

***RIVERS STATE UNIVERSITY,
PORT HARCOURT***



**STRATEGY MAKING:
ROCKET SCIENCE?**

**AN
INAUGURAL LECTURE**

By

**PROFESSOR
DONALD IBAMA HAMILTON**

BSc, MBA, PhD, FAMN, FIIA, FBDFM

Professor of Business Policy and Strategy

SERIES NO. 77

Wednesday, May 25, 2022

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DEDICATION

This inaugural lecture is
dedicated to
**PROFESSOR BLESSING
OPAKIRITE GREEN.**

I stood on the shoulder of this
giant to see the light.
God bless you my sister,
my friend, my mother.

PROTOCOL

The Pro Chancellor and Chairman of Council

The Vice Chancellor

The Deputy Vice Chancellor, Administration

The Deputy Vice Chancellor, Academic

The Registrar and Secretary to senate

The Librarian

The Bursar

Members of the Governing Council

The Provost College of Medical Sciences

The Dean, Post Graduate School

The Dean, Student Affairs

Deans of Faculties

Directors of institutes and centers

Heads of Departments

Emeritus Professors

Distinguished Professors

Members of Senate

Academic, Administrative and Technical Staff

Students of Rivers State University

Students of other Universities here present

Respected Guest

Gentlemen of the Press

My Lords Spiritual and Temporal

Distinguished Ladies and Gentlemen

1.0 PREAMBLE

The 14th Child of a Kalabari Fisherman and a petty trader mother presenting an inaugural lecture can best be regarded as folklore. But this, my distinguished Vice Chancellor is happening in Rivers State University under your watch. Vice Chancellor Sir, you owe this distinguished audience some explanation as to how a fisherman's son is presenting an inaugural lecture because I am making this presentation under your authority. For me I am in a reality shock and can only thank the merciful GOD who works in mysterious way. Did not GOD say "I WILL SHOW MERCY TO WHOM I WILL SHOW MERCY". Father I do not deserve any of these privileges and would thus affirm that there is none like YOU.

My academic journey started shortly after the Nigerian Civil war in 1972 at the age of eight when I started primary school education in Port Harcourt. I became professor of Business policy in 2010 following the footsteps of Professor Beford Animia Fubara of blessed memory. I am the second person to be promoted Professor of Business Policy after Professor B.A. Fubara in the department of Management.

I have consistently said to those who complain about delays associated with promotion to the rank of professor, that no one attains the rank of Professor without a story. I will therefore not bore you with my story. I will only remind you that a man often finds his destiny on the very path he takes to avoid it.

Let me address some fundamental questions that I am sure some of you may be asking: Why are you presenting your inaugural lecture twelve years after your promotion to the rank of Professor? The answer to that question is that I had to go back to Jerusalem to stay in the upper room waiting to be imbued with the ability to talk to people in their sleep. But why does the Professor need this ability? Because the Professor is a priest who is in the business of casting out the demons of ignorance. Without this ability the demons of ignorance will one day ask you: Paul we know, Silas we know, but who on earth are you?. This logically leads me to the next question:

Who is a Professor? A professor is therefore someone who is able to talk in someone else's sleep because that someone thinks the professor knows a lot about a specialized area in a field of study, although the professor himself as a result of his knowledge can freely admit how little he knows of anything. Michael Marino observed that:

Every man gets a narrower and narrower field of knowledge in which he must be an expert. As an expert, the specialist knows more and more about less and less and ultimately knows everything about nothing.

Who then is a Professor of Business Policy? A professor of business policy is an individual whose research interest is about organizations, particularly about how organizations are structured and how they function. Structure allows the organisation to divide its labour and achieve coordination. The word policy is used here as a label for a field of study concerned with the management of the total organization. Two basic things made up my research interest: Policy making elements and Policy making process.

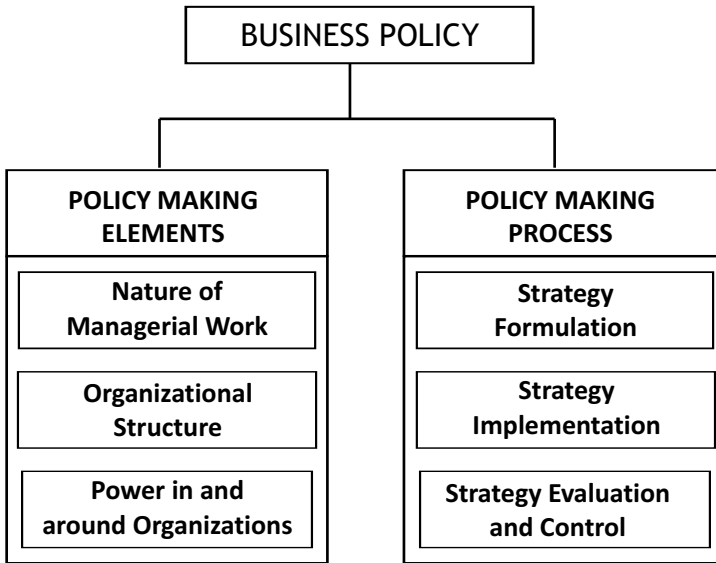


Figure 1: Business Policy as a Field of Study

Policy making elements are fundamental issues which underlie the policy making process. The issues which interested me included: Nature of managerial work, structuring of organization and the exercise of power and influence in organizations. I also found significant interest in the process of making strategic decisions, particularly about how strategies are made, implemented, evaluated and controlled.

Vice Chancellor Sir, this is what I have spent the last thirty-two years of my teaching career researching, teaching and publishing. I have tried to give students a top management perspective. The top management perspective is crucial for the functioning of organizations. As we know the survival of organization is critical for the survival of our species because our lives depend on organizations as we are born in it, grow in it, work in it, and die in it. We are a society of organization (Hamilton, 2021).

2.0 INTRODUCTION

Organizations are created by man to combine human efforts in order to achieve goals. Management is the process by which these human efforts are combined with material resources for goal accomplishment. The goals organizations seek are in the future. To get to these goals organizations craft strategies. The unique thing about organizations is that both the goals they seek to achieve and how they seek to achieve them are designed for them by the people called managers. Successful managers as Henri Fayol noted are people of sound mind and body, they have a high level of appreciation of right and wrong and they are guided by principles. These managers must work with people to achieve results. Interestingly, the most complex creation of God is “People”. In creating people, God gave them minds, and the capacity to think and act independently. Significant attempts have been made to understand human behaviour with little success. No wonder great minds like Sir Isaac Newton have said “I can calculate the motions of heavenly bodies, but not the madness of people”. Indeed those who manage people know that there are varying degrees of madness in different people and in the same people at different times. People make up organizations, people craft strategies for their organizations, people decide what goals their organizations must pursue and how these goals are to be pursued are determined by people. Nations that succeed are the ones that learn to channel their people into productive endeavours. Foolish nations allow the celebration of madness in their people.

I have not come to teach this distinguished audience STRATEGY, I have rather come to awaken strategy in you and will therefore, in this inaugural lecture, use the rocket as a metaphor to explain what individuals and organizations do when they craft STRATEGY. In most organizations, including nations, crafting strategy has uncanny similarities with building a conventional rocket. I will present the evidence but leave my distinguished audience to give the verdict as to whether crafting strategy is Rocket Science.

I will also share some of my thoughts with you concerning the nature of managerial work especially that which concerns leadership behaviour associated with the process of making and implementing strategy.

Vice Chancellor sir, Ladies and gentlemen welcome to my world, a world in which I have acquired the hammer and I am treating everything like a nail, because I realised early in life that you cannot dream yourself into a character, you must hammer and forge yourself into one. Let me examine organisations since the subject of our discourse happens in organisations.

3.0 ORGANIZATIONS

Organizations as Daft (1997) said are social entities that are goal directed, deliberately structured activity systems with permeable boundary.

Organizations exist to combine human efforts in order to achieve some pre-determined goals. These joint efforts enable people to specialize in an aspect of the total job. The individual by concentrating on an aspect of the total job is able to give to the organization more than he would otherwise have done. The consequence therefore is that the organization is able to attain results well in excess of the total of what the individuals working alone would have achieved.

Man has always, from prehistoric times, harnessed the benefits of collective efforts. Early collective efforts were probably designed for collecting food and for defending the group. With the invention of tools, collective efforts thrived even further. History is replete with accounts and monuments of collective efforts.

Perhaps one of the earliest records of organization is found in Exodus; the Holy Bible where Moses' father-in-law advised him thus:

... moreover thou shalt provide out of all people able men... and place such over them, to be rulers of thousands, rulers of hundreds, rulers of fifties and rulers of tens; and let them judge the people at all seasons: and it shall be that every great matter they shall bring unto thee... (exodus18:17-23)

An advice of this sort can only be put to use in a fairly large organization where an individual cannot make all decisions. The organization is therefore broken down into smaller units and individuals are put in charge of these smaller units. The heads of these smaller units are themselves responsible to higher levels of authority.

The Egyptian Pyramid is another example of an organization. Such monumental constructions would not have been possible without co-operative efforts of thousands of people working together under some direction.

Our new understanding of organization has improved tremendously. Today we speak of theories of organization. Robins (1990) for instance has classified organization theory into four types.

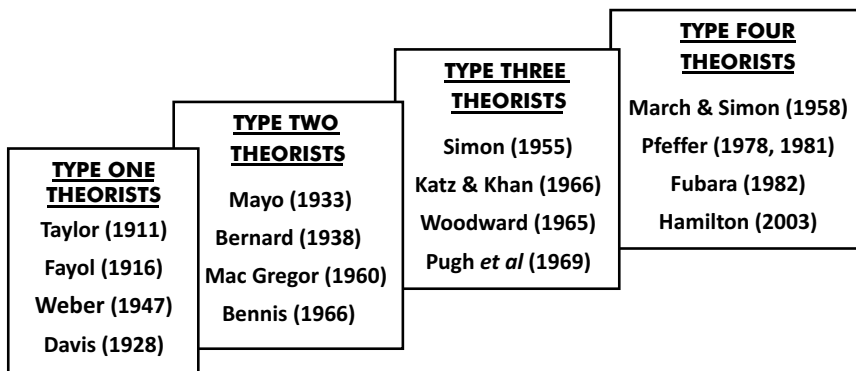


Figure 2: Theories of Organization

According to him type “one” theories conceived of organizations as mechanical devices to achieve goals. The focus of type one theories is on efficiency in the internal functioning of the organization. Taylor (1911), Fayol (1916), Weber (1947) and Davis (1928) are all grouped as type one theorists. Another name for these theorists is the classical school.

Type “two” theories of organization observed what they regarded as the neglect by the type “one” theorists of the informal structure, which is created to meet the social needs of organizational participants. Examples of type “two” theorist who are also regarded as the human relation school are Mayo (1933) Bernard (1938), MacGregor (1960) and Bennis (1966).

Type “three” theorists also called the contingency school, recognized that an organization is the result not only of the interaction of its internal subsystems but also the interaction with its environment. Examples of type “three” theorists are Simon (1947) Katz and Kahn (1966), Woodward (1965) and Pugh *et al* (1969).

