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RESEARCH ARTICLE

MANAGEMENT OF GLOBAL ENVIRONMENTAL FORCES IN ENHANCING MANAGERIAL EFFECTIVENESS AND ECONOMIC DEVELOPMENT: A SURVEY OF NIGERIA BREWERIES PLC

*Sev Joseph Teryima, Ugba Vivien Anna and Emakwu John

Department of Business Management, Faculty of Management Sciences, Benue State university, Makurdi, Nigeria – West Africa

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ABSTRACT

The objective of the study is to determine the impact of global environmental forces namely global economic, political – legal and socio-cultural in enhancing management effectiveness and development in the Nigeria Breweries Plc Lagos in Nigeria. Data for this study was obtained through primary and secondary sources. Questionnaire was the main primary instrument of data collection using five (5) point Likert rating scale of Strongly Agree (SA), Agree (A), undecided (U), Disagreed (D) and Strongly Disagreed (SD). Survey research design was adopted for the study. The numbers of respondents were 342 from the surveyed firm. Multiple regression test was used in testing the formulated hypothesis. The findings revealed that the global environmental forces have a relationship with the management effectiveness and development of Nigeria Breweries Plc Lagos. The paper recommends that proper examination and analysis of the global environmental force (i.e global economic, political – legal, socio –cultural forces) by the Nigeria Breweries Plc Lagos using SWOT analysis – strength, weaknesses, opportunities and threats, PEST Analysis framework variable (political/legal, economic, socio – cultural variables) that affect the industry be carried out periodically by professional consultants to sustain effectiveness of management and development of Nigeria Breweries Plc Lagos.

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INTRODUCTION

The type of cultural attitudes, customs, beliefs and values adopted by respective countries, nationals, organizations have a significant impact on their economic growth, development and managerial effectiveness. Managers of organizations that fall into the trap of ignoring others values and customs and rigidly applying an attitude of "ours is better than theirs" to foreign cultures, they find it difficult to compete with other organizations around the world that are seeking to understand foreign customs and market differences, Coulter (2013). For example, Americans tends to think of English as the only international business language and don't see a need to study other languages. A major research report commissioned by the British council states that the competitiveness of both Britain and the United States of America is being undermined by only speaking English. Once everyone speaks English, competitive advantage can only be maintained by having something else – other skills, such as speaking several languages.

Balaji and Howard (1985) maintain that, this type of narrow, restricted attitude is one approach that managers might take, but it's not the only one. He further highlighted four (4) possible global attitudes managers do adopt. These are;

- (i) **An Ethno Centric Attitude** – This is the parochialistic belief that the best work approaches and practices are those of the home country (the country in which the company's headquarters are located). Managers with an ethno centric attitude believe that people in foreign countries do not have the needed skills, expertise, knowledge, or experience to make the best business decisions as people in the home country do. They wouldn't trust foreign employees with key decisions or technology.
- (ii) **A Polycentric Attitude** - This is the view that the managers in the host country (the foreign country in which the organization is doing business) know the best work approaches and practices for running their business. Managers with a polycentric attitude view every foreign operation as different and hard to understand. Thus, these

*Corresponding author: Sev Joseph Teryima,
Department of Business Management, Faculty of Management Sciences, Benue State university, Makurdi, Nigeria – West Africa.

managers are likely to leave their foreign facilities alone and let foreign employees figure out how best to do things.

(iii) **A Geocentric Attitude** – This is a type of global attitude that managers might have a world – oriented view that focuses on using the best approaches and people from around the globe. Managers with this type of attitude believe that it's important to have a global view both at the organization's headquarters in the home country and in the various foreign work facilities. For example, the CEO of Home Décor (a disguised name), a fast – growing manufacturer of household accessories, is a Chinese immigrant who describes the company strategy as “combining Chinese costs with Japanese quality, European design, and American marketing”. Hodgetts and Luthans (2000) emphasized that using the geocentric view, by international organizations, major issues and decisions are viewed globally by looking for the best approaches and people regardless of origin.

(iv) **Regiocentric Attitude** - This is a view that is interested in obtaining both report and public acceptance (a combination of the ethnocentric and polycentric approaches) and will use a strategy that allows it to address both local and regional needs. The company is less focused on a particular country than on a geographic region. For example, MNE doing business in the European community (EC) will be interested in all the member nations.

Ball et al. (2012) and Coulter (2013) in their different researches maintains that successful global management requires enhanced sensitivity to differences in national customs and practices. For instance, management practices that work in Chicago (USA) might not be appropriate in Bangkok (Thailand) or Berlin (Germany). Ricks; Fu and Arpas (1974), Binnett (1986), Valentine (1989), Axtell (1993), Pachter (1996) and Frazee (1996), enumerated some examples of the cultural blunders that can happen when managers ignore foreign values and customs and rigidly apply their own.

The examples of cross – Cultural Blunders are:

- (i) You are in Shanghai Business walking down the street one day, you pass a Chinese colleague. He asks you. “Have you eaten yet?” you answer, “No, Not yet”. He rushes off, looking embarrassed and uncomfortable. The phrase, “Have you eaten yet?” is a common greeting – just like “Hi; how are you? In the United States of America. It's the Chinese way of saying “is your belly full today” or is life treating you well?”
- (ii) A U.S. Manager transferred to Saudi Arabia successfully obtained a signature on a million dollar contract from Saudi manufacturer. The manufacturer's representative had arrived at the meeting several hours late, but the U.S. executive considered this tardiness unimportant. The American was certainly surprised and frustrated to learn later that the Saudi had no intention of abiding by the contract. He had signed it only to be polite after showing up late for the appointment.
- (iii) A U.S. executive visiting Germany for the first time was invited to the home of his largest customer. He decided to be a good guest and brought the hostess a bouquet of a dozen red roses. He later learned that in Germany it is a bad

luck to present an even number of flowers and that red rose are symbolic of a strong romantic interest.

