

**O.L. Kuye, Ph.D Publications for the Position of Associate Professor
List of Publications**

Peer-Reviewed (Journal) Articles: International

1. **George, O.J., Kuye, O.L.** and Onokala, U.C. (2012) Corporate Social Irresponsibility (CSI) a Catalyst to the Niger Delta Crisis: The Case of Nigerian Oil Multinational Companies versus the Militants of Niger Delta Region of Nigeria. *Journal of Management Research*, 4(2): 1-11. USA.

This study examines how and what have been done and what have been left undone by the Multinational Companies (MNCs) that invariably initiated or contributed to the civil unrest of the Niger Delta (the communities where crude oil is abundantly found). The findings reveal that the MNCs have behaved irresponsibly towards the host communities through their philanthropic gestures rather than behaving responsibly by genuinely holding and treating the communities as real stakeholders.

2. **Kuye, O.L.** and Oghojafor, B.E.A. and Sulaimon, A.A. (2012) "Planning Flexibility and Corporate Entrepreneurship in the Manufacturing Sector in Nigeria, *International Journal of Business Excellence*, 5(4): 323-337 University of Massachusetts, USA.

The findings of this study indicate a significant relationship between planning flexibility and corporate entrepreneurship. The results show that planning flexibility can be considered as a good predictor of corporate entrepreneurship. The findings also reveal that high planning flexibility firms are more entrepreneurial than low planning flexibility firms. The outcome of the research signifies the need for manufacturing firms to exhibit high level of commitment to planning flexibility in order to enhance and promote entrepreneurship.

3. **Kuye, O. L.** and Sulaimon, A.A. (2012) "Financial Controls and Firms' Performance in the Manufacturing Sector in Nigeria". *International Journal of Business Excellence*, 5(1/2): 155-167. University of Massachusetts, USA.

Although, the findings of this study show that financial control is not a good predictor of firms' performance, it indicates a significant relationship between financial controls and firms' performance. The results also reveal that high financial controls firms outperform low financial controls firms. It can also help researchers to better understand the relationship between financial controls and firms' performance in the Nigerian manufacturing sector. Therefore, if Nigerian manufacturing sector must grow, among other things, it should be well attuned to the whole process of increased involvement in financial controls activities.

4. Oghojafor, B.E.A., **Kuye, O. L.** and Sulaimon, A. A. (2011) “Corporate Entrepreneurship and Firms’ Performance in the Manufacturing Sector in Nigeria”. *International Journal of Business and Globalisation*, 6(2): 182-197. University of California, USA.

Manufacturing firms all over the world play vital roles in the growth and development of the economy. It is believed that the effectiveness and efficiency in performing these roles may depend largely on sound entrepreneurship. The findings of this study reveal that entrepreneurial firms outperform less entrepreneurial (conservative) firms. This study has some important implications for management of manufacturing firms. It encourages manufacturing firms to demonstrate high level of commitment to entrepreneurship. It also reveals the need for firms to understand the relationship between corporate entrepreneurship and firms’ performance.

5. **Kuye, O. L.**, Sulaimon, A. A. (2011) ‘Employee involvement in Decision Making and firms’ Performance in the Manufacturing Sector in Nigeria’. *Serbian Journal of Management*, 6(1): 1-15. University of Belgrade, Serbia.

The findings of this study indicate a significant relationship between employee involvement in decision making and firms’ performance. The results also reveal that firms with high employee involvement in decision making outperform firms with low employee involvement in decision making. The study signifies the need for manufacturing firms to exhibit high level of commitment to employee involvement in decision making in order to enhance their performance. In other words, an intensive employee involvement in decision making regime is a probable approach for increasing firm performance in competitive markets with uncertainty.

6. **Kuye, O. L.** and Oghojafor, B.E.A. (2011) “Strategic Control and Corporate Performance in the Manufacturing Industry: Evidence from Nigeria”. *European Journal of Social Sciences*, 22(2): 177-187. London.