Type “four” theorists also called the political school, is the most recent approach to organization theory. This school sees an organization essentially as a collection of coalition that wrestle perpetually in power struggle to structure the organization in ways that further the interest of dominant coalitions. Examples of type “four” theorists are March and Simon (1958), Pfeffer (1978, 1981), Fubara (1982), Hamilton (2003) etc.

Theories of organizations as the ones described above pertain to a societal phenomenon that is not so easily conceptualized. Can organizations be described in terms of buildings, people, machines, or locations? Most times we need multiple criteria to describe organizations since they cut across several aspects of our lives.

An organization must include people interacting with each other on continuous basis, the people might change but interaction must be continuous if the organization continues in its existence. These interacting people come to the organization with their own personal goals, which by working cooperatively with others they hope to achieve. This means that the goals organisations pursue must contain the personal goals of the individuals who make up the organisation.

An organization must have a relatively identifiable boundary. This boundary according to Robins (1990) may change over time, and may not always be perfectly clear but must be definable in order to distinguish members from non-members. Another attribute is that organizations are goal-seeking mechanism. Although the people that constitute these organizations have their own personal goals, the organization must have its own goals no matter how these goals are arrived at, and whether or not every member accepts these goals as those of the entire organization. For effective management, organizational needs and member objectives must be woven together for mutual interests.

3.1 Taxonomy of Organizations

The world is full of organizations, some of them do the same things in different ways; others do different things in different ways, yet others do the same things in the same ways but in different places. An explanation of organization would be incomplete without an explanation on how and why organizations vary. This point was made by Hodge and Anthony (1988) when they said:

It is necessary to understand the various types of organization in order to appreciate how theories might be altered to account for them... one might find that a particular principle that explained behavior in one organization should be modified to explain behavior in another type. (p.14)

Organizations can take a variety of forms and different organization theorists have devised different means of classifying them. Organizations can be classified on the basis of ownership of the means of production: thus we talk about public and private sector enterprises (Begg *et al*, 1994). They can also be classified according to how developed the economy in which they operate (Bohm, 1990), or according to the beneficiary of the organizations output (Blau & Scott, 1962). Organizations have also been classified according to the function they perform (Parsons, 1960), according to the technology they use in their technical core (Thompson, 1967) and according to the type of authority used and the main form of motivation appealed to (Etzioni, 1961). Organisations have also been classified on the basis of strategy – structure fit by Miles and Snow (1978). Their classification is relevant for this presentation and therefore requires further elaboration.

Miles and Snow (1978) in their attempt to improve our understanding of the nature of organizations classified organizations into four strategic types on the basis of the rate at which they change their products and or markets.

i. Defenders

These are organizations that seek stability by producing few products directed at a market niche in which they create market entry barriers. Defenders ignore developments outside their niche but choose to grow through market penetration and Limited Product development.

ii. Prospectors

Prospector organizations do almost the opposite of what defenders do. They exploit new products and market opportunities by focusing on innovation rather than profitability. The success of prospector organizations depends on their ability to scan their environment for potential

opportunities. Because Flexibility is critical for prospectors' organizations, they rely on multiple technologies with low degree of routinisation.

iii. **Analysers**

These are eclectic organizations that adopt the best attributes of either the defender or prospector organizations. Analyzer organizations enter new markets with new products only after the viability of the new product has been established by Prospectors. Analyzer organizations are primarily imitators who copy successful ideas of prospectors. The success of analyzers depends on their ability to respond as small and more innovative competitors.

iv. **Reactors**

Reactors are organizations that improperly pursue either the defender, Prospector or analyzer strategy. Generally because reactors are neither here nor there, they become poor performing organizations that are reluctant to commit themselves to any specific future strategy. Nigeria smells every bit like a Reactor organization. Reactor organizations show pattern of adjustment to their environment that is both inconsistent and unstable which puts them in a state of perpetual instability

4.0 THE CONVENTIONAL ROCKET

Whatever form they take, and whatever they do, well managed organisations have a good idea about where they want to be in the future and how they want to get there. It is the duty of Senior Managers to build or find the virtual Rocket that will carry them to that future. This Virtual Rocket is what we call STRATEGY. It is the overall plan or pattern for deploying resources in an organisation. Strategy making will therefore involve two major activities: (1) Finding a desired future and (2) Building a virtual Rocket that will

carry the organisation to that desired future, a future Albert Einstein said is characterised by perfection of means but confusion about goals.

These activities of strategy making have uncanny similarity to what Rocket scientists do: they build Rockets to deliver payloads to destinations within or outside our earth.

A Rocket is a cylindrical projectile that can be propelled at great speed to a great distance by the combustion of its contents. The science of designing and building rockets (Rocket Science) is an incredibly difficult one. Building the rocket is one half of the equation, the second half is finding the destination for the rocket.

When Americans landed humans on the moon, they built a rocket to propel the space shuttle into space, the shuttle was then to navigate and land on the moon. The moon was not a stationary object, it is in motion. The space shuttle was not aimed at where the moon was when the shuttle left the earth, the shuttle was aimed at where the moon was going to be, taking into consideration the speed of the shuttle, the distance between the earth and the moon and the movement of the moon. These activities make the work of the Rocket scientist a phenomenal challenge; but these activities are predictable thanks to science.

In Space, Rockets zoom around with no air resistance. Rockets and Engines behave according to Newton's Third Law of Motion: Every action produces an equal and opposite reaction. When Rocket shoots fuel out on one end, this action propels the rocket forward. But what is a rocket?

A Rocket is any of a type of jet-propulsion device carrying either solid or liquid propellants that provide both fuel and oxidizer required for combustion. The term Rocket is commonly applied to any of various vehicles including firework skyrockets, guided missiles, and launch vehicles used in space flight, driven by any propulsive device that is independent of the atmosphere.

The foundational physical principle involved in rocket propulsion was formulated by Sir Isaac Newton. According to his Third Law of Motion, the Rocket experiences an increase in momentum proportional to the momentum carried away in the exhaust:

$$M \Delta VR = M^{\circ} V_e \Delta t = F \Delta t$$

Where:

M = the rocket mass

ΔVR = the increase in velocity of the rocket in a short time Δt

M° = the rate of mass discharge in the exhaust

V_e = the effective exhaust velocity

F = the Force

$M^{\circ} V_e$ = the quantity of thrust produced on the rocket by exhausting the liquid or solid propellant

A technique called multistaging is used to minimise the size of the take-off vehicle. The launch vehicle carries a second rocket as its payload, to be fired after the burnout of the first stage (which is left behind). Most space flights use at least two stages. This strategy is extended to more stages in missions calling for very high velocity and distance.

5.0 THE VIRTUAL ROCKET

Senior Managers face even more difficult challenge, as they build virtual rockets to propel their organisations to their desired future, unfortunately these managers have very limited idea about the ability of the virtual rockets they build, very poor idea of the distance between their organisations and the desired futures, and even weaker ideas of what this desired future will be knowing that as Benjamin Disraeli said, what we anticipate seldom occurs; what we least expect generally happens.

Virtual Rockets managers build do not obey the laws of physics, they are rather guided by the laws of human nature. These laws are complex and are the domain of the Social Sciences. From Psychologists who seek to Describe, Explain and Predict human behavior (Wortman *et al*, 1992) to sociologists who concern themselves with interpretative understanding of social action in order thereby to arrive at a causal explanation of its cause and effect (Weber, 1964), the goal of the social scientist is to obtain organized knowledge of social reality (Lesnoff, 1976). But how can the knowledge of this social reality be obtained. Burell and Morgan (1979) have advocated four sets of assumptions related to Ontology, Epistemology, Human Nature and Methodology concerning the nature of the social world and how social scientists can investigate and acquire knowledge about it.

The social world, which includes organizations of the kind we are interested in, is a world very unlike the physical world, a world made up of man and the organizations he has created to regulate his behaviour. Man as a “Minding” being is dependent on interactions with his fellows, his daily life must be lived in consort with other human in social institutions created by him and governed by Laws of human nature (Hamilton & Obara, 2000). The difference between Physical Laws like the Laws of Physics and the Laws of human nature is that whereas the Laws of Physics are WRITTEN and can be verified, the Laws of Human Nature are

UNWRITTEN but IMPLIED in the conduct of man and are not easily verifiable. Physical laws are statements of invariant relationship among observable or measurable properties (Asika, 2005). The relationships in the laws of human nature may not be observable and therefore not measurable.

6.0 STRATEGY

Senior managers are confronted with three questions: Where are we now? Where do we want to go? How do we get there? The answers to these questions are the domain of strategy.

Strategy derives from the Greek word STRATEGOS, which originally referred to a role (A general in command of an army). It later came to mean “the art of the general”, the psychological and behavioural skills with which the general occupied the role (Quinn, 1980).

Today, the word strategy has a widespread business usage that the uninitiated may find confusing. I will like to describe strategy as a virtual rocket built by Senior Managers which takes their organisations to the future they desire.

Interestingly, the concept of strategy cannot be reduced to a single definition, as it has various connotations and denotations. A connotation is a commonly understood cultural or emotional association any given word carries while its denotation represents its explicit or literal meaning.

Mintzberg (1980) has for example identified five explicit meanings for strategy that he has described as the 5Ps of strategy - plan, ploy, pattern, position and perspective.

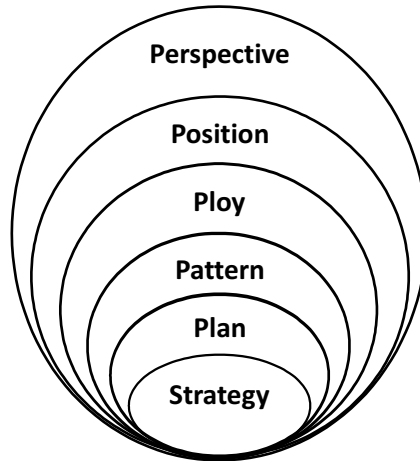


Figure 3: The Strategy Balloon

To most people strategy is a plan, a consciously intended course of action that is made in advance of the actions to which it applies.

To some people strategy can also be a ploy, a specific manoeuvre intended to outwit a competitor or an opponent in a zero sum situation.

Strategy as a pattern represents some consistency in behaviour whether or not intended. Strategy really becomes the best method of accomplishing an accidental result. Strategies may result from human actions but not necessarily human designs. Strategies may therefore be deliberate where intentions existed and were then achieved or emergent where patterns developed in the absence of intention or despite intentions. Strategies emerge as pattern when there is consistency in action without any hint of intention.

Strategy becomes a position when it is seen as an instrument to locate the organisation in an environmental niche (a niche is a place in the environment the organisation identifies where competition is minimal or non-existent).

Lastly, strategy when seen as perspective becomes an organisation's internalised way of seeing its environment, strategy becomes to the organisation what personality is to an individual, a collective intuition of Senior Managers on how the world works: the organisation's worldview. Mintzberg (1980) captured the essence of these connotations and denotations thus:

“In some ways, these definitions compete, but in perhaps more important ways they complement. Not all plans become patterns, or are all the patterns that develop planned; some ploys are less than positions, while other strategies are more than positions yet less than perspectives. Plan introduces the notion of intention, pattern focuses on action, position introduces context and perspective focuses attention on collective aspects of strategy” (p. 10).

