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Entrepreneurial developments and small scale industry contribution to Nigerian national development- A marketing interface

*Ayozie Daniel Ogechukwu[1]; Latinwo H. K[2]
[1]Senior lecturer, department of marketing, the federal polytechnic Ilaro Ogun State Nigeria
[2]Senior Lecturer, The Polytechnic Ibadan, Eruwa Campus Nigeria
*danayo2001@yahoo.com

Abstract: In both developed and developing countries, the government is turning to small and medium scale industries and entrepreneurs, as a means of economic development and a veritable means of solving problems. It is a seedbed of innovations, inventions and employment. Entrepreneurship is as old as Nigeria and had contributed to the growth of the economy. Presently in Nigeria, SMEs assist in promoting the growth of the country's economy, hence all the levels of government at different times have policies which promote the growth and sustenance of SMEs. This paper identifies the orientation of SME's and entrepreneurial trends in Nigeria, tackles the operational definition and scopes, and describes the role of the Nigerian government as a participant, regulator and facilitator, both legally and politically in the growth of SMEs and entrepreneurship. It identifies the marketing problems of SMEs and entrepreneurships in Nigeria, the provision and enactment of beneficial and supportive laws, the provision of infrastructural facilities, constant man-power and development, direct financial assistance to SMEs and the establishment of finance institutions to support SMEs. It identifies the roles of SMEs in Nigeria's development and growth. It discusses the entrepreneurial thoughts, problems and advance practical marketing solution. It concludes by clearly specifying the role of marketing to the survival of SMEs and entrepreneurship in Nigeria, and relevant recommendations. For SMEs to survive marketing practice and principles must be given prominence.

Key Words: *Entrepreneur, Enterprise, Small Scale Enterprise, Small Scale Business, Marketing, Entrepreneurial*

1. Entrepreneurship Thoughts and Philosophy in the Developing World

Entrepreneurship thought is concerned with all thoughts relating to the process of starting and operating business as well as getting results in modern enterprises by innovators through and with subordinates. Two major types of thoughts are evolutionary and comparative (contemporary) thoughts. Evolutionary thought details the general way of thinking characteristics of a particular period or class to date e.g. entrepreneurship development evolved from the universal thought through linear stages, systems and quantitative thought to the present day contingency thoughts (Tijani, 2004)

Evolutionary thought comes about as a result of man's persistent search for solution to problems of any particular period. This type of thought is historical, longitudinal, cumulative and absolute rather than relative in nature. On the other hand, comparative are absolute rather than relative in nature. On the other hand, comparative thoughts compares various ways of thinking zoned to various periods, classes or nations e.g. a

comparative of traditional versus modern entrepreneurship thoughts, Japanese versus American styles of management, sales era versus marketing era, capitalism versus socialism, African versus American thought of management etc (Tijani, 2004)

Comparative thoughts are analytical, distinct and relative. Entrepreneurship thought focuses the independent and dependent variables of organisation. It also analyses the external and internal variables or statics of any organisation. Entrepreneurship philosophy is the reflective realistic thought and consummate wisdom of how to create, operate and sustain innovate ventures. The wisdom may converge around entrepreneurship concepts, functions and practices e.g. Management by Objective, Total Quality Management (TQM), Just-In-Time (JIT), de-marketing, management buying-outs, loan syndication, privatisation, commercialisation, development assistance, entrepreneurship schemes etc. Entrepreneurship philosophy just like thought scopes through business development, elements of organic business functions and the elements of productivity. This suggests that the philosophy may be total (as in MBO and TQM) or partial, that is relating to an aspect of business e.g. purchasing reciprocity, ABC analysis of inventory, transfer pricing, recentralisation of authority, counter trade, development support (Anyanwu, 2001).

2. Evolved Entrepreneurship Thoughts in Nigeria- Traditional/Pre-colonial Thoughts

These are the indigenous reflected in birthplace, or community ways of life, beliefs, culture, sayings and heritage. All communities making up Nigeria such as the Egbas, Ijebus, Ekitis, Igalas, Kanuris, Ijaws, Edos, Hausas and Fulani etc have their own philosophical thoughts of business and management. Such thoughts cut across the processes of doings, behaviours, systems and contingencies. The thoughts are usually accepted by majority of the members of each community, transgressors are usually punished for violation of the general principles. In Nigeria, experts are agreed that such philosophical thoughts are preserved and transmitted via.

1. Wise sayings, proverbs, aphorisms, coded clauses and experiential narrations.
2. Religious beliefs, principles, doctrines and practices.
3. Fables of ancient, stories and folklores, poems etc.
4. Reflective songs, powerful oration, incantations etc
5. Nigeria mythology and memories of elderly people
6. Share-cultural values e.g. shared customs, shared sayings, taboos and superstitious.

The major source of knowledge for Nigerian people is observation and sense-experience.

Colonial management thoughts

Colonialism is the thought or philosophy by which a mother country binds her colonies to herself by political ties with the primary object of promoting here own economic advantages. Imperialism on the other hand is the philosophy by which poor nations are tied to rich nations by agents or international capitalism such as multinational corporations, with the demise of colonialism. Both colonialism and imperialism are specific instances of self-centred imposition of the strong upon the weak. The former is political while the later is economic.

The best example of colonialism is the scramble for Africa which began when economic insufficiency of Great Britain, France, Germany, Spain, Portugal, Belgium and Italy impelled their political leaders to look beyond the seas for market and storehouses of wealth and resources in order to consolidate their own individual states and guarantee

their economic security. The scramble was based on three fundamental imperialist doctrines of exploitation, trusteeship and/or assimilation.

The western thoughts were assimilated into the Nigerian indigenous thoughts or the indigenous thoughts became modified in the light of western colonial thoughts. Such thoughts also cut across processes, behaviour and contingencies etc. These colonial management thoughts were moderated by the stage of development of the country (e.g. money is regarded as motivator in Nigeria, whereas it is a hygiene fact in western countries) and by contingency or situational imperatives.

