

# **ONLINE LECTURE SERIES IN STRATEGIC LEADERSHIP**

## **BY**

### **AUSTIN UWANDULU**

#### **PREFACE**

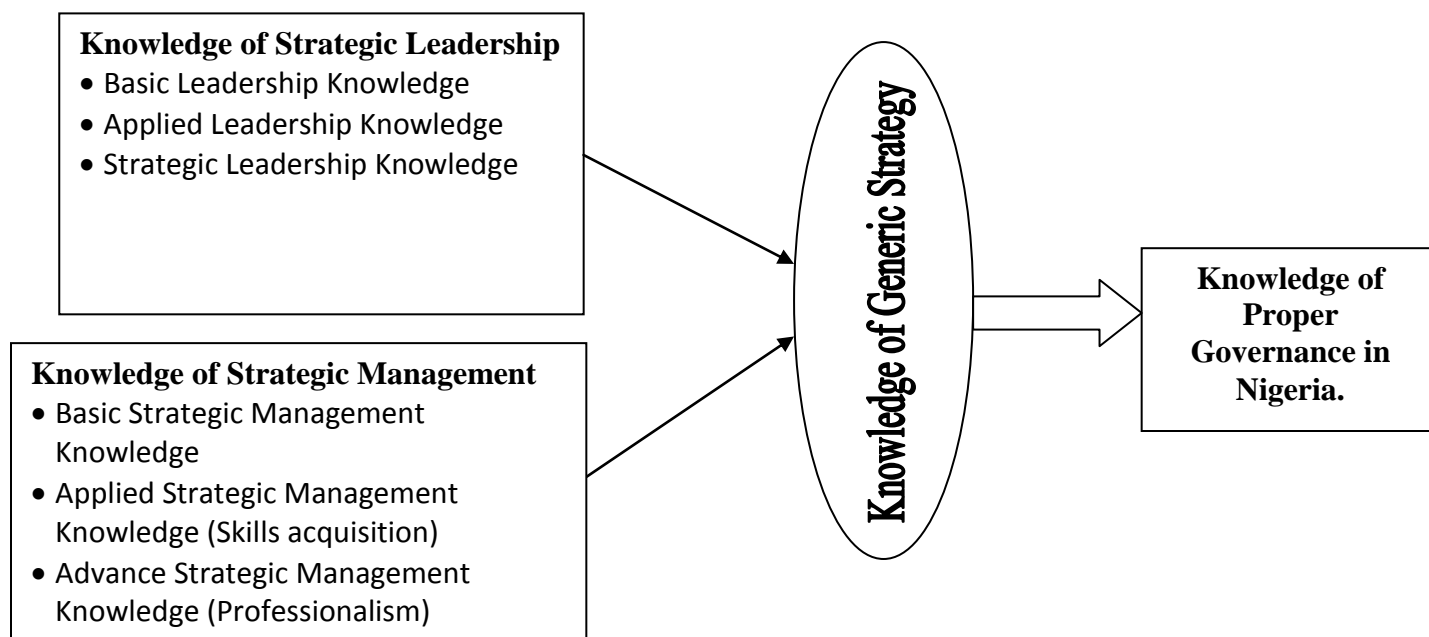
I want to welcome you to sets of online lecture series in Strategic Leadership course which I am delivering under the auspices of the School of Strategic Leadership, Academy for Governance. Strategic leadership is a concept which captures the constellation of leaders that are critical in their organization as a whole and not just part of it. Strategic leaders are indispensable in our quest to create a great Nigeria of good people in the near future. However to participate meaningfully in the emerging world of the future, our strategic leaders must be imbued with relevant leadership knowledge. To this end, I have established this online lecture series in furtherance of my vision of Nigeria of 2020 – 2100. It is a mass education programme for members of the Nigerian society.

The course is designed to;

- (i) mass educate members of the Nigerian polity committed to bringing the expected greatness of Nigeria to fruition
- (ii) guide teachers of the Academy of Governance and other institutions of higher learning in the impartation and acquisition of Strategic Leadership knowledge systematically
- (iii) equip participants in this programme to function as relevantly educated strategic leaders in their organizations. Strategic leadership education is a must for our societal leaders such as Presidents, Governors, Ministers, Commissioners, Executives or Non-executive Chairmen, Managing Directors. Leadership knowledge through association or mentorship is not adequate for the role Nigeria will play in the comity of nations in no distant future

#### **Purpose of Strategic Leadership**

This course which I shall expose you to is not an end in itself. It is one of the foundational courses in building capacity for proper governance in Nigeria as depicted below



The diagram above indicates the nexus between knowledge of strategic leadership, strategic management and generic strategy with skills, competences and capabilities in proper governance. The first body of knowledge in the trajectory for acquisition of competencies in governance is strategic leadership. Knowledge of strategic leadership will be acquired via first undertaking courses of instruction in basic leadership to become “Learned” in leadership.

