

1st Paper Presentation

ROLES OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN EFFECTIVE MANAGEMENT: SOURCES FOR GOOD GOVERNANCE

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INTRODUCTION

It has long been established that man is a social being. Hence, as a social organism, he lives with others in interacting populations. The interactions may however be voluntary or involuntary. In the view of Karl Marx (1818 – 1883), human beings are intrinsically, necessarily and by definition through social beings who, beyond being "gregarious creatures", cannot survive and meet their needs other than through social co-operation and association. So, for man to live in peace with fellow humans, his activities have to be managed properly and well-governed by self or others who have been saddled with such responsibilities.

Meanwhile, Information and Communication Technology (ICT) which was deliberately invented was introduced to help man in the process of information and communication management so as to enhance his interactions in the global world.

Therefore, this paper primarily focuses on man and his major activity on earth (interaction). It also dwells on how the entire man could be effectively managed through the use of ICT thereby resulting in good governance.

MAN AS A SOCIAL BEING

Surely, because man cannot live alone, he must socialize. In order to survive therefore, he has to satisfy some natural basic needs. He just must relate with fellow human beings for mutual dependency which is exemplified from birth between an embryo and his mother. However, this interaction is best captured Social Contract theory.

The concept of Social Contract theory is that in the beginning man lived in the state of nature. Then they had no government and there was no law to regulate them. Hence, in that state of nature, sections of the society were enmeshed in hardship arising from oppression. To overcome the inherent anarchy, they entered into two agreements:

Pactum Unionis wherein people undertook to respect each other and live in peace and harmony.

Pactum Subjectionis wherein people united together and pledged to obey an authority and surrendered the whole or part of their freedom and rights to an authority.

So, in order to ensure their escape from the state of nature, they must both agree to live together under common laws, and create an enforcement mechanism for the social contract and the laws

that constitute it. Thus, the authority or the government or the sovereign or the state came into being because of the two agreements which eventually led man into what is called the theory of *Social Contract*.

Social Contract by Thomas Hobbes

Man's life in the State of Nature was one of fear and selfishness. Man lived in chaotic condition of constant fear. Life in the State of Nature was 'solitary', 'poor', 'nasty', brutish' and 'short'. Man has a natural desire for security and order. In order to secure self-protection and self-preservation, and to avoid misery and pain, man entered into a contract. This idea of self-preservation and self-protection are inherent in man's nature and in order to achieve this, they voluntarily surrendered all their rights and freedoms to some authority by this contract who must command obedience. As a result of this contract, the mightiest authority is to protect and preserve their lives and property. This led to the emergence of the institution of the 'ruler' or 'monarch', who shall be the absolute head. Subjects had no rights against the absolute authority or the sovereign and he is to be obeyed in all situations however bad or unworthy he might be. However, Hobbes placed moral obligations on the sovereign who shall be bound by natural law.

Hence, it can be deduced that, Hobbes was the supporter of absolutism. In the opinion of Hobbes, law is dependent upon the sanction of the sovereign and the Government without sword are but words and of no strength to secure a man at all'. He therefore, reiterated that civil law is the real law because it is commanded and enforced by the sovereign. Thus, he upheld the principle of 'Might is always Right'

Social Contract by John Locke

Contrary to Hobbes theory, John Locke believed that the life of man in the State of Nature is not as miserable. It was reasonably good and enjoyable, but the property was not secured. He considered State of Nature as a Golden Age'. It was a state of peace, goodwill, mutual assistance, and preservation.

So, the State of Nature was a 'state of liberty', where persons are free to pursue their own interests and plans, free from interference and, because of the Law of Nature and the restrictions that it imposes upon persons, it is relatively peaceful. man in the State of Nature felt need to protect their property and for the purpose of protection of their property, men entered into the 'Social Contract'.

Under the contract, man did not surrender all their rights to one single individual, but they surrendered only the right to preserve / maintain order and enforce the law of nature. The individual retained with them the other rights, i.e., right to life, liberty and estate because these rights were considered natural and inalienable rights of men. In Locke's view, unlimited sovereignty is contrary to natural law. Hence, he advocated a state for the general good of people. He pleaded for a constitutionally limited government

Social Contract by Jean Jacques Rousseau

According to JJ Rousseau, social contract is not a historical fact but a hypothetical construction of reason. Prior to the Social Contract, the life in the State of Nature was happy and there was equality among men. As time passed, however, humanity faced certain changes.

For Rousseau the invention of property constitutes humanity's 'fall from grace' out of the State of Nature. For this purpose, they surrendered their rights not to a single individual but to the community as a whole which Rousseau termed as 'general will'.

Through Social Contract, a new form of social organization- the state was formed to assure and guarantee rights, liberties freedom and equality. The essence of the Rousseau's theory of General Will is that State and law were the product of General Will of the people. State and the laws are made by it and if the government and laws do not conform to 'general will', they would be discarded.

Thus, Rousseau favoured people's sovereignty. He based his theory of social contract on the principle of "Man is born free, but everywhere he is in chains".

BASICS OF ICT

Indisputably, we are in the digital age where the use of Computer and its accessories play a significant role! So, **Information and Communications Technology (ICT)** may simply be said to be all technologies which combine to allow people and organizations to interact in the digital world. According to Wikipedia, **ICT** is an extensional term for information technology (IT) that stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals) and computers, as well as necessary enterprise software, middleware, storage, and audiovisual systems, that enable users to access, store, transmit, and manipulate information. ICT is a conglomerate of both hardware and software components as captured in Fig. 1 below:



Fig. 1: ICT as a combination of Software and Hardware components

Meanwhile, the following concept map (Fig. 2) depicts major activities within ICT