What is strategy anyway? As expected with any word in the social sciences, there is no single universally accepted definition. Let us explore a few definitions.

Quinn (1980) defined strategy as the “Pattern or plan that integrates an organizations major goals, policies and action sequence into a cohesive whole” A well formulated strategy according to Quinn (1980) helps to marshal and allocate an organization's resources into a unique and viable posture based on its relative internal competences and short comings, anticipated changes in the environment, and contingent moves by intelligent opponents.

Chandler (1962) on the other hand in his book: Strategy and structure; chapters in the history of the industrial enterprise defined strategy as “the determination of Long-term objectives and goals, the adoption of courses of action and the associated allocation of resources required to achieve goals”.

Sun Tzu, in his book the art of war described strategy as “the great work of the organization. In situations of life or death, it is the Tao

of survival or extinction” The study of strategy, he concludes, cannot be neglected.

7.0 STAGES OF THE VIRTUAL ROCKET

Virtual Rocket like the conventional rocket is a multistage activity. Stage one captures the activities of the corporate level, stage two captures the activities of the business level, stage three captures the activities of the functional level while stage four captures the activities of the operating level.

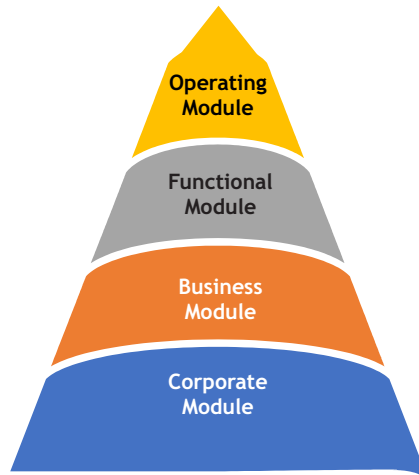


Figure 4: Multi-stage Virtual Rocket

7.1 Corporate Module

Corporate level strategy is the launch vehicle that carries the second, third and fourth level strategies as its payload. Unlike conventional rockets, the various stages of the virtual rocket do not burn out, the Launch vehicle determines when the subsequent stages will be fired to increase the momentum required for goal attainment. Each module of the virtual rocket houses specific weapons designed to accomplish specific goals.

The corporate module houses all the strategic weapons the organization needs to pursue its goals. The corporate module thus provides the basic direction for strategic actions for the organization as a whole. Two categories of weapons are housed in the corporate module: (1) Offensive weapons and (2) Defensive weapons. Whereas the offensive weapons navigates the organization towards improved sales, profitability and market share, the defensive weapons are needed when the organization faces adversity caused by economic down turn, technological breakthrough by competitors or production inefficiencies that may arise as a result of aging production facilities.

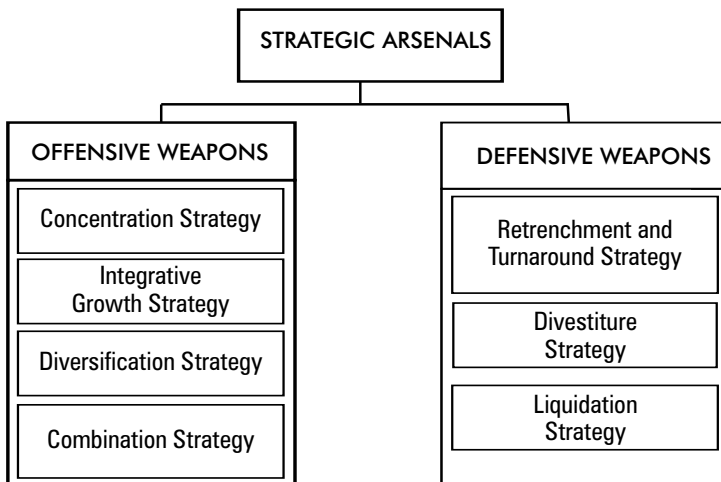


Figure 5: Corporate Arsenals

Concentration strategies are marketing moves designed to improve sales, profitability or market shares by getting more out of the organization's current resources. There are three concentration strategies: (1) market penetration, (2) market development and (3) product development. With market penetration strategy, the organization seeks to improve sales of its present product within its present market. With

market development strategy, the organization seeks to find new markets for its present product or service while the focus of product development strategy is to find a new product for the organization's current market. The Ansoff's Product/Market matrix illustrates the concentration and Diversification strategies.

Product Market	Present	New
Present	Market Penetration	Product Development
New	Market Development	Diversification

Figure 6: Ansoff Product/Market Matrix

Diversification represents departure from the organization's base of operation and typically involves new products and new markets. There are two types of diversification strategy (the concentric and conglomerate diversification) whereas in the concentric diversification option, the new product has technical and marketing synergies with the organization's existing product, the conglomerate option represents a complete departure with new products and new markets.

The focus of integrative strategies are primarily on increased profitability by expanding the organization's operation through mergers and or acquisition to include activities of other firms that supply it with inputs (Backward Integration) or purchase its outputs (Forward integration).

The corporate module also carries the corporate combination strategies. These strategies allow the organization to combine (not integrate) with other organizations to do business. The combination strategies include strategic

alliance, joint venture and consortium. Strategic alliance is an arrangement between two or more firms to undertake a mutually beneficial business while each firm retains its independence. In a joint venture two firms pool resources to create a new and separate entity.

As is sometimes the case the Virtual Rocket can lose momentum due to conditions either in the environment (e.g. economic condition, technological breakthrough by competitors) or in its internal conditions (e.g. production inefficiencies). When this happens the organization assumes a defensive posture in which it tries to regain control by fortifying its distinctive competences through cost and asset reduction (Comerford & Callaghan, 1985).

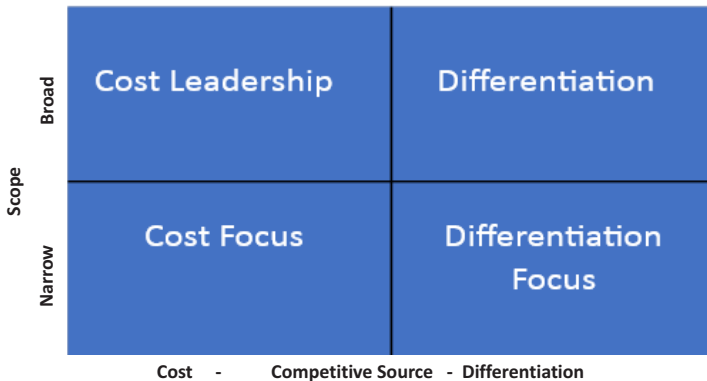
The defensive weapons housed in the corporate module are activated to survive adversity the organisation may face. Defensive strategies include Retrenchment and turnaround strategies, Divestiture strategies and Liquidation strategies. Whereas the focus of the retrenchment and turnaround strategies is on cost and Asset reduction, the Divestment strategies may target the sale of the organizations strategic Business units (SBUs) that are performing poorly in order to stop further profit decline. Retrenchment and turnaround strategies are designed to fortify the distinctive competences organisations faced with declining profit. Their focus may be short or long term. Reorganisation is an important part of this strategy.

Although the corporate module houses the Liquidation strategy, no senior manager expects to use it in the course of their career. However, the unexpected sometimes happens when the organization declines to the point where it makes more sense to realize its assets and pay off Liabilities. When this happens the virtual rocket fails and the organization ceases to exist. If things go bad to the point where liquidation option is taken, the alternatives available are Voluntary

Closure, when the organisation's assets are higher than its liabilities, Assignment or Bankruptcy when liabilities exceed assets.

7.2 Business Module

The essence of strategy lies in creating tomorrow's competitive advantage therefore in the second stage, Business level strategy positions the organisation to compete in its industry. Business level strategies therefore determines how the organisations will gain momentum through: (i) Cost Leadership (ii) Differentiation (iii) Focus



Source: Porter, M.E. (1980). *Competitive strategy: Techniques for analysing industries and competitors*. New York: Free Press.

Figure 7: Competitive Strategy

At this stage of the virtual rocket ignition, the rocket begins to steer the organisation away from competition toward its core competence in specific product market by creating differences between its position and those of its competitors (Hamilton, 2003) through (i) attaining lower cost than competitors (Hamilton & Obara, 2002), (ii) the ability to differentiate its products or services and (iii) focusing energy on its market niche through cost or differentiation.

In this stage of ignition, the focus is to outperform competitors in the market space. Business level strategy “must include actions that will strengthen market position, build competitive advantage and develop strong competitive capabilities (Oghojafor, 2013). Business level strategies also called competitive strategies specifies how the organisation can successfully out compete its competitors in its industry.

7.3 Functional Module

The third stage of the Virtual Rocket is the Functional Level strategies. These are primarily action and goals assigned to the various functional areas that support the Business and Corporate Level Strategies. These strategies are key routine activities that must be activated at the various functional areas to operationalise Business and Corporate Level strategies (Hamilton & Jaja, 2008).

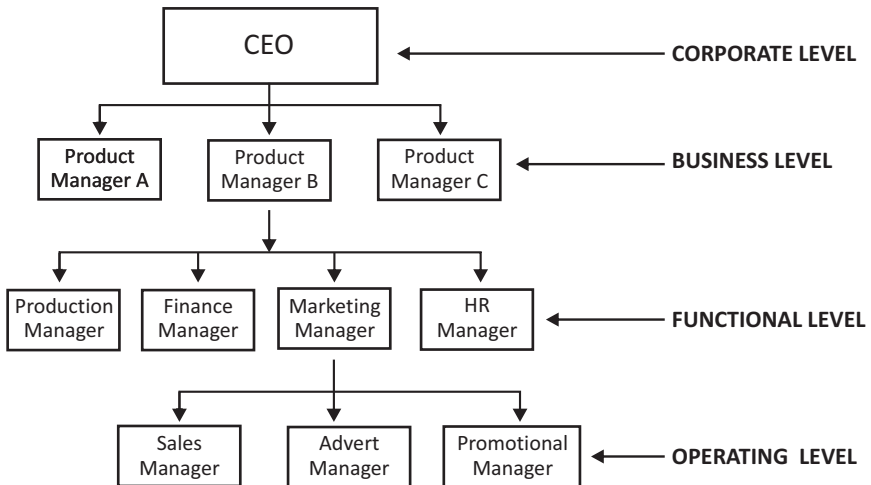


Figure 8: Typical Organogram

Management interest in functional strategy is to provide the functional officers with the road maps to execute the functional parts of implementing Business and Corporate Level Strategy. Typical functions include marketing, finance, production and operations, Research and development and Human Resource.

Marketing will address fundamental issues of Price, Place, Products and Promotion (Ekerete & Hamilton, 2004). Financial strategy will address decisions in key areas of financing, investment and dividend in terms of identifying the key sources of finance, mapping out how monies raised will be invested and addressing how providers of funds will be compensated in the short and long term (Hamilton & Tamunomiebi, 2002). Production and operation strategy will guide decisions about the nature of the production system, location, design of facilities, equipment replacement and size (Hamilton, 2009). Research and Development (R&D) strategy will address the nature of the R&D function in terms of whether the function will be made or bought, whether R&D will concern basic research or product development or indeed whether the function will have a long or short-term emphasis (Ottih, Hamilton & Orupabo, 2008). The HR strategy addresses the most important resource in the organisation and will thus concern recruitment, selection, orientation, career development and training, compensation, evaluation, discipline and control, labour relations and laws (Hamilton & Oparanma, 2008). The virtual rockets organisations build are built by people. The HR strategy will ensure the organisation is able to attract, motivate and keep the type of labour force it requires.