Thereafter leadership skills will be acquired to enable participants apply leadership knowledge in organizations to become “corporate leaders”. Finally students will be exposed to lead strategically by acquiring competences necessary to determine issues that are critical and holistic to an organization over a long time horizon that stretches into a foreseeable future.

## **Primary Knowledge of Strategic Leadership**

As shown in the diagram above, leadership education is one of the four foundations of knowledge necessary for building governance capacities and by extension for sustainable human resources capacity building and development in Nigeria.

Of the four, leadership is central because leaders “show the way” and set strategic directions. If leaders are not properly equipped, capacity wise, capacity building endeavors in Nigeria will be jeopardized and mounted on wrong foundation. Unless Nigeria produces those who will set the right direction for managers to conduct their executive tasks, the nation will continue to wobble and fumble and above all will be rudderless. To this end my package for leadership development is designed to first mass produce “Learned Leaders” then develop some leaders as corporate leaders and specialists in how leaders and leadership play games in societal organizations. This is the skills acquisition stage in the leadership knowledge trajectory. Students will be exposed to how leaders conduct themselves in organizations and how organizations vie for leadership positions in their societies. Nigeria, today is very deficient in these skills. Thereafter a corps of experts will be trained to drive strategic leadership in Nigerian organizations focused on the long range aspirations of the Nigerian nation-state as well as the national philosophies of self-reliance, self-sufficiency and self-directedness which organizations operating in Nigeria are expected to key into while developing their individual missions.

As you commence this course in leadership, I urge you to commit yourself to systematically acquiring the knowledge not only for yourself but for the ultimate benefit of Nigerian society

## **Systemizing Leadership Development**

In this online lecture, I set development horizons as 2020, 2050, 2075 and 2100. Our task therefore is to develop leaders that will be relevant to Nigeria of those eras because, as you will learn in course of this lecture, leadership is situation specific. I realize that development of human capital resources which leadership spearheads cannot be done on a quick fix basis. It must take time and it must be systematic. The notion that leaders are born, not made, has since been debunked. Also studies have shown that there is no one best way to lead neither is leadership domiciled in people’s placement with respect to their age or position in office. Leaders exist and function only within the context of an organization and in a hierarchy of levels like family level organizations, civil society level organizations, public society level organizations, business enterprise level organizations and political society level organizations. Leaders and leadership in all these facets of human endeavor must be given relevant education to enable them function effectively. Each level of leadership requires specific body of knowledge. However for comprehensive development of leadership knowledge there is need for a holistic approach to impartation and acquisition of leadership knowledge. For this reason, I am embarking on a carefully designed and systematic development of leaders in Nigeria in three broad stages, namely foundation or basic leadership, corporate leadership and strategic leadership. In each stage, the course contents will incorporate building leadership capacities, applying leadership

capacities and advancing leadership capacities that are relevant to Nigeria. I emphasize “relevant to Nigeria” because leadership can not exist outside an organization. Therefore any knowledge of leadership that is not specific to organizations in Nigeria is essentially useless to us.

## **Scope of Strategic Leadership**

To enable us design, abinitio, how to progress, systematically in our pursuit of knowledge in this all important subject, it is necessary that we have a clear picture of the scope of our strategic leadership course. It is instructive to note that leadership, as a phenomenon to be studied and taught is quite complex. It encompasses different types of leadership such as generic leadership, operational leadership, corporate leadership, strategic leadership. It also encompasses levels of leadership that are coterminous with levels of organization (such as functional level, business level, corporate level, societal level). It is instructive to note that leadership is embedded in different types of organizations (such as family, community, business enterprise, public society, political society, civil society).

Leadership as a course has recent history and is still evolving. In the days of philosopher kings, people with blue blood were assumed to be leaders. Accordingly there was no need for formal leadership training via courses of instruction. Even now there is no consensus among the academicians regarding which discipline – Management, Organizational Behavior, Psychology - should domicile leadership education. Although a school of thought, to which I belong, advocates that leadership should assume the status of a discipline of its own, this position has not received wide acceptance mainly because no curriculum or syllabus has been developed before now, for general application. This lecture series seeks to promote leadership as a distinct discipline – based on a curriculum of leadership studies that I have developed in conjunction with my colleagues in various institutions of higher learning.

