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**ENTREPRENEURSHIP EDUCATION IN LIS FOR JOB CREATION,  
SELF RELIANCE AND SUSTAINABLE ECONOMIC DEVELOPMENT**

**BY**

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# **Entrepreneurship Education in LIS for Job Creation, Self Reliance and Sustainable Economic Development**

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## **Abstract**

*This discourse is on the evolution and application of the dynamics of entrepreneurship education and skills in Library and Information Science programme in tertiary institutions. Entrepreneurship education provides a framework for Library and Information Science graduates for the development of knowledge, skills and attitude for success in business librarianship and at the same time a key to job creation, self employment, self empowerment, self reliance and sustainable economic development. It is a clarion call to public private partnership in the area of job creation and employment to reduce the army of unemployed youths in the labour market which the government alone can no longer carry out. The discourse also highlights the areas and opportunities our now librarian -entrepreneurs can engage themselves. These are information consultancy and bibliographic services (ICBS), library personnel management consultancy, library establishment information consultancy and book publishing and vending. Others include private public subscription library, library digitization consultancy, and community information services consultancy. The paper finally examines the challenges of business librarianship and ways of overcoming these challenges. The paper urges the aspiring librarian-entrepreneurs to be dauntless as the challenges are surmountable with time and experience.*

*Key words: **Entrepreneurship education; LIS graduates; job creation; sustainable economic development.***

## **Introduction:**

Library and Information Science and indeed library and information service are fundamentally concerned with the study of the provision and dissemination of information to clients of the library. It is also concerned with the collection and organization of information sources. It is against the premise of this consciousness that Bassey and Achibong (2005) have seen library science and service as the scientific study and application of the dexterity and professional skills of the librarian in the collection, organization, storage, retrieval and dissemination of the information contained in the various media of communication. But today, the teaching of library and information science and the provision of library and information service have gone beyond the documentation of information sources and the provision of information therefrom.

It is no longer a bed of roses for graduates of library and information science in this era of global economic meltdown. They have to sweat it out before they are able to secure any government white collar job. The situation has even deteriorated to the level that the Federal Government of Nigeria in its job creation scheme/ programme pays thirty thousand Naira (₦30,000) to Nigerian graduates who are recruited under the work volunteer scheme (NTA Network News Feature, Nov. 11, 2016). This emergent ugly situation has precipitated the call for the restructuring and repackaging of the curricular of tertiary institutions to basically accommodate courses that will expose students to the dynamics of job creation, self employment and self reliance. Today, both the universities and polytechnics have created the directorate of entrepreneurship to expose students to entrepreneurial education and skills. Even the National Directorate for Employment (NDE) and the Bank of Industry (BOI) have also been taking Youth Corp members on this aspect of job creation, self employment and self reliance.

All these have not made any appreciable impact on job creation in the labour market. Why? Because all have not been streamlined, tailored and focused on the peculiarities of the specialization of the students and graduates. The idea of clustering all the students to learning the art of bead making, shoe making, soap making,

confectioneries, fashion designing, etc is a misnomer and would make the realization of the goals of job creation, self employment and self-reliance a mirage. Every professional, every specialization has got its peculiarities in entrepreneurial education and skills. Until this is realized, appropriate curricula drawn, adopted and applied accordingly, the realization of the shouts over job creation, self employment and self reliance of Nigerian graduates would just be mere wishful thinking of much ado over nothing.

It is against this backdrop of global economic meltdown, high rate of youth unemployment and curbing youth restiveness, crime and prostitution, that librarians themselves have started thinking along the line of entrepreneurship and entrepreneurial education in library and information science and library and information service outfits rather than the frustratingly waiting for the not coming government white collar jobs (Igbeka, 2008). It has been argued that librarians like their counterparts in medicine, law broadcasting, etc can establish their own private library and information service outfits to create jobs and employment opportunities.

The basis for entrepreneurial education in library and information science is to acquire that cognitive knowledge and skill for business in the establishment and provision of fee based profit-oriented services to all manner of information users as far as they can pay. The paradigm shift here is to create the job, employ self and others. Entrepreneurship education in library and information science and entrepreneurship in library and information service should be understood and appreciated as a way of creating wealth for self and others in this 21<sup>st</sup> century global economic meltdown. It is indeed an added value chain to the general growth and development of the economy.