Post-Colonial Thoughts

These are post-independence thoughts of management. They also cut across the processes, function, behaviours, strategies, structures, tactics and situational variables. These components of post-colonial thoughts consists of both the pre-colonial and colonial thoughts denominated by the environmental exigencies and the stage of the development of the nation e.g. commercialisation, privatisation etc. This thought aligns itself with thoughts found elsewhere around the world, to form a unity of thought and to catch up with the modernity e.g. use of TQM, JIT, etc. Indigenous thoughts are getting rusted while post-colonial indigenous thoughts are not evolving.

3. Marketing Problems of Small Business Enterprises

One of the major marketing problems facing small business enterprises in Nigeria is lack of understanding and the application of marketing concept (Ogwo, 1991). Most Nigerian small business owners equate 'marketing' to 'selling' and this is reflected in their various dysfunctional business behaviours against customer satisfaction and good business orientation. They lack the knowledge and skills of basic marketing ingredients – marketing research, market segmentation and marketing planning and control. The outcome of this is poor quality products, unawareness of competition, poor promotion, poor distribution, and poor pricing methods. They are not marketing oriented and market-focused if a marketer is defined as someone who understands and applies marketing in order to create, build, and maintain beneficial relationships with target markets. Baker (1979) and Doyle (1985) identified lack of marketing orientation as the major factor for business failure.

Most Nigerian small manufacturer, in a higher degree, depends on imported equipment and raw materials for their operations. With the over-devaluation of naira, vis-à-vis other foreign currencies, they are not finding it easier to secure these items abroad. They therefore resort to poor locally produced alternatives. The result is usually poor quality products. This may be one of the factors responsible for Nigerian consumers' unquenching appetite for imported goods, even though many of these foreign goods are equally of poor quality especially those coming from Asian and Far East countries. With the increasing demand for imported goods in Nigeria, dubious local and foreign importers are dumping fake products which go further to frustrate small scale manufacturers and seriously affect our hard earned foreign exchange. Besides, small-scale producers lack good quality control in their operations. In this respect, they rely mainly on replacing faulty products instead of developing good quality control system (Onwuchuruba, 2001). Only very few Nigerian small manufacturers are aware of the nature of competition facing them. They estimate their success only through sales revenue without considering also their market share. Even, some do not know their market segments on which to focus their operations.

High costs of vehicles and poor roads are also affecting the operations of small manufacturers in their efforts to move finished products down to consumers in both rural and urban areas. They have a complex channel of distribution with many layers which go to push the prices of their products higher. Besides, small manufacturers pay little attention to the promotion of their products. Advertising and other methods of promotion are not adequately used. There is no other way of creating awareness of their innovations and stimulating consumers to action than promotion. Even, many of them do not participate in trade fairs and exhibitions. This also inhibits their growth and ability to compete with larger companies. In a developing country like ours with low income and high level of poverty, a company that wants to succeed should offer its product at the price the consumers can bear. But often, small manufacturers set prices of their products arbitrarily without regard to this peculiar consumer characteristic in our environment. Since they do not have clearly defined criteria upon which to base their prices, they always seek to maximize profits at short runs without having a long-term view of their businesses.

4. Entrepreneurship Support Strategies in Nigeria

In any developing nation, entrepreneurship and entrepreneurial capacity building, formation or accumulation can be enhanced through two sets of strategies. They are government intervention strategies and private or market-led strategies. Tijani (2002) gave the explanation as thus;

Government-Intervention Strategies (GIS)

GIS has other names such as government-led, "under-the authorities, centralisation etc. This approach to entrepreneurship promotion may be direct or indirect. Direct public policy consists of direct investment (government participation in business), establishment of SMEs (Small and Medium Scale Enterprises) promotion institutions or agencies (e.g. technological development institutions, credit lending institutions, technical and management training institutions, extension services institutions, regulatory institutions etc) provision of infrastructural facilities such as industrial estates (parks), nationalisation of foreign firms and facilitating the ability of entrepreneur via enabling policies, incentives subsidies, programmes and open campaign for the promotion of cottage, small and medium scale entrepreneurship. Indirect public policy relating to entrepreneurship promotion consists of regulatory provision, encouraging savings and reinvestment, restricting imports especially consumer goods, introduction of various measures that protect infant enterprises, imposing tariff on imported goods, provision of various inducements or incentives to small scale companies (e.g. tax concessions,), preferential treatment of small scale industrialists and various other measures aimed at redistributing income to the poor (whose structure of consumer demand is both less import-intensive and more-labour intensive that the rich. Both direct and indirect government policies are designed as finance, training, marketing, infrastructural, technology, advisory extension services, material procurement and sometimes poverty alleviation programmes to assist or promote young entrepreneurship.

Remember that most of the theories of development assigned pivotal role to government as an entrepreneurship development agent. While the classicists believe that all market operators must submit to the free market regime in other to swim or sink on their own merits, the behavioural, systems and contingency experts believe that the government, SME operators and private institutions in any given business environment have roles to play in reducing inequalities, generating employment and building entrepreneurship capacity. That is, all stakeholders in an economy have a stockholder's model asserts that government has no business being in business, that the business of

business is business and mist be performed only by business. This argument has led to privatisation of government enterprises in most developing countries. That is through experience, direct involvement of government in business has been a colossal waste in developing economies. This does not however preclude the government from providing institutional support for SMEs, if the nation must develop. National development of course, is a major function and goal of any serious government. For instances, in what he calls the vacuum theory of government, assigned a pivotal role to government intervention in economic development. He submits that apart from the traditional areas of government involvement the provision of public goods (as with police and fire protection, national defence, flood control, public health, roads, bridges etc), provision of external economies (as in the case of schools, hospitals and perhaps housing), avoidance of public external diseconomies by private interests (as in matters of erosion, population, resource depletion and variations in standards); and the prevention of wasteful competition (as with duplicate railroads, electric, gas or telephone companies) – the government as the body charged with the public interest, is required in cases where private enterprises won't or can't proceed with the business of development, there is every reason for government to move in.

