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CONTENTS

EDITORIAL

I November, 2008 the Department of Business Administration, Olabisi Onabanjo University, Ago-Iwoye, came out with the maiden edition (Volume 1, No.:1), of the Journal of Management and Organisational Behaviour (JOMOB). It was stated then by the former Editor that the outing 'is just the beginning, the best is yet to come'. In consonance with the statement, the Department is happy to come out with Volume 1 No.:2 of JOMOB, even though two years after. The long time arose because of the large number of articles received from diverse contributors and the process of peer review. This is necessary to sustain the quality and excellence with which we started and highly cherished.

As usual, we have in this edition, a **pot-pourri** of intellectual pontificating to advance the horizon of knowledge and to assist in the formulation of social and economics policies part of the third function of academia-community service. Contributors were from diverse tertiary institutions in Nigeria. There are fifteen articles in this edition touching on issues relating to management, gender, governance and human capital development.

We express our gratitude to all contributors – both those whose articles were adjudged publishable and those whose papers were found not publishable as a result of fundamental challenges ranging from non adherence to the guidelines for presentation of articles to content defects. It was quite encouraging that very many contributed to this edition, necessitating production of two volumes at a stretch. We are also very grateful to our reviewers for their thoroughness. Members of the editorial board showed immeasurable support and commitment and we say a big thank you to them all.

I invite our readers to enjoy this intellectual micture.

Professor (Mrs.) Osoba
Editor in Chief

Instruction to Intending Authors
The Journal of Management and Organisation Behaviours (JOMOB) accepts well researched, original papers from the global academic community. The Journal is multidisciplinary in outlook but focuses on the advancement of knowledge in the field of management and related sciences. Specially, it shall consider empirical, theoretical or conceptual papers in the broad areas of General Management, Business Administration, Organisational Behaviour, Marketing, Human Capital Management, Banking and Financial Management, Industrial Sociology, Industrial Psycology, Operations Research, strategic Management, Public Sector/Not for Profit Management, International Management/Business and other related fields.

Guideline for Authors
Articles shall be original, written in English, and should not have been published or being considered for publication else where.

The size should not exceed 20 pages (including cover page, references, and appendices), double line spaced, 12 fonts size, Time New Roman font.

The cover page should contain the title, author's name (s), institutional affiliation, mailing address, mobile telephone number (s), email address and a brief biodata.

The first page should start with the title and the abstract before main paper. It should not contain any reference to the author again.

References should be based on the APA style: author-year-page format within the text and author-year-title-place of publication-publisher listed in alphabetical order at the end of the paper. Citations of more than one paper by same author in the same year should be differentiated with alphabets e.g Muo, 2007a; Muo, 2007b.

Authors should forward two hard copies and one soft copy of their papers together with an assessment fee of N5000.00

Those who articles are accepted for publication are expected to submit two revised hard copies and one soft copy together with a publication fee of N15000.00. All payments should be in Bank draft made in the name of the Department of Business Administration, Olabisi Onabanjo University, Ago-Iwoye.

Authors are entitled to a copy of the journal

The Journal will be published in March and September each year. Articles are however received for review all year round.

Paper and correspondences with respect to this journal should be directed to:

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ARTICLE 4

ATTRIBUTES OF MULTI-NATIONAL ENTERPRISES: CATALYSTS FOR GROWTH AND DEVELOPMENT OF INDIGENOUS COMPANIES IN NIGERIA

by: O.S. IBIDUNNI (Ph.D Marketing, FNIMN)

ABSTRACT
The study investigated how multinational companies' attributes were used to achieve corporate objectives and how imbibing these attributes could transform Nigerian indigenous companies into multinational status. The study was developed around the stages of MNCs development theories. Theoretical models were used in developing two different hypotheses that were investigated through survey of forty multinational companies which were randomly selected. Copies of well structured questionnaire were administered to the companies sampled in Lagos only. Validity and reliability of the instrument were measured at Cronbach's alpha of 0.69 and alternative form validity of 0.62. The hypotheses were tested at 0.05 significant level. The findings revealed that multinational companies achieved corporate goals set in foreign countries as a result of the attributes exhibited. The recommendation from the study is that Nigerian indigenous companies should adopt attributes that will enable them transform into multinationals to support economic emancipation of Nigerian businesses.