As Pearce and Robinson (2000) noted, functional strategy will emphasise how each functional area of the firm will contribute to the realisation of the Business and Corporate strategies.

7.4 Operation Module

The last module of the Virtual Rocket carries the operations capsule where strategy is broken down into a series of short-term plans that can be a focus for action and a basis of performance monitoring (Grant & Jordan, 2015). At this level, the daily activities essential for strategy to work are considered for achieving operational effectiveness.

The operating strategy is the payload that the Virtual Rocket carries for the performance of its mission. It is called payload because it is focused on revenue generation (Pay + Load). This is because the basis of operating plan is the sets of performance targets that are not only operational but principally financial. An operating plan includes the programmes the business is going to complete in one year. Amongst these are product launches; marketing plan, a sales plan; manufacturing plan; and a productivity plan that improves efficiency (Bossidy & Charan, 2002).

8.0 VIRTUAL ROCKET FUEL

Every Rocket requires a propellant that provides both fuel and oxidizer for combustion. For the Virtual Rocket, organisational politics is the propellant. Organisational politics is the plan, tactics and strategies for seizing, holding and executing power (Rao & Narayana, 1998). Pfeffer (1981) described organisational politics as that which “represents the use and exercise of power and influence in organisations”. While power represents the fuel, influence represents the oxidizer.

8.1 Power

Power is the basic energy that initiates and sustains actions that translate intentions into reality. Power is the most important and yet the most distrusted element in human history (Pfeffer, 1981); when we use power, we see it as a good force, and we wish we had more. When others use it against us, we see it as evil (Hamilton & Fubara, 2004).

Power depends on the followers' perception that the power holder can determine an outcome. No two individuals in an organisation can hold equal amount of power (Jaja & Hamilton, 2003). Power is therefore an individual's capacity to determine decisions, actions and situations (Fubara, Hamilton & Jaja, 2002). Some individuals may be born with power, most people derive power from legitimate, expert, referent, reward and coercive sources (French & Raven, 1968). Legitimate power derives from the position one occupies, expert power is as a result of one's specialized knowledge about something. Referent power derives from one's association with the supernatural. The ability to reward and to punish also confers power on people.

8.2 Influence

Influence on the other hand is the capacity of an actor to restructure the perception of an opponent so as to get the opponent to act as desired (MacMillan, 1977). Influence is often used by strategists in organisations to change the attitudes, values or behaviours of employees (Ferris & Kacmar, 1992). Leaders achieve influence in many ways including through Rationality, Coalition, Friendliness, Exchange, Assertiveness, Upward appeal, etc (Kipnis *et al*, 1984). Rationality involves the use of facts to support the development of a logical argument whereas Coalition is the mobilization of others with similar interests to support and strengthen a cause. Friendliness involves the use of flattery,

creation of goodwill and favourable impression to get people to act as desired. With assertiveness, a superior achieves influence by persistently making a request in direct and forceful manner. Influence can also be achieved by using the support of higher authority. Generally, leaders prefer to use rationality, coalition, friendliness and exchange to achieve influence as compared to assertiveness and upward appeal because rationality, coalition, friendliness and exchange are soft strategies while the last two are hard strategies. The exercise of influence as Oscar Wilde said is:

terribly enthralling. No other activity is like it. To project one's soul into some gracious form, and let it tarry there for a moment; to hear one's own intellectual views echoed back to one... to convey one's temperament into another... perhaps influence is the most satisfying joy left to us in an age so limited and vulgar as our own, an age grossly carnal in its pleasures, and grossly common in its aims.

9.0 STRUCTURE OF THE LAUNCH PAD

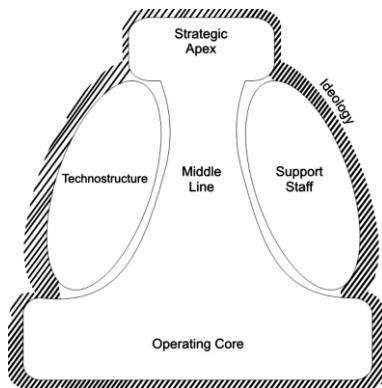
The launch pad is where the rocket is placed until it is fired. Launch pad for conventional rockets are often very complex facilities made out of reinforced steel concrete and will often have towers to support the rocket during launch. In addition the Launch Pad (sometimes called Launch complex) will also have a Launch platform, a service structure, the infrastructure to provide propellants, electrical power, communication, access roads, drainage, flame deflection systems and sound suppression systems etc.

How complex the structure of the launch pad for the virtual rocket is depends on the situation facing the organization. This situation does include the age of the organisation, its size, technical system in use, the nature of the environment, power structure and most

importantly the nature of the virtual rocket to be launched. These situational factors notwithstanding, the design of the virtual rocket launch pad is typically made up of two essential elements (Mintzberg, 1979; Galbraith & Kazanjian, 1986). These elements are:

- i. The basic parts of the Launch Pad and
- ii. The integrating mechanisms that bring the parts of the pad together.

The basic parts of the launch pad are the strategic apex, the middle line, operating core, the technostructure, the support staff and the corporate ideology.



Source: Mintzberg, H. (1989). *Structuring of organisations*. New Jersey: Prentice Hill.

Figure 9: The Basic Parts of the Launch Pad

The Operating Core is made up of operators who perform the basic work related directly to the production of goods and services. These operators secure inputs, transform these inputs into products or service, and distribute these products or services. The operating core is the heart of the Launch pad and is made up of Doctors if the organisation is a hospital, Engineers if it is an engineering firm or Lawyers if it is a law firm etc. The operating core makes up the operating module.

The Strategic Apex is the domain of top management and is responsible for the flight path of the virtual rocket. The strategic apex houses the most senior members of the organisation. They are thus the occupants of the corporate module.

The Middle Line is made up of managers who are in a direct line relationship between the strategic apex and the operating core. The middle line is the administrative component of the Launch pad. They connect the operating core to the strategic apex. The middle line managers are the occupants of the business module. Their job is to navigate the virtual rocket towards a specific industry and specify how their organisation will out perform competitors in their industry.

The Technostructure is made up of staff analysts whose work is to design the systems by which work processes on the Launch pad are monitored and controlled through standardization.

The Support Staff are the various specialists who provide support to the Launch pad outside of its operating work flow.

The last part of the Launch pad is the Ideology which defines the context within the Launch pad. Ideology ties the various parts of the Launch pad together and is made up of beliefs, attitudes values, opinions and life styles that define the personality of the Launch pad.

These basic parts of the Launch pad must be integrated for goal directed behaviour of the virtual rocket. An essential part of the structure of the virtual Launch pad is therefore how the specialized part of the Launch pad can be integrated. Integration mechanisms include Mutual adjustment, Direct supervision and Standardization (Mintzberg, 1979).

With mutual adjustment the various parts of the Launch pad communicate informally with one another and adjust their behaviour and actions to get the work of launching the rocket done. Direct Supervision in which a person is given organizational authority to coordinate the work of others is another integration

device. These individuals coordinate the work of others by issuing instructions, monitoring actions and exerting compliance by using the authority vested in them by the organisation. Coordination can also be achieved through Standardisation by virtue of standards that pre-determine what people do, how they do it and when they do it. In this regard integration can be achieved through the standardization of the work process, the outputs, the skills and knowledge required to do the work, and of the norms and values required of the workers for single mindedness.

10.0 LAUNCHING THE VIRTUAL ROCKET

Launching the Virtual Rocket represents the deployment of the virtual rocket with a view to achieving the objectives of the organisation. This complex stage involves a series of integrated decisions and actions that require a shift in responsibility from Corporate to Business, to Functional and ultimately to the Operational Level (Hrebiniak, 2005). Most implementation problems arise from this shift in responsibility. Management issues central to implementation are many. Three critical ones are Behavioural, Organisational and Functional Policy issues (Hamilton, 2013).

Behavioural aspect of the strategy launch process ensures that the “right” strategists are the ones launching the rocket. This is accomplished through (i) effecting needed changes in current leadership at relevant levels (ii) reinforcing leadership motivation through financial and non-financial incentives (iii) minimising resistance to change. Crucial behavioural attributes include education, ability, experience, personality and temperament (Hamilton, 1994; Maclayton & Hamilton, 2019).

Organisational phase of the launch process requires that the structure of the launch pad matches the requirements of the virtual rocket. The relationship between strategy and structure was first identified by Alfred Chandler in 1962 when he studied large successful American corporations. In that study, he showed that

the need to restructure arose from strategic shifts that are driven by new technologies and changes in market structure. Changes in the virtual rocket result in new administrative problems which require new or refashioned launch pad for successful launch (Hamilton & Jaja, 2008). In practical terms, successful launch of the virtual rocket requires a match with key dimensions of the launch pad. The virtual rocket must therefore sit properly on the launch pad by fitting perfectly with the level of complexity, formalisation and power structure with the launch pad (Hamilton, Otth & Jaja, 2002).

The principal activities of the Functional Policy launch phase are (i) the development of policies at the functional level to operationalise the virtual rocket and (ii) allocation and deployment of resources needed to build the rocket and the launch pad complex in terms of human and material resources.

Policies in this context refer to specific guidelines, methods, procedures, rules and administrative practices established to regulate the launch process (Chika-Anyanwu & Hamilton, 2019). Without the establishment of these policies, control of the launch process will be chaotic and therefore difficult.

The second aspect of this phase (Resource allocation and deployment) is arguably the most critical aspect of the launch process. Strategy is executed through the allocation and deployment of resources. Resources to be allocated include financial, human, material and time. Resource allocation and deployment translates commitment of financial resources into investment in human and physical resources. The budget represents the principal instrument for resource allocation and deployment (Hamilton & Odinioha-Gabriel, 2012). As expected, resource allocation and deployment represent the greatest challenge in the strategy implementation processes. This is primarily because it is subject not only to internal politics but also to external influences (Hamilton & Borlo, 2008; Ukpai, Hamilton & Kellyiyi, 2007). The Boston Consulting Group (BCG) growth-share matrix is useful during this phase of the launch process.

Market share Growth Rate of market	High	Low
HIGH	STARS ↓	QUESTION MARK ↑
LOW	CASH COW	DOG

← (arrow from Question Mark to Stars)
 ↓ (arrow from Stars to Cash Cow)
 ↑ (arrow from Dog to Question Mark)
 → (arrow from Dog)

Figure 10: BCG Growth – Share Matrix

The BCG Growth-share matrix is a planning tool with graphical representation of a company's products and services. It helps the company decide products or services to keep, sell or invest more in. The arrows show the trajectory the various products or services should take. The matrix breaks down products/services into four categories of cash cow, stars, question marks and dogs.