The acquisition of entrepreneurship education and business skills have become imperative in the Nigeria of today of small and medium scale private enterprise of which graduates of library and information science are not left out. This is the era of private government partnership in wealth creation and sustainable development. Government now encourages the contributions of private enterprises in the area of job creation and employment for the country. It can no longer go it alone in the

employment of graduates turned out by tertiary institutions. The preaching today is self job creation, self-employment, self-wealth creation and the aggregate sustainability of the economy. Hence the inevitability of job creation for the employment of self and others by Nigerian graduates of all specialties after the compulsory National Youth Service programme.

Premised on this foreground this paper presents entrepreneurship in library and information science, now library and information service and the accompanying challenges. Also highlighted by this paper is the strategic and dynamic approach that business librarians would adopt to establish and run functional fee-based profit-oriented library and information service business outfits. This in all that it ramifies would be an eye opener to all practicing and intending librarians and information professionals that the feasibility and viability of business librarianship is highly tenable, though with a high surmountable risk bearing in the interim.

### **Entrepreneurship: Conceptual Overview**

These days of global economic meltdown and high rate of unemployment among graduates in the country, the talk all over the place is job creation, self employment and sustenance. This situation has led to the talks on entrepreneurs and entrepreneurship with graduates. They need jobs, but these jobs are not there. There is therefore the need for job creation. This time around not by government, but by these young graduates who do not even know what entrepreneurship is all about. Entrepreneurship is a popular topic these days, but what exactly is this entrepreneurship?

Entrepreneurship has long been described by researchers and writers with terms such as new, innovative, flexible, dynamic, creative, and risk-bearing. Identifying and pursuing opportunities is an important part of entrepreneurship (Krackhardt, 2000). Entrepreneurship involves the creation of value, the process of starting or growing a new profit-making business, the process of providing a new product or service, and the intentional creation of value through organization by an individual contributor or small group or partners. Entrepreneurship has equally been seen as the process of creating something that is different and unique with value by devoting the necessary

time and effort, assuming the accompanying financial, psychological, and social risks of monetary and personal satisfaction. Generally, the Academy of Management sees entrepreneurship as the creation and management of business outfit with the attendant risks and rewards (Shan, 2004).

The fundamental basis of the definitions presented above is that they have some common themes. The concept of entrepreneurship recognizes the important role that an entrepreneur plays in the creation, running, management, and sustenance of business outfits. There is no doubt that without a person who is willing to do what an entrepreneur does there would be no entrepreneurship. An individual, the risk bearer, the manager, the entrepreneur is indeed a critical element in what is called "entrepreneurship in action" (Coulter, 2003). There is also the common theme of innovation in entrepreneurship. It involves changing, re-inventing, re-engineering revolutionizing, transforming, and introducing new approaches. The entrepreneur surveys the environment, the market and even the products in-vogue to be properly guided as to the introductions he would bring to bear to carve out a market niche from the existing one for him to operate and make his marks. Entrepreneurship in all its ramifications involves innovation.

Entrepreneurship cannot be said to be complete without organization creation. What is "Organization creation" all about? It is instructive to note that in order to pursue the perceived opportunities for innovation and to create value, there must be organized efforts and actions. Someone must take the initiative to do something - the action to get the entrepreneurial venture up and running. Without some type of organized effort -whether as an individual or as a team- the ability to obtain resources to pursue the entrepreneurial opportunity will be limited if not completely closed off.

In describing entrepreneurship, the process of creating value is another feature that cannot be relegated to the background. What does it mean to create value? One interpretation is that through entrepreneurship, new products, services, transactions, approaches, resources, technologies, and markets are created that contribute some value to a community or marketplace. Value is also created through entrepreneurship

when resources are transformed into outputs such as products or services. During this transformation process, value is created because the entrepreneur is fashioning something worthwhile and useful. Another way to view this is that value is also created through the financial exchange as customers purchase the entrepreneurial organizations products or services.