Key Words: Multinational Enterprises, Attributes, Indigenous, Growth and Development

Introduction:
The presence of multinational companies in Nigeria dated back to 1800s when companies like United African Companies, (UAC) established in 1879, West African Merchants, now PZ Cussons Nigeria PLC came in 1899, West African Soap Company, now Unilever Nigeria Plc came in 1923, and few others, conducting series of commercial activities for a multitude of purposes. These activities included managing the various demographic, natural, physical, product, market, and technological forces that interacted to support achieving their purposes in Nigeria (Kaplan and Norton, 2001, Luo, 2005, pg.4-5). Studies (Bennett, 2000, and Dollinger, 2003) have also shown that multi-national companies are indicative of good and consistence performance. Critics, however, usually regard the multinational enterprise as destructive of their host country's economy and are prone to monopolistic practices (Johannisson and Nilsson, 1989; Jegede, 1990; Collins and Porras, 1995; and Ubom, 2006).

Of great significance is the emergence of Nigerian indigenous companies in early 1900s that equally started attempting either to expand or become multinational companies or grow to compete with the multinational companies in different facets of business endeavour. Incidentally, all indigenous companies existing had and still have very limited spread of operational bases and distributorship channels, even within their national boundary.(Okaka, 1990, Dangote, 2005, Ogundele, 2007) Worsening the predicament of Nigerian indigenous manufacturing sector as claimed by Aluko, Akinola and Fatokun (2004) are (i) low capacity utilization which averaged 30% in the last decade; (ii) low and declining contribution to national output, which averaged 6%; (iii) declining and negative real growth rates; (iv) dominance of light assembly type consumer goods manufacture; (v) low value-added production due to high import dependence for inputs; (vi) prevalence of unviable state-owned enterprises; (vii) accumulation of large inventories of unsold finished products; and (viii) Dominance of sub-standard goods, which cannot compete internationally.

Furthermore, Aluko, Akinola and Fatokun (2004) gave some principal factors for the deplorable condition of the manufacturing sector in Nigeria; amongst which are: (i) lack of an enabling environment, which included (a) policy and polity instability; (b) poor macro-economic environment; (c) bureaucratic bottlenecks; (d) poor legal environment which could not guarantee property right and safety; (e) lack of good governance; (f) corruption; and (g) low commitment of past governments to industrial development. (ii) Poor and inadequate infrastructure; (iii) poor implementation of incentives to manufacturers, including export incentives; (iv) policy errors of the past; (v) low access to investible funds due to underdeveloped long-term capital market that match industrial projects' needs. Quoting Manufacturers' Association of Nigeria President (MAN), Alhaji Bashir Borodo during the 37th annual general meeting of MAN, in Lagos, Alli (2009) blamed the growing closure pattern that is on the increase in our industrial landscape on tough operating environment that is characterized by unstable electricity, high interest and exchange rates, smuggling, high cost of diesel and petrol to power their generators or boilers including multiple taxation and levies slammed upon the manufacturers by the tiers of government.

Justification of the study:

1. There is no doubting the fact that since early 1900s, Nigeria has produced eminent entrepreneurs in different business endeavors', yet up till now, no single Nigerian enterprise can compete favourably with any multinational company.
2. The need to appraise the procedures of acquiring multinational status of operations that will transform Nigerian enterprises to multinational enterprise/companies.

Objectives of the Study are:

(i) To appraise different attributes supporting the operations of multinational companies outside the shores of their parents' countries.

(ii) To proffer solutions that will enable Nigerian enterprises transform to multinational status.

Hypothesis to be tested:

Hypothesis 1, Ho: Operational policies of multinational companies do not significantly assist in achieving their corporate objectives outside the shores of their parents' countries.

Hypothesis 2, Ho: Nigerian indigenous companies' transforming to multinational status does not significantly assist in their growth and development.

Literature Review:

Review of Definitional Issues:

According to Wendt (2009) there is no uniform definition of what constitutes a multinational company, as definitions may either rely on structural characteristics, on performance characteristics or on behavioural characteristics. However, Ivancevish, et al (1997) defined multinational companies as firms based in one country, with operations, production facilities, and /or sales subsidiaries in other countries. But Hines (2007) defined multinational companies as having investment in other countries, but do not have coordinated product offerings in each country; rather adapt their products and services to each individual local market. Phatak (1985), Itsede (2003), Aremu, Olubamise, and Essienenkak (2006), Hannagan (2007) also defined multinational corporation as any corporation registered and operating in more than one country at a time, usually with its headquarters in a single country. The authors unanimously proclaimed a firm's advantages in establishing itself as multinationals to include both vertical and horizontal economies of scale. Most concepts and practices brought into Nigeria, as to other parts of the globe they went to, are selecting strategic locations for investments in the host countries, reduction in barriers to foreign trade and investment direction in emerging markets. Current technological advancement to increase their opportunities to lower costs by expanding production abroad, finding ways of effectively managing and controlling business organizations in different host countries, operating synergic matrix structure that maximizes decentralization while still providing for co-ordination of independent activities. Creating international production networks in which high value-added activities, such as technical production processes, are performed in countries that are relatively well endowed with highly skilled workers, and lower value-added activities, such as assembly, are performed in countries where wages are lower, and obtaining incentives offered by host governments. (Phatak, 1985, Doust, 1986, Hopkins, 2003, Alphay, 2005, Awodun, 2007, and Mataloni Jr, 2008).