Participation Strategy: An Opportunity for Marketing in Nigeria

This is a very direct strategy of government involvement in business activities. This strategy is no longer popular in developing economies as most government are now divesting their interests and privatising their erstwhile business institutions. In Nigeria for instance, the government dabbled into the establishment of hotels, banks paper mills, transport, insurance, publications, communication, iron and steel, petrochemical plant and very many investments such as the *Odua* Investments. The government poke nosed into business activities in the areas of agriculture, mining, quarrying, manufacturing, tourism, hospital and educational development. The major reason for the federal government participation in all these directly productively activities , apart from providing business initiatives is to realise revenues that could held in building the much needed social overhead capital (SOC) that are very fundamental to industrial take-off and even balanced development of the entire country. However, staggering inefficiencies were revealed in the public sector. Government sunk N11.4b on equity investment only to realise N933.7m between 1980 and 1985. This gave an average of about N159m per year on an investment of over N11billion. Similarly, of the more than 10billion lent out to various agencies and companies, only N 69.9million was received as loan repayments and N26.1m as interest payment. Within the same period government gave N11.5billion as subvention and grants to various agencies.

In the third world economies government business is no one's business. Unit leaders aid and abet the growth and development of such public structures. Senior staff fervently prays and wait in turn to become leaders of their various units when full harvesting of their own loot will be possible. Eye-brow or dust raisers who frown at corruption are alone in their struggle against any corrupt regime. Wait for your turn is the slogan, but if you are lucky to be closer to the corridors of power or closer to the top, you may also enjoy some loot through the "taraba" (sharing) slogan. Internal whistle blowers are met with official harassments and punishments (denial or spiritual). It is interesting to note that a greedy sybarite, who employs the "fadan" (Yoruba word for scrapping everything) slogan, preaches abetted and practices the worst type of corruption, also invariably blaming a previous leader or regime for looting and incompetence. The chief executive officers (CEOs) send down nincompoops, tyros, charlatans, psycophants and informants who make out a list of the CEOs enemies so that appropriate official punishments could be met out to them. Identified enemies usually form the list of those to be retrenched in

the wake of rationalisation or reform exercises. People scramble to reach the top so that they can fully harvest loot rather than serve the people or nation (Tijani, 2002).

Credit Support Strategy

There is always the belief that the greatest problem militating against the development of SSIs in the developing world is inadequacy of capital. This is why most LDCs government placed emphasis on the provision of capital or loans on soft term basis to young entrepreneurs. In the last four decades, the Nigeria government has advanced loan facilities to SMEs through establishments or agencies created for the purpose. In1973, the Nigerian government established the Nigeria Bank for Commerce and Industry (NBCI) to provide soft term loans to SSI. Small Scale Industries Credit Scheme (SSICS) was established under the third National Development Plan (1975 – 1980) to make credit available to SSI. National Economic Reconstruction Fund (NERFUND) was established in 1989 to pool funds from various sources for lending through commercial and merchant banks (participating banks) to SMEs. In 1997, the Family Economic Advancement Programme (FEAP) was also established as micro-credit scheme geared towards investment promotion and poverty alleviation in the various wards of each local government area of Nigeria. All these specialised credit granting schemes and agencies achieved disappointingly modest results compared to the colossal sum of capital advanced to them for the purpose of enhancing the spread and productive efficiency of SMEs. Most of the supported SMEs also failed to improve their performance in relation to the amount of capital granted to them.

Training and Development Strategy

The prosperity of any nation depends not on the abundance of its revenues nor on the strength of its fortifications, nor on the beauty of its public buildings but it consists in the number of its cultivated citizens, in its men of education, enlightenment and character (Marin Luther). The prosperity depends more on the number of its entrepreneurial citizens, in its men of innovation, creativity and character. If the best of social infrastructures are provided, the richest of development plan introduced, the most suitable capital granting schemes or agencies established, nothing developmentally worthwhile may be achieved if the competence of entrepreneurs are not developed, enhanced or motivated both technically and managerially. Experience has shown that loan advancement cannot substitute knowledge or competence capability. Without technical and managerial capability, financial capability or empowerment becomes parochial and self-serving. It will be erroneous to think that once financial capability is given, managerial or technical capability will automatically follow. While large-scale enterprises or corporation may require skill specialisation up to some level, small scale enterprises automatically requires all types' skills, in fact generalisation of skills. Without the required entrepreneurial expertise, huge financial provisions are wasted. Provision of distinctive competence is in line with the world bank (1998) provision that "knowledge" not "capital" is the key to sustainable economic development. Financial assistance therefore is necessary but not sufficient a condition for entrepreneurship success. Right attitudes, skills and knowledge must be put in place to complement capital provision.

Entrepreneurial skills therefore should be adequately acquired in marketing, accounting, personnel and production management. Where entrepreneurs already possess technical capability, they must be exposed to courses on management development and organisational behaviour. The objective must be made them generalists instead of specialists. There are various ways by which competence could be developed. The agency approach establishes training institutions where entrepreneurs could be developed. In Nigeria for instance, the federal government established the

University of Lagos, the Ahmadu Bello University in Zaria and the University of Nigeria Nsukka to train professionals in technical, managerial and medical areas. The government also established so many federal polytechnics and the federal universities of technology to train professionals in acquiring technical or technological competence.

The Small-Scale Industries (SSI) and Graduate Employment Programme aims at encouraging participants who are mainly young graduates not only to become entrepreneurs, but also to create jobs for themselves and thereby help in the process of industrialising the country. SSI participants are put through an intensive short course on Entrepreneurship Development Programme (EDP). The course is designed to expose participants to the rudiments of modern business management techniques, as well as motivating their latent entrepreneurial talents. Participation in EDP is a pre-condition for benefiting from any of the three schemes under the SSI programmes. The first is the Graduate Job Creation Loan Scheme. It is aimed at assisting fresh graduates to establish their own business after an EDP course. A participant presents feasibility report and can benefit from a loan package of up to N35,000 repayable over 5 years period with one year moratorium. The loan is guaranteed by NDE and the original degree certificate of the recipient constitutes the collateral security. At take-off of the scheme N35 million was deposited with twenty participating banks in 1987 to administer the loan to the participant. The second scheme is codenamed "Mature Peoples Scheme (MAPS)". The scheme aimed at keeping retired or retrenched people economically active by helping them to set up their own business. The loan amount for bankable project is up to N150, 000 at 9% interest rate. The Agricultural programme of NDE ha the twin aims of revamping agriculture thereby boosting food and fibre production as well as providing jobs for graduates of agriculture. It also aims at training young school leavers in agriculture. Two schemes are developed to meet the objectives; they are the Graduate Agriculture Loan Scheme and School Leavers Agricultural Scheme.