Coulter (2003) observes that there is no talk of entrepreneurship without recognizing the fact that it can take place in both profit and not-for-profit environments. This librarians and information providers should note and be motivated to push ahead with fee-based library and information services. This implies that entrepreneurship also occurs in social service agencies, in community arts organizations, and in other types of not-for-profit settings. Before people had the erroneous impression that individuals cannot establish and run full-fledged primary and secondary schools because of the enormity of financial and other resources involved. Today, this line of thought has become history as individuals have even gone ahead to establish and run private universities with high profit-making margins. Entrepreneurship, we should appreciate is synonymous with growth and dynamism, it is about growing a business and pursuing opportunities as they arise. It is about standstill, or being contented to stay in one market or with one product. Entrepreneurship implies growth, dynamism and diversification. This implies that the business librarian must possess the acumen and foresight to ensure that growth; dynamism and, diversification are achieved, maintained and sustained. This will help him provide quality service to his clients based on real demands (Igbeka, 2008). In all that is entrepreneurship, uniqueness is an attribute and theme that should not be overlooked. It involves new combinations and approaches with which the very essence of entrepreneurship is quality striking differences, and not the norm. Through entrepreneurship, unique products and services are created and unique approaches are tried. Entrepreneurship is not doing. It is doing something new, something interesting and untried, something very unique and the business librarian should have that creative and innovative mind that would make him create and provide services that are

uniquely important in satisfying the information, educational and research needs of clients.

The concept of entrepreneurship is also known as being accompanied or characterized by the dynamics of process. Process implies a set of ongoing decisions and actions. Entrepreneurship is not a one-time phenomenon. It involves a series of decisions and actions from the initial start-up to managing the venture to the point of exiting it. As a process, each step of decision and action must also need its peculiar and strategic plans to realize its particular objective. This implies that the entrepreneur must also be on the alert to effectively control and co-ordinate the activities involved in the various steps to achieve the overall goals of the venture. This also applies to the aspiring business librarian.

In view of the foregoing, we can say that entrepreneurship is all embracing and demands a lot from the entrepreneur. Having been exposed to the various themes of the concept, entrepreneurship can finally be described as "the process whereby an individual or group of individuals use organized efforts to pursue opportunities to create values and grow by fulfilling wants and needs through innovation and uniqueness, no matter what resources that the entrepreneur currently has", (Gartner, 1990). This means that the entrepreneur must always stand tall in all that he is doing if he is to succeed in his venture. He must be an astute and strategic planner and manager of men, financial and other resources to make his products and services unique to his customers or clients.

### **Entrepreneurship Education for LIS Graduates**

Entrepreneurship is a programme that inculcates creative, innovative, productive and managerial skills needed to establish, own, run and sustain business enterprises for self-reliance, sustainable wealth creation and national development. Fundamental to entrepreneurship is innovation, which translates to a new method of production and management and new market or the setting up of a new organization or even the re-demarcation and repackaging of an existing one (Onu and Ijezie, 2010; Eke, Igwesi and Orji, 2011). Hence, it becomes imperative that LIS graduates develop personal competency which will equip them with the skills, attitudes and values that

will propel them to acquire the practical skills and experience needed to be self employed and self-reliant through the management of their own private small-scale businesses. Even in the few vacancies that exist Ejiogu and Nwajiuba (2012) have acknowledged the fact that government agencies, captains of industries and other employers of labour prefer to recruit people who can make use of their talents to cause innovation to happen and add value to their workplace.

In this information age of the 21<sup>st</sup> century the role of the librarian is demanded to change, caused and seen to have changed. Why? The role of the librarian and information professional has changed and at a higher gear with new tools, new skills, new demands, new working environment and higher responsibilities, worst still with high rate of unemployment. As pointed out earlier the graduate should be trained and retrained bearing in mind the totality of the changes and revolutions trending today in the profession, including business and managerial skills (Ejedafiru and Toyo, 2015). It is therefore pertinent to acknowledge that entrepreneurship behaviours are developed, learnt and practiced. There is therefore no hiding place for LIS graduates and those already practicing in the field in embracing the programme of retraining, retooling, redesigning, re-evaluating, re-inventing and repackaging themselves for self employment, fitting in, and effectively participating in the workplace and world of work.

Entrepreneurship education in LIS should inevitably be the acquisition of skills in creative thinking, product development and management, marketing, leadership training and wealth creation. In the words of Ejedafiru and Toyo (2015) entrepreneurship and small scale private business are fundamental components of economic development, growth, sustainability and wealth creation. Since globalization is the trend in dictating and determining the economy of every nation and the behaviour and transactions of individual citizens, LIS graduates need to be given core entrepreneurial training in relation to library and information services so that on graduation they can effectively and perfectly fit in into the demands of the society and sustain themselves instead of scrambling for nonexistent white collar jobs.

