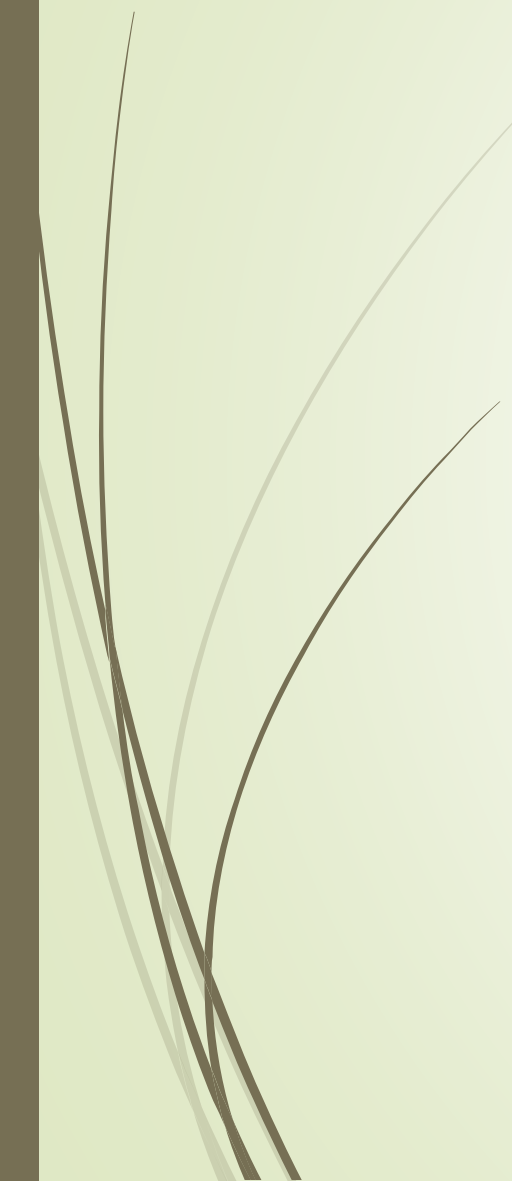
- Leaders are born (Yes or No)
  - Leaders are made (Yes or No)
  - A leader must be tall (Yes or No)
  - A leader should have a vision (Yes or No)
  - A leader must be born with a silver spoon in their mouth (Yes or No)
  - A leader should be humane (Yes or No)
- 



# Top Leadership qualities

- ▶ **Good Listener:**

- ▶ Your teammates may have a great way to improve your idea. By keeping your mind open to other ideas, you can come up with new ways to accomplish your goals. It is your job to make sure that everyone in the group is being heard. Listen to their ideas and accept their constructive criticisms.





# Top Leadership qualities

- **Focused:**

- Constantly remind yourself and the group of your team's goals and mission. If you stay on track and keep others on track, the team will stay motivated and be more productive. As leader of the team, it is important that you schedule time to meet with your Team to establish and check-in about the goals you hope to achieve.

- **Organized:**

- A leader can set the tone for the team. A leader who is organized helps motivate team members to be organized as well.



# Top Leadership qualities

- **Available:**

- As a leader, you're responsible for a lot and you're probably going to be very busy at times. However, you still need to find time to talk with your team. A good way to do this is to set frequent group meetings, so that no question or concern goes too long without attention.

- **Include others:**

- A leader should not do all the work. Doing everything yourself is a poor use of time and prevents your group from growing. Instead, a leader should work with his/her teammates and learn how to delegate responsibility while being mindful of everyone's interests, goals, and