11.0 FORCES ACTING ON THE VIRTUAL ROCKET

In flight, four forces act on conventional Rocket and determine whether the Rocket flies at all or how it flies. These forces include;

- i. The **Weight** of the Rocket made up of the mass of all parts of the Rocket
- ii. The **Thrust**, determined by the force exerted on the Rocket by exhaust gases and
- iii. The two aerodynamic forces of **Drag** and **Lift**

Rocket scientists know that for operational efficiency of a Rocket, these forces must be in their control.

Similarly, numerous forces act on the Virtual Rocket and determine how the Virtual Rocket flies. These forces are basically of two kinds: the objective and subjective forces. Senior managers are fairly in control of the objective forces. In contrast, the subjective forces are largely beyond the control of senior managers.

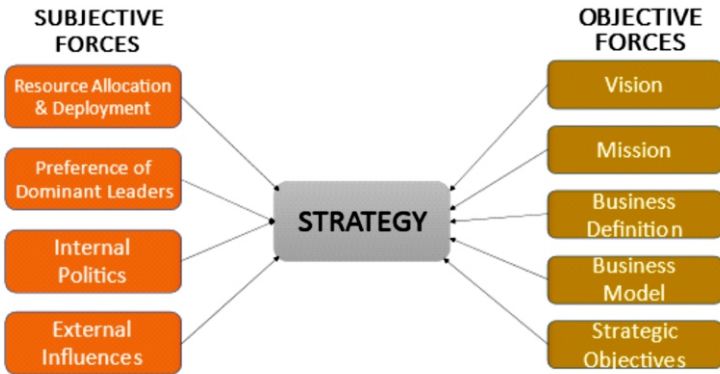
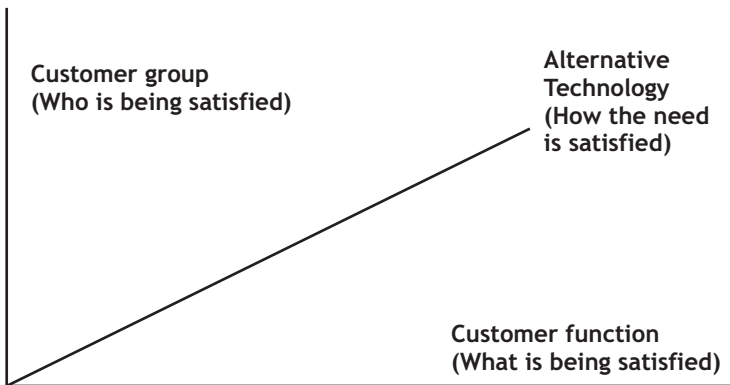


Figure 11: Forces Acting on the Virtual Rocket

11.1 Objective Forces

The objectives forces acting on strategy include the Vision of where the organisation wants to be in the future, its mission; the reason for its existence which should clarify its customer function, customer group and its Alternative Technology (Abel, 1980).



Source: Abel, D. (1980). *Defining the business: The starting point of strategic planning*. New Jersey: Prentice - Hall.

Figure 12: Business Definition

The objective forces will also include the Business model which describes the organisation's plan for earning profit and therefore outlines the products or services the organisation will offer to what target market and at what expense. Lastly the objective forces includes the strategic objectives which represent the specific intended result of the virtual rocket, that which in specific terms the organisation wishes to achieve with the Virtual Rocket.

11.2 Subjective Forces

The subjective forces acting on the Virtual Rocket usually emanates from shift in responsibility from one stage of the Virtual Rocket to another. Perhaps the most critical subjective force acting on the Virtual Rocket is Resource Allocation and Deployment. Strategy is executed through the allocation of financial, human, material, time and even technological resources, which are then deployed in desired patterns. I have classified resource allocation as subjective because as Hamel and Prahalad (1994) observed, the resource allocation process offers the wrong mental approach to the strategy task as it is more concerned with dividing existing resources rather than using the resources more effectively. The subjective forces also include internal politics and preferences of dominant leaders. Political behaviour in organisations allows differences in the launch process that go beyond the rules and norms of the organisation. It is therefore important for senior managers to understand the forms political behaviour can take and how they can harness it. The internal conditions are the source of the strengths and weaknesses of the organisation, sometimes called organisational climate, it defines the personality of the organisation and describes the social setting of the launch pad.

Another important subjective force that acts on the Virtual Rocket is external conditions. Ignition and blast off of Conventional Rocket can only occur if meteorological information such as WIND, CLOUD, THUNDERSTORM, LIGHTENING and TEMPERATURE permits. Similarly the virtual Rocket has its launch conditions which determine the level of risk various environmental forces pose for the Virtual Rocket Launch. These forces comprise a wide range of influences which include Economic, Demographic, Social/Cultural, Political / Legal, Technological and Ecological forces which determines how the Virtual Rocket flies.

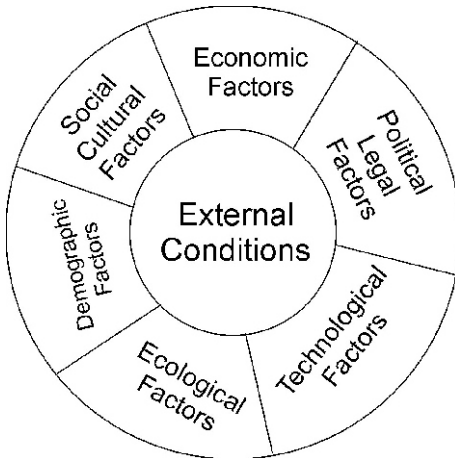


Figure 13: External Forces acting on the Virtual Rocket

The direction and how the Virtual Rocket fly is influenced by these forces. Economic forces concern the nature and direction of economic activities and involve the market structure, pricing mechanisms, resource availability, level of disposable income etc. The political/legal forces define the Legal and regulatory parameters for the operation of the virtual rocket. The social cultural forces define the way of life of the society in which the virtual rocket will operate. The social cultural forces include the people's beliefs, values, attitudes, lifestyle, social institutions etc.

Technological forces define the developments in science and technology that is capable of affecting how goods and services are produced. This factor is so important that it determines how advanced or primitive the Virtual Rocket will be. Demographic factors concern human population distribution characteristics and will therefore include age distribution, family size gender statistics, geographic location of people etc. Ecological factors deal with the tripartite relationship between humans, other living beings and the state of their physical environment. Ecological factor will include Global warning, air, water and land pollution, loss of habitat and biodiversity. Ecological factors are critical issues that are primarily caused by the burning of fossil fuel and industrial waste disposal by business. For senior managers these forces are the sources of opportunities and threats they must deal with. But the organisation also needs to know its strengths and weaknesses to have a full picture of what it is dealing with.

Businesses must see these external forces in the context of Globalization, the interconnectedness of the world today that is driven by technology. How businesses respond to this global environment depends greatly on management assumptions (both conscious and on conscious) about the nature of the world and how organizations can deal with this world view. Perlmutter (1969) has categorized the world view of organizations into Ethnocentric, Polycentric, Regiocentric and Geocentric orientations. An organization with geocentric orientation views the entire world as a potential market and therefore develops a global virtual rocket. Geocentrism is a world view that recognizes similarities and differences in markets and attempts to create a global response. The acronym ERPG stands for Ethnocentrism, Regiocentrism, Polycentrism and Geocentrism developed by Howard Perlmutter and David Heenan in 1979 to describe management orientations.

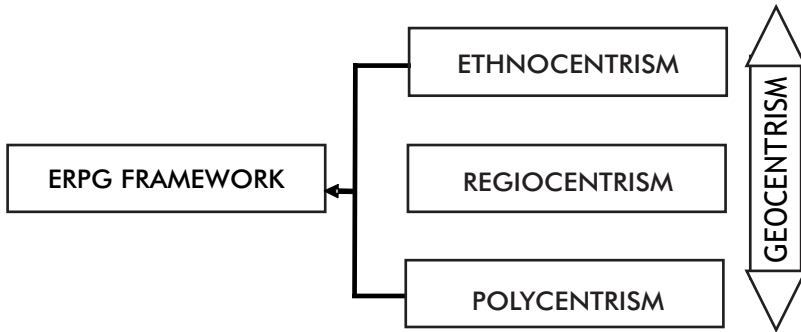


Figure 14: Managerial Orientation.

The framework shows that Geocentrism represents a synthesis of ethnocentrism and polycentrism. With Regiocentrism, management views regions as unique and therefore develops a regional rocket.

12.0 DESTINATION OF THE VIRTUAL ROCKET

Like Conventional Rockets, the Virtual Rocket is teleologic in the sense that it is goal seeking. Conventional Rockets are normally aimed at known and real destinations that may be in motion (e.g. planetary object like the moon) or fixed (e.g. a town). But unlike Conventional Rockets, Virtual Rockets are aimed at known destinations that are not real. This is a paradox. The goals that organisations seek are known, but they are not real in the sense that they exist only in the minds of people. When a conventional rocket is fired, it is aimed at a specific destination, the international space station, the moon or a town. The objectives/goals that Virtual Rockets are designed to achieve exist in the minds of people and are therefore not fixed in time and space, they are at best boundaries for what the organisation's efforts must focus on. These boundaries are defined by the vision statement, the mission

statement and the statement of objectives. Whereas the vision statement outlines the organization's future aspiration that provides inspiration for its members, the mission statement captures the organizations reason for existence while the statement of objectives describes specific measurable outcomes that the virtual rockets are aimed at (Ottih & Hamilton, 2007). These objectives are located either in a current competitive arena or in a future yet unborn market space (Wogu & Hamilton, 2018). No wonder Albert Einstein said "our age is characterised by perfection of means but confusion about goals".

The destination of virtual rocket is what Chan Kim and Mauborgne (2005) have called the RED and BLUE OCEANS. Red ocean is the current configuration of all industries in existence today whose boundaries are defined and the rules of competition are relatively known. In the red ocean, competitors juggle to outwit one another in the quest to outperform one another in order to capture larger share of the market space. The dominant focus of strategy research in recent history has been on Red Ocean, leading to a good understanding of how organisations can compete in this known market space.

The Blue Ocean on the other hand represents the yet unborn market space in which organisations can focus on demand creation rather than competitive wizardry. In fact, in the blue ocean competition is irrelevant as the rules of competition are not yet set.

Table 1: Red Ocean versus Blue Ocean strategy

Red Ocean	Blue Ocean
Compete in existing market space	Create uncontested market space
Beat the competition	Make competition irrelevant
Exploit existing demand	Create and capture new demand
Make the value-cost trade-off	Break the value-cost trade-off
Align the system of the firm's activities with its strategic choice of differentiation or low cost	Align the system of the firm's activities in pursuit of differentiation and low cost

Source: Chan Kim, W. & Mauborgne, R. (2005). *Blue ocean strategy: How to create uncontested market space and make the competition irrelevant*. Boston: Harvard Business School Press.

The existing market space towards which the Virtual Rocket may be targeted is crowded and the mantra of success is to make the value-cost trade-off, beat the competition and exploit existing demand architecture through differentiation or cost leadership (Chan Kim & Mauborgne, 2005; Porter, 1980). The Virtual Rocket is often also targeted at a future yet unborn market space, the Blue Ocean.