Extension Services Strategy

The strategy requires the government to set up Industrial Development Centres (IDCs) in various regions or in the smaller townships located in the main agricultural area. A centre consist of central workshops for demonstration, offices and training classrooms to serve as the base for the provision of extensions serves to scattered local artisans. The centre also services as points where young entrepreneurs can familiarise themselves with new equipments and production techniques. They also serve as expert advisers, assist in the procurement of infrastructures, supervise as well as promote the activities of SSIs in their respective regions or localities. The centre helps in introducing clients to profitable new product lines (product extension), provides bookkeeping and marketing advice as well as provides recommendations on the technical feasibilities of the project of small scale entrepreneurs. In short industrial development centres (IDCs0 are supposed to provide technical (accounting, marketing and production) and managerial assistance to SMEs in their various localities. In Nigeria, the first IDCs were established at Zaria, Owerri and Osogbo in 1964 with the assistance of USA government. These were increased to 13 in the 1970s and now they are located in all states capital or big towns in the various states of Nigeria. IDCs suffered various problems including; (i) the costs of the programme are high for the SMEs operators.(ii0They are also of limited value to the small scale entrepreneurs. The approach failed to recognise that the artisans' greatest need is capital rather than advice. (iii)The extension model also failed to achieve meaningful results due largely to inadequate fund and lack of competent staff, infrastructure etc. (iv) As most of them are located in states capital or big towns, they are not readily accessible to the rural populace. Resulting that only very few entrepreneurs are aware of their existence and functions. v) Sometimes, the centres pass

on via recommendation, projects that are not viable as viable. Sometimes, they commit this error for want of skilled manpower. Sometimes, the actions are deliberate as a mark of collusion with entrepreneurs. This makes the centre unfit in their pivotal role of providing competent technical appraisal of loan applications. The centres remain vulnerable to political pressures in loan application processing. (vi)Some have also failed to perform the product development, production planning and control roles.

Industrial Estates Strategy

One strong entrepreneurship promotion instrument which developing economies can use is the industrial estates approach. Sometimes, it is called the "Workshop Cluster Approach" an industrial estate is a tract of land which is subdivided and developed according to a comprehensive plan for the use of a community of industrial enterprises. They are usually well equipped with infrastructural facilities including power and water supply, efficient transportation and telecommunication connection, banks, housing estates for workers and means of drainage of industrial effluents. Every industrial estate has a management board or committee that sees to the control of the sites and buildings of occupants. Provision may also be made for the construction of factor buildings that are made available to occupants. Industrial estates therefore are arrangements or devices where small-scale industries could incubate without incurring avoidable extra cost which could make them uncompetitive. As a planned clustering of industrial enterprises, offering developed sites, pre-built factor accommodation, services and infrastructures to their occupants, they help to accumulate entrepreneurship capital of any nation. In Nigeria, there have been two kinds of industrial estates. The most common one is called "industrial tract". It provides sites along with the essential public utility services. This kind of industrial estate has been occupied by solely enterprises that have had expatriate interests. The second type of industrial estate found in Nigeria is sometimes called a "fully packaged estate". These types of estate provide shell factory buildings, public utility services and possibly other additional services. This type of industrial estate is meant for indigenous Nigerian entrepreneurs.

Private-led Market Strategies

This is also called free enterprise or decentralisation strategy. It is a strategy by which private individuals or institutions take the initiative to either undertake or support entrepreneurship capacity building. The levels could be direct or indirect. Direct decentralisation consists of taking private initiative to establish, nurture, stimulate, support and sustain small or medium term enterprise with a view to achieving profit objectives. The initiative may be individual or collective (group-oriented). Those who take such initiatives are usually imaginative, creative, innovative, have high preferences for freedom or independence, profit-pricing and competition. They cherish owning private properties, are profit drivers and achievement or result motivated.

Indirect decentralisation consists of support or assistance provision to SMEs by private individuals or institutions that are also driven by profit and achievement motives. They often specialise in the provision of either finance, training, marketing, infrastructure, research, information, procurement or extension services for SMEs. Such private institutions may be domestic or international. The role of government in a decentralised or free enterprises regime often include regulatory roles, participation in the economy via the central bank, maintenance of law and order, policy formulation to avoid or regulate inflation, unemployment, smuggling, monopoly, to protect SMEs and the environment and to adopt measures for the satisfaction of communal wants such as investment in social overhead capital (SOC) e.g. health, road, zoos, flood or pollution control etc. There are five types of decentralisation strategies;

Deconcentrazion (Dispersion) Strategy
This is also called territorial decentralisation. It refers to the devolution of power, authority and responsibility for entrepreneurship development or support by the government in the centre (national or federal government) to the government in the periphery, which may be well defined territorial local authorities such as regional, state or local governments. Development efforts of regional, state or local authorities may consist of; Encouraging and facilitating the formation of local association and industrial clusters to administer support programmes geared towards building materials and human resources capacity. Giving priority to the provision of energy and water infrastructure to associations operating viable enterprises in the peripheral or rural areas. Establishing local enterprise partnerships to shape the small-scale industry development support. Asses and develop infrastructural needs of the small and medium scale industry in the locality. Creatively use funds available for the establishment of industrial estates and provide common services facilities in the local government capitals.

Privatisation Strategy
This can also be called functional decentralisation strategy. It refers to the transfer of powers, authority and responsibility for entrepreneurship development from government to the private sector of the national economy, private individuals and institutions, domestic or international. It sometimes means provision of initiatives for undertaking private enterprises or initiatives to support the development of private enterprises. Private support institutions assume responsibilities for providing advisory, capital-grating, procurement, competence development, marketing infrastructure and back-up services needed to emerging and existing private enterprises. Entrepreneurship support or promotion is not a package of goods or benefit delivered to the entrepreneurs but rather a process by which young entrepreneurs can gain a mastery over the development of their economic ventures. The supporting institutions are not to bring about development to the people per se; rather they are to facilitate means by which entrepreneurs can develop themselves and their enterprises. They only mobilise resources for developing the awareness and expertise of the people, and sometimes grant soft term credits, so that the people can in-turn develop their own organisations.