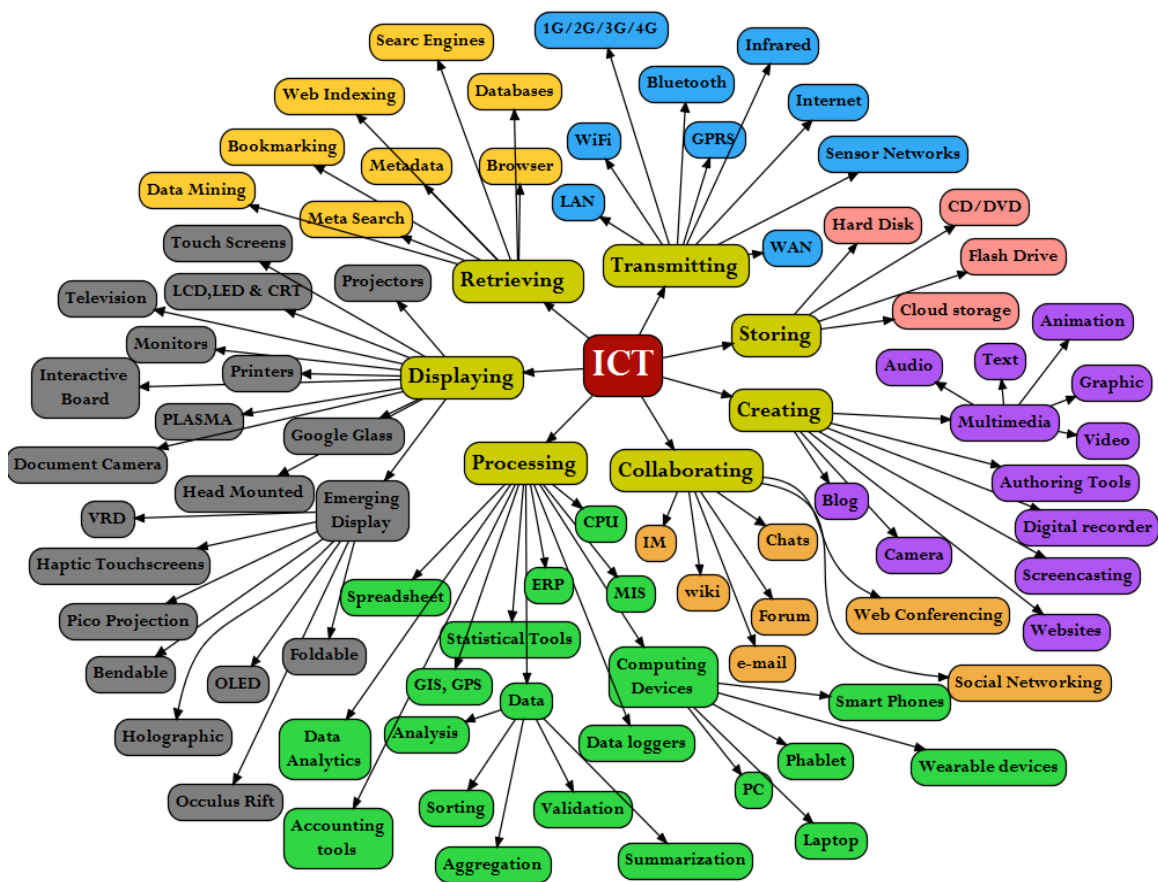


Fig. 2: Major activities within ICT

FUNDAMENTALS OF MANAGEMENT

Management is doing things right. It is the discipline of proper planning, organizing, leading and controlling an organization. In Summary, **Henri Fayol** (1841–1925) has submitted that

management operates through five basic functions, namely: planning, organizing, coordinating, commanding, and controlling.

- **Planning:** Deciding what needs to happen in the future and generating plans for action (deciding in advance).
- **Organizing** (or staffing): Making sure the human and nonhuman resources are put into place.
- **Coordinating:** Creating a structure through which an organization's goals can be accomplished.
- **Commanding** (or leading): Determining what must be done in a situation and getting people to do it.
- **Controlling:** Checking progress against plans.

Types of Management

Management has many faces. This implies that managers have many styles and management has many types. The following are some of the popular types of management:

- *Strategic Management:* Strategic management looks at an organization's overall strategy formation and execution with the goal of growing and sustaining competitive advantage.
- *Public Relations:* Managing communications between an organization and the public.
- *Operations Management:* This type of management is a broad field that describes everything from manufacturing management to retail management.
- *Supply Chain Management:* Managing the process of moving a product or service from supplier to customer.
- *Procurement Management:* Managing the acquisition of goods and services from external sources.
- *Financial & Accounting Management:* Managing financial and accounting processes and teams.
- *Human Resources Management:* Responsible for attracting, hiring, training, compensating, rewarding and managing the performance of employees. Human resources play a key role in forming and overseeing an organization's culture.
- *R&D Management:* The management of research & development processes and teams.
- *Project Management:* Project management is the planning, organization and control of projects.
- *Risk Management:* Risk management is the discipline of identifying, assessing and controlling the chance that objectives and processes will have negative consequences.
- *Change Management:* Change management applies a structured approach to business change. The goal of change management is to help organizations and teams make smooth transitions to target states.
- *Knowledge Management:* Knowledge management enables the identification, creation, representation, distribution and use of knowledge. In a knowledge driven economy, this has become a critical field.

Others include: Marketing, Design, Sales, Facility, Quality and Engineering Management.

What then are the different management styles opened to a manager? In line with the work of Kurt Lewin (1890-1947), management/leadership styles could best be captured in the figure below:

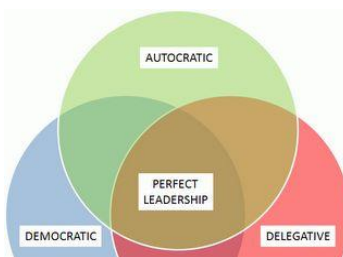


Fig. 3: Management Styles

Democratic Leader: He looks for consensus from his or her team, or at the very least is open to their opinions. A democratic leader also tries to be open and approachable. It can also lead to a quagmire when it's overdone, but generally this seems to be the most effective management style.

Authoritarian Leader: Also called "Autocratic" manager, this style of leadership may not be the most pleasant for underlings, but it can be very effective. The authoritarian leader sets a high bar and expects results. This is perhaps a necessary form a leadership in a crisis, but in other situations it can lead to disaffected workers and burnout.

Laissez-faire Leader: Also called a delegative leader. this leadership style allows its people get on with it. The better laissez-faire leaders will check in with their employees and provide guidance. While this can work out well if employees are self-motivated, it tends to be the least productive management style.

However, it should be established that there is no perfect management style. The best leaders combine different methods, changing up their styles as the situation changes.