- (iv) A U. S. executive based in Peru was viewed by Peruvian managers as cold and unworthy of trust because in face-to-face discussions he kept backing away. He didn't understand that in Peru and other – Latin – American countries, the custom is to stand quite close to the person with whom you are speaking.
- (v) The “thumbs up” gesture is considered offensive in the Middle East, rude in Australia, and a sign of “Ok” in France.
- (vi) It's rude to cross your arms while facing someone in Turkey.

According to Hodgetts and Rugman (1995) different types of international organizations are operating in global environment and are doing business internationally. They are termed differently by different scholars. They are called Multinational Corporations (MNC), multidomestic, global and transnational companies that maintain operations in multiple countries. As noted by Coulter (2013) a Multinational Corporation (MNC) is a broad term usually used to refer to any and all types of international companies that maintain operations in multiple countries.

A Multidomestic corporation is a MNC that decentralizes management and other decisions to the local country. This type of organization doesn't attempt to replicate its domestic successes by managing foreign operations from its home country. Instead, local employees typically are hired to manage the business and marketing strategies are tailored to that country's unique characteristics. This type of globalization reflects the polycentric attitude. For example, Switzerland – based Nestle – can be described as a multidomestic corporation with operations in almost every country on the globe, its managers match the company's products to its customers. In parts of Europe, Nestle sells products that are not available in USA or Latin America.

Another example of a multidomestic is Ferito-Lay, a division of Pepsi Co which markets a Dorito chips in the British Markets that differs in both texture and taste from the US and Canadian version. Many consumer companies manage their global businesses using this approach because they must adapt their products and services to meet the needs of the local markets. There is also another type of MNC called a global company that centralizes its management and other decisions in the home country. These companies treat the world market as an integrated whole and focus on the need for global efficiency. Although these companies may have considerable global holdings, management decisions with companywide-implications are made from headquarters in the home country. This approach to globalization reflects the ethnocentric attitude. Some examples of companies that can be considered global companies include Sony, Deutsche Bank AG, and Merrill Lynch.

Other companies are going international by eliminating structural divisions that impose artificial geographical barriers. This type of MNC is often called a transactional borderless organization and reflects a geocentric attitude. According to

Ball *et al* (2002) examples of transnational corporations can be seen in the case of IBM that dropped its organizational structures based on country and reorganized into industry groups. Spain Telefonica eliminated the geographic divisions Madrid headquarters and its widespread phone companies. The company will be organized instead, along business lines such as internet services, cellular phones, and media operations. Managers choose this form of international organization to increase efficiency and effectiveness in a competitive global market place. There are international organizations that chose to go global from inception. They are termed as Born-globals. These companies (also known as international new ventures or INVS) commits resources upfront (materials, people, financing) to doing business in more than one country and are likely to continue to play an increasingly important role in international business.

According to Daniels, Radebhang and Sullivan (2011) when organization do go international, they often use different approaches depending on whether they're just starting or whether they been doing business internationally for a while. These approaches includes; global sourcing, exporting, importing, licensing, franchising, strategic alliances and joint venture amongst others. But the success of the business organizations depends on the impact the global economic, legal – political and socio – cultural forces affecting the firms. This paper attempts to x-ray the various global environmental forces affecting international organizations globally in a bid to attain mission and their visions.

Statement of the Problem

The bid to manage various Global Environmental forces such as Economic forces, legal – political forces and socio cultural forces in enhancing managerial effectiveness in multinational enterprises has been a problematic endeavour. There has been an instance of currency exchange rates fluctuations & volatility, inflationary trends / gaps, varying tax rate problems, deferring national laws and regulations, political instabilities, political risks and varying cultural behaviours adopted by various multinational corporations (MNCs) operating in different nations. These have call for the concern of the researcher to establish whether proper management of these global environmental forces will lead to the attainment of managerial effectiveness and development in organization such as Nigeria Breweries Plc Lagos.

Research Objectives

- (i) To determine the impact of global environmental forces (i.e Global Economic forces, legal – political forces and socio cultural forces) on the managerial effectiveness and development of Nigeria Breweries Plc Lagos.

Research Question

- (i) To what Extent does global environmental forces (i.e Global Economic, Legal – political and socio cultural forces) impacted on the managerial effectiveness and development of Nigeria Breweries Plc Lagos.

Research Hypothesis

H₀₁: Global Environmental Forces (i.e Global Economic, legal – political and socio cultural forces) have no significant impact on the managerial effectiveness and development of Nigeria Breweries Plc Lagos.

The concept of International Business Environment:

According to Daft (2008) international management is the management of business operations conducted in more than one country. The fundamental tasks of business management, including the financing, production and distribution of products and services, do not change in any substantive way when a firm is transacting business across international borders. The basic management functions of planning, organizing, leading and controlling are the same whether a company operates domestically or internationally. However, managers will experience greater difficulties and risks when performing these management functions on an international scale in a highly competitive global environment. Then, what should managers of emerging global companies look for to avoid obvious international mistakes? When they comprise one country with another, the economic, legal – political and socio – cultural factors / forces of the global environment they present the greater difficulty, they are the key factors to understand in the international environment.

As noted by Jones and George (2006) organizational environment is a set of forces and conditions, the organizations boundaries that have the potential to affect the way the organization operates. These forces changes overtime and thus present managers with opportunities and threats. Changes in the environment such as introduction of technology, or the opening of global markets, creating opportunities for managers to obtain resources or enter new markets and thereby strengthening their organization. At international scene, global forces are outcomes of changes in international relationships, changes in nations economic, political and legal systems, and changes in technology. In the 21st century, any idea that the world is composed of a set of distinct national countries and markets that are separated physically, economically, and culturally from one another has vanished. Managers now recognize that companies exist and compete in a truly global market. Today, managers regard the global environment as source of important opportunities and threats that they must respond to. Managers constantly confront the challenges of global competition – establishing operations in a country, abroad or obtaining inputs from suppliers abroad or the challenges of managing in a different national culture. In understanding the global environment, the economic, political-legal and socio – cultural forces of the global environment will be considered.