## **Context of Learning**

Impartation and acquisition of strategic leadership education in these series of lectures are targeted at developing knowledge necessary to pursue and advance Nigeria’s quest for greatness cum becoming a leader nation in the comity of nations. Accordingly studies on this platform will be Nigeria specific and will have as its basic context;

- (a) strategies for Nigeria’s greatness and Nigeria becoming a leaders nation in course of time.
- (b) strategies for proper (good and strong) governance in Nigeria;
- (c) Strategies for Nigeria-in-2050 and 2100. In other words, the lecture series will focus on the long range aspirations of Nigeria that target what Nigeria will be in 2050 and in 2100, what strategic leaders must do to actualize the aspirations and what they seek to have as the product of strategic thinking by 2030, 2050, 2075 and 2100

Implied in this contextualization of strategic leadership education series is the fact that case studies, strategy games, simulation exercises etc that will be employed to elucidate on the courses of instruction will heavily loaded with Nigerian issues.

## **Complementary Courses**

To fully appreciate and understand this strategic leadership course, participants are advised to partake in the following courses of instruction contained in “Austin Uwandulu Online Lectures”

- (a) Generic Strategy that enables you understand the fundamentals of what strategists do and how they perform their functions.

- (b) Strategic Management that enables you understand how key managers move organizations along the strategic directions set by strategic leadership
- (c) Governance that enables you understand how drivers of governance engage in the process of leading and managing their organizations strategically.
- (d) “My Vision for Nigerian of 2020 – 2100 by Austin Uwandulu that provides the platform to apply the ideas, tools and techniques enshrined in the strategic leadership lectures.

### **Certification**

The courses will be appropriately certificated. Participants who subject themselves to formal examination that will be issued with “certificate of proficiency” while participants who are unable to subject themselves to or fail the Academy’s examination tests will be issued with “Certificate of Participation”. Affiliated institutions of higher learning may also concurrently issue appropriate certificates as they deem fit.

### **Examinations**

Certificate to be issued by the Academy for Governance are designed to attest to the knowledge and character of persons issued with the certificates.

It is our vision that certificates issued by the Academy will command very high level of respectability and acceptability. Accordingly graduates will be assessed with respect to the knowledge they have acquired as well as respect to their character.

### **Programme Design**

It is established that leadership is one of the basic problems of Nigeria. It is envisaged that Nigeria of the period leading to 2100 will face enormous challenges which demand the participation of a critical mass of Nigerians in strategic leadership. Since leadership is key to addressing issues concerning how the nation will “move forward” this programme has been structured to capture methodically (a) the basic knowledge in leadership (b) knowledge of corporate leadership that deals with leaders in organizations and organizational leadership and (c) knowledge of strategic leadership required to address critical leadership issues in the Nigerian society. Accordingly the programme has been structured to be taught in three stages. Stage one deals with “Basic Leadership”. Stage two delves into corporate leadership while stage three focuses on strategic leadership.

## **STAGE ONE: BASIC LEADERSHIP COURSE**

Essential as knowledge of leadership is in the conduct of affairs in Nigeria, it is painful that no curriculum has been developed to facilitate establishment of basic leadership courses in Nigeria. This is so because leadership has not been acknowledged and admitted as a course in its own right in our education programme. Some institutions that teach leadership courses domicile the programme in their Faculty of Management while others that consider it as social-psychology phenomenon domicile it in Social Sciences Faculty or Department. Below the institutions of higher learning there is no attempt to provide students and even the general public the rudiment of leadership .