ROLES OF ICT IN MANAGEMENT

To enhance effective and efficient management, different software tools have been developed. These include:

- *Risk Management Software:* This can help organization avoiding and managing risk in business. It enables to balance risk and reward in business. It's about embedding risk management into everyday processes at all levels of the enterprise to truly drive business towards success. These are helpful in managing banking and financial services, government service and insurance services.
- *Performance Management Software:* This ensures data quality, transparency and relevance for action. It can help in understanding how cost and value flow through the organization, forecasting and predicting future outcomes for optimization of resources and value creation, understanding success and failure of organization, building strategy and taking decisions.
- *Sustainability Management Software:* This provides an integrated environment for predictive and descriptive modeling, data mining, text analytics, forecasting, optimization, simulation, experimental design and more. From dynamic visualization to predictive modeling, model deployment and process optimization.

- *Business Intelligence Software:* This provides information at right time and in the right format. By integrating data from across r enterprise and delivering self-service reporting and analysis including statistics, predictive analytics, data and text mining, forecasting, and optimization – all integrated within the business for better, faster decision making.
- *Customer Intelligence Software:* Help to gather and present data to enable precision forecasting, decision optimization, inventory management and sales performance reporting.
- *Financial Intelligence Software:* This provides integration and cleansing of all financial data, budgeting, forecasting, score carding, simulation, risk management for the accuracy of plans and budgets to enhance profitability.
- *Human Capital Intelligence Software:* Helps organizations analyze and optimize their work force. This helps in achieving predictive information that helps to take strategic human capital decisions.
- *Information Management Software:* This ensures that right data is provided with a high degree of confidence to relevant processes and applications to improve decision making.
- *Supply Chain Intelligence Software:* Supply Chain Intelligence delivers an advantage to organizations by helping them turn data into knowledge and develop unique insights about their demand patterns, supply networks, operations and customer service requirements. The result is improved efficiency and effectiveness of the overall supply chain, increased profits and higher customer satisfaction

ICT, MANAGEMENT & GOOD GOVERNANCE

Governance is defined by the organizational processes used to make and implement decisions. Good governance is not necessarily making only the “correct” decisions. It is using the best possible risk management process to inform decision-making, which has the potential to impact employees, customers, other stakeholders, and the community at large.

ICT helps tremendously in the areas of accountability, responsiveness, transparency, citizens’ participation, efficiency and effectiveness which are the fundamental requirements of good governance.

Hence, with the roles enumerated above, it is crystal clear that ICT in management is an antidote to good governance. For instance, when information is well managed and disseminated to the citizenry at a very high speed and accuracy, governance becomes simple because decision making would be done without stress.

Furthermore, apart from the fact that ICT tools can also help in incorporating skills needed for managing challenging governance situations, it provides the platform for good financial management which is necessary to build the integrity of government.

CONCLUSION

ICT is the conduit which transmits information and knowledge to individual to widen their choices for economic and social empowerment. A successful ICT application in management

would give one-stop solutions to governance challenges. The only requirement is that it should be well-crafted so that the managers and those being managed are integrally interlinked and knitted.

However, no matter how ICT is deployed, it should be used cautiously so that we do not fall victim of what Albert Einstein (1879 – 1955) predicted some decades ago:

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2nd Paper *“I fear the day that technology will surpass our human interaction. The world will have a generation of idiots”* **Presentation**

THE ROLE OF **ICTs IN THE**

MANAGEMENT OF BROADCAST MEDIA ORGANIZATIONS

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INTRODUCTION

There is no denying the fact that any broadcasting station that is desirous of maining a lead position in today’s highly competitive media industry the world over, must of necessity,

strive to acquire and utilize state-of—the-art information and communication technologies in its daily news programme transmission. Anything short of this, will inevitably spell doom for such media organization.

In fact, the acquisition, utilization and application of information communication technologies in media practice today make the whole activity less cumbersome, faster and error proof. The foregoing view is in tandem with realistic scholarly position adopted by Maid (1996:113), who posits that new information gathering, processing, storage, retrieval and transmission, making information available evermore widely, rapidly and less expensive. They cannot only gather, process and disseminate information, they can also arrange, marshal and select information rapidly.

But the truth still remains that the acquisition, utilization and application of these advanced media technologies by Federal Government owned media outfits in their daily news gathering, packaging and transmission is still inadequate. Indeed, the recent survey carried out by the author of this book in his bid to find out the current state of acquisition and utilization of ICT facilities by public service broadcasters, particularly , revealed that the provision of such sophisticated new gathering and transmission equipment is still insufficient. Available statistics in this area clearly indicate that Broadcast Media Organizations -the focus of this paper, has not fully embraced the use of ICT facilities in the overall packaging and transmission of news programmes to its teeming audience.

Oduh., (2019 : 10) seems to agree with the foregoing viewpoint when he stated that although the station has embraced the use of information and communication technologies in the packaging and transmission of its news programme, yet such sophisticated communication equipment are still inadequate. Idemili et al (2007:184) seem to lend credence and support to the above line of thinking when they posit that these new communication technologies available in media in Nigeria are a few studios in broadcast media, which coin some operational tools like digital video camera, wireless microphone, instant replay memory machine, editing machine and computers that enable quality production. They further buttressed that outside these communication equipment, one could easily find obsolete equipment like sound mixer, output programme machine, audio console, etc.

Affirming this state of inadequacy in the area of acquisition and utilization of new communication technologies by most broadcast media organizations in the country, Aniebona (1980:9) states that many developing nations have the unenviable task of using and operating technologically sophisticated equipment in a technologically backward environment. The above viewpoint presupposes that in spite of the much-touted technological improvement, there are still gaps in the media world especially in developing countries like Nigeria.

Problem Statement

Available statistics in the area of information and technology scene in Nigeria today clearly indicate that most private and public owned broadcasting outfits have somehow embraced the use of digital programming and broadcast, though their effort in this direction is still inadequate. This prevailing scenario in the acquisition and utilization of new communication technologies for the daily transmission and dissemination of information by public broadcast media organizations still raise some eyebrows. This is the *raison d'être* for this book, which is motivated primarily by the fact that in Nigeria and many other developing countries, little light has been thrown on how Federal Government owned broadcasting organizations acquire and utilize modern communication technologies in the overall packaging and transmission of their news programmes. This is to say that the state of acquisition and utilization of these new communication technologies by most public broadcasting outfits in Nigeria and indeed Africa is at variance with what obtains in the developed countries.