Delegation Strategy (Empowerment)
This is also called analytic decentralisation or principal agency approach. It means power sharing. It refers to the delegation rather than retention of power, authority and responsibility for entrepreneurship development by any government (central or local) to subordinate authorities appointed by such government. Power simply means the capacity to get things done. A principal or subordinate agency may be empowered to provide any of technological, financial, training, marketing, infrastructural, procurement or extension services to SMEs investors. There are senses in which government can empower subordinate agencies. The first is the regulated mode where the government concerns itself with planning but not financing or service provision. The second is the grant mode where government provides finance but not planning or service provision and the third is the contract mode where government provides planning and finance but not service production or provision for entrepreneurship development. In that wise, government designates its agencies to provide finance or planning (and control).

Partnership Strategy
This is strategy where a group of similar institutions pool their resources together to provide grant or support services to SMEs. This is sometimes called networking. These united fronts may specialise in the provision of information, finance, knowledge or

technical services to young entrepreneurs who may be their members or not. The Small and Medium Industries Equity Investment Scheme (SMIEIS) in Nigeria is an example of such initiatives, launched in 2000, and took off in 2001. The scheme requires banks to promote, invest, nurture and provide financial and managerial services to new and existing small and medium scale enterprises. It requires all banks to set aside 10% of their before tax for equity investment in small and medium scale industries. This is to be coordinated by Bankers committee and facilitated by Central Bank of Nigeria. The scheme placed particular emphasis on agro-allied, information technology, and telecommunication, manufacturing, educational establishments, services, tourism and leisure, solid minerals and construction ventures for the purpose of granting, finance. As a voluntary initiative, banks have the liberty of managing their funds in-house by setting up SME units that will manage the funds on behalf of the bank. Other associations that that of banking could also network for the purposes of providing certain services (e.g. training) to small and medium scale entrepreneurs. Cooperative unions, labour unions, trade and industrial associations, professional associations, non-governmental organisations, (NGOs) religious institutions or association, political associations, the congress of insurance firms, suppliers association, small-scale industries association, shareholders association, manufacturers association, consumers association and other types of interest groups can similarly network to provide support service for upcoming SMEs, at a very simple fee of course.

Intermediation Strategy

Certain private individuals such as multinational corporations, private research firms, big time politicians, well-to-do-business men, buoyant families and private institutions of learning, which have the wherewithal, may enter the business of providing support services for young entrepreneurs. The service may be in the area of competence development, capital grants and information provision to the members of the society. Some MNCs are already providing facilities for computer training; they must also show interest in developing entrepreneurs though practical projects, and providing support services thereto, as a mark of social responsibility. They have all the resources it takes to do this. Finally decentralisation strategy helps in; reducing concentration of investments powers, means and functions. Fighting inequality, polarisation, or regional dichotomy and through this promoting economically integrated and well articulated framework of human settlement. Utilising local or indigenous resources for development purposes and through this provide opportunities for the development of agriculture, manufacturing and also help in rural poverty alleviation.

5. Small Scale Industry – Its Role in the Economic Development in Nigeria

Small scale industries have a lot of important contributions to make to the economic development of the country. Shokan (1997) writes some of them as follows: The provision of employment, innovation and areas marketing for goods and services which are offered for sales. A lot of youths, retired workers and out of school graduates are now gainfully employed, thereby reducing the unemployment rate and its attendant's social complication of armed robbery and white collar crimes. It helps to bring about new goods and services and supply the needs of large industries, which have to rely on the small scale operators for business success. Small scale business checks the effect of polarization by a planned and systematic development of rural areas. The much talked about urban migration is reduced by the introduction of small scale industries in rural area. The activities of small business firms have resulted in the mobilization of the resources of the environment and thereby improving on the standard of living of the population. They contribute to the labour market by absorbing an ever growing supply. In doing this, they have sufficiently helped to curtail the rising unemployment in Nigeria.

They have accounted for a large percentage of all businesses and a favourable percentage of the nation's gross national product. This fact is more relevant in the developed countries of Great Britain and United Kingdom where proper accounting system is kept. Other noticeable impacts are its contribution to the development of indigenous entrepreneurship. Mention is being made of the Dantatas, Fajemirokuns, Dangotes, Igbinedions, Ekene Dili Chukwus, ilodibes, Dankabos and the Amazus. Its contribution to the mobilization of domestic savings and utilization of local resources is also a noticeable factor. They serve as good agents for disposal of industrial products and some services and have contributed immensely to the production of raw materials in the form of semi-processed goods for use by bigger industries. It is a base for the development of appropriate technology and provides a veritable ground for skilled, unskilled and semi-skilled workers. It has provided productive self-employment to a number of educated and less educated young men and women coming out of schools, colleges, polytechnic, and universities.

Ayozie (2004) specifically mentioned the role in the accelerated industrial development by enlarging the supply of entrepreneurs and the enlarging of small and medium enterprise sector, which offers better potential for employment generation and wider dispersal of industrial ownership. It has assorted in improving the performance of small industries by enlarging the supply of carefully selected and trained well rounded entrepreneurs and diversifying sources of entrepreneurship and business ownership. Tijani (2004) enumerated that the entrepreneur viz a viz the small scale business person is the most critical factors in the economic development of any Natlon. Entrepreneur organizes, and utilizes the various factors of production and finally sets productive machinery in action towards overall economic development; consequently, the availability of the small scale industry is therefore the undisputed precondition for economic growth.

6. Obstacles to Entrepreneurship Development

Entrepreneurship development is the processes of accumulating, increasing and improving both physical and human entrepreneurship capital. It is an entrepreneurship capacity building or accumulation process. In all developing economies, entrepreneurship capacity is too low. That is, there is a very thin supply of enterprises and entrepreneurs. The quality of the available ones is also too low. In other words, capacity refers to both the efficiency (growth) and the effectiveness (quality) of entrepreneurs and their enterprises. The following are the major obstacles militating against entrepreneurship development or capacity accumulation.