# Top Leadership qualities

- **Decisive:**

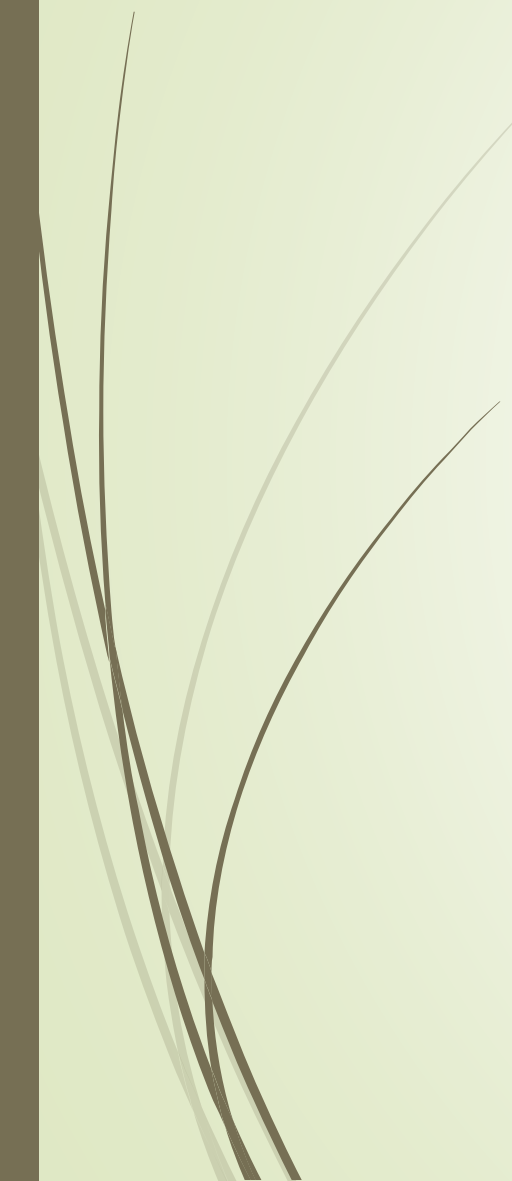
- Although an important part of being a leader involves listening to the people around you, remember that you are not always going to be able to reach a compromise. When this happens, don't be afraid to make the final decision, even if some team members disagree with you.

- **Confident:**

- This could be the most important characteristic of a leader. If you don't believe in yourself and the success of your team, no one else will. Show others that you are dedicated, intelligent, and proud of what you are



# Leadership styles

- Different leadership styles (autocratic/authoritative, paternalistic/benevolent, consultative/democratic, participative/democratic)
  - Participants to come up with example of well known leader who fits each of the leadership styles.
- 



# Team Building Skills



# What is a Team?

- A relatively small number of people
- With complementary skills
- Who are committed
- To a common purpose,
- Set of performance goals,
- And approach
- For which they hold themselves mutually accountable



# What is a team?

In a team,

- People depend on each other;
- May or may not work in the same physical location,
- Combine to achieve something together



## Teamwork Represents Values that:

- Encourage listening and responding constructively to the views expressed by others
- Give others the benefit of the doubt
- Provide support
- Recognize the interests and achievements of others



# Characteristics of Losing Teams

- Dominated by one individual
- Compromise between two competing business strategies
- Engage in groupthink
- Not all team members contribute





# Characteristics of Winning Teams

- Trust
- Clear time frame and agreed upon goals
- Get facts and do analyses before making decisions
- Divide responsibilities
- All team members contribute
- Challenge and play devil's advocate





# Presentation/Teaching skills



# Keys to Good Presentation

**P**lanning

**P**reparation

**P**ractice

**P**erformance

**Q**uestions

# Planning

- ☾ Who are you talking to?
- ☾ Why are you talking to them?
- ☾ How long have you got?
- ☾ What story are you going to tell?

# Preparation

- ◉ Outline and sketch slides
- ◉ Prepare slides
- ◉ Proof read
- ◉ Prepare notes -  
brief keywords and phrases, except  
maybe first couple of paragraphs

# Practice

- ❑ Practice, practice, practice
- ❑ Get feedback, and use it.
- ❑ Be ruthless - delete unnecessary information

# Performance

- Don't Apologise
  - Speak loudly & clearly
  - Use short simple sentences
  - Avoid jargon & abbrev.
  - Vary pitch, tone, volume, speed and pauses
  - Avoid distracting mannerisms
  - Relax, be enthusiastic
  - Make eye contact
  - Keep an eye on the time remaining



# Performance

Explain figures, and  
point to important aspects

Give a clear and concise summary,  
then stop.