Paraphrasing Chinua Achebe, the profitable market space has not yet been created. To create it, organisations must (i) Reconstruct market boundaries, (ii) Reach beyond existing demand, (iii) Get a new strategic sequence, (iv) Overcome organisational hurdles and (v) Build execution into strategy (Chan Kim & Mauborgne, 2005).

To get out of the Red ocean in which organisations are swimming today into a Blue ocean, senior managers must do the seemingly impossible, fire their Virtual Rocket into a Blue ocean that does not exist, but a Blue ocean that they must create before the Rocket gets there. This is probably why Peter Drucker has said that the best way to predict the future is to create that future. Organisations that succeed in today's complex world are those that create the future that they intend to exploit.

In 2019, no one knew about COVID-19, but interestingly big pharmaceutical companies have been busy developing the MRNA technology for years. The MRNA vaccine teaches our cells how to make a spike protein that will trigger an immune response in our bodies.

Vice Chancellor Sir, I do not intend to join the debate for or against the COVID vaccine, I just want to use it as a contemporary example of a situation where organisations create a future that they then exploit. COVID 19 was deliberately created and the big Pharmaceutical companies (Pfizer, Modena, Astra Zeneca etc.) are profiting from it.

Another example is Microsoft and Computer viruses. A computer virus is a computer programme albeit a malicious piece of computer code deliberately designed to spread from device to device that runs on software designed principally by Microsoft (Note: it is rare for users of Apple products to complain about viruses). It is no coincidence that Anti-virus software companies closely associated with Bill Gates are there to exploit the virus they created.

As the Virtual Rocket flies towards its destination it inadvertently passes through different atmospheric conditions and also encounters other virtual rockets built by other organisations that may attempt to destroy or derail it. This is not unusual for senior managers. They must therefore build formidable virtual rockets capable of withstanding different atmospheric conditions and also capable of surviving possible collision with virtual rockets built and fired by other organisations.

Vice Chancellor Sir, I make bold to say that most of the conflicts in the world today are deliberately created by defence industries of advanced economies. These industries profit from arms sales to the affected regions of the world. Europe has been stable since the end of the Second World War, Russia needs to test some of the weapons they created recently and UKRAINE is their test facility. Thanks to

Russia, Defence industries in Europe are scrambling to cash in on the war in Ukraine. Even Germany the largest economy in Europe has poured 100 million Euros into its defence industry. Remember Germany was restricted in arms production as a result of the role it played in the second world war.

Vice Chancellor Sir, ladies and gentlemen, successful companies and by extension nations are those that create the future that they then exploit.

13.0 EVALUATING THE VIRTUAL ROCKET

A conventional rocket is fired at a destination. The rocket can actually arrive its destination but may not strike its target. Adolf Hitler the German dictator fired so many V2 rockets at targets in Europe. Many of his rockets arrived Europe but did not strike their targets. Some of them arrived but did not detonate.

Virtual rockets can similarly arrive their destination but fail to achieve the objectives for which they were fired. How do managers ensure that their virtual rockets not only arrive their destination but also strike their targets in the sense of achieving their purpose?

The best crafted virtual rockets become obsolete as the firm's external environment and internal conditions change. Senior managers must therefore systematically view, evaluate and control the combustion of the rockets they build. They must, as Wrapp (1967), advocated keep open the many pipelines of information. H. Edwin Wrapp said:

“No one will quarrel with the desirability of an early warning system which provides varied view points. However few managers know how to practice this skill, and the books on management add precious little to our understanding of the techniques which make it practicable (p36)”

The ability of our virtual rockets to strike their target requires concentrating on (1) Limited number of significant issues (2) Identifying the corridors of comparative indifference and (3) Giving the organization a sense of direction (Wrapp, 1967).

No matter how skilful senior managers are in focusing their energies, they are inevitably caught up in non critical duties. Monitoring and controlling their virtual rocket demands their personal involvement. They must therefore design a good launch pad that allows them to focus on critical issues, allowing subordinates to handle the non-critical duties.

The ability of the virtual rockets to strike their targets significantly depends on the evaluation and control of the entire process of building and launching the virtual rocket. This evaluation and control process allows senior managers determine the extent to which the virtual rocket they built and launched has struck intended targets.

The ability of the virtual rockets to strike their target can be assessed either qualitatively or quantitatively depending on the nature of the target sought.

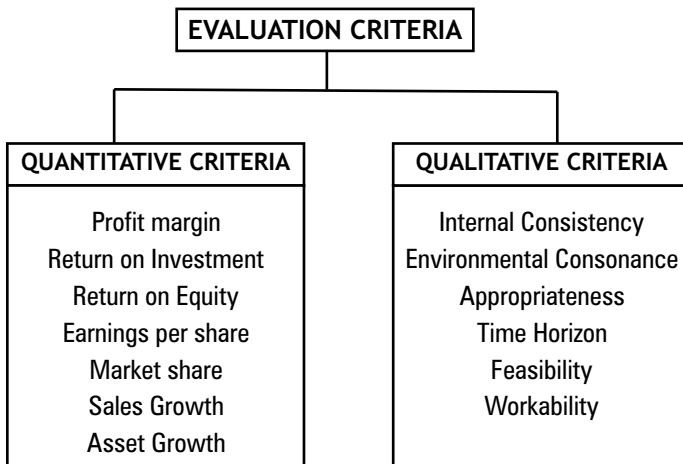


Figure 15: Quantitative and Qualitative Criteria of Evaluation

Whereas for some targets, management can assess the viability of the virtual rocket through the quality of the impact, for others such impact can only be assessed through quantity of impact. For instance, how good the virtual rocket is can be assessed by improved profit performance, higher return on investment, increased market share, sales and asset growth. In many situations however, how good the virtual rocket is can only be determined by how consistent it is with internal conditions or whether it is in consonance with external environmental conditions, or if indeed the virtual rocket is feasible, workable or has appropriate time horizon (RumeIt, 1974; Tilles, 1963).

These assessment devices are not to be used as feedback mechanisms. They are often better regarded as feed forward tools that turn on the RED light to warn senior managers as soon as the virtual rocket experiences any difficulties.

Evaluation is a critical process even when things appear to be going well because individuals and organizations are most vulnerable when they are at the peak of success.

14.0 THE ORGANIZATION CALLED NIGERIA

The biggest organization which contains all of us is the contraption know and called Nigeria put together in 1914 by someone called Lord Lugard, given a name chosen, we are told, by his wife. Nigeria is believed to be one of the most densely populated countries in Africa with an estimated population of 220 million people living in an area of approximately 924 square kilometers.

According to 2018 estimate by Index Mundi, the ethnic make-up of Nigeria is as shown in Table 2.

Table 2: Ethnic Coloration of Nigeria

Ethnic Group	Size
Hausa	30 Percent
Yoruba	15.5 Percent
Igbo	15.2 Percent
Fulani	6 Percent
Kanuri/Berberi	2.4 Percent
Tiv	2.4 Percent
Ibibio	1.8 Percent
Ijaw	1.8 Percent
Others	24.7 Percent

Nigeria is richly endowed with natural resources ranging from industrial metals to various precious stones such as Barites, Gypsum, Kaolin and Marble not to mention Coal, Gold and Oil/Gas. According to the official website of Nigerian embassy in Netherlands:

Nigeria is not on track to meet its Millennium Development Goals because of lack of Policy coordination between the Federal, State and Local Governments. In addition, there is also the lack of funding commitments at the State and Local levels; and a lack of staff to implement and monitor projects.

With a combination of high fertility and declining mortality resulting in high population growth rate, increasing corruption index, Poor infrastructure, worsening security and weak rule of law, Nigeria is a REACTOR nation as it exhibits a pattern of adjustment to its environment that is both inconsistent and unstable. Faced with a changing world, Nigeria lacks response mechanisms as a consequence it is in a state of perpetual instability. Nigeria's

adaptive cycle usually consist of responding inappropriately to a changing world.

Why has Nigeria not been able to find its feet sixty two years after independence? Vice Chancellor Sir, I am sure we know many reasons account for this failure. Let me however give just three in the context of this inaugural Lecture:

- i. Leadership has not been able to clearly articulate the Nation's strategy. Nigeria's Virtual Rocket is still standing on its launch pad needing to be fixed, needing to be ignited and needing to be directed.
- ii. A second and perhaps a stronger reason is that Leadership has not properly shaped the Nation's structure and processes to fit its strategy. Nigeria's Virtual Rocket cannot be fired because it is standing on a faulty launch pad. In 1960, our founding fathers built our Virtual Rocket, they ignited it, sadly because of the vibration and energy release during the launch process, the launch pad shattered because it was designed poorly. Our virtual rocket fell back on this shattered pad. The military came and worsened the structure of the launch. They broke up the regions into states thereby further weakening the launch pad. Successive administrations have attempted to ignite our virtual rocket with no success. Nigerian's virtual rocket will not fire, if it fires it will not ignite, if it ignites the rocket will not leave the launch pad. Unless and until all of the domain, technological and administrative structures required to have an operational pad are properly aligned, the Virtual Rocket will not ignite and therefore Nigeria is not going anywhere soon.

- iii. The third cause of Nigeria's perpetual instability and perhaps its ultimate failure may be that arrogance of the tendency for leadership to maintain the Nation's current strategy – structure relationship inspite of overwhelming changes in the situation facing Nigeria. We have our Virtual rocket that cannot ignite because of a faulty launch pad but leadership maintains that it will ignite the rocket despite the faulty launch pad. More like doing the same thing and expecting different results.

Nigeria exist in a changing world, it cannot afford to continue to behave like a REACTOR. Nigeria must move toward behaviours consistent with stable strategies of DEFENDER, ANALYSER or PROSPECTOR if it must survive.

15.0 SUMMARY

This inaugural lecture is a bouquet of flowers I took from an elaborate garden that I have planted in the last thirty two years of my academic career.

The detailed nature of the respective flowers, are they not chronicled in major indexing platforms like Scopus, Google scholar and research gate?

As a bouquet of flowers is usually held together by a string, I have used the ideas of other academics to tie together this bouquet of flowers that I am presenting to you today. In this lecture I have tried to eliminate the impossible, whatever remains, however improbable, must be the truth about Business policy.

Business policy research concerns itself with how organizations are structured and how they function. Structure enables the organization to divide its labour into distinct tasks and achieve coordination. Division of Labour in organizations leads to specialization and specialization leads to improved productivity which is the goal of every organization. But division of labour creates differentiation in organizations which for goal directed behaviour must be integrated through coordination mechanisms provided by structure. These mechanisms include mutual adjustment, direct supervision and standardization.

This inaugural lecture focused on the process of making strategic decision. In it I have used the conventional Rocket as a metaphor to illustrate how strategy is crafted and how it works. I have also shown the various modules of strategy.

From the corporate module that establishes the direction and envelopes the entire organization to the Business module that outlines how the various strategic business units (SBUs) will compete in their respective industries; and from the functional module which outlines the road maps to execute the functional parts of implementing Business and corporate level strategy to the

last module which carries the operation capsule where strategy is broken down into a series of short term action plans designed to take the organization to its future destination.