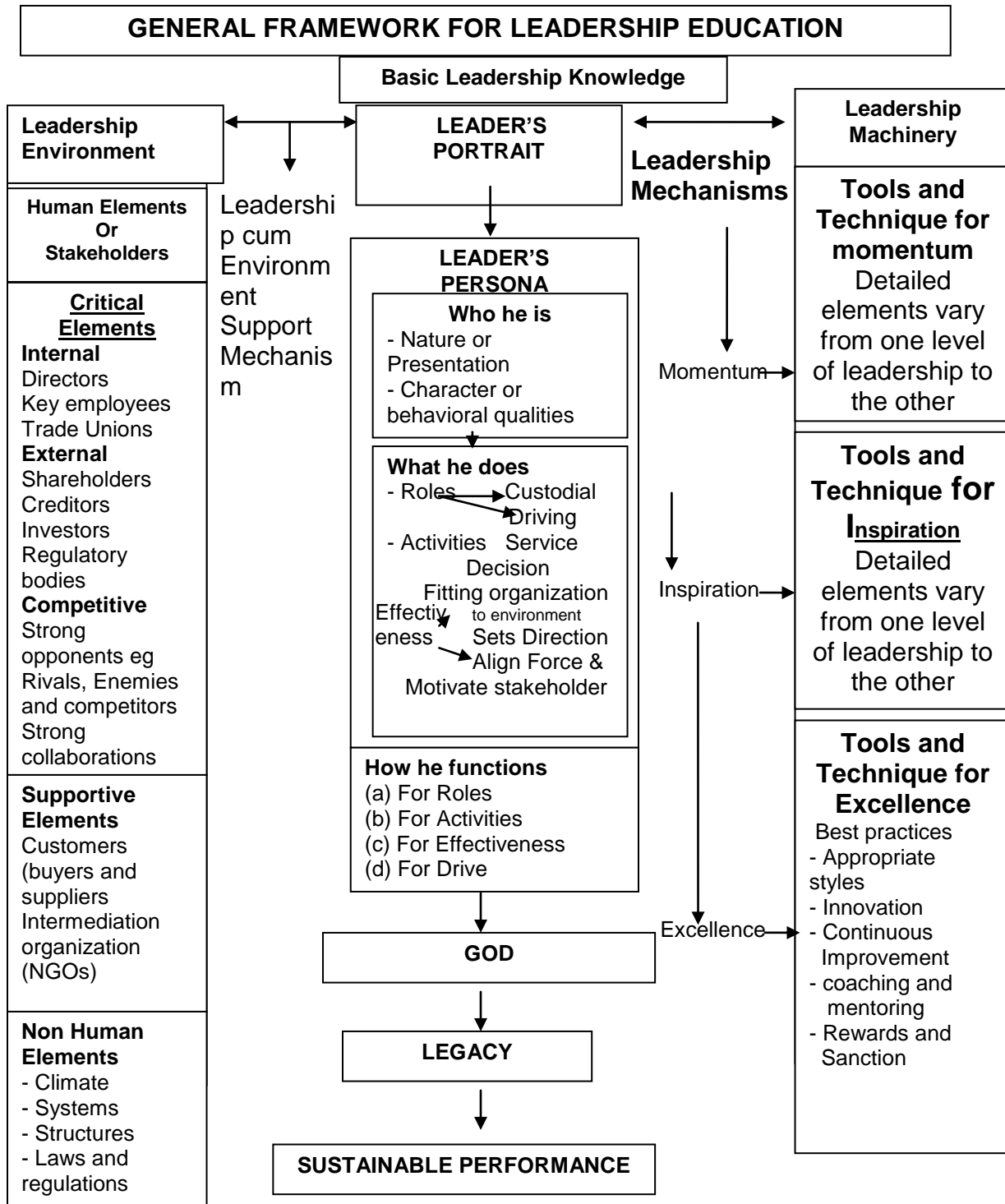
Since no one becomes a mathematician without acquiring the knowledge of Arithmetic, Algebra and Geometry, and since no one becomes a speech maker without the knowledge of how to combine alphabets to form words, combine words to form sentences and present the sentences in speeches, I consider it inconceivable that leadership can be taught without recourse to the basics.

I do not share the view that leadership can effectively be taught by assembling a large number of people in seminars, workshop and other places of fellowship and engage them in leadership education via processes that approximate delivery of sermons. Leadership has its own A,B,C or 1,2,3. Therefore it is our duty as educators to develop the fundamentals. Besides, from experience I have come to the conclusion that no meaningful leadership mentoring can take place unless it is preceded by or accompanied with, impartation of basic principles and concepts in leadership. This is what I present hereto as “General Framework for Leadership Education”

### **General Framework for Leadership Education**

As a pre-requisite for understanding basic leadership it is apt to first appreciate the basic concepts in generic leadership. The diagram below captures the framework for education which I developed in 1998 for Executive MBA class of Strategic Management Centre in affiliation with Ogun State University as it then was

# Annex



Source: Developed by Austin Uwandulu for Executive MBA Students

The framework presents the basis for inculcating foundation knowledge in leadership and for developing leadership principles. It suggests that principles of leadership can only be developed with respect to (a) Leadership Environment (b) Leader's Portrait and (c) Leadership Machinery. It also posits that there cannot be a general principle of leadership as has erroneously been projected in literature. Principles of leadership are meaningful only with respect to the components or elements of leadership as presented in the framework

### **Structure of Basic Leadership Course**

Basic leadership course will be conducted in two complementary dimensions. The first dimension is the "Fundamentals of Leadership" while the second dimension is "Elucidation of Rudiments of Leadership". Fundamentals of Leadership will be presented in modules and lessons. To complement the dimension, rudiment of leadership contained in the lessons will be elucidated in interactive sessions like Tutorial and Revision classes, Leadership Games and Simulations Sessions.

### **Educated and Learned Leaders**

From the above structure of Basic Leadership course, two categories of leadership will be produced. Students who undertake and complete the courses of instruction in the Fundamentals of Leadership will be acknowledged as educated leaders. However students who not only complete the courses of instruction but also participate fully in the Leadership Elucidation programme, will be titled "Learned Leaders"

### **Course Content**

The course content for Basic Leadership course is presented in two sections. While section one pertains to "Fundamentals of Leadership" segment of the course, section two deals with "Elucidation of Rudiments of Leadership".