A. The Economic Environment / Forces: According to Coulter (2013), the economic environment represents the economic conditions in the country where the international organization operates. The part of the environment includes such factors as economic development, infrastructure, resource and product markets, and exchange rates. In addition, factors such as inflation, interest rates and economic growth are also

part of the international economic environment. Daft (2008) maintains that the global manager must be aware of economic issues when doing business in other countries. One of the first is understanding the country's type of economic system. The two (2) major types are a market economy and a command economy.

A Market Economy is one in which resources are primarily owned and controlled by the private sector.

A Command Economy is one in which economic decisions are planned by a central government.

In an actual sense no economy is purely market or command. For instance, the United States and United Kingdom are two (2) countries at the market end of the spectrum but they do have minimal governmental control. The economies of Vietnam and North Korea, however, would be more command based. Then, there's china, a country that's more command based, but is moving toward being market based. It is pertinent and necessary that managers know about a country's economic system.

Other economic issues which managers might need to understand include

Currency Exchange Rate:- which is the rate at which one country's currency is exchanged for another country. Volatility in exchange rates is a major concern for companies doing business internationally, (Zinkota, Ronkainen and Moffett, 2009). Changes in the exchange rate can have major implications for the profitability of international operations that exchange millions of dollars into other currencies everyday. For example one U.S dollar is presently exchanged for 199 naira (Nigerian currency). By implication this means that U.S goods will be more expensive in Nigeria because it takes more Naira to buy a Dollar's worth of U.S goods.

Inflation: - This means that prices for products and services are going up. But it also affects interest rates, exchange rates, the cost of living, and the general confidence in a country political and economic system. In most developing countries, consumer prices are rising more slowly than they were in the late 1990s, although inflation rates can and do, vary widely. Managers need to monitor inflation trends so they can make good decisions and anticipate any possible changes in a country's monetary policy.

For diverse tax rate policies they constitute a major worry for global managers. Some host countries are more restrictive than organizations home country. Others are far more lenient. About the only certainty is that tax rules differ from country to country. Managers need exact information on the various tax rules in countries in which they operate to minimize their business's overall tax obligations.

Economic Development:- This according to Daft (2008) differs widely among the countries and regions of the world. Countries can be categorized as either developing or developed. Developing countries are referred to as less developed countries (LDCs). The criterion traditionally used to

classify countries as developed as developing is **per capital income**, which is the income generated by the nation's production of goods and services divided by total population. The developing countries have low per capital incomes. LDCs generally are located in Asia, Africa, and South America. Developed countries are generally located in North America, Europe and Japan. Most international business firms are headquartered in the wealthier, economically advanced countries, but smart managers are investing heavily in Asia, Eastern Europe, Latin America, and Africa. These companies face risks and challenges today, but they stand to reap huge benefits in the future.

Infrastructure: - This is a country's physical facilities that support economic activities that make up its infrastructure. This includes transportation facilities such as Airports, highways and railroads, energy – producing facilities such as utilities and power plant and communication facilities such as telephone lines and radio stations. Companies operating in LDCs must cater with lower levels of technology and perplexing, logistical distribution, and communication problems. Underdeveloped infrastructure represents opportunities for some firms, such as United Technologies Corporation based in Hartford, Connecticut, whose businesses include jet engines, air conditioning and heating systems and elevators. As countries such as china, Russia and Vietnam open their markets, new buildings need elevators and air and heating systems, opening remote regions for common requires more jet engines and helicopters.

Resource and Product Market: - When operating in another country, company managers must evaluate the market demand for their products. If market demand is high, managers may choose to export products to that country. To develop plants, however, resource markets for providing needed raw materials and labour must also be available.

B.The Legal – Political Environment: - Business must deal with unfamiliar political systems when they go international, as well as with more government supervision and regulation. According to Daft (2008) governments officials and the general public often view foreign companies as outsiders or even intruders and are suspicious of their impact on economic independence and political sovereignty.

Some of the major legal – political concerns affecting international business are laws and regulations, political risk and political instability.

- (i) **Laws and Regulations:-** Government laws and regulations differ from country to country and make doing business a true challenge for international firms. Host governments have myriad laws concerning libel statutes, consumer protection, information, labeling, employment safety and wages. International companies must learn rules and regulations and abide by them in order to operate effectively.
- (ii) **Political Risks:** - This is deferred as the risk of loss of assets, earning power, or managerial control due to politically based events or actions by host governments. Political risks also include government takeovers of

property and acts of violence directed against a firm's properties or employees.

(iii) Political Instability: This is a problem to international companies. It includes riots, revolutions, civil disorders and frequent changes in government in Nigeria, the rampant cases of Boko Haram insurgency, ISIL insurgency, have drastically affected the operations of oil companies, banks and governmental ministries etc

The recent decades, civil wars and large scale violence occur in Middle East countries, Malaysia, Thailand, Sri Lanka, and Burma, Syria, Iran, Iraq amongst others. This can cause instability for companies operating in these countries.

C. The Socio Cultural Environment: A nation's culture according to (Ball *et al.*, 2002) includes the shared knowledge, beliefs and values, as well as the common modes of behavior and ways of thinking, among members of a society. Cultural factors can be more perplexing than political and economic factors when working or living in a foreign country. Nwachukwu (2006), Dugguh (2010) maintains that one way managers can comprehend local cultures and deal with them effectively is to understand differences in social values.

Geert Hofstede (2001) in his research that included 116,000 IBM employees in 40 countries, identified four dimensions of national value systems that influence organizational and employee working relationships. Example of countries rating on the four dimensions is also shown.