In this lecture I have also shown the intricacies of strategy execution by examining the behavioural, organizational and functional policy aspects of implementation particularly the role resource allocation and deployment plays in the strategy process.

I have also shown how strategy can be evaluated and controlled for purpose driven behaviour.

I also looked at why Nigeria, 62 years after independence has not been able to find its feet.

The destination of virtual rockets built by organizations was also examined. The vision, mission and objectives that organizations pursue constitutes this destination and are located either in current competitive arena or a future yet unborn market space.

16.0 CONCLUSION

The Nigerian Landscape is littered with well built virtual rockets that missed their targets or did not arrive their destination as a result of poor execution or monitoring either because (1) The virtual rockets were not properly translated into guidelines for daily activities of organizational members, or (2) The synergy between the virtual rockets and the organizations that built them was not achieved primarily because the virtual rocket did not reflect the shared values of the organization.

Strategy is important to organizations and individuals alike. Strategy as I have conceived it is not a detailed plan or programme of instruction, it is a unifying theme that gives, coherence and direction to the actions and decisions of individuals or of organization. This Virtual Rocket must fly through space, through black holes, meet and overcome all kinds of resistance, resist all kinds of environmental heat, survive all kinds of challenges and get the organisation to its destination. This Virtual Rocket must be formidable and almost indestructible. It is a re-useable vehicle that must have the ability to reinvigorate itself.

If this Virtual Rocket fails, the organisation fails. The consequence of this failure on society is dire as society suffers. In comparison when a Conventional Rocket fails it may kill the astronauts if they are on board but the impact of that failure on society cannot be compared to the failure of a Virtual Rocket senior managers build. The failure of such rockets can lead to the loss of careers of millions of people and threaten the survival of nations and even threaten world peace.

17.0 THOUGHTS OF THE MAN FROM ELEM KALABARI

It is conventional to label this section of an inaugural lecture as recommendation. I have chosen not to do that in order to share my thoughts with you on leadership behaviour at the strategic management level:

- i. At senior management levels in all organisations, success demands that men and women be guided by discernible principles, be in good health, have a very strong sense of right and wrong and be of sound mind. Success at this level comes with 2Ps: The Pleasure and the Pains of success. A balance must be struck with both of them. If you emphasize the pleasures of success vanity will not be too far from you, on the other hand, emphasis on the pains is likely to compromise your health. So be wise and do not be remembered for any of the 2Ps.
- ii. Do not attempt to predict the future because you cannot. Create that future in your mind and build a virtual rocket that will take you there. You cannot get to a destination you have not created in your mind. The mind is therefore the most powerful gift GOD has given us. Use it to your benefit and the benefit of mankind.
- iii. There is such a thing called managerial ability. The good thing about it is that you do not need to be born with it, you can acquire it in much the same way as technical ability. The interesting thing is that whereas the need for technical ability diminishes as you climb the management hierarchy, the need for managerial ability increases. This is why people may rise to their level of respective incompetence and therefore become a problem for the organization especially at the strategic management level. We are not all capable of everything. The greatest discovery of this generation is the fact that human beings can alter their lives

- by altering their attitudes because experience is not what happens to a man. It is what a man does with what happens to him.
- iv. It appears to me that there is humility deficit in senior management levels in most organizations in Nigeria. Most leaders think humility is “bringing down yourself” to relate with subordinates, that is arrogance not humility. Humility means a leader does not at any time assume he is higher than anyone. Good leaders must see subordinates as colleagues, companions or partners, not followers. Understand that the deepest principle of human nature is the craving to be appreciated.
 - v. Three levels can be identified in organizations (a) the technical level where technology of the organization is used to convert inputs into outputs (b) the administrative level which oversees the technical level; and (c) the institutional level is concerned with the legitimacy and with organization - environment relations. All three levels are important for a healthy organization. Leaders must recognize and encourage this separation of duty. Most importantly management researchers must recognise the importance of institutional function of management especially because organisation and management theory has primarily concentrated on the technical and administrative levels.
 - vi. I have observed that Truth becomes more elastic as you climb the management hierarchy. When you are before Pharaoh, Sarah becomes your sister not your wife. Leaders must recognize this, otherwise they will, on many occasions, throw away the baby with the bath water.
 - vii. Every situation in life can be improved upon and as an individual you can make a difference no matter how small your power or resources are. Take responsibility, if anyone can do it you can also.

- viii. How well someone performs on the job is not determined by the number of degrees he holds, the grades he received in school or formal management education programmes he has attended. Successful managers are those who acquire, through their own experience, the imaginative skill that are vital to their effectiveness. This is why managers especially at the top must be allowed to learn on the job. Opportunity to learn must therefore be widely available as it is impossible for a man to learn what he thinks he already knows.
- ix. At the leadership level you must come across the special traits of meanness or stupidity. Do not let it annoy or distress you, rather look at it as an addition to your knowledge, a new fact to be considered in understanding human behaviour.
- x. The bridge that connects you to your future has already been built, find it, find it and find it. If, for some reasons best known to you, you cannot find it, then BUILD, BUILD and BUILD IT. You cannot get to your future if you do not FIND OR BUILD THAT VIRTUAL BRIDGE. Good Luck.

ACKNOWLEDGEMENTS

Vice Chancellor Sir, as I said earlier I have planted on elaborate garden in the last thirty two years of my academic career. In the early part of my career were those distinguished individuals who taught me gardening. As I grew in the course of my career were those who guided me, those who assisted me, those with whom I compared notes, those who prayed for me to succeed, those I taught how to plant their own gardens and those who hoped I would fail at gardening. Vice Chancellor Sir, I am acknowledging those in the last category because they also spurred me to success and God almighty has set a table for me in their presence. To this Mighty God I give all Thanks and Glory.

Vice chancellor sir, it is a well known academic tradition for inaugural lecturers to first acknowledge you. I will not deviate from that tradition. I recall with nostalgia how we were both Deans of our respective faculties, until you were appointed Dean of the Post Graduate School and the visitor subsequently recognized your contributions to the development of our university and appointed you to the exalted office of Vice Chancellor. Permit me to congratulate you and also to acknowledge your Lieutenants: Professor Nnamdi S. Okoroma, Deputy Vice Chancellor Administration, Professor Valentine Omubo Pepple, Deputy Vice Chancellor Academic, Dr. Sydney Eyindah, Registrar and Secretary to Senate, and Professor Ikem Ekweozor, Chairman Senate Lectures Committee.

Vice Chancellor Sir, please permit me to specially acknowledge the Chairman and members of the 13th Governing Council to which I also belong.

I will acknowledge my friends who are Vice Chancellor: Professor Snapps Oboreh, Vice Chancellor, Delta State University of Science and Technology Osoro, Professor Teddy Addias, Vice Chancellor Federal University Otuoke, Professor Kingston Nyamapfene, Vice Chancellor University of Africa, Toru-Orua, Professor Ben Oghojafor, Vice Chancellor Dennis Osadebe University Asaba and Professor Okey Onuchukwu, Vice Chancellor Ignatius Ajuru University of Education Rumuolumeni.

My teachers occupy a special place in my heart. In this category are Late Professor Bedford Animiah Fubara of blessed memory who gave me a PhD, Late Dr. Daerego Maclayton who supervised my undergraduate project, Professor Leonard Okorokwo Ottih who as Head of department of Business Administration recruited me. Others in this category are Professor Gabriel Anyanwu Okwandu, Professor Palmer Balafamo Johnnie, Rev Temple Amangala, Elder Cyprian Ihundah, Late Dr. Palinus Peter Ekerette and Dr. Henrieta Ngo Ogan and Jack Owunari who passed on while I was preparing for this lecture. May his soul rest in peace.

In the second category, those who guided me, are Late Emeritus Professor Augustine Ikechukwu Ahiauzu and my Elder brother and friend, a former Vice Chancellor, Professor Seth Accra Jaja who taught me patience and humility. I can still see in my mind's eye his tears of joy the day I was pronounced Professor by A & PC of our university. Professor Wilson Herbert also falls in this category.

In the third category were those with whom I compared notes. In this category are my Dean, Professor Gladson Nwokah, Professor Bright Chidugam Opara, Professor Bariyima David Kiabel, Professor Lawyer Chukwuma Obara, Professor Isaac Zeb-Obipi, Professor Miebaka Dagogo Tamunomiebi, Professor Karibo Beneiah Bagshaw, Professor Austin Okachi Oparanma, Professor Lawrence Nwaeke, Professor James Ukasanya Didia, Professor ThankGod Chikordi Agwor, Professor Daibi Wellington Dagogo, Professor John Ohaka, Professor John Imegi, Professor Adolphus Toby, Professor OVC Okene, Professor Margaret Akpomi, Professor Richard Amadi,

Professor Emylia Jaja, Professor Fred Amadi, Professor Joseph Onyema; Professor Amakievi Gabriel, Professor Chioma Opara, Rev. Mother Professor Pauline Eboh, Professor Godswill Kuta Fekarurhobo, Professor Cletus Akenbor, Professor Harcourt Ifeanyi Wokocha, Professor N.H. Okoima, Professor C.O. Ahiakwo, Professor C.K. Wachukwu, Professor C. Israel-Cookey, Professor T J K Ideriah, Dr. Godwin Poi, of the University of Africa, Professor Godwin Umoh of the University of Port Harcourt, Professor Aminu Ayuba of the University of Maiduguri, Professor PUC Agundu of Federal University Wukari and Professor Ayamebo Okorosaye-Orubite of University of Port Harcourt.

My colleagues amongst whom were those I taught gardening deserve special acknowledgement. I was your Dean for four years and you all contributed to our collective success. I will not also fail to mention the role you played in the success of this inaugural lecture. In this category are Dr. Ibekwe Wechie, my Head of Department, Dr. Justin Gabriel, Dr. John Mark, Dr. Soye Asawo, Dr. Chris Biriowu, Dr. Sobarikor Lebura, Dr. Henry Ogbonda, Dr. Gbarale Korsi, Dr. Bayo Lekara, Dr. Don Baridam, Dr. Progress Olomi, Florence Nna, Mary Inimotimi Okeah, Alanyingi Abere and Geoffery Obinna.

My Colleagues in the Department of Accountancy, I appreciate you: The Head of Department, Professor John Ohaka, Dr. George Peters, Dr. ThankGod Imo, Dr. Ibama Kelly, Dr. Odinakachukwu Ogaluzor, Dr. John Zukbee, Dr. Ruth Tony - Obiosa, Gift Ogonda, Chika Des-Wosu, Chile Ordu, Nyema Chindah, Ijeoma Obi, Gift Orlu, Felix Ogbonna, David Dokubo and Bright Ajinwo.

My Colleagues in the Department of Banking and Finance: Dr. Henri Waleru Akani, the Head of Department, Dr. C.N Kocha, Dr. Precious Nwala, Dr. Marshall Iwedi, Dr. Cheta Uzah, Dr. Elfreda Akani, Chukwuemeka Anyamaobi, Sira Barisua, Idanyingi Rogers-Banigo, Leesi Lenyie and Chituru Wike.