This paper examines the relationship between strategic control and corporate performance in the manufacturing sector. The research findings provide insights regarding how the interaction between strategic control and corporate performance would assist the growth and development of the manufacturing sector in Nigeria. The study provides important implications for the management of manufacturing organisations. In order to enhance corporate performance, the manufacturing firms need to demonstrate high level of commitment to strategic control.

7. Ifekwem, N.E., Oghojafor, B.E.A. and **Kuye, O. L.** (2011) “Growth, Sustainability and Inhibiting Factors of Family Owned Businesses in the South East of Nigeria”, *International Bulletin of Business Administration*, 11: 149-158. London.

This paper presents and discusses the various challenges in family owned businesses in the South East of Nigeria. The findings revealed that family

owned businesses suffer many management and attitudinal problems ranging from individualistic spirit, lack of planning and basic information, lack of political awareness, wrong line of business, and poor book keeping among others. The implication is that businesses start and fail, rarely succeeding the owner. It is strongly recommended that business owners should invest heavily in training and development to sensitize and orientate them, change their mindset as well as adequately develop their management skills and abilities.

8. Oghojafor, B.E.A., **Kuye, O. L.** and Sulaimon, A. A. (2010) "Planning Flexibility and Firms' Performance in the Manufacturing Sector in Nigeria". *Tropical Focus: The International Journal Series on Tropical issues*, 2(1): 16-26. University of Buea, Cameroon.

The findings of this study signify the need for manufacturing firms to exhibit high level of commitment to planning flexibility in order to enhance their performance. It also helps researchers to understand better the relationship between planning flexibility and firms' performance in the manufacturing sector in Nigeria. For the Manufacturing sector to be competitive, among other things, it must be well attuned to the whole process of increased involvement in planning flexibility activities.

9. **Kuye, O. L.**, Sulaimon, A.A. and Adebakin, M.A. (2010) "Knowledge Management, Intellectual Capital and the Growth of Small and Medium Enterprises (SMEs) in Lagos State, Nigeria". *African Journal of Contemporary Issues*, 10(1): 114-124. University of Buea, Cameroon.

The findings of this study revealed that knowledge management has a positive impact on the growth of SMEs. It demonstrates that knowledge orientation leads to survival and growth in the long run and that if (intangible assets) intellectual capital are effectively utilized and managed, it will add more to growth of SMEs than tangible asset. Therefore, managers and owners of SMEs should focus on acquiring, retaining and maximizing knowledge assets in order to survive in this present day business environment, as larger organization are doing.

10. Umukoro, F. G., **Kuye, O. L.** and Sulaimon, A.A (2009) "Matching Strategy to Situations: Programmed and Adaptive Implementation Approaches". *Serbian Journal of Management*, 4(2): 259-272. University of Belgrade, Serbia.

Two approaches to implementing strategy: programmed and adaptive were discussed in this paper. The findings revealed that programmed and adaptive implementation reflect different ways of how strategy should be executed and how design choices (e.g., specificity of goals, management responsibilities, extent of staff participation, amount of discretion allowed to deliverers, and type of evaluation) should be treated. Hence, strategy could be more effectively carried out if these implementation strategies were chosen to match the strategy situation.

11. Umukoro, F. G., Sulaimon, A.A. and **Kuye, O. L.** (2009) "Strategic Alliance: Insight into Cost of Structuring" *Serbian Journal of Management*, 4(2): 215-226. University of Belgrade, Serbia.

The results of this study lead to new insights into the structuring of alliances and suggest that inter-firm cooperation is complex, embedded in various institutional arrangements, and at once forward-looking and backward-looking. The findings show that structure is related to performance, that the perceived potential for opportunism influences both structure and performance, and that partners erect a variety of deterrent measures to stem possible losses from agreement violations.

12. Oghojafor, B.E.A., **Kuye, O. L.** and Sulaimon, A.A. (2009) "Scanning Intensity and Firms' Performance in the Manufacturing Sector in Nigeria", *Journal of Business Research*, 3(1&2): 39-52. Institute of Professional Studies, Ghana.