## **Section One: Fundamentals of Leadership Dimension**

In this section of Basic Leadership, I shall expose students to the basic theories, laws, principles, doctrines etc they need to know in order to appreciate what leadership really is, what it entails and how it should work. Essentially it will be presented as “courses of instruction” for acquisition of leadership education preparatory to transforming the student into “learned leader”. All students – general knowledge seeker and institutional certificate seekers – are required to undertake this course.

### **Course Content**

#### **Module One: Concept of A Leader**

Lesson One: Definition of a Leader

Lesson Two: Portrait of a Leader

Lesson Three: Nature of Leadership

#### **Module Two: How Leaders Emerge**

Lesson Four: Appreciating Sources of Leadership Emergence

Lesson Five: Emergence by Tradition

Lesson Six: Emergence by Natural Process of Selection

Lesson Seven: Emergence by Conquest

Lesson Eight: Emergence by Contraption

Lesson Nine: Projecting Leadership Performance from Sources of Emergence (i) of Dominant leaders in leadership (ii) of Weak leaders in leadership (iii) of Cabals in leadership (iv) of Influential stakeholders in leadership (v) of Factions in leadership (vi) Collegiate leadership

Lesson Ten: Environment of various Forms of Leadership Emergence

#### **Module Three: What Leaders Do: Functions of Leadership**

Lesson Eleven: Introduction (Tasks Leaders Perform)

Lesson Twelve: What A Leader Does.

Lesson Thirteen: How A Leader Functions

Lesson Fourteen: Machinery Employed in Performing Leadership Function

#### **Module Four: Styles of Leadership**

Lesson Fifteen: Introduction

Lesson Sixteen: Locating Leadership Styles in Holistic Leadership Framework

Lesson Seventeen: What Is Leadership Style?

Lesson Eighteen: Approaches of Leadership Styles

Lesson Nineteen: Forms of Leadership Styles such as

- ✓ Visionary Leadership
- ✓ Servant Leadership
- ✓ Transformational Leadership
- ✓ Managerial Leadership
- ✓ Missionary Leadership
- ✓ Exemplary Leadership
- ✓ Charismatic Leadership.
- ✓ Bulling Leadership.

Lesson Twenty: Momentum as a Tool in Leadership Styles

Lesson Twenty-one: Inspiration as a Tool in Leadership Styles

Lesson Twenty-two: Excellence as a Tool in Leadership Styles

#### **Module Five: Environment of Leadership**



Lesson Twenty-three: Understanding Environment of Leadership

- ✓ What it is
- ✓ Structure of the Environment (i) Internal /external environment (ii) environment of peace and tranquility (iii) environment of threat to peace and tranquility (iv) environment of crisis (v) environment of turmoil (vi) environment of turbulence (vii) environment of discontinuity (viii) environment of catastrophe

Lesson Twenty-four: Organization as Locus of Leadership

Lesson Twenty-five: Human Elements in Leadership Environment

Lesson Twenty-six: Non-human Elements in Leadership Environment

- ✓ Environmental Conditions
- ✓ Environmental Tools

## **Module Six: Leadership Performance**

Lesson Twenty-seven: Measures of Leadership Performance

Lesson Twenty-eight: Results; (Outcome, Effects and Impacts) of Leadership

Lesson Twenty-nine: Legacies of Leadership

Lesson Thirty: Managing Leadership Performance

## **Module Seven: Ethics, Values and Corruption in Leadership**

Lesson thirty -One: Definition of Ethics, Values and Corruption

Lesson thirty-Two: Ethics and Values in Leadership

Lesson thirty-Three: Corruption in Leadership.

## **Section Two: Elucidation of Rudiments of Leadership**

This dimension of Basic Leadership Course is designed to elucidate and amplify the principles, doctrines, theories, tools and techniques enunciated in the first segment of the course – namely Fundamentals of Leadership.

Principally based on the stories in the “Animal Farm” by George Orwell, and “My Vision for Nigeria of 2020-2100 by Austin Uwandulu” all issues taught and raised in the Fundamentals of Leadership Modules will be further discussed and subjected to empirical analysis in Talk shows, Seminars, Quiz, Leadership Games, or Simulation Sessions. Where necessary stories in “Things Fall Apart” by Chinua Achebe, The “Beautiful Ones Are Not Yet Born” by Ayikwei Armah, The “Ugly One Have Refused to Die” by Habib Yakoob as well as stories that are not politically explosive will employed to elaborate on what has been taught.

### **Mode of Elucidation**

Elucidation of rudiments of leadership will be conducted for tutorial and /or intensive revision classes in form of:

- Quiz
- Leadership games
- Simulation exercises
- Seminars
- Talkshops and Debates

These modes of knowledge impartation will ensure that students deepen and broaden their basic leadership knowledge adequately for challenges they will face in the Nigerian society.