Review of Theoretical Issues:

Typical Stages in Development of Multi-national Companies By Phatak (1985)

Phatak (1985) propounded that no single multi-national company today ever rose up at inception and just became one; each of them according to him, went through typical stages in development towards attaining multinational status. Some skipped one or several of the stages as enunciated in stages 1-7 in fig.1below.

Fig. 1: A Stage-by-Stage Diagrammatical Presentation of Multinational Company Evolution as Propounded By Phatak (1985)

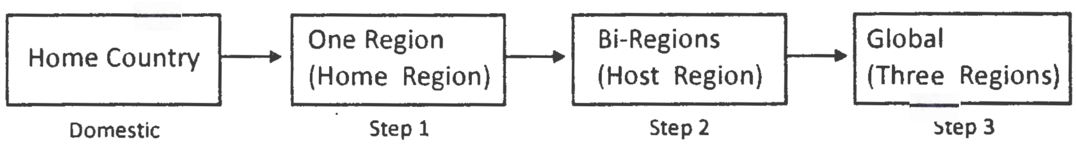
Stage 7: The parent organization considers the benefits of integrating the various operations in different countries. (This is assuming that the firm has gone through the above stages in several countries).
Stage 6: A manufacturing facility is established in the market abroad. Now the firm has a subsidiary abroad that manufacturers and sells the products.
Stage 5: The firm now decides to produce the product in the market through contract manufacturing and or assembly operations.
Stage 4: An oversea sales subsidiary is established, which is similar in operation to an oversea branch. The difference between the two is that the sales subsidiary is incorporated and domiciled in a foreign country, and hence enjoys greater autonomy than a sale branch
Stage 3 The firm establishes a sales branch abroad to handle sales and promotional work in given market. The manager of the sales branch is directly responsible to the home office. The sales branch sells primarily to middlemen in the foreign country.
Stage 2 As sales of the products increases abroad, the firm begins to sell directly to an importers or buyer located in the market abroad. The firms established an export department or division in the home country to handle the exports.
Stage 1 The domestic firm begins to export its products abroad through marketing middlemen in the home country. The middlemen could be export merchants, domestic based international agent, wholesalers or cooperative exporting organization.

Source: Model was developed by the Researcher

Review of Methodological and Empirical Issues:

Considering the empirical model of Phatak (1985) whereby a domestic firm will have to compulsorily rise through seven developmental stages before attaining multinational status, and recognizing the revelation of Rugman (2000) that multinational companies account for most of the world stocks of foreign direct investment (FDI), it is pertinent to say that Nigeria entrepreneurs need to imbibe the attributes of multinational companies which will enable Nigerian indigenous companies to grow and develop. Storey (1994), Carson, et al (1995), and Scholhammer and Kuriloff (1997), and Carter and Jones-Evans (2000) recognized a personal management style that lacks sharing of key decisions; as a distinguishing feature of small and medium enterprises; typical of Nigerian indigenous companies (Olufokunbi, 1992). This is the gap that this study is out to fill in the context of the indigenous companies adopting the attributes of multinational companies to enable them attain multinational status.

Whereas Zhaowei (2008) propounded four expansion models whereby local enterprises can rise through and transform to multinational status. Rugman(2001) in Zhaowei (2008) revealed that many indigenous companies adopted model 1 below, of the four models, that needs three steps to attain multinational status. Majority of the multinational companies, over 80% sales are from home harmony, and in the process, indigenous companies carefully analyze costs, revenues, factor conditions, growth potentials, political risk, cultural factors, and environmental issues (Rugman and Verbeke, 2004). Below is an expansion of Model 1of multinational company as propounded by Zhaowei (2008)



Source: Model of Expansion from Local Enterprises to Multinational Enterprises, (Zhaowei (2008)

Methodological Approach:

Considering the population of the study, survey method that helps to make inference about the target population was adopted. A well structured questionnaire was developed to gather information from top executives/ management staff involved in management and marketing activities in Lagos-based multinational companies sampled. The sample frame available is 45 multinational registered food and beverage companies with Manufacturers' Association of Nigeria (MAN) (2006). By simple random sampling technique, sample size of 40 multinational companies were selected; using Yard's formula which is concerned with the application of normal approximation and popularly postulated by Guilford and Fruchter (1973) with 95% confidence level and 5% error tolerance. Validity and reliability of the instrument were measured at Cronbach's alpha of 0.69 and alternative form validity of 0.62. Descriptive and statistical analyses were used in analyzing the data collected with the aid of Statistical Package for Social Sciences (SPSS). Analysis of Variance (ANOVA) was used in testing the stated hypotheses. All the steps recommended in using ANOVA were observed. Based on 8 copies for a company, 300 copies of questionnaire were distributed to multinational food and beverage companies. 231 copies were returned, 18 were rejected, while 213(71%) copies were used. The population statistical formula used is as follows:

$$n = \frac{N.........}{\sum[(1+N(e^2)]}$$

Where:

n = The desired sample size to be determined

N = Total population.

Where:

Substituting from above $n = \frac{45}{1+0.1125} = \frac{45}{1+45(0.05)^2} = \frac{45}{1.1125}$

= 40 samples

Table 1: Summary of Mean and Standard Deviation of Attributes of Multinational Companies in Achieving their Corporate Objectives Oversees. ($MNCs_N$= 213) wf = 5.0

S/No	Attributes	N	Mean	Std. Deviation	(Av) Mean MNCs
i	Selecting locations for investment.	213	3.7053	1.03684	3.59
ii	Investment direction in emerging markets.	213	3.4702	1.20549	3.36
iii	Current technological display.	213	3.5185	1.13048	2.97
iv	Increasing opportunities to lower costs.	213	3.3713	1.09925	3.37
v	Effectively managing and controlling business organizations.	213	3.2748	1.15576	3.54
vi	Operating synergic matrix structures	213	3.3737	1.14704	3.17
vii	Creating international production networks.	213	3.2065	1.11774	3.15
viii	Obtaining incentives offered by host governments.	213	3.3520	1.22206	3.21

MNC_N Number of Participants from Multinational Companies

Source: Researcher's Analysis of Field Survey, 2007/2008

Table 1 above is designed to measure operational attributes of multinational companies being utilized in foreign countries to achieve corporate objectives. The analysis shows the total number of participants from multinational companies with summations of the means of each of these variables. It reveals that, the means of the individual eight presented attributes are each above 2.50, also the standard deviations are each standing above 0.50, while the average means of the individual eight presented attributes are each above 2.50. This implies that the attributes of multinational companies, in the perception of the participants, were better geared towards supporting the operations of multinational companies outside the shores of their parents' countries.

Test of Hypotheses: 1

Hypothesis1: Ho: Operational policies of multinational companies do not significantly assist in achieving their corporate objectives outside the shores of their parents' countries..

Table 2: Mean and Standard Deviation of Multinational Companies' Attributes (i) – (iv) in Achieving their Corporate Objectives Oversees.

S/No	Attributes	Freq	Mean	Standard deviation
i	Selecting locations for investment.	213	88.43	2.68
ii	Investment direction in emerging markets.	213	76.24	2.84
iii	Current technological display.	213	78.20	2.22
iv	Increasing opportunities to lower costs.	213	86.12	2.96

Source: Researcher's Analysis of Field Survey, 2007/2008

Table 2 above shows the total number of participants from multinational companies on the basis of summation of means and the mean of each attributes (i)-(iv). The mean of each attributes (i)-(iv) was far above 50.00, while the standard deviation of each attributes (i)-(iv) was well over 1.00. Ordinarily, this showed that adopting attributes (i)-(iv) assisted multinational companies in achieving corporate objectives overseas outside the shores of their parents' countries. The question now is, was the difference in each mean's figure and 50.00, and standard deviation figures and 1.00 significant enough or was it as a result of sampling error? The answer is presented in table 3 below.

Table 3: Summary of Analysis of Variance on Multinational Companies' Attributes (I) – (iv) in Achieving their Corporate Objectives Oversees.