Economic Obstacles

Certain economic characteristics of the third world nations are also responsible for their poor entrepreneurship capital accumulation {$y = C+I+G+(X - M)$}. The poor nations are poverty ravaged. Poverty is manifestation of their low national income and low per capital income (PCI). Majority of the people live below the poverty line and so are ill-fed, ill-clothed, ill-housed and ill-educated. "Misery-go-round" malady is responsible for retarded a mental capacity which in turn negates economic initiatives, creativity, innovation, entrepreneurship, effective decision making, team formation and sound managerial practices. Low income means low investment, low capital formation and the perpetuation of poverty.

Technological Backwardness

Technology operationally means inventions and discoveries in the area of knowledge (expertise), instruments (implements/materials) and techniques (know-how/process).

Where there is no research, technological additions will be nil. This means that the people affected will continue to make use of their traditional expertise, instruments and technique. Alternatively, technology may have to be imported from abroad at a very high price. This is the plight of third world nations. They are fond of importing not only capital instruments but also expertise and techniques. People who lacked the knowledge of a facility may not know how to make the system reliable when it breaks down. The few enterprise activities get to a sudden halt and the people become dumb-founded. Technological backwardness of third world nations is also responsible for the thin supply of entrepreneurs and reliable enterprises. Where they are found, they prefer service oriented ventures rather than manufacturing. In Nigeria, the yeoman services rendered by international refugees and émigré entrepreneurs from Asia, especially in technical skill formation and physical capital accumulation, especially in Lagos and Sango-Ota (Ogun state) area, have gone a long way to promote entrepreneurship. Technological backwardness of a people leads to labour inefficiency, factor immobility, illiteracy, ignorance, conservativeness, superstitious beliefs and fatalism. Poverty is usually the end result of all these manifestations which people consider to be God-given or pre-ordained. This is why developing nations are replete with massive cases of child and woman labour.

Political-Legal Obstacles

The political character, orientation, direction and system will also affect the supply of entrepreneurs and enterprises as follows;

1. Political instability in terms of upheaval, civil unrests, political sabotage, lack of political will to industrialise, coup detat, guerrilla activities, attack on business premises, thurggery and brigandage, when too frequent may create insecurity in the minds of SME operators as to the safety of their investment. This may reduce entrepreneurship endeavours in favour of civil service jobs, teaching or working for the Lord

2. Unfavourable communal, student, union and youth actions are also highly inimical to entrepreneurship development judging by the amount of properties that are usually destroyed in the wake of hostilities. Nigeria witnessed in recent past some of this type of destructive rather than constructive actions.

3. Presidential and governorship election rigging or annulments are also detrimental to both domestic and foreign entrepreneurship formation. They send wrong signals to investors. For instance, the political saga of the late Chief MKO Abiola of Egba-Yoruba stock in south-western Nigeria, provides a testimony of how election malpractices can cripple the totality of business activities of a nation. Abiola who allegedly won the unannounced presidential election of 1993, popularly referred to as 'June 12' has his dream of ruling Nigerian shattered as the military, for reason best known to it, annulled what was nationally and internationally adjudged the freest and fairest in the annals of Nigerian political/electoral history. The earthquake, the volcanoes erupted, and the ocean cleft asunder, all in sympathy for Abiola. The Yorubas gave the incident an ethnic colouration and went hay wire, alleging conspiracy against their stock as a group. This hullabaloo lasted between 1993 and 1999

4. Issues such as incessant agitation for more states or local government, military intervention, fuel strikes, harsh legislations, attempt at hegemony, unpopular judicial judgment, bureaucratic red-tapism, power imbalance, federal character,

mismanagement/misallocation of resources, frequent policy shifts or summersault, agitation for sovereign national conference, conspirational unionism, high rate of crime, campaign of calumny, political demagoguery, state or local government area gerrymandering, overbearing visibility of road blocks at every place, overbearing visibility of armed uniform law enforcement agents and what have you may send signals of insecurity or a nation in siege to both local and foreign investors. This may reduce the supply of virile entrepreneurs and enterprises.

Managerial Obstacles

These include:

1. Poor governance of venture enterprises and development assistance agencies
2. Inability to expand capacity
3. Absence of strategic management skills and attitudes
4. Inappropriate time orientations, competitive weaknesses and evaluation ineptitude
5. Inability to respond to threatening environmental conditions
6. Inadequacy or lack of enterprise building (structural) skills
7. Lack of clearly defined mission and objectives
8. Lack of strict adherence to professional management practices
9. Improper or lack of delegation, inspection and coordination of activities of venture enterprises and development assistance institutions
10. Inability to select appropriate equipments and other resources
11. Faulty design, implementation and evaluation

Behavioural Obstacles

This problem just like the last one affects both the SMEs operators and operators of development assistance or incentives. The problems are;

1. Lack of behavioural codes, standards or benchmarks
2. Absence of competence performance evaluation practices
3. Unethical practices
4. Unproductive attitudes, styles and behaviour
5. Inadequacy or lack of motivation, communication and participatory or transformational leadership and followership behaviour
6. Conflict between the developers and SME operators, intra-vertical and horizontal conflicts, family conflicts, family conflict etc
7. Over-centralisation of authority and political interference in the operations of development agencies
8. Overwork leading to stress, heart attacks and other ailments
9. Problems of distrust and unbridled spiritual consultation

Production Operation Problems

These include: Lack of complete information on the production technologies available. Inadequate technical capacity to assess, acquire and adapt technological knowledge and skills. Lack of practical application of technical matters and details. Disregard and irritation for manual or operational labour, Lack of access to improved production technologies, Poor transport system and use of outdated production techniques, Lack of sufficient, appropriate and affordable raw materials and spare parts. Lack of adequate equipment, installation and maintenance services is also one of the problems confronting SMEs, Lack of storage facilities for new materials and finished goods. This aggravates costs. Need to run generators, sometimes for several hours, as an alternative to government electricity supply. This also aggravates costs, Poor working condition for production staff. Inadequate specification and description and sometimes ecological

problems e.g. gas flaring and oil spillage, Lack of manufacturing skills, Poor quality control, lack of production structure and plans, Apathy for homemade goods.