### **Reference Books for Elucidation**

The following books are prescribed as reference books for purposes of elucidating basic leadership knowledge

- a) “Animal Farm” by Geoge orwell
- b) “Things Fall Apart” by Chinua Achebe
- c) The “Beautiful Ones Are Not Yet Born” by Ayikwei Armah
- d) The “Ugly One Have Refused to Die” by Habib Yakoob
- e) My Vision for Nigeria of 2020 – 2100 by Austin Uwandulu

# **STAGE TWO: CORPORATE LEADERSHIP**

At this stage of the leadership programme, students will be exposed to diagnostic skills required to apply the basic knowledge gained in stage one of the programme in the conduct of leadership tasks. Application of leadership concepts, principles, doctrines etc takes place in what leaders do in organizations to position themselves in leadership hierarchy and what organizations do in the society to gain leadership advantages. Thus the course is designed to be conducted in four Phases..

## **Phase One: Leaders in Organizations.**

In this Phases, various models of leadership will be explored. Accordingly students will be exposed to various models of:

- i. Formal and Informal Emergence of Leadership in Organizations
- ii. Organizational Politics and Leadership Politics in Organizations
- iii. Authoritarian/ Free Rein Leadership Models
- iv. Autocratic/Democratic Leadership Models
- v. Strong / Weak Leadership Models

## **Tools and Techniques**

Also in this segment, students will be exposed to the tools and techniques for the development of the models above, for example

- (a) Teamness or Team Building in Leadership
- (b) Alliances and Networking in Leadership
- (c) Factionalisation in Leadership
- (d) Conflicts and Conflict Resolutions in Leadership
- (e) Power, Influence and Authority in Leadership
- (f) Principles and Guidelines for Decision Making and Taking
- (g) Maneuvers and Application of Maneuvers as Tactics in Leadership
- (h) Application of Ambush as Tactics in Leadership
- (i) Application of Blackmail as Tactics in Leadership
- (j) Application or Development of Espionage as Tactics in Leadership

## **Characterizing Leaders and Stakeholders**

Students will be exposed to models of

- (a) Dominant Leaders in Leadership
  - a. The Making of Dominant Leaders
  - b. Dominant Leaders in Strong Organizations
  - c. Dominant Leaders in Weak Organizations
- (b) Weak Leaders in Leadership
  - a. The Making of Weak Leaders
  - b. Weak Leaders in Strong Organizations
  - c. Weak Leaders in Weak Organizations
- (c) Cabals in Leadership
  - a. The Making of Cabals in Leadership
  - b. Cabals in Dominant Leaders/Strong Organization Scenario
  - c. Cabals in Dominant Leader/Weak Organization Scenario
  - d. Cabals in Weak Leader/Strong Organization Scenario
  - e. Cabals in Weak Leader/Weak Organization Scenario

- (d) Influential Stakeholders in Leadership
  - a. Understanding Stakeholders in Leadership
  - b. Fragmented Stakeholders
  - c. Dependent / Independent Stakeholders
  - d. Favorably Disposed, Not Favorably Disposed and Bye-Stander Stakeholders
- (e) Factions in Leadership
  - a. Emergences of Factions in Leadership
  - b. Dealing with Factions in Leadership
- (f) Collegiate leadership

## **Phase Two: Organizations in Leadership**

- (a) Model of Organizations in Leadership Hierarchy.
  - Leadership games for Leader Organizations
    - Monopolistic /Dominant Organizations.
    - Oligopolistic/Colluding Organizations
  - Leadership Games for Runner up Organizations
  - Leadership Games for Weak Operator Organizations
  - Moves and Positioning for Leadership Games in Organization.
- (b) Model of Leader- Organization in Stage of Development
  - Leadership Positions at formation of Organization
  - Leadership Positions in Growing Organizations
  - Leadership Position in Matured Organizations
  - Leadership Positions for Organizations in Distress
    - Stunted Growth
    - Precipitate Decline
    - Premature Maturity
    - Redeemable Decline
    - Irredeemable Decline

## **Phase Three: Communication Skills**

Corporate Leaders must necessarily be skilled in the art of communication. In this segment therefore students will be exposed to the basic concepts in language and insightful communication skills

Specifically, students will master.