As entrepreneurship education has become the bedrock, cornerstone and pillar of every nation's revolution and industrialization, people are now willing to be proactive, creative and innovative and to strategically and holistically identify, study, analyze and evaluate their environment. The end result being to establish, run and sustain their own ventures instead of waiting for government alone to provide jobs for everybody (Ojukwu, 1999; Ikoya, 2011). There is therefore the need to encourage graduates of LIS or library and information professionals to develop descriptive insight into what the ideal personal attributes, personality and characteristics ought to be. Entrepreneurship education should prepare the high performing library and information professional of the 21<sup>st</sup> century with a hyper-sales person who constantly pushes the frontiers of knowledge for competitive advantage.

### **Self Employment Opportunities for Library and Information Science Graduates**

In the words of Onwubiko and Onu (2002) Igbeka (2008) and Achebe (2013) information is power; information is action, information is knowledge; information is security, information is business and wealth creation. Ultimately, information is the totality of the existence of man here on earth. It is one of the most sought after and priced commodity. If this is the case in this 21<sup>st</sup> century, it will not be out of place to assert that there is therefore a strong relationship between information and self employment. Suffice it to say that if the human resources of a nation is not optimally developed, it then implies that the nation is optimally underdeveloped because the fundamental indicator for development is information. Since businesses are willing to pay the price when dealing with those who recognize and treat information as commodity, strategic effort should be made towards profit making and maximization in the provision of library and information services to the people. This can only be achieved, made viable, venturable, and realizable through the adoption of the dynamics of business librarianship in providing fee-based information services to clients by "private information professionals"

There are some key areas in library and information science graduates and professionals can delve into in providing fee-based information services to clients after undertaking the entrepreneurship education and competence exposure. This as

the matter of facts will bring about a new nomenclature in library and information science called business librarianship. These areas of business librarianship include;

### **Information Consultancy and Bibliographic Services (ICBS)**

The dynamics of business librarianship demands that the business librarian goes into full information brokerage fee-based services. Here the librarian takes the responsibility of conducting literature search and information documentation for researchers. Depending on the terms of agreement the librarian after the search could compile the sources of information in the form of a bibliography, index or abstract. The business -librarian can just seek out a specialized area and be providing selective dissemination of information (SDI) to clients. This could be achieved through full scale abstracting services, collection of reviews, collection and compilation of vertical files and information repackaging. Also on commissioned basis, a business librarian could be needed to compile an annotated bibliography that would help a researcher carry out his study in any given area. Information consultancy and bibliographic services demands that the business librarian should always be on the know of various information available in the print and ICT information sources. This will enable him be in the best position to provide the most functional, strategic, current and relevant information to clients.

### **Library Personnel Management Consultancy**

A business librarian could as well specialize on library personnel management. The consultant here, for all types of libraries first and foremost identifies the categories of people that work in any type of library. The consultant goes all out to advertise the personnel needs of libraries because already he has been acquainted with this need and cadre of personnel needed. He does the short listing, conducts the interviews and recruits for the library that engages his services. Library personnel management consultant is also a resource person in this area. He organizes training and retraining programmes on all aspects of library and information service management and the provision of library and information service should be at his finger tips.

### **Library Establishment Information Consultancy**

This is the business librarian who specializes in providing information and guidelines on the establishment of all types of new libraries. He guides organizations and government agencies in the full structural design of their new libraries. He does this by working in close concert with the architect. He first visits the site or where the library would be located, determines the design, and departments of the library. After all these, he writes a proposal on the services to be provided, the furniture and equipment that would be needed for the provision of identified service. The library establishment consultant has to be vast and versatile in all that concern the exterior, interior, and atmospherics of all types of libraries, including the AC. ventilation, and lighting systems. This will make him not to mislead his clients in the design and establishment of new libraries.

### **Book Publishing and Vending**

Book publishing and vending is one of the most viable areas in which business librarianship can effectively take place. Having been equipped with the knowledge, skill and technicalities involved in establishing a publishing house a business librarian can conveniently delve into this area and make his mark. A dynamic librarian publisher visits tertiary institutions where he interacts with lecturers or academics and undertakes to be publishing their works for them. Where he discovers there are needs, he can go ahead to commission some of the lecturers to write in those areas. Aside from publishing for lecturers and others on agreed upon charges, the business librarian can go a step further by establishing a bookshop or depot. This would act as a collecting or buying agent for lecturers and libraries on these information materials not published by the librarian publisher but are needed by these people. Book publishing and vending would indeed be a lucrative area in business librarianship with the great number of colleges, polytechnics, and universities that abound in Nigeria today.