However, this part of this book seeks to provide answers to the following research questions

- i. How did Broadcast Media Organizations come into being?
- ii. What constitutes the station's mission statement, philosophy, functions and objectives? Has the station actually lived up to the expectation in terms of accomplishing its set objectives? If yes, how? But if no, what are the major constraints restraining it from accomplishing its objectives since its inception?
- iii. What is information and communication technology?
- iv. What is the existing body of knowledge in the area of ICTs worldwide, especially as it concerns broadcasting?

- v. Has fully embraced the use of new communication technologies in its overall packing, preselection and transmission of news programmes to its teeming audience?
- vi. What roles, if any, do new information and communication technologies play in revolutionizing the communication systems, particularly in the area of broadcasting in a developing country like Nigeria?
- vii. What constitutes the broadcasting equipment the station is using at present in its daily operation?
- viii. What are the challenges facing , in their march to maintain a lead position in news programme transmission in the country?
- ix. What are the strategies for re-positioning the broadcast stations for better performance?

Indeed, answers to these and other questions will be provided by the time we come to the end of this paper. However, attempts will be made in this paper.

Information and Communication Technology: An Overview

The term Information and Communication Technology is a combination of Microelectronics with computing and telecommunications. It is also complex mix of different forms of technology, which human beings use to exchange messages electronically.

The UK Department of Industry defines ICT as the acquisition, processing, storage and dissemination of vocal, pictorial, textual and numerical information by a microelectronics based combination of computing and telecommunications. Still, some experts see it simply as the science and activity of storing and sending out information by using computers Nwodu and Fab-Ukozor (2003:76) in Adeosun et al, (2018):60) see ICTs as a generic name that encapsulates a number of communication and social values instantaneously from one corner of the world to another.

At times, the definition of information and communication technology (ICT) and information technology (IT) are synonymous. For this book, the terms IT and ICTs will be used almost synonymously. Based on this, let us examine this all-encompassing concept from different angles and perspectives.

Foster in Adoya defined information Technology as the group of technologies that is revolutionizing the handling of information and embody a convergence of interest between electronics, computing and communication. Duncome and Hecks (1999:17) in Odu (2019):173) seem to simplify the meaning of the concept when they described ICTs as electronic means of capturing, processing, storing and disseminating information.

According to the United Nations Economic Commission for Africa, ICTs cover internet services provision, telecommunications equipment and services, information technology equipment and services, media and broadcasting, libraries and document centres, commercial information providers, network based information services and other related information and communication activities.

Indeed, ICTs involve many ranges of technologies that are grouped into two major modes. These are the telecommunications and the computer communications. Digital and cellular phones (like GSM) telephones, fiber-optics, microwaves technology, satellite communications, transistor, video discs, telex, tele-text, digital broadcasting systems, facsimiles, microprocessors, computers, internet, among others. These media technologies have combined to enthrone speedy, faster and easier gathering, processing and distribution of news and information around the world.

Conceptual Framework and Insight into Relevant Literature

The existing body of knowledge in the area of acquisition, utilization and application of new communication technologies by Public owned media organizations in Nigeria for packaging and transmission of their news programmes can be traced back to late eighties and early nineties. These periods brought with them several developments that propelled changes in the broadcasting scene in Nigeria and other developing nations. These meaningful changes in the broadcasting arena increasingly necessitated freedom of expression and also enhanced press freedom. Some civil right activists who were at this time vociferously campaigning for a new political dispensation inevitably linked political reforms with the need for alternative channels of information dissemination. Within this period in history, there was unbridled agitation for liberation of the airwaves. This is to say that there was serious demand for issuance of licenses to private individuals to legitimately establish private radio and television stations. It is against this

background that the body of knowledge in the area of acquisition and utilization of modern media technologies by public owned media outfits in Nigeria will be anchored on.

Advancement in digital technology ushered in the information era, information, doubtless, has become a fundamel factor of production alongside capital and labour (Ndukwe 2003). At the Annual symposium of the Information Technology and Telecommunication Trade Group of the Lagos chambers of commerce and industry, Engr. Ndukwe, the current Executive Vice Chairman of the Nigerian Communication Commission (NCC), stated that the world is in the midst of an information revolution and in modern day Nigeria, telecommunications is one of the most dynamic economic sector, a sector that was not too long ago relatively unknown. He further posits that today's technologies for the digital age are different. They are indeed different because they are more complex and require a minimum level of education to be able to use it even when the access exists.

Similarly, Jeremy Weate, Project Manager with the British Government Department for Internal Development (DFID) and famous blogger posits that the world impact phenomenal infraction on the broadcasting world in the near future. In a paper presented at the recent ENNOVATE EXPO, which examined the blogging phenomenon in the modern world, Weate had expressed reservation about the sustainability of the broadcast industry as currently structured. He contended that it is difficult for broadcasting to survive in the traditional sense in the face of the emerging media.

The truth is that the nature of financial investment required for setting up television and radio stations is such that necessitates corporate or government, which makes users generate content, as is obtained from blogging, particularly appealing across the world. Weate further opined that the blog would continue to challenge conventional news media including broadcast media.

Indeed, assess to telecommunications and information technology holds key to the nation's ability to responde to the demand of its position in the new world order. Assess to basic telephone services must be reasonable expectation of every person that lives within the shores of Nigeria. Engr, Ndukwe further stated that in most states of Nigeria, the literacy divide is high. He contended that there is need for government to focus on policies that can raise the literacy level

in their societies. He advocated that Youths must be exposed to the most basic of education to equip them for participation in the digital age.

Beyond the literacy divide, Ndukwe is of the opinion that what must occupy the time of policy makers is the infrastructure divide. He posits that in Nigeria, the telephone penetration is growing fast, but still shockingly low internet penetration also does not match even the level of literacy that exists. Three major technologies according to him, hold the key to solving the challenges of accelerating digital access to most Africans within the shortest possible time. Mobile communications, VSAT and Internet. There are indeed other technologies such as optic fibre transmission links, microwave transmission links, fixed wire line and wireless links also have major relevance in the infrastructure built out equation and must also be accorded due attention. The ICT environment in Nigeria indicates that we are still faced with the challenge of harnessing effectively a complex array of technologies and systems available to achieve the goal of providing telecom access at breath-taking speed.