(i) Individualism and Collectivism: According to Hofstede (1985), individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself and his or her immediate family. The individualism societies are characterized by the "I" or "me". In work settings individualistic cultures place emphasis upon a job allowing independence through "personal time" freedom and "challenge at work. In a highly individualistic society, the relationship is highly contractual or transactional and work is mostly organized. Examples of countries with individualistic values include the United States of America (USA), Canada, Great Britain, and Australia.

Collectivism pertains to societies in which people from birth onwards are integrated into a strongly, cohesive in groups, which throughout people's lifetime continue to protect them in exchange for unquestionable loyalty. Collectivism society is characterized by the "We". Collective culture emphasizes dependence upon organization providing "training" good physical conditions" and enabling full use of skills.

In a collective societies employment relationship is more morally based and management of groups is salient with personal relationships prevailing over the task with trust been the essential requirement for successful corporation, Gatley (1996). Examples of countries with collectivist values include China, Ecuador, Guatemala, Japan and Taiwan amongst others.

(ii) Power Distance: This deals with the way a culture has over the year's overtly or covertly institutionalized ownership of wealth. Some societies allow inequality in the ownership of wealth to the extent that some people are extremely wealthy while others are relatively poor. This inequity in wealth ownership can be so pronounced that there is a great divide between those who have and those who do not.

According to Nath Rahu (1985), a society that has institutionalized difference in power and wealth is classified as "high power distance culture". They demand immediate compliance, their preferred management style is, "Do what I tell you". Where this is practicable, managers may tend towards centralized authority; leadership and decision making. In high power distance cultures, top level managers may have the feeling that they are born to manage and hard it over others as if this authority is based on some unique or peculiar endowments. Countries that value high power distance are Malaysia, Philippines and Panama.

(iii) Uncertainty Avoidance: According to Nwachukwu (2006) these refers to the differences in how each culture handles the ever present uncertainty. The society that from childhood orientates its members to have an open mind about uncertainty by accepting risk be tolerant, and to accept human behaviors different from their own is classified as a "weak uncertainty avoidance culture" people have high tolerance for the unstructured, the unclear and the unpredictable. In weak uncertainty, avoidance countries, there is less anxiety about the future and as a result bureaucracy will be less anxiety about the future and as a result bureaucracy will be less apparent and job mobility will be higher.

Examples of countries with weak/low uncertainty avoidance values are Singapore and Jamaica. In contrast, the cultures that the society socializes its members into trying to control the future by good application of rules and procedures are classified as being "strong in uncertainty avoidance. The culture tends to avoid "deviant" behaviors or opinion that appears to be different from societal norms. A manager brought up in a culture of risk avoidance, takes great delight in establishing rules, regulations and stiff sanctions to avoid uncertainty of behavior different from the accepted norms. The style of management tends towards autocratic or production oriented or job centered in a strong uncertainty avoidance culture. In the "weak uncertainty, avoidance culture" the leadership, places less emphasis on control or use free – reign type of leadership. They encourage the subordinates to take chance and exercise high level of initiative and ingenuity. Example of countries with high uncertainty avoidance cultures are; Greece, Portugal and Uruguay.

(iv) Masculinity / Femininity: According to Daft (2008) Masculinity stands for performance for achievement, heroism, assertiveness, work centrality with resultant high stress, and material success. The society idolizes the achiever, the aggressive, or the assertive self made man, or assertive or performance oriented acquisition of money and other material wealth are emphasized.

Societies with strong masculine values are Japan, Austria, Mexico and Germany. Femininity on the other hand reflects the values of relationships, corporation, group decision making and quality of life; honesty, beauty, love even for the environment are emphasized. The underdog attracts public approval while the long ranger is suspect. Societies with feminine values are Sweden, Norway, Denmark and France. These values have implications for management in each culture. Manager in feminine societies appear to emphasize cordiality, being one's brother's keeper, close ties and group achievements while masculinity appear to emphasize challenges, recognition and advancement, amongst other male oriented value. Hofstede and his colleagues later identified a fifth dimension known as;

The long term orientation / short term orientation:

The long term orientation found in china and other Asian countries, includes a greater concern for the future and highly values thrift and perseverance. A short term orientation found in Russia and West Africa is more concerned with the past and the present and places a high value on tradition and meeting social obligations. Researchers have continued to explore and expand on Hofstede's feelings. In the last 25 years, more than 1,400 articles and numerous books were published on individualism and collectivism alone. Examples as to the positioning of the American as noted and observed by Hofstede are elaborated below;

- (i) **Americans are very informal:** They tend to treat people alike even when there are great differences in age or social standings.
- (ii) **Americans are direct:** They do not talk around things. To some foreigners, these may appear as abrupt or / even rude behavior.
- (iii) **Americans are competitive:** Some foreigners may find Americans assertive or overbearing.
- (iv) **Americans are achievers:** They like to keep score, whether at work or at play. They emphasize accomplishments.
- (v) **Americans are independent and individualistic:** They place a high value on freedom and believed that individuals can shape and control their own destiny.
- (vi) **Americans are questioners:** They ask a lot of questions, even of someone they have just met. Many of these questions may seem pointless (How ya doin ?) or personal "what kind of work do you do?").
- (vii) **Americans dislike silence:** They would rather talk about the whether than deal with silence in a conversation.
- (viii) **Americans value punctuality:** They keep appointments calendars and live according to schedules and clocks.
- (ix) **Americans value cleanliness:** They often seen obsessed with bathing, eliminating body odors, and wearing clean clothes (Ernest, 1984).

Although Hofstede's cultural dimensions have been the main framework for differentiating among natural cultures, much of the data on which it's based is somewhat outdated. Since the time of Hofstede's original studies, there have been a number of changes in the global environment, suggesting the need for

an updated assessment of cultural dimensions which the GLOBE Project Provides.