### **Private-Public Subscription Library**

This is called a private public subscription library because it would be a public library established by an individual for purely commercial purposes. It is established by the

individual for him to make his profit through the provision of all types of library and information services to the people. Herein comes the concept of subscription. Before you are allowed into the library, you will have to pay on daily, weekly or monthly basis. Then the use of any department of the library and its resources would attract another type of subscription. This library is not the conventional poor and ill-equipped public library. Rather, it is one that has the equipment and workings of a modern public library. It has to be a model that has the traditional print library, audiovisual library, mini-museum, well demarcated ICBS department, newspaper and indoor games department, well furnished, decorated, and equipped seminar room, and well equipped and functional ICT department. Also the well trained and qualified staff to handle all these departments and services should be hired and trained, retrained, motivated and sustained. There should be the need for a portable and decent recreational unit where people can buy and have their snacks. The convenience must also be there.

Once this model of private public subscription library is provided, students and other researchers would not even have time to while away doing unnecessary things. This is envisaged to be another viable area the business librarian can venture into.

### **Library Digitization Consultancy**

This is the information age of the 21<sup>st</sup> century. It is the ICT base information superhighway of the global village. This even calls for the establishment of paperless libraries, libraries without walls and libraries without boundaries. Established libraries are even going digitized and virtual. Then who are the people to help achieved all these? The achievers should be library digitization consultants. This is another promising area in business librarianship. This demands a great deal of time, dexterity, and patience in the acquisition of the specialized knowledge, skill, and technicalities required. But once this is achieved, the sky would be the limit of the library digitization consultant; because it is taken that the necessary equipment and personnel are there already.

## **Community Information Service Consultancy**

In many African countries today, notably in Nigeria there is a paradigm shift in the provision of library and information services. The focus was moved from providing information service to those who can read and write in the cities to the illiterates in the rural areas. These illiterates, it has been identified need information even more than the educated ones. They need these information transformed into the varieties of their oral means of communication. This means the complete and total simulation and transformation of the processes and procedures of providing library and information services to suit the peculiarities of the nature and needs of rural information users. This is indeed a herculean task to new graduates and professionals already in the field. This needs a great deal of exposure to entrepreneurial education and skill. Good enough with courses like community information services, oral librarianship, rural librarianship, oral archives at Abia State University, University of Nigeria, University of Maiduguri, Ahamadu Bello University and Federal Polytechnic, Nekede and other LIS schools in Nigeria, we are sure to have a good number of LIS graduates who will go into this new found area of community information services consultancy business. It would be a lucrative area for new graduates in library and information science who would be involved in now reinventing and re-engineering rural libraries to come to terms with the peculiarities of the nature and information needs of the rural people with much emphasis placed on their level of education (illiterates) and oral means of communication.

The above are some of the areas, business librarians can go into. These writers did not go into the requirements for going into these business areas. Rather they are only creating the awareness that budding librarians and information providers can eye going into these and other areas of business librarianship in self job creation, employment and sustenance. This should however be after undergoing the necessary special training on entrepreneurship and business librarianship.

## **Challenges of Business Librarianship to the 21<sup>st</sup> Century Library and Information Science Graduate Information Service Provider**

Entrepreneurship in library and information service is being thinkered upon as a new phenomenon. This is brought about as a result of the present global economic meltdown which has resulted to a high rate of unemployment among Nigerian graduates. With the skills of the entrepreneur introduced to young graduates it is informed that they would be able to create jobs, employ and sustain themselves and others.

Establishing a business by a neophyte is not what could be done and achieved without due consideration to the initial turbulent hazzles or challenges. The aspiring or new entrant entrepreneur should not toy with the issue of his undergoing, a thorough drilling and training programme on entrepreneurship. Money cannot and does not buy entrepreneurial knowledge and skill. The aspiring entrepreneur should undergo a well thought out training programme with the consultants that are known for this. That one is a university graduate does not count nor has any bearing on this. The acquisition of entrepreneurial knowledge and skill is a completely different phenomenon that is on its own. It deserves its own priority and accomplishment before one delves into any business. The achievement of this would tremendously contribute to the beginning of the success of the business anticipated.

Starting or setting up a new business is not a child's play with respect to the fixed and working or circulating capital that is required. Before setting up a business, the intending entrepreneur should have conducted a systematic survey with experts to determine the required capital outlay for the business. With this convincingly done, the entrepreneur would now be in the best position to know what is required in the areas of the fixed and circulating capital. This will form the guide on how he would go about to raise the required capital.