Finance and Accounting Problems

These are; Under capitalisation resulting from limited access to funds, Failure of formal financial institutions (commercial and merchant banks) to cater for financing requirements of SMEs due to the inherent riskiness of SMEs ventures, Misapplication of development loans and failure to meet loan obligations e.g. deliberate diversion of loan meant for investment into non-productive ventures, Inability to produce bank collateral securities; high bank rate and low savings also limit access to bank funds, Lack of standard accounting practices and orientation e.g. record keeping, preparation of final accounts, accounting procedures etc, Wrong methods of raising capital e.g. asking for donations as a mark of sympathy, Little or budgetary planning and control and use of inadequate working capital, Absence of strategic financial management and analysis of performance e.g. ratio analysis, BEP analysis etc. Poor terms of taking credit e.g. lack of moratorium, Poor administration of credit and its controls e.g. inability to assess credit worthiness of customers, Little or absence of financial information system and inadequate equity base, Lack of clearly defined financial objectives, strategies, policies and tactics, Absence of financial structure or function in the organisation, Inability to attract, retain and maintain financial experts, Lack of financial discipline and inability to separate personal accounts from business accounts.

7. Solution Strategies to SMEs Problems

All the problems confronting SMEs and their operators can be clustered into four areas for appropriate target solutions. Tijani (2004) enumerated the practical solutions as thus;

Government related Solutions

These are; Government of third world nations must not relent in targeting appropriate strategies and incentives to the growth and survival of SMEs. Most of the government-led strategies have been discussed earlier. Industrial development centres, industrial estates, development finance assistance and incentives, export processing zones (EPZ), etc are good strategies if they can be improved upon and efficiently operated. Government should intensify development training assistance. Such training should focus inculcation of management, accounting, marketing and production skills. It must also focus attitudinal change in general and in loan repayment. Development training institutions in the country need to wake up from slumber and pursue aggressively their objectives, Government should harmonize all macro economic policies favour of SME operator and growth of entrepreneurship. It must also engender political stability in the nation, Government should direct that all institutions of learning at secondary and tertiary levels should offer courses in entrepreneurship and even devote projects to it within and at the end of courses. This will not leave out any discipline, science or non-science oriented. Towards this end, University commission and technical boards must be empowered to review curricula in favour of "entrepreneurship processes".

Government must encourage the establishment of technical consultancy services units, business clinics, national data bank, investment promotion agencies, SMEs board/commission and ministry of small business where annual reports and accounts can be submitted. The ministry or relevant board will also maintain SME data bank. Research units with a section devoted to SMEs investigations must be established in universities and polytechnic, Government should guarantee loans to SMEs, especially the manufacturing classes in the range of 40-50% of the loan for a maximum of 5 years,

Government, through CBN, must effectively supervise development finance institutions (DFIs) and make sure that a substantial percentage of saving collected are canalised for entrepreneurship activities e.g. community banks, finance companies and the bank of industry (BOI), Scientific, technological, managerial, research and training institutions must be made to wear a new aggressive outlook rather than continuing to be docile, conservative and ineffective, Government must fight corruption. Public officers must also be ethically sensible and responsible.

SMEs – Oriented Solutions

These are; SMEs operators must willingly and enthusiastically imbibe, acquire and improve their managerial, technical, accounting, marketing and behavioural skills, attitudes and knowledge by which they can move forward their organisations and the nation, Use internal and external auditors. This will minimise discord among owners, build confidence of creditors and other users of accounting records and help to identify prevailing technical and managerial problems. The necessitates a system of internal control for the receipt and disbursement of cash as well as a system of asset control, SMEs operators must respond effectively to the capacity building therapy or initiative supplied by bankers' committee code-named "Small and Medium Industries Equity Investment Scheme (SMIEIS)". There is nothing wrong in admitting a corporate partner to a business, if the arrangement will take the partners to a higher ground of success. Partnership networking is a good practice, SMEs must substantially improve their equity capital base to reap the advantages of income gearing and reduce cost of borrowing. They can also improve their financial position by raising equity fund from capital market instead of banks and BOI only. They can also supplement formal financial requirements with formal finances from cooperative societies, indigenous saving and credit schemes., SMEs operators must accept the conduct of collaborative research, conduct of feasibility studies, product promotion, image laundering, staff training and development, succession training, delegation practices, MBO, TQM, JIT, minimisation of factory accidents and hazards, participatory evaluation, transformational leadership style, staff motivation, proper time orientation, strategic planning and control, etc as standard practices and utilize them to create positive pattern of effects for their organisations. SMEs operators must also extend progressive philosophies towards its numerous stakeholders; SMEs operators must fully understand "entrepreneurship processes" as entrenched in this book and other similar books. By it, they must show strict adherence to professional entrepreneurship principles and practices.

Society Oriented Solutions

These include; Members of the general public must frown at corruption and poverty, and fight both in all ramifications. More whistle-blowers are needed in this regard; the public must imbibe industrial culture and the culture of team formation for economic purposes. People need to learn how to solve problem by coming together as teams rather than as individuals. Even professors don't come together to write text books in developing world, Private institutions must come up with new initiatives that will advance either funding or knowledge for entrepreneurship capital accumulation. Various companies can network together to provide development assistance just like the financial tranquilliser (SMIEIS) of the network of banks in Nigeria. Insurance companies can also do this or provide some other assistance. Some churches have surplus funds which can be canalised for entrepreneurship pursuits of members. More support institutions are needed, Modern family must accept a new role of rearing our young ones pin-pointedly from childhood stage to the apogee of economic well-being in their later life. Families can build in children achievement motivation and buy video tapes in that regard. Economic competition rather than communal warfare is what obtains now and