My Colleagues in the Department of Marketing: Dr. Harcourt Harsfall, the Head of Department, Dr. Paul Nadube, Dr. Stella

Nwulu, Dr. Kenneth Adiele, Dr. Chituru Ogonu, Dr. Ateke Walter Brown, Dr. Mac-Kingsley Ikegwuru, Dr. Stephen Owuso, Dr. Elvis Ihunwo, Dr. Ledisi Poi, Dr. Happiness Jaja, Okechukwu Agburum and Godspower Akani.

My Colleagues in the Department of Office and Information Management and Mass Communication I salute you: Dr. Chizi Obara, the Head of Department, Dr. Patrick Nwinyokpugi, Dr. Antonia Bestman, Dr. Ebikebena Tantua, Dr. Okechukwu Omah, Dr. Uchenna Ekweozor, Henry Wogboroma, Ndubuisi Oguzo, Agwuma Precious, Sunday Dick, Obelem Alalibo, Ezebunwo Okwu, Ebenezer Umor, Dr. Harcourt Whyte, Dr. Stella Enyinda, John Ngochendo, Dr. Atieka Harry, Dr. B.G Nserika, Preye Brisibe, and Dr. Sarah Joe.

Assemblies of God Church, my spiritual family has played an important role in my life. I will therefore acknowledge our fathers in the Northern Rivers District: Rev Josef Kalu, the District Superintendent, Rev. Etim Sam, Assistant District Superintendent, Rev. (Dr) Douglas Damte, the District Secretary and Rev. Emmanuel Ibe, the District Treasurer. I will also acknowledge the Pastors in my satellite Church (Bethany Christian Center): Rev. Emma Uwazuruike, Rev. Israel Goodluck James, Rev. Samuel Effiong and my immediate past Pastors Rev. Godwin Dimkpa and his wife and Rev. Godwin Sam and his wife. My Deacons deserve special mention: Ogonnaya Chima, Okey Odunze, Okezie Anozie, Lebura Lore, Paul Anucha, Friday Uba and George Amadi. I will also acknowledge Ambassador Precious Okolobo and his wife Boma Okolobo, and Dr. Reginald Ukwuoma and his wife Dr. Miriam Ukwuoma. To Rev. Isaac Cookey-Gam with whom I have held prayer meetings in my house for the last ten years I say thank you.

My siblings were the first teachers I had being the last child of our mother. The first on this list is my beloved sister Professor Blessing Opakirite Green. If there was a role model to be had, Professor Green was one. In growing up I wanted to be everything and anything she became, she nurtured me like her own child, accommodated me in my many moments of madness typical of successful young men.

Vice Chancellor sir I am still suffering the pain of the only time I did not listen to her advice. God bless you my sister, my friend and my mother. Other living siblings in the order of seniority are Mrs Grace Jack, Elder G.H. Amachree, Engr. F.H. Amachree, Pastor (Mrs) Pakirima Young-Arney and Mrs Sotonye Ordu. I will also acknowledge their Husbands and wives, Engr. Sampson Ibiogor Green, Barister Dajerry Young-Arney, Pastor (Mrs) Bambo Amachree and the over 120 Children, Grand Children and Great Grand Children of my late mother known as Koru-Awome. My Doctors are part of my family. I will accordingly acknowledge Dr. Ibifuro Green and his wife Dr Pauline Green and Dr. Sarah Abere and her husband, Tonye Abere.

Vice Chancellor Sir, my children Siya, Somina, Soibi and their mother Dr. Akens Hamilton Amachree deserve a special recognition. How time flies, they are big girls now. Siya is a lawyer, Somina, an engineer married to Dr. Ebiakpo Afrogha and Soibi, a final year student of Agriculture at Federal University Otuoke.

My friends deserve to be acknowledged. Mr. Maxwell Iyama and his wife Barrister Chiazor Iyama, Chief (Dr.) Ibiba Georgwill, Dr. Georgina Abaraoha and her husband, Dr Mike Nwialaghi, Dr. Edeh Elijah and wife Ilami, Mr. Samuel Yaya and wife, Igwe Ndu, Casca Ogosu, Dr. John Chikwe, Dr. Increase Boma-Orawari, Hon. Samuel Soni-Ejekwu, Hon. Evans Bipi, Hon. Onegiye George, Chief Rogers Bipialaka, Chief Abiyesuku, Dr. Victor Barinua and his wife, Mrs IBS Harry, Mie-daala Jones Amachree, Queen Uti and her husband, Dr. C. M. D. Ekezie and Mr Jackson Akpoigbe and Wife. My PhD students I salute you also.

Finally, Vice Chancellor Sir, let me recognize my beautiful wife Dr. Lolia Hamilton-Ibama and our daughter Princess Odein who has brought indescribable joy to our family. I will specially thank Lolia for been able to accommodate me as I am not a particularly easy person to deal with.

Vice Chancellor Sir, Ladies and Gentlemen may the Mighty God that I serve richly bless you all in Jesus Name.

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CITATION

Professor Donald Ibama Hamilton was born in Rumuji, a town in Emohua Local Government Area of Rivers State. His Late father (Prince Hamilton Amachree) migrated along the Sombriero river and settled in Rumuji waterside, a fishing settlement, when he left Buguma as a result of the sudden death of his very wealthy father. His mother (Dokoru Hamilton - nee Briggs) had fourteen children and he is the 14th child.

EDUCATION

Professor Hamilton started primary school in 1972 at the advanced age of 8 years because of disruptions caused by the Nigerian Civil war. He spent 5 years in primary school as he graduated in 1977 at state school Obelle-Ibaa in Ikwerre Local Government Area of Rivers State. He started secondary school in 1977 and graduated in 1982 at Enitonna High School Port Harcourt. In 1983 he started a Bachelors degree programme in Business Administration, completed this programme in 1987 at the former Rivers State University of Science and Technology, Port Harcourt with a second class upper division. He did national service between 1987 and 1988 at Government College Bomadi in the then Bendel State. He started the Master of Business Administration (MBA) degree at the University of Port Harcourt as he came back from national service in 1989. His teaching career started at the Former Rivers State Polytechnic Bori while doing the MBA programme in 1989. He completed this programme in 1992 and did the Doctor of Philosophy (PhD) Programme in Business Policy at the Former Rivers State University of Science and Technology between 1996 and 2003 having joined the service of Rivers State University in 1993. He has been an academic all his working life.

CAREER PROGRESSION

- 1990 - 1993** Lecturer II, Department of Business Administration, Rivers State Polytechnic Bori.
- 1993 - 2000** Lecturer II, Department of Management, Rivers State University of Science & Technology, Port Harcourt.
- 2000 - 2003** Lecturer I, Department of Management, Rivers State University of Science & Technology Port Harcourt.
- 2003 – 2007** Senior Lecturer, Department of Management Rivers State University of Science & Technology, Port Harcourt
- 2007 - 2010** Reader, Department of Management, Rivers State University of Science & Technology Port Harcourt.
- 2010 - Date** Professor of Business Policy & Strategy, Department of Management, Rivers State University of Science

UNIVERSITY ADMINISTRATION

- 1993 - 1998** Examination Officer, Department of Management Rivers State University of Science & Technology Port Harcourt.
- 1998 - 2004** Coordinator Part time Marketing Programme Rivers State University of Science & Technology Port Harcourt.
- 2004 - 2006** Coordinator, Post Graduate Programmes, Faculty of Management Sciences, Rivers State University of Science & Technology, Port Harcourt
- 2006 - 2007** Acting Head, Department of Management, Rivers State University of Science & Technology Port Harcourt.

- 2009 – 2011 Acting Head, Department of Marketing
Rivers State University of Science & Technology
Port Harcourt.
- 2013 - 2015 Head, Department of Management, Rivers State
University of Science & Technology Port Harcourt.
- 2015 - 2020 Dean, Faculty of Management Sciences,
Rivers State University Port Harcourt
- 2020 - Date Member, 13th Governing Council,
Rivers State University, Port Harcourt.

MEMBERSHIP OF UNIVERSITY COMMITTEES

- 2015 - 2016 Member, Senate/Council Joint Committee for
t h e
selection of Vice Chancellor
- 2015 - 2020 Member Committee of Deans,
Rivers State University, Port Harcourt.
- 2015 - 2020 Member A & PC, Rivers State University Port
Harcourt.
- 2015 - 2020 Member A & GRC, Rivers State University Port
Harcourt.
- 2015 - 2020 Member Admission Committee,
Rivers State University, Port Harcourt.
- 2015 - 2020 Member Senate/Students Disciplinary Committee,
Rivers State University Port Harcourt.
- 2015 - 2020 Member Post Graduate School Board,
Rivers State University, Port Harcourt.
- 2015 – 2020 Chairman, Library Appraisal Committee,
Rivers State University, Port Harcourt.

SERVICE TO OTHER UNIVERSITIES

- 2008 - 2009 Visiting Senior Lecturer, Delta State University
Abraka
- 2016 - 2018 Visiting Professor, Base University Abuja
- 2010 - 2012 Visiting Professor, Delta State University Abraka
- 2013 - Date Visiting Professor, Federal University Otuoke
- 2010 - 2019 Adjunct Professor, Niger Delta University
Arnasomma
- 2021 - Date Adjunct Professor, University of Africa Toru-Orua
- 2010 - 2018 External Examiner, University of Port Harcourt
- 2010 - 2012 External Examiner, University of Benin
- 2012 - 2015 External Examiner, Delta State University Abraka
- 2018 - 2019 External Examiner, Chukwuemeka Odumegwu
Ojukwu University Awka.
- 2018 - 2020 External Examiner, University of Port Harcourt
Business School
- 2018 - 2020 External Examiner, Benson Idahosa University
Benin City
- 2018 - Date External Examiner, Modibbo Adama University,
Yola
- 2018 - Date External Examiner, Ignatius Ajuru University of
Education, Port Harcourt.

EDITORSHIP & EDITORIAL BOARD MEMBERSHIP

1. Editor, Nigerian Business and Social Review Rivers State University, Port Harcourt.
2. Editor, West African Journal of Business Rivers State University, Port Harcourt.
3. Editor, The Academy of Management Journal Nigeria.
4. Editor, International Journal of Management practice. University of Wolverhaption United Kingdom.
5. Editor, Journal of Hospitality and Tourism management Canada.
6. Editor, Journal of Business Strategies United Kingdom

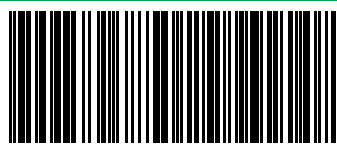
MEMBERSHIP OF PROFESSIONAL BODIES

1. Fellow, The Academy of Management Nigeria (FAMN)
2. Fellow, Institute of Industrial Administration Nigeria (FIIA)
3. Fellow, Institute of Business Diplomacy and Financial Management Nigeria (FBDFM)

RELIGIOUS AFFILIATION AND FAMILY

Professor Donald Ibama Hamilton is a full member of Assemblies of God Church Nigeria, married to Dr Lolita Edith Hamilton-Ibama with four Children: Siya, Somina, Soibi and Odein.

Donald Ibama Hamilton is a professor of Business Policy and Strategy in the department of Management, Rivers State University Port Harcourt. His numerous publications, are they not captured on Scopus, Google Scholar and Research Gate?



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