Don't go overtime. **Ever.**

# In a work context . . .

**Personal Effectiveness** is often conceived as a set of competences, capabilities or qualities,

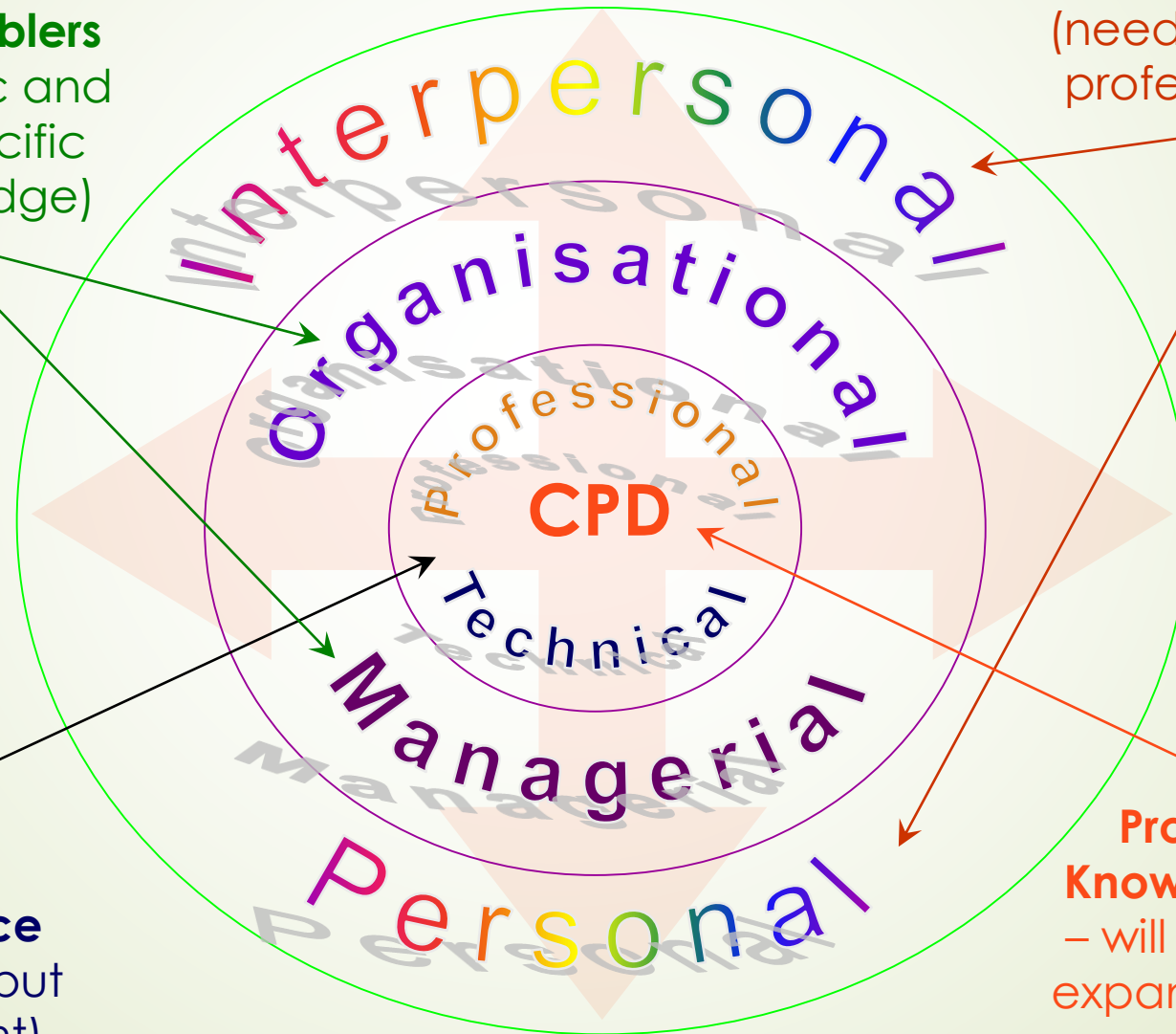
eg

- Concern with impact
  - Diagnostic use of concepts
  - Efficiency orientation
  - Proactivity
  - Conceptualisation
  - Self-confidence
- Use of oral presentations
  - Managing group processes
  - Use of socialised power
  - Perceptual objectivity
  - Self-control
  - Stamina and adaptability

People need a complex mix of specialist, generic and contextual knowledge, skills, behaviours and values