- i. Meaning and functions of communication
- ii. Definition of language
- iii. The process of communication
- iv. Tools of communication
- v. Forms and media of communication
- vi. Communication in organizations
- vii. Effective and ineffective communication
- viii. Communication ethics

## **Report Writing**

This component of the course is designed to prepare students on how to present reports skewed to strategy related issues. The course therefore requires students to learn:

- i. Definition of Report Writing
- ii. Categorization of Reports (Classification and Context)
- iii. How to Write Reports
- iv. Attributes of A Good Report
- v. Interpretation of Information in Strategic Management
- vi. Business and Public Letter Writing
- vii. Minute Taking and Production
- viii. Speech Making
- ix. Strategic Body Language and Reporting

## **Phase Four: Leadership Forum**

Since phase Two of the programme is designed to produce “Specialists in Corporate Leadership”, the Leadership Forum is designed to enable participants specialize in certain areas of what leaders do in organizations for appropriate relevance and what organizations do in the society to position themselves advantageously.

Leadership Forum is a platform for:

- i. Presentation of Guest Lectures
- ii. Presentation of Research Articles and Papers
- iii. Review of Research Work
- iv. X-ray of leadership issues in Seminars, Workshops, Leadership Games, Leadership Symposia and Leadership Mentorship.
- v. Presentation and Defense of Thesis or Dissertations on Leadership.

## **Requirements.**

Students who register with universities that are affiliated to Academy for Governance are required to:

- (1) Actively participate in at least two Guest Lectures
- (2) Present two researched articles/papers and review five journal articles
- (3) Participate in at least three and present papers in at least two of the following
  - a. Seminar/Workshop on Leadership in Organization
  - b. Seminar/Workshop on Organizational Leadership
  - c. Leadership Games
  - d. Leadership Symposia
  - e. Leaders Mentorship Session
- (4) Present and Defend Research Proposal at the level of Masters Degree
- (5) Present and Defend a Thesis or Dissertation in either Leaders in Organization or Organizational Leadership.

## **Course Codes for Master Degree in Corporate Leadership**

The Course codes below are relevant only to students who are engaged in programmes that involves affiliated Universities.

- 801: Models of Leader in Organization
- 802: Organization in Leadership
- 803: Communication Skills
- 804: Leadership Forum.
- 805: Thesis

## **Producing and Developing Strategic Leadership**

At this apex phase of leadership development, students will be infused with strategic leadership qualities for “Doing the Right Critical Things” in Nigeria. They will thus be exposed to the intricacies of leading organizations in diverse state of societal environments.

The course is designed to be conducted in four phases

- Phase One: Leading Strategic Change
- Phase Two: Strategizing Change
- Phase Three: Stakeholders Communications (Strategic Implantation)
- Phase Four: Strategic Leadership in Action
  - i. Piloting Strategic Leadership in Public Society
  - ii. Piloting Strategic Leadership in Political Society
  - iii. Piloting Strategic Leadership in Business Enterprise Society
  - iv. Piloting Strategic Leadership in Civil Society.

## **Course Codes for Doctorate Degree in Strategic Leadership**

The Course codes below are relevant only to students who are engaged in programmes that involves affiliated Universities.

- 901: Leading Strategic Change
- 902: Strategizing Change
- 903: Stakeholder Communication
- 904: Strategic Leadership in Action
- 999: Dissertation.