The Role of New Communication Technologies in Revolutionizing Communication Systems in Nigeria

The new communication technologies provide us with the opportunity of obtaining accurate, timely, relevant, appropriate and adequate information for decision making in persons and corporate spheres. The speed, efficiency and reliability of these devices make them pillar upon which economic and political system in the international community rest. With the satellite television, every part of the world is linked to all the happenings in other parts and watch simultaneously and instantaneously. With the GSM, one can obtain information about important events that enjoy coverage of issues, subjects, or organizations, speedily, cheaply and in minute details.

It is also evident that if properly utilized and applied, the new technologies can contribute to the fight against poverty by offering enormous opportunities to scale down social and economic inequalities and support at sustainable wealth creation. The new communication technologies play key roles in enhancing the growth of productivity and competitiveness. It can also be used as a powerful tool for improving the quality and efficiency of government services. The new technologies offer great opportunities especially in places where resources are scarce and

geography is obstacle to communication. Without doubt, the new communication technology has a way of bringing people together irrespective of distance.

Information they say is power and people need affordable access to information that holds the chord of survival. Information about market prices for the goods they produce, about their rights as citizens and about access to health care services, education and skills that can improve their lives. The ICTs create opportunities for the expansion of the reach, availability and impact of information and knowledge for the development of communities.

Writing on the role of ICTs in EU's policy on Development cooperation and fight against poverty, Paul Nielson, European Commissioner for Development and Humanitarian Aid, posits that if properly applied, ICTs cease to be luxury item for the rich and become enabling technology to empower the poor...instead of creating a divide, the very same technology can create a digital bridge.

The prevailing technological equipment in broadcast media

The purpose of the segment is to take stock of the existing technological equipment in the Broadcast Media Organizations.

Outside Broadcasting (OB VAN)

In our recent interview with the Director of Engineering Department, Engr. Omeche admitted that the station has made some remarkable imprints in the acquisition of some modern information and communication technologies, which among others include outside Broadcasting (OB VAN).

Indeed, outside broadcasting van (OB VAN) deals with the coverage and recording of an event in the field, for use by the broadcast station. The mobile van is a complete studio in the field. The equipment and facilities are usually housed in a vehicle, specially designed to accommodate them in to take the specific units, required for production (Owuamalam 2007). For instance, there is a provision for the switch board that deals with video inputs; the console that handles sound inputs, an editing suite that fits recordings to technical and aesthetic requirements, as well as a micro-wave uplift that transmits the signals from the vehicle to the base station, where they are downloaded and used on the station frequency. One of the major strengths of the outside broadcasting is that events are recorded in their real settings, which enhance actuality and

believability. The natural environment or setting where the event occurs and its sound makes coverage realistic and devoid of the use of special effects in embellishing the aesthetic value of the production.

Digital Satellite News-Gathering (DSNG)

The broadcasting station also acquired the Digital satellite news gathering (DSNG) gadget during the COJA 2003 under the leadership of the then General Manager, Mrs. Igho Igbinedion. The DSNG uses satellite up-lay field news events to the satellite for downloading and use by the station, as the need may arise. Quite unlike the OBVAN, the DSNG has additional two big camera lens that are usually mounted on a tripod stand, which facilitates steady shot while covering a given event, Engr. Omeche disclosed. The Electronic News Gathering (ENG) has one RD CAM and DV CAM. This camera is very strong and it can be used for film shooting.

The Stations Studio:

The Broadcast Media Organizations (has two studios, studio A and B. in studio A, the station has two old, antiquated cameras and three new ones, while studio B houses two old cameras. The new better CAM cameras were given to the station by Mrs. Ogho Igbinedion. The station also has outside cameras. It also has analogue cameras M³⁰⁰⁰ and two spoilt D⁹⁰⁰⁰ digital cameras that are yet to be repaired. It is imperative to note that the station bought **two** D⁹⁰⁰⁰ cameras but only **one** is currently in use.

Editing Studio

At the editing studio, the station has two super video home service (VHS) and one DSR 11 DV CAM. This is a deck used for playing DV tapes.

Studio Light

In terms of lighting, studio 'A' has two footlight. The two footlight are supported with 1000 watts halogen bulbs. This is however not good enough for better vision, the quality of the video camera not withstanding. The studio cameraman operates the two footlight due to the absence of functional floodlight, which an experienced lighting officer is supposed to operate. The

availability of OB VAN and DSNG often help the station to easily hook u to national network directly.

Among the five stations earlier mentioned in this book, , is the only station that can easily connect to national network directly. This very feat cannot be dissociated from the availability of OBVAN and DSNG, which easily hook-up the station to the International Telecommunication satellite (Intelsat 907). Prior to the acquisition of these powerful communication gadgets, the only way the station could send news to the network was by courier service, which served as the then network center, to deliver the tapes. The hazards and occasional delays precipitated by such frequent trips to and fro a remote city like Lagos just for the sake of dispatching videotapes is better felt than described.

Editing Suite

The broadcasting studios also have editing suites with computer editing systems that facilitate easy and fast editing of news and programmes recorded n video tapes. It is worthy to note that at the moment, the station uses DVD cameras and taps, which facilitate quality picture productions as opposed to VHS camera and tapes.

Transmitter

The is still using a transmitter installed in 1959 with its attendant incessant breakdown. Ben Bruce gave the transmitter to the station. The station has a mini-station at Abor, which it usually reverts to when breakdown in transmission occurs. Late Dr. Akanu Ibiam installed this mini-station.

Sound System

The station has a newly installed sound system that can play VCD and DVD players. The sound system can also be used for audio and DVD recording respectively.

With the help of these modern communication gadgets, the station has been able to package a lot of quality programmes that touch on the lives of its variegated audiences.

The Challenges Facing Broadcast Organization in Nigeria

Inadequate Procurement of State-of-the-art Broadcasting Equipment

It is disheartening to point out that , which claims to be the station for excellence in terms of broadcasting in Nigeria, is still making use of analogue broadcasting equipment. Although has in recent times acquired modern information and communication technologies, yet such equipment are still inadequate.