Examples of Hofstede's cultural dimension

Country	Individualism / Collectivism	Power Distance	Uncertainty Avoidance	Masculinity / Femininity
Australia	Individual	Small	Moderate	Strong
Canada	Individual	Moderate	Low	Moderate
England	Individual	Small	Moderate	Strong
France	Individual	Large	High	Weak
Greece	Collective	Large	High	Moderate
Italy	Individual	Moderate	High	Strong
Japan	Collective	Moderate	High	Strong
Mexico	Collective	Large	High	Strong
Singapore	Collective	Large	Low	Moderate
Sweden	Individual	Small	Low	Weak
United States of American	Individual	Small	Low	Strong
Venezuela	Collective	Large	High	Strong

Source: Hofstede, (1980), "Motivation, Leadership, and Organization: Do American Theories Apply Abroad?" *Organizational Dynamics*, Pp 42 - 63

The GLOBE (Global Leadership and Organizational Behavior Effectiveness) research program, which began in 1993, continuous to investigate Gross – Cultural Leadership Behaviors. Using data from over 18,000 middle managers in 62 countries, the GLOBE research team identified nine (9) dimensions on which national cultural defers (Javidan and House, 2001). These include:

- (1) **Assertiveness:** The extent to which a society encourages people to be tough, confrontational, assertive, and competitive versus modest and tender. This is essentially equivalent to Hofstede's achievement dimension.
- (2) **Future Orientation:** The extent to which a society encourages and rewards future oriented behaviour such as planning, investing in the future and delaying gratification. This is essentially equivalent to Hofstede's long term, short term orientation.
- (3) **Gender Differentiation:** The extent to which a society maximizes gender role differences as measured by how much status and decision making responsibilities women have.
- (4) **Uncertainty Avoidance:** Similar to Hofstede's description, the GLOBE team defined this dimension as a society's reliance on social norms and procedures to alleviate the unpredictability of future events.
- (5) **Power Distance:** As did Hofstede's, the GLOBE team defined this as the degree to which members of a society expect power to be unequally shared.
- (6) **Individualism / Collectivism:** Again, this team was defined, as Hofstede's did, as the degree to which individuals are encouraged by societal institutions to be integrated into groups within organizations and society.
- (7) **In group collectivism:** In contrast to focusing on societal institutions, this dimension encompasses the extent to which members of a society, take pride in membership in small groups, such as their family and circle of close friends and the organizations in which they're employed.
- (8) **Performance Orientation:** This refers to the degree in which a society encourages and rewards group members for performance improvement and excellence.

(9) Humane Orientation: This is defined as the degree to which a society encourages and rewards individuals for being fair, altruistic, generous, caring and kind to others this is similar to Hofstede’s nurturing dimension.

Wheren = The number of respondents drawn from the target population

N = Target population or universe

ℓ = The significance level which the researcher have on the sample subject drawn.

Below is what GLOBE has shown as regarding how different countries rank on these dimensions as shown below:

Dimensions	Countries Rating Low	Countries Rating Moderate	Countries Rating High
Assertiveness	Sweden	Egypt	Spain
	New Zealand	Ireland	United States
	Switzerland	Philippines	Greece
Future Orientation	Russia	Slovenia	Denmark
	Argentina	Egypt	Canada
	Poland	Ireland	Netherlands
Gender Differentiation	Sweden	Italy	South Korea
	Denmark	Brazil	Egypt
Uncertainty Avoidance	Slovenia	Argentina	Morocco
	Russia	Israel	Austria
Power Distance	Hungary	United States	Denmark
	Bolivia	Mexico	Germany
	Denmark	England	Russia
Individualism / Collectivism	Netherlands	France	Spain
	South Africa	Brazil	Thailand
	Denmark	Hong Kong	Greece
In – group collectivism	Singapore	United States	Hungary
	Japan	Egypt	Germany
	Denmark	Japan	Egypt
Performance Orientation	Sweden	Israel	China
	New Zealand	Qatar	Morocco
	Russia	Sweden	United States
Humane Orientation	Argentina	Israel	Taiwan
	Greece	Spain	New Zealand
	Germany	Hong Kong	Indonesia
	Spain	Sweden	Egypt
	France	Taiwan	Malaysia

A low score is synonymous with collectivism

Source: Javidan, M and House, R J “Culture Acumen for the Global Manager: Lessons from project GLOBE”, *Organizational Dynamics*, Spring, 2001, Pp 298 – 305, Copyright@2001: Reprinted with permission from Elsevier.

Other cultural approach such as Fons Trompensaars (1994) can also be used in analyzing organizational cultures of Multinational Corporation (MNCs) globally.

Methodological Framework

For this study, the researcher adopted a survey research design method. According to Asika (2006), the researcher is interested in observing what is happening to sample subject or variables without any attempt to manipulate or control them. Specifically in the case a cross – section survey is adopted hence the observations are done at one or more points in time. The population of the study comprises of 2,360 employees of the Nigeria Breweries Plc. Precisely, the universe in question is made of a combination of all company’s Top Management Cadre, Middle Management Cadre and Lower Level Managers. This is a multinational company which has been in operation for a longer period of time with larger scope of operation, several product lines, matured in age and size. Judgmental sampling and convenience sampling are adopted for the study. Sources of data acquisition are both primary and secondary sources. Questionnaire instrument is the main primary source of data acquisition adopted. In determining the sample size, the researcher employed the Yamane’s formula (1964). The formula is as follows;

$$n = \frac{N}{1 + N x(\ell)}$$

In this research, the level of confidence is 95%, hence the significance level is 1 – 95% = 005%.

Applying the Yamane formula above, you can have

$$n = \frac{N}{1 + N (\ell)^2}$$

$$n = \frac{2,360}{1 + 2360 (0.05)^2}$$

$$n = \frac{2360}{1 + 2360 (0.0025)}$$

$$n = \frac{2360}{1 + 5.9}$$

$$n = \frac{2360}{6.9} = 342.02$$

The researchers were able to successfully administers, the research questionnaire to all the respondents. Most interestingly and rewardingly too, all the questionnaires served were filled and returned.