The findings of this study revealed that firms that want to be competitive must be willing to take environmental scanning seriously to pursue new solutions to challenges facing them. This suggests that in order to enhance their performance, manufacturing firms must be willing to commit a lot of funds required to obtain the technology which will enable them systematically monitor the environment. Also, policy makers need to provide the social infrastructures necessary to facilitate the carrying out of environmental scanning activities by firms. This will afford firms the opportunities of carrying out the activities easily and at minimum cost.

13. Oghojafor, B.E.A., Sulaimon, A.A. and **Kuye, O.L.** (2009) "Corporate Social Responsibility and the Performance of Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria". *African Journal of Contemporary Issues*, 9(3):82-110. University of Buea, Cameroon.

The importance of this study includes the need to encourage SMEs to invest more in Corporate Social Responsibility, particularly on employee and the community within which they operate. The study also revealed the need to encourage small and medium enterprises to demonstrate high level of commitment to corporate social responsibility. Organisations need to recognize that improving their own impact and addressing wider societal and environmental problem will be crucial in securing long term success.

Peer-Reviewed (Journal) Articles: National

14. **Kuye, O. L.** and Uadiale, O. M. (2011) "Cost Management Practices and Strategic Decision Making in the Nigerian Banking Sector". *UNILAG Journal of Business*. 1(3): 211-224. University of Lagos, Nigeria.

The result of the study showed that cost plays a significant role in all operations and decisions. It was also revealed that cost techniques are employed in the banking industry and that a relationship exists between

cost management practices and strategic decisions made by management. The findings of this study would be of immense benefit to organizations both private and public because it creates the consciousness of cost management, strategic decision making, and the need for better understanding of their relationship.

15. Sulaimon, A. A. and **Kuye, O. L.** (2011) “Job Stress and Employee Performance in a Manufacturing Firm”. *UNILAG Journal of Business*, 1(3): 136-152. University of Lagos, Nigeria.

This study revealed that stress has both positive and negative effects on employee performance. Excessively large workload is a problem to most employees which affect the quality of work turned out. Quantity of work is also affected when enough time is not given for its accomplishment. Therefore, there is need for management to give stress related issues all attention that could make it achieve its set goals, while taking care of employee needs as well.

16. **Kuye, O. L.**, Sulaimon, A.A. and Dakare. O. (2010) “Reinvention and Management of Public Enterprises in Nigeria through Public-Private Partnership”. *Academic Scholarship Journal*, 1(1): 20-31. Enugu State University, Enugu, Nigeria.

In this paper, the use of Public-Private Partnership (PPP) strategy has been proposed as strategic engine for reinventing Nigerian public enterprises and their management. In order to help the Nigerian State to improve and reform her public enterprises in the process of establishing an enable environment which is conducive for the implementation of PPP. This paper draws out the key findings of existing literature relating to the potential benefits of PPP, the pitfalls and risks involved in its implementation and how the pitfalls and risks can be minimized so to ensure that the PPP arrangements successfully meet their objectives.

17. **Kuye, O. L.**, Umukoro, F. G. and Sulaimon, A.A (2010) “Determining the Impact of Environmental Characteristics and Uncertainty on the Strategic Plan of Corporate Organizations”. *Nigerian Journal of Management Studies*. 10(2): 116-130. University of Lagos, Nigeria.

The effect of environmental characteristics and uncertainty on strategic planning was investigated in this study. The result of the study is clear evidence that that uncertainty does not have a consistent impact on all aspects of strategic planning. The separation of uncertainty measures from environmental perception scores appears to be a more conceptually clear approach to environmental studies. That uncertainty has only a limited moderating effect on the relationship between strategic planning and environmental characteristics suggests that major advances could be made by planners in this area.

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18. Oghojafor, B.E.A., Sulaimon, A.A., **Kuye, O. L.**, and Okonji, P.S. (2010) "Enhancing Business Prosperity in Nigeria through Good Corporate Governance" *Multidisciplinary Journal of Empirical Research*, 8(1): 21-28. Ambrose Alli University, Edo State.Nigeria.