Politically Motivated constraints

It is no secret that the greater percege of the problems faced by the government owned broadcasting outfits in politically motivated. This accounts for the reason why the private owned broadcasting firms in the country thrive to the detriment of the government owned broadcasting organization.

Experience has shown that most of the ex-governors in various states of the Federation established their own electronic media outfits to the utter neglect of he prevailing government broadcasting outfits in the country. The is not left out in this political warfare as most these privately owned television stations like the African Independent Television (AIT), Silver Bird Television, to mention but a few, may including ‘artificial problems’ in , to enable their television stations flourish to the detriment of the government owned broadcasting outfits in Nigeria.

Staff Recruitment-cum-other Manpower-Related Problems

This is one of the vitiating factor that have negatively affected the station since its inception. Buttressing this point, the Deputy Director, New, Mr. Frank William stated that the manpower distribution in is top heavy. He confessed that as a matter of policy, the station hardly employ fresh University graduates, rather the management make do with what they have as old staff who served the establishment for many years, advance to top leadership positions. Mr. Williams admitted that even the little number of graduates working with the station presently are those forced on them by them by the powers that be. He however lamented the crop of graduate working with the station neither possess the requisite skills nor experience. The truth is that a good number of non-professional staff currently working with the station joined the broadcasting outfit through ‘**Command employment**’. This is process whereby a middle level management

staff of the station in charge of recruitment of staff receive orders from his superiors to employ a candidate, the latter sent of them by the former without passing through the rigorous processes of Job interview. This mode of staff recruitment runs conducting staff recruitment exercise in State. This new generational approach to recruitment of staff of the station being designed and foisted on the broadcasting outfit by the top management staff; is double less anti-theatrical to the overall progress, growth and technological advancement of the station.

Lack of Operational Desk System

The station, unlike its counterparts in advanced countries of the world, does not have operational desk system. Expectedly, like television stations in developed nations suppose to have social, economics, political, cultural and technological desk system, where specialists with proven competence are employed to man each of the management of these desks, so that news and programmes originating from the afore stated desks will be given expertise treatment. In spite of the long cherished strengths of this broadcasting system, the operational desk system is non-existing in . Mr. Williams Bemoaned the complete absence of functional desk system in public broadcasting outfits in the country as apposed to media practice in advance countries where this type of broadcasting system exists. He also disclosed that the prevailing ICT facilities in Broadcast Media Organizations, are not comparable to highly sophisticated ICT facilities prevalent in most international news organizations such as the CNN, VOA, BBC, etc.

Inadequate Manpower training and Development

The non-disbursement of financial allocations to coupled with the fact that the station is not a commercial centre-the two factors put together have negatively affected the training of the engineering and media personnel of the station for the acquisition of technical know-how, skills and knowledge needed for the effective and efficient persecution of their responsibility. There are obvious administrative lapsers in the training of some key media personnel whose duty is to handle or operate the new sophisticated information and communication technology gadgets. Most of these sophisticated digital communication equipment are especially designed to enhance the audio-visual quality of news and programme production and transmission. This particular constraint has been a thorn in the flesh of the station as reporters and media managers who

suppose to imbibe and acquaint themselves with modern techniques or styles of going about their routine duties remain stagnant.

Occasional Breakdown in transmission

The station had sometime in the past recorded some breakdowns in transmission resulting from faulty technical equipment or incessant power outages. Not to mention the amount spent to run the power generating sets which now serve as the main power source while the National Electric Power Authority (NEPA), Which later metamorphosed to Power Holding Company of Nigeria (PHCN) becomes their expected stand by power source if it would be available (Olufemi, 2003:3).

Strategies for Repositioning Nigerian Television Authority (), for Better Performance

The purpose of this segment of this chapter is to examine some resulting oriented strategies for reactivating revitalizing and repositioning the Broadcast Media Organizations (for better performance. The under listed remedial options are hereby recommended.

- Up grading of the station's operational equipment – Engineering and communication gadgets.
- Disbursement of monthly / quarterly subventions;
- Conferring status of commercial centre on the station
- Genuine liberalization of the station;
- Recruiting staff on the basis of proven competence and acquisition of requisite ICT skills and experience;
- Discouraging politicians from undermining the continuity and sustainability of Federal government owned broadcasting stations in Nigeria;
- Introduction of operational desk system in Federal government owned broadcasting stations in Nigeria.
- Training and re-training of its administrative and engineering staff;
- Adequate motivation of the staff of the station;
- Less government influence on the day-to-day management of the station;

- Providing adequate security for members of staff placed on odd hour routine duties;
- Awarding contracts to reputable communication firms for the purchase and installation of standard communication firms for the 21st century broadcasting; and
- Bringing management function (Planning, organizing, staffing, directing, controlling and co-ordinating) to bear on the overall administration of station.

To ensure optimal performance, the prevailing analogue communication and engineering equipment should be replaced with digital communication gadgets. This is to say that the management of should procure more digital photo cameras, Digital satellite of News Gathering (DSNG), International Telecommunication Satellite (Intelsat 907) teleprompter as well as procurement of sophisticated GSM hand sets with audio-visual components for effective and efficient news and programme processing, storage, retrieval and transmission. Moreover, the management should endeavour to produce more footlight, floodlight and the station's two studios should be superbly treated with acoustic materials to overcome the ever-recurring problems of echo and reverberation that often distort news and programme production and transmission. The two studios should be furnished with state-of-the-art broadcasting equipment to enhance news and programme production as well as transmission of signals. The station should also be provided with automatic switchover generating sets to avoid occasional breakdown in transmission occasional by incessant power outages.

In the same vein, the conferment of the status of commercial centre to the , like Lagos and Kaduna stations will help the station to generate as much funds as possible. The gains derivable from making a commercial centre cannot be quantified in abstract terms. Indeed, the commercial centre status will give the cutting edge to meaningfully engage itself in commercial ventures of varying dimensions. Besides, wealthy individuals, business moguls, multi-national companies and notable institutions would like the station to advertise their ideas, products and services for them no sooner the station is transformed to commercial centre. There is no doubt that the beehive like commercial activities that such elevation will bring to the station, will increasingly boost its economic buoyancy, productivity and financial viability and stability.