The next issue and challenge the aspiring entrepreneur has to consider is the location of the business and conduct of market survey. This will help him determine what is in existence already and what the needs of the people are. With this, he would introduce something or service that is different and unique, as well as attractive to the

consumers. The survey would also inform the entrepreneur of whether a particular area (market) is flooded or not. This will guide him to decide on where to locate his business to create a market niche for his own products and services.

Successful entrepreneurs will always say that business is an all-consuming passion, that it is hard-work; that it involves sacrifices (both personal and professional) and that it is never the same from day to day. To therefore be an entrepreneur in this 21<sup>st</sup> century in the new area of the provision of library and information service one has to be comfortable with the challenge of change and uncertainty. In fact, the very essence of entrepreneurship implies that change is the normal state of affairs for entrepreneurs. With change comes uncertainty and risk. So the entrepreneur must be comfortable with risk taking or bearing. In addition, many of the challenges associated with being an entrepreneur involve making choices. Entrepreneurs face a bewildering array of decisions, which may at times mean making tough economic choices and dealing with the reality of failure.

So the aspiring entrepreneur needs a great deal of patience to overcome all the above. He should also bring in his own creative, proactive mind and thinking to bear in all these. He would be able to make it and remain afloat in his new found business endeavours in library and information service to the people.

### **Overcoming the Challenges**

There is always the other side of a coin. So to overcome the aforementioned challenges young librarian graduated delving into what is now called business librarianship should pool their resources together after they might have thoroughly carried out a feasibility study on the area or aspect of the fee-based library consultancy service they are going into. By sourcing funds together, making their personal contributions, pooling and aggregating them, they will definitely realize the initial target of the fund they need to start off with their business.

Secondly, young LIS graduates starting up business librarianship should as well form a group and apply for loan to the Bank of Industry. (BOI) This Bank offers loan to young graduates who are interested in creating jobs for self employment. The interesting aspect of this Bank's loan is that interest is on a single digit. What these

young graduates would be required to do is to present their feasibility study and business proposal to the Bank. The proposal should be explicit, comprehensive and convincing enough to the Bank. The Bank might even go ahead to fine tune the proposal and engage these young graduates on further orientation on the management of small scale businesses before granting the loan.

Thirdly and psychologically, they should have the creative and imaginative mind and passion that would carry them into the bumpy and sloppy road of business in job creation for self employment. They should not be chicken-heart because as new entrants they would fall seventy times and rise up seventy times. By then they would have known and appreciated the fact that Rome was not built in a day and that to be a man is not a day's job.

### **Conclusion**

From the discourse so far presented we can see that the issue of entrepreneurship is another aspect of the call on public private partnership on job creation, self employment and sustenance. This call has become imperative because government alone cannot absorb into job all the graduates produced by Nigerian Universities each of the years. This aspect of the call on private public partnership on self-employment particularly focuses on young Nigerian graduates. They have been called upon to look inward to self, be creative and develop that personal initiative to be useful to themselves in this 21<sup>st</sup> century era of global economic meltdown where the government can no longer provide the basic needs of the people they govern. The aim of entrepreneurship in library and information science is to encourage and enable graduates with degrees in Library and Information Science to create jobs and be self-employed like their counterparts in such other professions as law, medicine, pharmacy, optometry, economics, broadcasting and journalism, computer science and engineering.

In this discourse, the term entrepreneurship is considered and presented as the process through which entrepreneurs create, nurture and grow enterprises for self employment, of others and sustain the business to contribute to the economic growth of the nation. Embedded in this concept of entrepreneurship is a reasonable degree of

initiative, imagination, creativity and a willingness on the part of the entrepreneur to think constructively and conceptually, so that change and ideas can be transformed into reality and opportunities.

No matter the seemingly daunting challenges to be faced by an aspiring entrepreneur as enunciated in this discourse, he should be dauntless. He should rather bear in mind that with time and experience that the challenges would be surmounted. And he continues to forge ahead stronger, more equipped with experience and with a more viable business outfit.

Finally, this discourse demonstrates that the world in which the modern librarian operates is in a state of flux and the issue of entrepreneurship in library and information service reflects this breath taking changes in this 21<sup>st</sup> century era of global economic meltdown where the government finds it difficult to provide the basic needs of the people including employment.

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