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	48.136	11	2.279	2.304	.000
Intercept	477.438	1	477.438	518.292	.000
Multinationals Coys' Attributes i-iv	6.161	2	1.541	1.194*	.005
Company Type	9.502	1	2.377	2.625	.000
Multinational Companies' Attributes * Company Type	18.048	2	1.289	1.418	.000
Error	234.542	103	.504		
Total	375.000	213			
Corrected Total	236.161	213			

***Significant at 0.05 two tailed test Output table 3 gives the analysis of variance summary table.**

Source: Researcher's Analysis of Field Survey, 2007/2008

In the table 3 above, there are five levels of the multinational companies' independent variable, so there are 5 - 1 = 4 degrees of freedom for the between-groups estimate of variance for their effects on corporate objectives overseas. There are two levels to the type of company variable, so there are 2 - 1 = 1 degree of freedom for the between-groups estimate of variance for the main effect of type of company. The final row gives the (corrected) total degree of freedom which is given by the total number of scores - 1. However in interpreting these figures, the attributes adopted by multinational companies culminated into significant result at $f_{(4, 213)} = 1.194$, at 0.05 significant level. The fact that these organizations are significantly same in operation equally contributed to significant relevance in result at $f_{(1, 213)} = 2.625$, at 0.05 significant level. In testing the first hypothesis which combined the four attributes together, the findings indicated that there was a significant relevance of the attributes at $f_{(4, 213)} = 1.418$, at 0.05 significant level. The above implies that the first hypothesis was rejected and alternative hypothesis retained; which means that the operational policies of multinational companies assisted in the achievement of their corporate objectives outside the shores of their parents' countries.

Test of Hypotheses: 2

Hypothesis 2. Ho: Nigerian indigenous companies' transforming to multinational status does not assist in their growth and development.

Table 4: Mean and Standard Deviation of Multinational Companies' Attributes (v) – (viii). Adoption will Assist Nigerian Indigenous Companies Transform to Multinational status

S/No	Attributes	Freq	Mean	Standard deviation
V	Effectively managing and controlling business organizations.	213	92.64	2.88
Vi	Operating synergic matrix structures	213	84.44	2.76
Vii	Creating international production networks.	213	76.66	2.46
viii	Obtain incentives offered by host governments.	213	84.24	2.86

Source: Researcher's Analysis of Field Survey, 2007/2008

Table 4 above shows the total number of participants from multinational companies on the basis of summation of means and the mean of each of attributes (v)-(viii). The mean of each attributes (v)-(viii) was far above 50.00, while the standard deviation of each of attributes (v)-(viii) was well over 1.00. Ordinarily, this showed that adopting the multinational attributes (v)-(viii) by Nigerian indigenous companies will assist in their growth and development. The question now is, was the difference in each mean's figure and 50.00, and standard deviation figures and 1.00 significant enough or was it as a result of sampling error? The answer is presented in table 5 below.

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	49.140	11	2.282	2.316	.000
Intercept	483.353	1	483.353	522.284	.000
Multinationals Coys' Attributes v-viii	6.284	2	1.604	1.201*	.005
Company Type	9.502	1	2.377	2.625	.000
Multinational Companies' Attributes * v – viii Company Type	22.110	2	1.346	1.446	.000
Error	234.542	103	.504		
Total	388.004	213			
Corrected Total	244.186	213			

*Significant at 0.05 two tailed test Output table 5 gives the analysis of variance summary table.

Source: Researcher's Analysis of Field Survey, 2007/2008

In interpreting table 5 above, the attributes adopted by multinational companies culminated into significant result at $f_{(4, 213)} = 1.201$, at 0.05 significant level. The fact that these organizations are significantly same in operation equally contributed to significant relevance in result at $f_{(1, 213)} = 2.625$, at 0.05 significant level. In testing the second hypothesis which combined the four attributes together, the findings indicated that there was a significant relevance of the attributes at $f_{(4, 213)} = 1.446$, at 0.05 significant level. The above implies that the second hypothesis was rejected and alternative hypothesis retained; which meant that Nigerian indigenous companies' transforming to multinational status assisted in their growth and development.

Concluding Remarks and Recommendations:

1. The evidence from the findings clearly showed that any multinational company operating in any part of the globe, that is, in any sector of the economy, achieved the corporate objectives set out within shortest possible time.

2. Every attribute set out was targeted at a goal or goals; and the goals are pursued to logical conclusion.

3. The attributes are chronologically organized and utilized in the operations of the companies; hence effective achievements were recorded almost continually in different countries of the world

4. For domestic or indigenous companies to occupy their appropriate position in any developing economy like Nigeria, it calls for adoption of the multinational companies' attributes enumerated in relations to Nigerian business environment.

5. With the establishment of many agencies like Small and Medium Enterprises Development Association of Nigeria (SMEDAN), and Nigerian Association of Small and Medium Enterprises (NASME), Nigerian entrepreneurs should be trained in the areas of accounting, entrepreneurial development studies, management, and marketing to enable them formulate policies that will assist in the economic emancipation of Nigerian businesses.

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