By genuine liberalization of the station, we mean that government and other influential political figures in the country should give the management of the station the free hand to operate. The national Broadcasting Commission (NBC) should encourage massive investment in television

broadcasting sector of the Nigerian economy. This means that the leadership of NBC should license more private owners who will on the long run give impetus to the improvement of the quality of services; reduce cost of airtime and advert placements as well as provide subscribers and viewers with option of services. This strategy will create healthy competition between private and public broadcasters in the country. This will on the long run lead to reduction in the cost of advert subscription, improvement in the quality of service delivery and above all, provide in-built mechanism to check government interference in the affairs of public broadcasting stations in Nigeria.

In addition, recruitment of staff of , should be based on proven competence and the applicants should show evidence of acquisition of requisite ICT skills and experience. There is the proclivity that this option will increasingly boost the productive and managerial efficiency of the station, as more qualified and competent media personnel should be employed to handle specific task as it concerns their area of specialization.

The leadership of NBC should propose a bill, prohibiting politicians, especially the state governors in Nigeria from establishing their own private television stations to the utter neglect of government owned broadcasting stations while in office. Instead, governors should continue to fund public broadcasting stations in those states being administered by them. The proposed bill should be sent to the National Assembly to ensure its swift passage into law. This bill when passed into Law will facilitate the continuity, financial viability and sustainability of public broadcasting stations in the country.

Similarly, the management of should introduce operational desk system in its various stations in the country. This option will particularly help , to possess functional social, economic, political, cultural and technological desk systems, where specialists in different disciplines with proven competence in diverse areas of broadcasting are employed to man each of these desks. This will in turn, enhance quality news and programme production and transmission, as diverse issues arising from each of these desks will be jangled by experts.

The management of should train and re-train its administrative and engineering staff to ensure that they acquire an up-to-date skills, knowledge and technical know how for effective administration and handling of sophisticated modern day broadcasting equipment. The Director

Engineering, , Engr.Omeche subscribed to this view when he stated that people should be trained in the companies/factories where the equipment they use are manufactured.

The entire workforce of should be adequately motivated to boost the productivity of the station. This means that the management of the station should offer her workers some financial rewards, their statuses recognized and staff promoted on periodic basis, considering the odd hours under which they operate. Ondugu (2000) agrees when he defines motivation as those things which when put in place propel a worker to behave in a desired manner in the work environment.' To motivate a worker is to do those things, which will create in him a hope that his need will be met and armed with that belief; he will be compelled to behave in a desired manner in the organization. In a nutshell, the staff should be adequately remunerated to boost optimal productivity.

The Federal and State Government should henceforth desist from meddling in the affairs of the stations. This means of forcing unqualified figures in the country should stop the old practice of forcing unqualified candidates on the management of the station for employment. the on expertise, qualification and cognate experience.

The management of should provide adequate security for staff members placed on odd hour routine duties. This particular measure are predicated on the fact that Journalism profession is often littered with thorns and as such, journalists can only put in their best in an atmosphere where security of lives and property are adequately taken care of.

The federal government in conjunction with the management should award contracts for the purchase of broadcasting equipment to notable communication engineers, qualified and competent individuals or firms in Nigeria. The plausibility of doing this, is to ensure that such reputable individuals or firms procure genuine and standard equipment that will match the technological needs of a 21st century broadcasting station.

The last but never the last strategy is that management of should bring time-tested management function such as (planning, organizing, staffing, directing, controlling and coordinating) to bear on the overall administration of the situation. The two most pertinent questions here are: what is management? How can the media managers utilize management functions to motivate their staff and in turn boost optimum productivity?

There are as many definitions of management as there are management scholars. Most of the definitions of management tend to reflect the various experiences and circumstances of the management scholars that define them. Thus, Fredrick Taylor, the father of scientific management sees management as knowing what man should do and evolving ways in which it can be accomplished cheaply. Drucker (1974:12) sees managerial action as having synergistic effect in which they should create a productive entity that turns out more than it receives as input. Others see it as the process of planning, organizing, leading and controlling an organization's resources towards achieving their goals in an efficient and effective manner (Akpala 1990, Griffins, 1984 Togunwa, 2019: 75).

When we match a thorough analysis of these various perspectives of management and the way it is used in ordinary sense, we can summarize management to mean either of the following two things:

- Management as a group of person
- Management as a process of activity of managing

In the first context, management refers to those who are in the helm of affairs in any organization. They are those who work with and through others toward realizing organizational goals.

The second context of management sees it as the process through which organizational resources of man material and money are combined in such a way that the goals and objectives of the organization are realized in an efficient and effective manner. Management simply refers to doing things through and with people. It is also the process by which the organizational resources of men, material and money are combined, allocated and utilized in such a way that the goals of such organization are realized economically (Onodugo, 200:3)

Managerial Criterion to Reposition for Effective Performance

The purpose of this segment of the paper is to examine how the management of can effectively utilize these managerial functions to reposition the broadcasting station.

Koontz et al (1980:56) conceives management function to include planning,organizing, staffing, directing, controlling and coordinating.

Planning

Koontz et al (op cit) see **planning** as deciding in advance what to do, how to do it, where to do it, who is to do it and why it should be done. As a formidable managerial concept, good planning will help the management to product, forecast and chose a course of action among alternatives. Effective planning eils that the management should identify a problem in advance, evaluate the relevant information as it concerns the identify a problem in advance, evaluate the relevant information as it concerns the identified obstacles, develop alternative cause of action, select and implement the chosen alternatives, so as to effectively tackle the people, at hand. The supervisors, middle and top-level managers of the station should engage themselves in effective planning. An efficient plan initiated and effectively carried out by the three levels of managers of the station will contribute to the attainment of the set objectivs by utilizing the least cost of money work plan helps in the optimal utilization of resources to achieve corporate objectives.