**Essential Enablers**  
(both generic and context-specific skills/knowledge)

**Core Competence**  
(necessary, but not sufficient)



**Survival Skills**  
(needed by all professionals)

**Professional Knowledge Base**  
– will evolve and expand over time

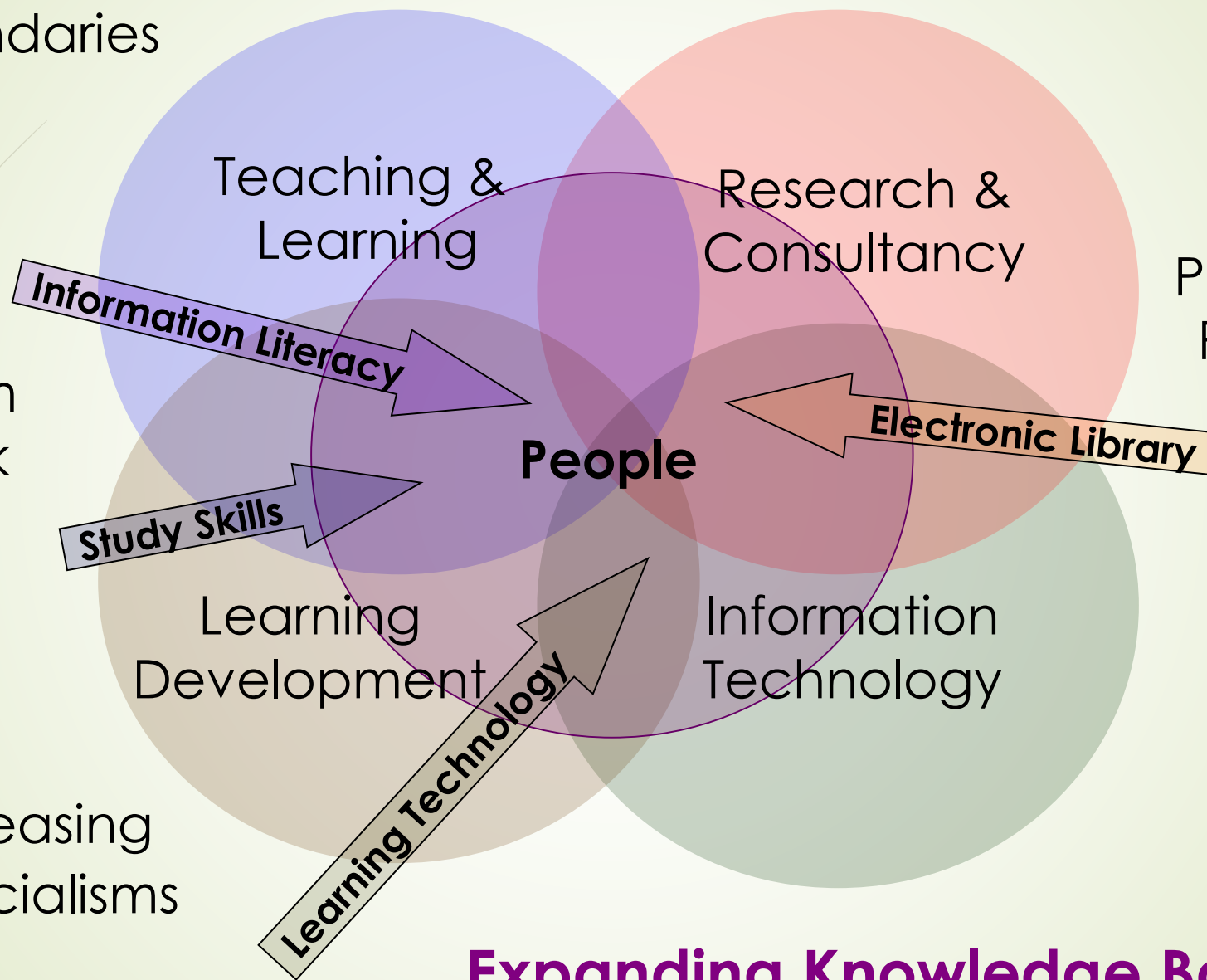
Overlapping  
Boundaries

Professional Partnerships

Project  
Roles

Team  
Work

Increasing  
Specialisms



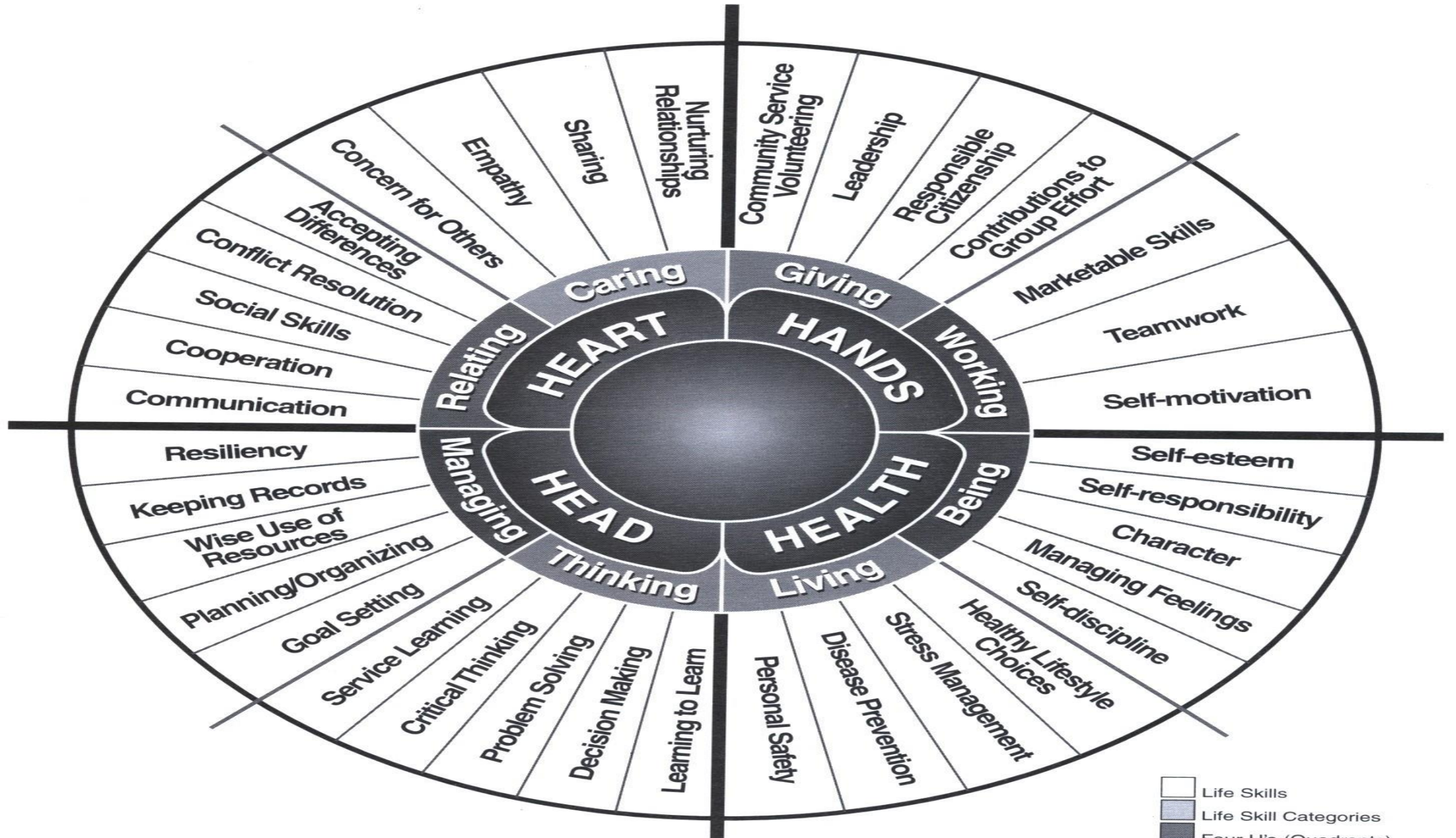
**Expanding Knowledge Base**

# Personal Development Options

- Challenging assignments
- Cross-functional projects
- Mentoring relationships