The analysis that follows here after was based essentially on these returns.

Multiple regression is used in the test formulated hypothesis.

Presentation of Data and Testing of Hypothesis

As data shown in Table 1 above, managerial effectiveness in Nigeria Breweries Plc Lagos is traceable to effective Management of global environmental forces such as inflation, interest rates, fluctuations & volatility tax rates, currency exchange rates, interest and product markets amongst others. 186 out of 342 respondents (or 54%) felt strongly that management of these global environmental forces have impacted on management effectiveness of Nigeria Breweries Plc, 125 out of 342 respondents (31%) also agree on this notion. Only 21 out of 342 respondents felt otherwise. Indeed, many are of the view that, proper management of these forces will impact positively on management effectiveness.

the respondents agree on the notion. Only 25 out of 342 (7%) of the respondents feel otherwise on this subject matter. As data is shown in Table 3 above, socio cultural forces revealed by employees of Nigeria Breweries such as exhibiting punctuality to work, been independent and individualistic, been direct, been informal, achievement orientation and exhibiting competitiveness traits, valuing cleanliness amongst others as postulated by Hofstede's framework for assessing culture have impacted on the management effectiveness of Nigeria Breweries Plc Lagos. 210 out of 342 (61%) respondents felt strongly that these socio cultural values have impacted on management effectiveness. 110 out of 342 (32%) respondents agree on the subject matter. Only 17 (5%) out of 342 subject felt on the contrary.

Table 1. Respondents Perception Concerning Economic Environmental Forces impact on managerial Effectiveness in Nigeria Breweries Plc

Statement	Respondents Category	Degree of Response					
		SA	A	N	D	SD	T
Managerial effectiveness in Nigeria Breweries Plc is traceable to effective management of global environment forces, such as inflation, interest rates, tax rates, currency exchange rates, interest and product markets amongst others	Top Management	49	16	0	0	0	65
	Middle Management	62	43	5	4	6	120
	Lower level Management	75	66	5	5	6	157
	Total	186	125	10	9	12	342

Source: Field Data, 2015

Table 2. General Views pertaining legal – political environmental forces

Statement	Respondents Category	Degree of Response					
		SA	A	N	D	SD	T
Generally, legal – political environment forces such as law and regulations, political risks, political instability amongst others have impacted on managerial effectiveness of Nigeria Breweries Plc	Top Management	45	20	0	0	1	66
	Middle Management	65	40	2	5	4	116
	Lower level Management	80	60	5	5	10	160
	Total	190	120	7	10	15	342

Source: Field Data, 2015

Table 3. Respondents opinion regarding socio cultural environmental forces dimension:

Statement	Respondents Category	Degree of Response					
		SA	A	N	D	SD	T
Socio cultural environmental forces eg Hofstede framework have impacted on the managerial effectiveness of Nigeria Breweries Plc (i.e individualism/collectivism, power distance, uncertainty avoidance, masculinity and femininity and long and short term orientation	Top Management	35	10	0	1	1	47
	Middle Management	65	35	2	1	3	106
	Lower level Management	110	65	3	3	8	189
	Total	210	110	5	5	12	342

Source: Field Data, 2015

The information indicated as per data in Table 2 above imply that the majority view among the respondent categories is that legal–political environmental forces like law and regulations pertaining consumer protection, libel status information and labeling, employment and safety and wages are adopted by multinational firms like Nigeria Breweries Plc, in order to operate effectively and is impacting on company operations. Moreso, political risks such as acts of violence against the company properties / employees, loss of assets, earning power etc is affecting the company operations and most importantly countries where there is history is unstable governments, and political upheavals like Boko Haram in Nigeria, ISIL in Arab countries. Infact, 190 out of 342 (or 56%) of the respondents felt that legal – political forces have impacted on the operations of international organizations like Nigeria Breweries Plc affecting its operations. 120 out of 342 (35%) of

Test of Hypothesis

Ho₁: Global Environment Forces (i.e Global Economic, Legal – political and Socio culture forces) have no significant impact on the managerial effectiveness and development of Nigeria Breweries Plc Lagos.

The table below is used to determine how well a regression model fits the data:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.884 ^a	.712	.634	.886

In this example, a value of 0.844 indicates a good level of Managerial prediction. The R square also called the coefficient of determination which is the proportion of variance in the dependent variable that can be explained by the independent variables. The value of 0.712 that our independent variable explain 71.2% of the variability of our dependent variable managerial effectiveness.

ANOVA^a

Model	Sum of Squares	df	Mean square	F	Sig.
Regression	21.362	3	7.121	9.068	.06 ^b
1 Residual	8.638	11	.785		
Total	30.000	14			

Statistical significance

The F-ratio in the ANOVA table was shown below tests whether the overall regression model is good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F(3, 11) = 9.068$, $P < 0.05$, $R^2 = .712$. The shows that the multiple regression model is good fit of the data. That is, we reject the hypothesis that Global Environmental Forces (i.e Global Economic, Legal – political and socio culture forces) have no significant impact on the managerial effectiveness of Nigeria Breweries Plc Lagos.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.853	.327		5.674	.011
Global	.007	.082	.141	.090	.051
Environment Forces	.100	.102	1.880	.976	.070
Legal and political	.042	.032	.954	1.315	.085
Socio culture factors					

a. Dependent variable: Managerial Effectiveness

Interpretation

Based on the above table, the equation for the Multiple regression line is $y = X_1 + X_2 + X_3 + X_4 + C$ where C is the constant. Predicted $y = 0.07X_1 + 0.10X_2 + .042X_3 + 1.853$

Global environmental forces (i.e Global Economics, Legal – political and socio culture forces) have a relationship with the managerial effectiveness on Nigeria Breweries Plc Lagos.