entertainment shows for children must demonstrate this. Parents also need to be socially and economically responsible. Procreating 'legion' will adversely affect the standard of living of family members. There is the need for zero population growth (ZPG), Religious institutions must stop preaching shortcuts (miracles) to success and salvation. People must be samonized on the importance of taking full length to get to the pinnacle of success. Scientific problem solving may be better than miraculous problem solving which cannot be explained. Religion is good for spirit and soul. It is also goof for societal peace and development. People must be encouraged to engage in rational analysis (rather than succumbing to false prophecies), learn to avoid solving problems, enduring difficulties, learning to talk to their God personally and privately, and learning to be achievement oriented. Nothing venture, nothing had, says all the scriptures whether the Bagavad-gita, the Bible or Quran. Child rearing should be based on achievement motivation and the philosophy of nothing venture, nothing gain, there must be change of attitudes and values way from ostentatious living, western-emulative habits, despise for home-made items, past frivolities, vandalization, pretty agitation, corruption, sudden or miracle success, quiescence, contentment with the present, fatalism, religious intolerance, ethnic intolerance, obscenity, corruption, self centeredness, accumulation of wealth for unborn generations, indolence, make-belief, squandermania, megalomania, do-it-alone self-before-the-nation philosophy, procrastination and shameless profligacy. People must adopt trials, experimentation, initiative, preparedness, enterprise, thrift and frugality.

Also societal associations including the members of organised private sector (OPS), economic summit group, market associations, shareholders associations and consumers associations must strive to provide framework for bringing about rural developments, poverty alleviation, and reduction in inequalities, employment generation and entrepreneurship development. They must also do everything possible to make government and BOI responsible, corruption-free, and masses-oriented and engender "political-will" in all. Every individual and group has a role to play towards development.

Bank Oriented Solutions

These include; Banks in Nigeria often declare surplus after tax profit, they therefore have a critical role to play in entrepreneurship development. They can provide capital and financial education. Presently, capital grant, equity participation and advisory services are the strategies they are employing. They can still develop new strategies as well as more therapies other than SMIEIS to build entrepreneurship capacities. The Bank of Industry (BOI) and SMIDFUND must show expertise in development financing by employing effective strategies for allocating and collecting credits. The bank officers must show commitment and be corruption-free. SMIEIS could channel some of its idle fund to BOI for proper canalisation to SMEs in terms of equity participation or loan grants. The bank must learn from the mistakes of NIDB, NBCI and NERFUND. Banks must regard accounting and management knowledge as a requirement for granting loans to SMEs operators. Community banks and finance companies must show improved seriousness in the business of development financing. They must also seek to bridge the gap between theoretical elegance and mundane reality (possibility-plausibility gap).

8. Conclusion and Recommendations

As initially mentioned, the secrete behind the success of self-reliant strategy is mainly in peoples positive attitudes to enterprise, and in the extent to which the right incentive, adequate enough to make risk worth taking rather than in any particular political philosophy. In the early stages of Japan's Industrialization, her economy was dominated

by a large number of small-scale enterprises, who drew their strength not from abundance of capital, but rather from her vast supply of labour, and the abundant advantages of small scale industries. Nigeria and Nigerians need to learn and follow Japan's footsteps.

The activities of modern marketing cover marketing research, market segmentation, marketing information systems, marketing planning and control , and other issues relating to product, price, promotion, and distribution. These activities are not properly handled in many Nigerian small business enterprises as Ogwo (1991) has rightly pointed out. One of the major advantages of marketing is that, when correctly used, subjective values may be added to a product. The consumer then perceives it as superior to that of competitors. Consequently, profit margins may be increased. But as noted already, poor quality, unawareness of competition, poor promotion, poor distribution, and poor pricing methods tend to be the major failings of small-scale manufacturers in Nigeria. The production of generic products is often considered acceptable and economical by these small business enterprises (Onwuchuruba, 2001)
The adoption and application of marketing concept is one sure way by which small business enterprises can grow and secure for themselves to places in the 21st century commerce and industry. But marketing skills and knowledge are teachable and can only be acquired through training and experience. Unfortunately, many small scale entrepreneurs lack the necessary time and funds to embark on such training. We therefore suggest that the governments should assist them through organizing regular marketing workshops and seminars via State branches of Manufacturing Associations of Nigeria (MAN) and State Chambers of Commerce and Industries (Onwuchuruba, 2001).
In order to move away from this prevailing situation and build up some dynamism in its operations, a small-scale manufacturer should also be involved in strategic marketing planning. This planning will try to answer three important and relevant questions:

(i) Where are we now?
(ii) Where do we want to be?
(iii) How are we going to get there?

At the diagnosis stage, they should endeavour to be market-focused. They should find target markets, interpret trends, and identify customer needs before assessing the firm's strengths and weaknesses, noting also the limitations imposed upon by local marketing environment. It is only after this can an effective marketing strategy be formulated and appropriate plan put into action. Once feasible target markets with good growth and profit potentials have been selected, marketing strategies and actions should follow. The two major advantages possessed by small business enterprises in this respect are their closeness to customers and flexibility. Also, the two common mistakes here are attempting to offer too wide a range of products and trying to compete in large markets where their size can place them at greater disadvantage compared to large companies. Chaganti (1983) reveals that small business enterprises can perform better by carving a niche in the market place

They should also consider the various product variables like quality, features, styles, brand names, and marks. Many large companies such as the Lever Brothers Nig. Plc, Nigerian Breweries Plc, Cadbury Nig Plc, to mention a few, have demonstrated the great value of brand name and mark. Branding helps to create exceptional value in the eyes of consumers provided the company's products meet needs better than competitors. The small-scale manufacturer should also use price/quality assortment, convenience, service, and other elements of the marketing mix to promote the right image for their companies and products. Distribution in small business enterprises may be a problem

due to many layers existing in the channels. But once at diagnosis stage, accurate and complete limitations in the marketing environment have been identified and assessed; appropriate distribution strategies can be formulated. The governments are also advised to assist the small scale producers by improving infrastructural facilities and environmental limitations such as road network, water, electricity, and communication. Inefficiencies in these areas create additional costs to small-scale manufacturers. After building a strong marketing base at domestic market, it is important that small business enterprises consider exporting their products abroad especially within the West African sub-region. This can help them secure much-needed foreign exchange for importing necessary equipment and raw material as supplements to locally developed ones. Through this, the quality of their products can be improved and thus place them at a better position to compete effectively in both domestic and international markets.

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