- Networking activities
- External secondments
- Speaking at conferences
- Carrying out research or consultancy work
- Undertaking further study eg MBA, Med Masters-level modules
  - Educational Informatics
  - Information Literacy Research
  - or MPhil / PhD



# Targeting Life Skills Model







■ Role of Strategic Management in  
Enhancing Industrial Effectiveness



# Industrial relations

- Industrial relations has become one of the most delicate and complex problems of modern industrial society.
- Industrial progress is impossible without cooperation of labors and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labor) and employers (management).
- Industrial relations (IR) is the management of the relationship between employers and employees
- Industrial relations is an art.



# Industrial relations

## ➤ Good Industrial Relations lead to:

- Discussions taking place on an ongoing basis
- Disputes over wages, working conditions and promotion can be settled without a strike

## ➤ Poor Industrial Relations lead to:

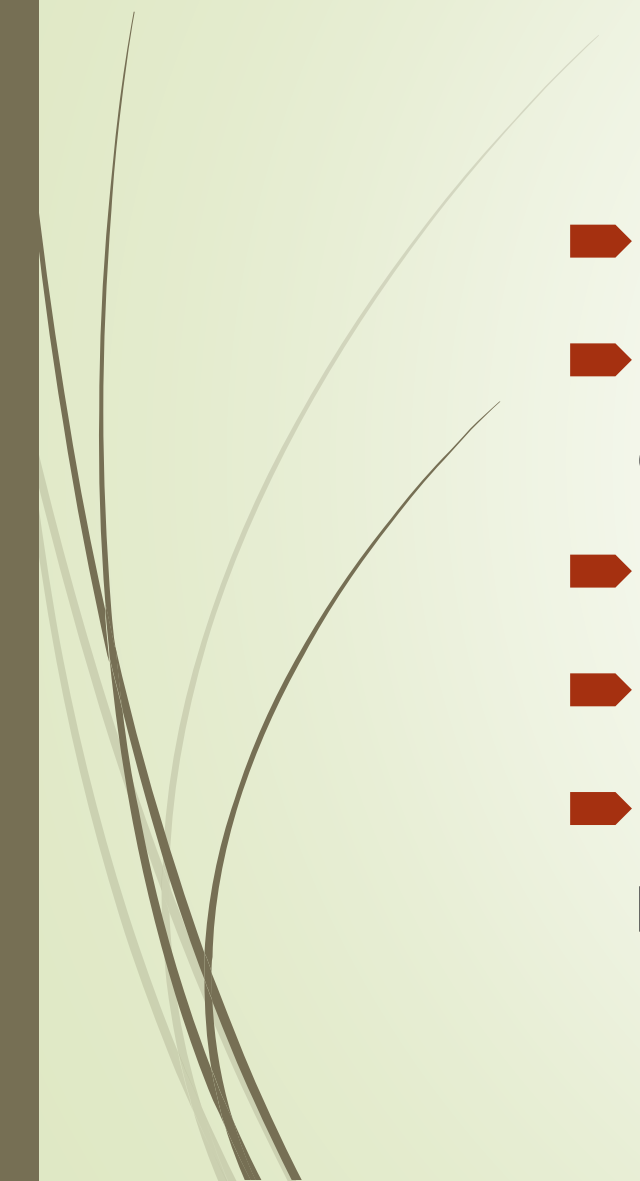
- Disputes and strikes
- Loss of pay for employees
- Loss of profits for employers
- Unhappy workers looking for new jobs