Organizing

Orga and Ugwu (2000:37) conceive organizing as the grouping of activities necessary to attain objectives, the assignment of each grouping to a manager with authority necessary to supervise tit and the provision for co-ordination horizolly and vertically in the enterpriser structure. Similarly, Evarard and Shift (1979:16) in Odu (2019:16) conceptualize the term 'organizing' as a process or means of arranging relationship between department and employees and defining the responsibility each has for accomplishing the job. It is also a process by which the manager brings order out of chaos, removes conflicts between people over work and responsibility and establishes an environment suitable for activity, group and authority relationship to be formalized.

Therefore, the management should allocate duties and authority as well as resources such as materials, money and machines and effectively co-ordinate them so as to achieve the organization's goals.

Staffing

The organizing function gives rise to the organization structure, which in turn creates positions, which must be filled by individual. Filling of these positions created by the organization is referred to as staffing. The management of should employ competent and qualified staff through selection, placement, appraisal and development of media personnel to occupy strategic positions in the organizational structure.

Directing

The directing function of management attempts to marry employee goals with organizational goals for harmonious co-existence. This requires communication with the employees to ensure goal congruency and leading so that the coveted goals could be achieved. Therefore, at the core of directing function are motivation and leading (Akpala, 1996:5, Togunwa, 2019:87) concurs when he observed that directing guides or actuates personnel in a way that is perceived to be necessary for accomplishing organizational goals. The directing function eils proper understanding of the role, individuality and holistic nature of people. Directing, therefore, is the use of leadership, communication and motivational tools to instill confidence in employees, show respect for one another, encourage unity of purpose and high productivity in an enterprise (Orga and Ugwu, Opcit). The management of should always strive to guide and supervise the performance of duties and activities of subordinates to facilitate the actualization of the long cherished objectives of the broadcasting station.

Controlling

This is concerned with detailing steps to ensure that the work activities are in line with plans, so that the objectives of the organization are realized. In the words of Koonz et al (Opcit) controlling implies measurement of accomplishment of events against standard of plan and the corrections of deviations to ensure attainment of objectives according to plans. There is intricate relationship that exists between controlling and planning. While planning tells us what is to be done and how is to be done (standards), controlling does provide us with a means of knowing whether what is going on will lead to the desired result. One cannot therefore control what he does not plan, since it is the target set during planning that will help in the control exercise. Therefore, planners must maintain close links and relationships with those who supervise and control events.

Ndolo (2008:6) in Adeosun (2018): 18) seems to lend credence and support to this new thinking when he opines that the controlling function eils that the operations of other departments are put in check to provide vision and direction. Stoner (1978:556) in Adeosun (2019:150) agrees as he posits that the controlling process involves establishment of standard of performance, comparing actual action if unfavourable deviations are detected.

It therefore behooves on the management of the Nigeria Television Authority () to ensure that the activities of the subordinates conform to the goals and objectives of the broadcasting station.

Coordinating

The Chambers 21st Century Dictionary defines the term Co-ordinate as to integrate and adjust (a number of different parts or processes) so as to relate smoothly one to another. It also involves the harmonization of the individual and group efforts to achieve organizational objectives.

On the basis of the foregoing, the management of should therefore effectively co-ordinate the activities of the station by ensuring that the staff work efficiently I harmony with the actualization of the objectives of the establishment. The management should also improve on the relationships between its staff as the output of the organization will astronomically increase as the leadership[pf the broadcasting outfit consistently encourages effective human relations. Leadership is all abot doing the right thing, not just doing things right (Bernice, 1984). This means that the management of should always identify those things neede by its staff and strives towards gratifying such needs at the appropriate time so as to boost productivity.

Summary and Conclusion

We have attempted in this chapter to evaluate the state of information and communication technologies (ICTs) in owned broadcasting stations in Ngeria, We also established at the beginning of this chapter that the acquisition, utilization and application of advanced merdia technologies by the Nigerian broadcast Organizations.

in tis daily gathering, pacakaging and transmission of news and programmes are still inadequate.

The author also formulated some relevant research questions as a guide for the theoretical framework of the study and further proceeded to provide solutions to them. However, in attempt

to provide an in-depth background for this study, we extensively traced the history of , examined its mission statement, philosophy, functions as well as its social, political, cultural, economic and technological objectives. The paper also took a critical overview of the meaning of information and communication technology and also examined the role of new communication technologies in revolutionizing communication systems in the country. We also provided the conceptual framework and insight into the relevant literature so as to have up-dated information on the works and findings of earlier researches in this area of study.

The paper also took an inventory of the existing technological equipment in as well as examined the challenges facing the broadcasting stations.

The book revealed that the Nigeria Broadcast Organizations has made some remarkable imprints in the acquisition of some modern broadcasting equipment, which include outside Broadcasting Van (OB VAN), Digital Satellite News Gathering (DSNG), two studios, electronic News Gathering (ENG), editing studio, studio light, sound system, transmitter, among others.

It also identified inadequate procurement of the state of the art broadcasting equipment, lack of monthly or quarterly subventions, unholy meddlesomeness of government officials in the affairs of the station, politically motivated constraints, problem arising from staff recruitment exercise and other manpower-related constraints as the challenges militating against the actualization of the age-long dreams of the broadcasting station.

Nonetheless, in an effort to effectively address the problems militating against the actualization of the age-long dreams of the broadcasting station, the author recommended some strategies aimed at repositioning it for effective performance. These include up-grading of its operational engineering cum broadcasting equipment; timely disbursement of its monthly/quarterly subventions by the leadership of the national station; conferring the status of commercial centre on the station, genuine liberalization of the station; proven competence and cognate experience in modern day broadcasting as a precondition for the recruitment of staff discouraging politicians from undermining the continuity and sustainability of Federal government owned broadcasting stations in Nigeria. Others include introduction of operations desk system; training and re-training of its administrative and engineering staff; adequate motivation of staff; less government influence on the day to day management of the broadcasting station; providing adequate security

to the stations staff on odd hour routine assignments; contracts for the purchase and installation of broadcasting and engineering equipment be awarded to reputable communication firms in the country. above all, the author also suggested that the General Manager of the Nigerian Television Authority () and his able lieutenants should bring management functioned such as |(planning, organizing, staffing, directing, controlling and coordinating) to bear on the overall administration of the broadcasting station, so as to optimally boost its productivity.

Until the foregoing remedial measures are met, the myriads of problems militating against the Broadcast Media Organizations () will irretrievably remain a hard row to hoe in future.

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