The findings of the study revealed that there is a relationship between good corporate governance and business prosperity. It also shows that good corporate governance culture influences the market value of firms. In other words, Good corporate governance is an essential ingredient in corporate success and sustainable economic growth. Good corporate governance systems will allow organizations to realize their maximum productivity, improve efficiency, minimize corruption and abuse of power, and provide a system of managerial accountability. Thus, the recommendation of a vigorous enforcement of the corporate governance code by the Security and Exchange Commission, active board of directors and the encouragement of shareholders activism to promote corporate governance among Nigerian corporate organizations.

19. **Kuye, O. L** and Sulaimon, A.A. (2009) "The Impact of Technology and Enabling Infrastructures on Nigerian Business Growth". *Nigerian Journal of Management Studies*, 10(1):41-55. University of Lagos, Lagos. Nigeria.

The findings of this study indicate that erratic supply of power and water, poor transportation and road network, and weak communication link contribute enormously to escalating the cost of doing business in Nigeria. Thus, the poor state of technology and infrastructure calls for quick revitalization of the existing facilities as well as their extension to wider segment of the economy, as this has been identified as a hindrance to entrepreneurial development in Nigeria. It also presupposes that the Nigerian government should involve and encourage indigenous engineers and technicians in the development of basic technology suitable for her industrial needs. All these, inter-alia, will promote business growth in Nigeria.

20. Oghojafor, B.E.A., **Kuye, O. L.**, Sulaimon, A.A. and Okonji, P.S. (2009) "Empowering Nigerian Youths for National Economic Development: The Role of Entrepreneurship Education". *Journal of Research in National Development*, 7(2): 9-17. Federal University of Technology, Owerri, Nigeria.

The focus of this study is on the mandatory entrepreneurship course for undergraduate youths in the nation's tertiary institutions. The study revealed that entrepreneurship education imparts entrepreneurial skills and attitudes to students as well as favourably disposes them towards establishing their own businesses. This will empower them to contribute positively toward the nation's economic development. It is therefore recommended that the government on its part should provide a more conducive environment in the forms of quality infrastructural facilities and startup financial support to consummate this initiative of entrepreneurship education.

21. Umukoro, F. G. and **Kuye, O. L.** (2007) "Achievement Motivation: A Cross-cultural Comparison of Structure and strength". *Journal of Research in National Development*, 5(1): 69-77. Federal University of Technology, Owerri, Nigeria.

The multifaceted approach employed in this study enables the assessment of achievement tendencies in various cultural environments. The results of this study may stimulate the analysis of achievement tendencies among sub-populations differing on additional variables, example, gender, vocation, or organizational roles. Furthermore, the evidence regarding the complexity of achievement motive may offer the prospect of matching certain achievement motivation profiles to certain occupations, position or task. More empirical work may enable its application to practical situations, such as personnel selection and placement, or human resources development.

Chapters in Books

22. **Kuye, O. L** and O.R. Akewushola (2010) *Elements of Management and Administration* (2nd edition) in Ogundele, O.J.K. (Ed) *Comparative Management and Administration: A Book of Readings*, Lagos: Concept Publications.

This chapter gives insights into the various elements of management and administration, and how they can help managers in both private and public enterprises get their work done. It is imperative that managers and administrators must understand these elements in order to achieve organizational objectives.

23. Gbadamosi A., **Kuye, O. L** and Adeoye, A.O. (2010) *Theories of Comparative Management* (2nd edition) in Ogundele, O.J.K. (Ed) *Comparative Management and Administration: A Book of Readings*, Lagos: Concept Publications.

This chapter examines and discusses the existing theories of comparative management based on the perspective of the scholars concerned. Since it has been established that the past often guides through to the present and probably the future, various management schools of thought are also reviewed in order to be able to appreciate the link between the schools and the existing theories of comparative management.