DISCUSSION

The study have revealed important discoveries as evident from the data presentation and analysis above. Importantly, it was found that Global Environmental forces (i.e Global Political – Legal, global economic and Global socio – cultural forces) have a significant impact on managerial effectiveness and development of Nigeria Breweries Plc Lagos.

The political and legal environment has a significant effect on the opportunities and threats for industries. Three prominent

trends have a defining impact on the firm – deregulation, globalization and the concern for the natural environment. This confirms the views of Gupta, Gollakota and Srinivasan (2014) as follows:

- As countries deregulate their industries, the barriers to entry are lowered significantly, and more firms enter the industry, bringing in more intense competition. In this case with Nigeria deregulation, more Breweries industries are set up to be competitors to Nigeria Breweries Plc.
- Also, with globalization, there is more pressure on Nigerian companies including Nigeria Breweries to compete with other international firms both in the domestic as well as in the global market. Globalization changes the rules of industry competition dramatically, as firms have to depend on multiple sources of competitive advantage to sustain their markets.
- The concern for the protection and conservation of the natural environment has been subject to many regulation/ policy changes in the recent past. The federal and state governments of Nigeria have passed various acts and laws for protection of the environment, determining the way companies do business. For example in Nigeria, the regulation on Auto-emissions, and the regulation on pesticides residues in food products have defined the kind of technology in use.

There are Trade Related Intellectual Property, rights (TRIPS) covering patents, copyrights, trademarks, integrated circuits, industrial designs, geographical indications and plant variety protection. This is all aimed at establishing a uniform legal framework internationally and locally to protect the commercial interests of investors and innovators at Nigeria Breweries Plc Lagos and other related companies. There are also operational reforms and standards stipulated for adoption by Standards Organization of Nigeria (SON) and National Agency for Foods, Drugs Administration and Control (NAFDAC) for compliance for companies which Nigeria Breweries Plc is not an exception. It is imperative to stress that, the political philosophy of the government of any nation, the role of the government in the business and its policies and interventions will lead to economic, stable democratic political system which will facilitate growth and development. The government is all out to carry out an active role of a planner, promoter and regulator of economic activities. The instances of Boko Haram insurgency and upheavals that stampede economic process. The international investors are therefore conscious of the political terrain and environment that their organization is located. Where there is unstable environment will not be healthy for them to guarantee firm operations and profit attainment.

For the economic environment – the overall state of the country's/regions economy has a significant impact on the industry, structure and the profitability of individual firms in which Nigeria Breweries Plc is not an exception.

- The high growth rate of the economy has a positive bearing on the consumer's expenditure and increases the competitive pressures to the industry. This present, an opportunity to Nigeria Breweries Plc Lagos and other firms

- to expand their operations, enhance their operations, enhance their capacity and increase their prices. On the other hand, when the economy's growth and declines, consumer expenditure shrinks, overall demand declines and prices war intensify as a form of competition.
- (b) The role of interest in the economy also has a bearing on consumer expenditures. Low interest rates provides consumers with an easy access to funds and raise demands for company products, especially consumer durables such as cars, homes and appliances, capital investments by firms also rise. On the other hand, higher interest rates to firms have a significant threat to demand growth.
- (c) Another critical factor that affects Nigeria Breweries industry demand is inflation. Higher rates of inflation in an economy would mean slower economic growth, and rising interest rates. With high inflation, investment planning can be risky when firms (e.g executive management of Nigeria Breweries Plc) cannot predict the expected returns from their investments; they reduce such investments, depressing the economic activity further.
- (d) The currency exchange rates also have a role to play in defining the competitiveness of an industry, like Nigeria Breweries Plc in the international market. As the Nigerian Naira (currency) weakens against the dollar, Nigeria – made products are cheaper in the international market than the American – made products, in this case Beer products such as “star lager Beer, Gulder, Heineken, Origin Lager Beer amongst others. And as these Nigerian made products are cheaper in the international market, it provides Nigerian firms like Breweries Industries with opportunities to export their products to larger markets.

The implication of the foreign currency exchange problem is that it leads to voluntary reduction of production capacity, declining purchasing power, rising costs and price levels, unfavourable balance of payments, high unemployment rate, retrenchment of productive workers and folding up of manufacturing firms and companies in the case Nigeria Breweries Plc Lagos. This is common when our international currency rates i.e Dollar, Pound sterling to Naira is so high.

To sum it all, for the Global economic environment as confirmed by [Kazmi \(2002\)](#), there has been global markets and competitiveness, global technological and quality systems and standards, global information system and communication networks and media, global human resources, outstanding – institutions, availability of nature and quality of skills, global financial systems equations, alliances and strategic interests of nations, global economic forces, organizational blocs and forums, global legal systems, adjudication and arbitration mechanisms, global trade and commerce, its process and trends, globalization of management and allied disciplines and the diffusion of management techniques in industry amongst others. All these forces have impacted on managerial effectiveness of Nigeria Breweries Plc Lagos.

Liberalization of trade practices, predictable and growing market access, promotion of fair competition, encouragement of development and economic reform regarding importation of raw materials and exportation of manufactured products by World Trade Organization (WTO) has favoured Nigeria

Breweries Plc Lagos over a period of time now. There also exists an access to national market aided by the reduction in tariffs making importation of company's raw materials easy and exportation of produced beer products available to the international markets by the World Trade Organization (WTO). This is supported by streamlining procedures, reduction of internal subsidies and rationalization of industrial licensing by the World Trade Organization (WTO).