# Purposes of Industrial Relations

- To enhance economic status of worker.
- To avoid industrial conflicts and their consequences.
- To extend and maintain industrial democracy.
- To provide an opportunity to the worker to have a say in management decision making.
- To regulate production by minimizing conflicts.
- To provide forum to the workers to solve their problems through mutual negotiations and consultations with management.
- To encourage and develop trade union in order to develop workers collective strength.



# Why Employers Dislike Employee Union?

- Perception of reduced managerial Power.
  - Apprehension of increased cost & Loss of competitiveness
  - Threat to efficiency
  - Loss of employee commitment
  - Threat of strike & loss of respect/image/brand
- 



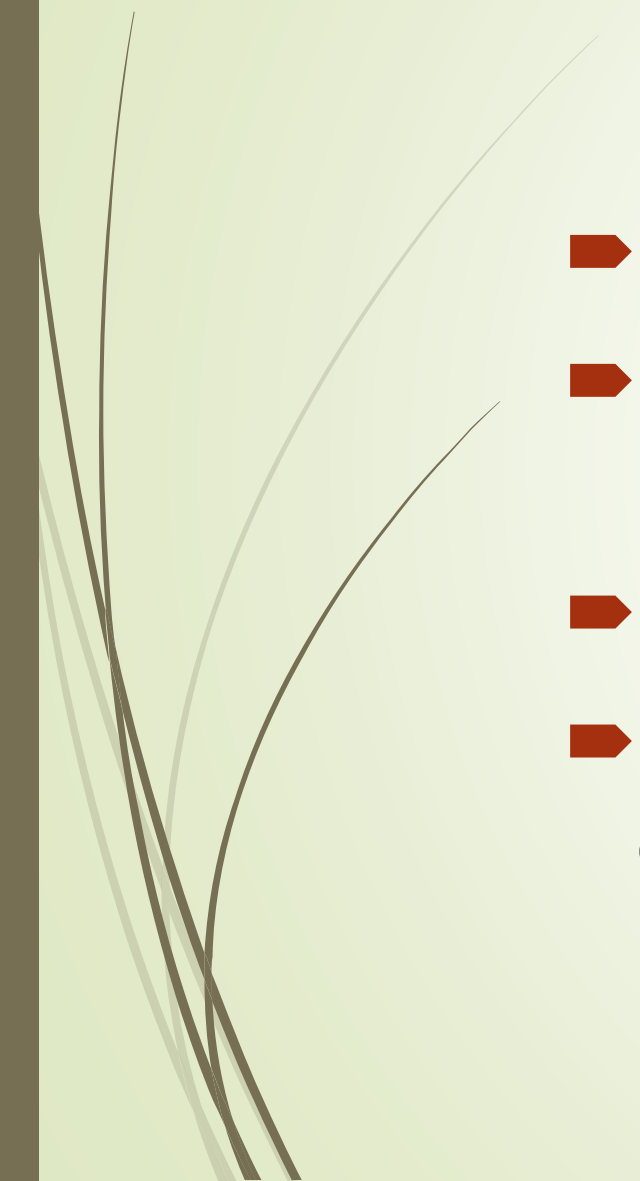
# Advantages of union involvement in management