As confirmed by [Mustapha and Fabunmi \(1990\)](#) Nigeria Breweries borrow from the International capital market making it to adopt global best practices of business operations that will facilitate competitive advantage at a reasonable interest rate. The global technological, information, standards, quality systems and communication network have aided the speedy and efficient manufacturing and operations with outstanding robots system in place to facilitate effective automation process of the Nigeria Breweries Plc Lagos. Expert skills are outsourced from foreign advanced countries like Holland, United Kingdom, Germany to augment the local source of supply in order to maintain competitive position of the firm and management effectiveness. The above position confirms the views of [Torrington, Hall and Taylor \(2005\)](#), [Ahmad \(2015\)](#), [Aluko et al. \(2005\)](#), who asserts in their different research presentations that, with the aid of good research and development efforts, possession of quality skills and global leadership by expert workforce will guarantee sustainable competitive growth, economic development and managerial effectiveness.

For the socio cultural global environment forces, various indices have been adopted by the Nigeria Breweries Plc Lagos. There are socio cultural attitudes, values, beliefs and practices adopted for operation by the management of the company. These ranges from the culture of participative decision making by all cadre of employees, delegation of responsibilities, culture of cohesive teams, risk taking by embarking on Research and Development (R&D), adoption of rules and procedures culture, ethical standards in production, culture of innovation by employees, been performance oriented, honesty, recognition and advancement, perseverance. Total Quality Management approaches are adopted by the firm in their operations.

The above position agrees with the view of [Gupta Gollakota and Srinivasan \(2014\)](#), [Nwachukwu \(2009\)](#), [Daft \(2008\)](#) and [Dyck and Neubert \(2009\)](#) who in their respective researches confirms that, adopting organizational cultural values and norms will yield excellence, management effectiveness, development and will serve as a pivot for sustaining competitiveness by organizations.

Conclusion and Recommendations

Organizations are formed to achieve set purposes and goals. These purposes must be clearly defined and attained. The understanding of global environmental forces affecting the organizations is important. This will guide the executive management in the direction it will adopt in addressing the challenging issues in the economic, political – legal and socio – cultural dimensions in sustaining competitiveness of the

company. The research survey therefore recommends as follows;

1. Proper examination and analysis of the global environmental forces (i.e global economic, global political – legal, and global socio – cultural) forces by the Nigeria Breweries Plc using Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, PEST analysis framework (political / legal, economic, socio / demographic and technological variables) that affect the industry's be carried out periodically by professional consultants for sustained competitiveness.
2. Depending on multiple sources of competitive advantage by the Nigeria Breweries Plc to sustain their market position is necessary. This requires acquiring outstanding technology, outsourcing for skills/expertise, producing varying products to meet customer needs, rendering quality services.
3. The Executive Management of Nigeria Breweries should recognize that managing of socio-cultural variable is important for growth and success of the organization. Therefore, the following dimensions of culture should be considered by the company's management;
 - i. Nature of desired management skills and capabilities – i.e emphasis on professional qualification and ranks.
 - ii. Actual performance or results achieved - i.e emphasis on seniority, conformity to organizational values, loyalty, and a relative fit between managerial behavior and position in the hierarchy.
 - iii. Managerial style of planning and decision making - i. e emphasis on information gathering, bureaucratic mode of functioning, risk aversion and non – entrepreneurial decision making.
 - iv. Management systems adopted- emphasis be on the use of elegant, sophisticated and rational systems which degenerate due to low usage.
 - v. Nature of management control – emphasis on comprehensive, formal and written reporting and renationalization of failures rather than resolution of problems. Adoption of these cultural standards will guarantee managerial effectiveness and performance enhancement.
4. The Nigeria Breweries Plc Lagos which is a multinational firm should adopt a manifestation of corporate culture in the organization evident by
 - i. Shared things (e.g “the way people dress”)
 - ii. Shared sayings (e.g “let get down to work”)
 - iii. Shared actions (e.g “service oriented approach”)
 - iv. Shared feelings (e.g “hard work is reward here”)

This will reveal firmness and will streamline management efforts towards effectiveness, development and competitiveness.

5. Globalization of management, technology, quality system, standards, information system, communication networks, quality skills, practices constitute the main trend and pattern of thinking and decision making process to guarantee organizational effectiveness. Excellent organization at the global level in Breweries industry be

benchmarked to guarantee effectiveness of management at Nigeria Breweries Plc Lagos.

6. Nigeria Breweries Plc Lagos should source inwards to produce raw materials locally for the manufacture of Beer products through the process of backward integration in order to take care of and address the challenges of international currency, exchange rate (i.e Dollar, Pound Sterling) rise and think more of exporting their Beer products to larger international markets.
7. Adoption of ethical standards, rules, procedure stipulations that will guarantee excellence and advancement be encouraged at all times by the company.
8. Rules and standards of global operations and transactions recommended for multinational firms by World Trade Organizations be adopted and implemented continuously by the company.
9. Nigeria Breweries Plc management should source for funds and credit facilities from the international market with low rates of interest to guarantee continuity, constant production in varying grades / assortments that will cater for all the classes of income earners in the society. This will generate a significant growth of the company; hence higher interest rates are significant threats to demand growth.

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Questionnaire

- Economic environment forces factors such as inflation, interest rates, economic growth, resource and product markets, tax rates, currency exchange rates impacted on management effectiveness of Nigeria Breweries Plc
 - Strong Agree (SA)
 - Agree (A)
 - Undecided (U)
 - Disagree (D)
 - Strongly Disagree (SD)
- The legal – political environment forces like laws and regulations political skills, political stability, have impacted on management effectiveness of Nigeria Breweries Plc.
 - Strong Agree (SA)
 - Agree (A)
 - Undecided (U)
 - Disagree (D)
 - Strongly Disagree (SD)
- The socio cultural environmental forces like individualism / collectivism, power distance, uncertainty avoidance, masculinity / femininity and long term orientation / short term orientation have impacted on managerial effectiveness of Nigeria Breweries Plc.
 - Strong Agree (SA)
 - Agree (A)
 - Undecided (U)
 - Disagree (D)
 - Strongly Disagree (SD)