- Advantage in Cutting Transaction Cost Down
- Cost Control Through Productivity Bargaining
- Credibility to Strategy Information
- Strategic Suggestion from Union
- Ease in Strategy Implementation
- Trade Union & Governance Advantage






# Potential Problems from Union Involvement

- Time Lost in Information Transfer
  - Union Bureaucracy & Barriers to Information Transfer
  - Legal Barrier to Union Involvement
  - Vulnerability to Source of Competitive advantage
- 



# Collective Bargaining as a source of Competitive Advantage

- Policy of wage Leadership
  - Supervisory Behaviour
  - Working Conditions
  - Managerial approach & attitude towards trade union
  - Participative Mgmt.
- 



# Development of Better Industrial Relations

- Invest in Developing Trade Union Leadership
  - Invest in Developing Administrators skill in Collective Bargaining
  - Institutionalize Access to Information
  - Institutionalize a Collective Bargaining Structure
- 



# Current practices in university administration

- The shape of global culture and economic balances have shifted as we made our way into the 21st century.
- The strict divide between public and private has been blurred and new relationships between the private sector and public sector have unfolded in response to global changes.
- These shifts and changes are reflected in some of the issues and challenges facing higher education today.
- Additionally, the cultural and political climate of the country is being challenged at some fundamental levels, and with this comes disagreement and conflict.



# Place Student Success at the Centre

- ❖ Provide excellent academic programs that challenge all students to achieve at a high level.
- ❖ Provide “high impact” educational experiences associated with student engagement and retention.
- ❖ Provide academic experiences that empower all students to contribute to a dynamic and complex world characterized by significant demographic and technological change.
- ❖ Create a service model that allows a one-stop approach to meeting student needs (real and virtual).
- ❖ Develop proactive systems and programs to support student success.



# Engage in cutting-edge research

- ❖ Implement organizational and administrative strategies to create meaningful collaborative partnerships with the community.
- ❖ Establish a unified strategic approach
- ❖ Implement new graduate, doctoral, professional and interprofessional education initiatives.
- ❖ Improve research laboratory and administrative support services.
- ❖ Enhance collaborative and cross-disciplinary research and educational programs within the science and engineering communities.






# Advance community engagement

- ❖ Increase Research by establishing and enhancing the capacity of the Office of Research and Development to attract funding and develop new partnerships across faculties and departments.
- ❖ Support faculty research, teaching, and service by connecting faculty to community organizations, city and regional agencies, and local foundations.
- ❖ Strengthen the educational system from the departments, faculties, centres and institutes.
- ❖ Develop systems to increase community members' access to academic and professional resources.
- ❖ Integrate students, faculty, staff, and services into the community.



# Embrace Diversity

- ❖ Provide an environment where all students, faculty and staff feel safe to pursue their personal, academic and professional goals.
- ❖ Provide a diverse learning and life experience to create culturally competent citizens.
- ❖ Recruit and retain a diverse campus community.
- ❖ Ensure diversity initiatives are actively reviewed and owned by the University community.



# Promote Research and Economic Development

- ❖ Expand the research enterprise.
- ❖ Create cross-disciplinary research, graduate programs, and strong community partnerships that support entrepreneurship, innovation and economic development.
- ❖ Develop and implement effective tools to manage physical assets and human resources.
- ❖ Build programs to develop the workforce to address current and future community needs.
- ❖ Strengthen innovations within the science and technology communities to increase technology transfer of intellectual property.