# **ONLINE LECTURE SERIES IN STRATEGIC MANAGEMENT BY AUSTIN UWANDULU**

## **PREFACE**

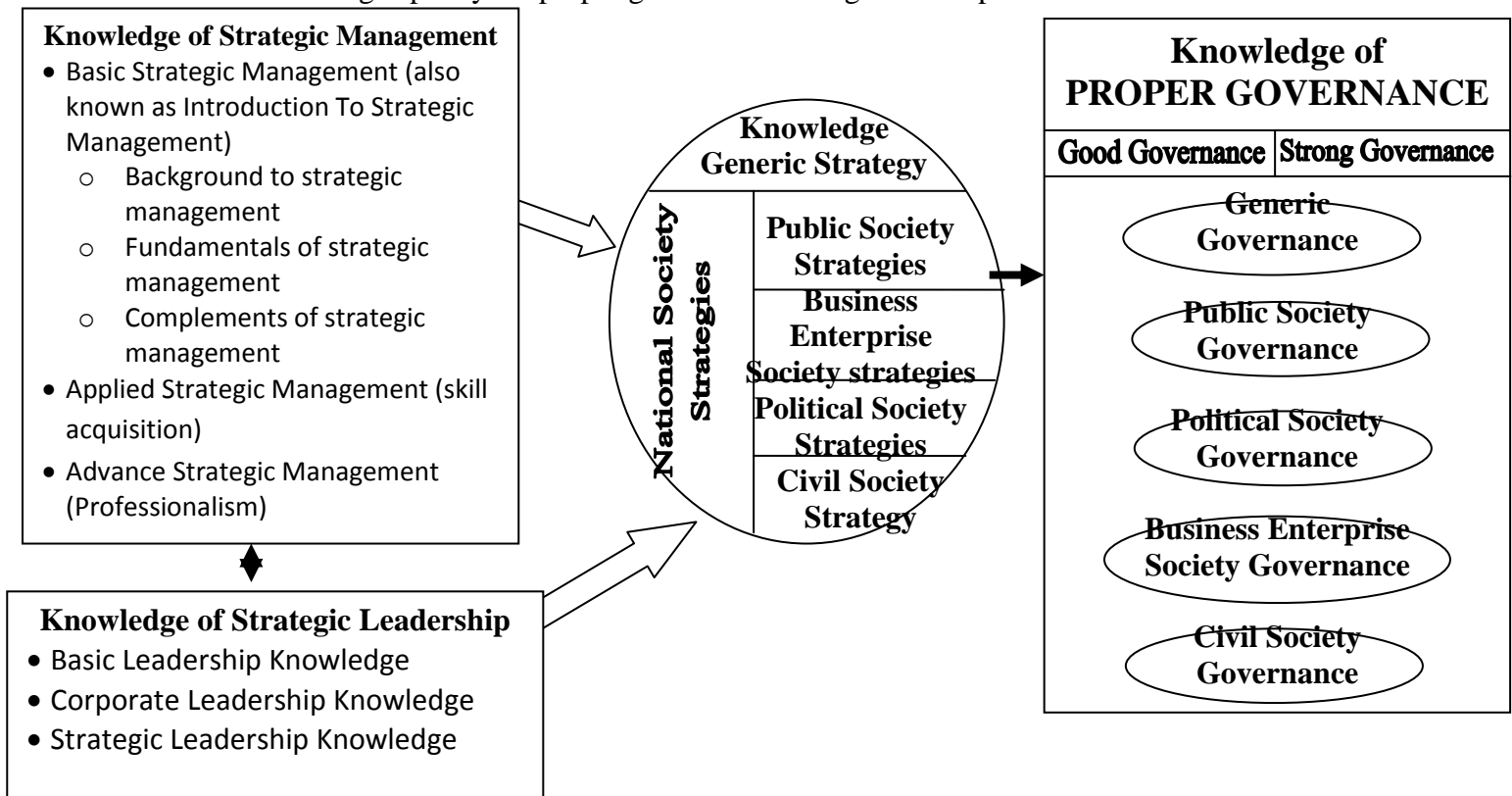
I want to welcome you to sets of online lecture course series in strategic management which I am delivering under the auspices of the School of Strategic Management, Academy for Governance. It is a mass education programme for members of the Nigerian society.

The course series is designed to;

- (iv) prepare participants, who so wish, for courses in proper governance in Nigeria
- (v) mass educate members of the Nigerian polity committed to bringing the expected greatness of Nigeria to fruition
- (vi) guide teacher members and inspire student members of the Academy of Governance in the impartation and acquisition of strategic management knowledge systematically
- (vii) equip members to function as Special Assistants to CEOs of large and complex organizations (Presidents, Governors, Ministers, Commissioners, Executives or Non-executive Chairmen, Managing Directors)
- (viii) equip participants to set up and operate as key functionaries of Strategy and Policy Units of large and complex organizations
- (ix) enable beneficiaries function more effectively as CEOs or entrepreneurs

## Purpose of Strategic Management

This course which I shall expose you to is not an end in itself. It is one of the foundational courses in building capacity for proper governance in Nigeria as depicted below



The diagram above indicates the nexus between knowledge of strategic leadership, strategic management and generic strategy with skills, competences and capabilities in proper governance. The first body of knowledge in the trajectory for acquisition of competencies in governance is strategic leadership. Strategic leaders set strategic directions for their organizations. One of the elements in the strategic direction is mission or the critical endeavors that the organization intends to undertake in the due course. Missions are usually coded in strategic intents which managers must decode to set the stage for extensive activities and actions in their organization. Those who perform the executing tasks designed to infuse motion and movement in the strategic direction are known as strategic managers. While the functions of strategic managers are tied to those of operational managers, the tasks they perform are distinct and accordingly require distinct body of knowledge. Thus you will be exposed to the body of knowledge that will enable you function efficiently as a strategic manager. Knowledge of strategic management will be acquired via first undertaking courses of instruction in “Basic Strategic Management” also known as Introduction to Strategic Management.

Thereafter strategic management skills will be acquired to enable participants become specialists in specific areas of strategic management. Finally students will be exposed to advance their specialist knowledge and become experts or professionals in strategic management.

There will be five tracks of strategic management course designed to enable participants apply the generic principles and knowledge acquired to their specific areas of interest.

In view of the diverse needs for this course and divergent skills to be acquired, the overall subject will be presented in three phases.

You are required to undergo the course that is appropriate to;

- your present background knowledge in strategic management



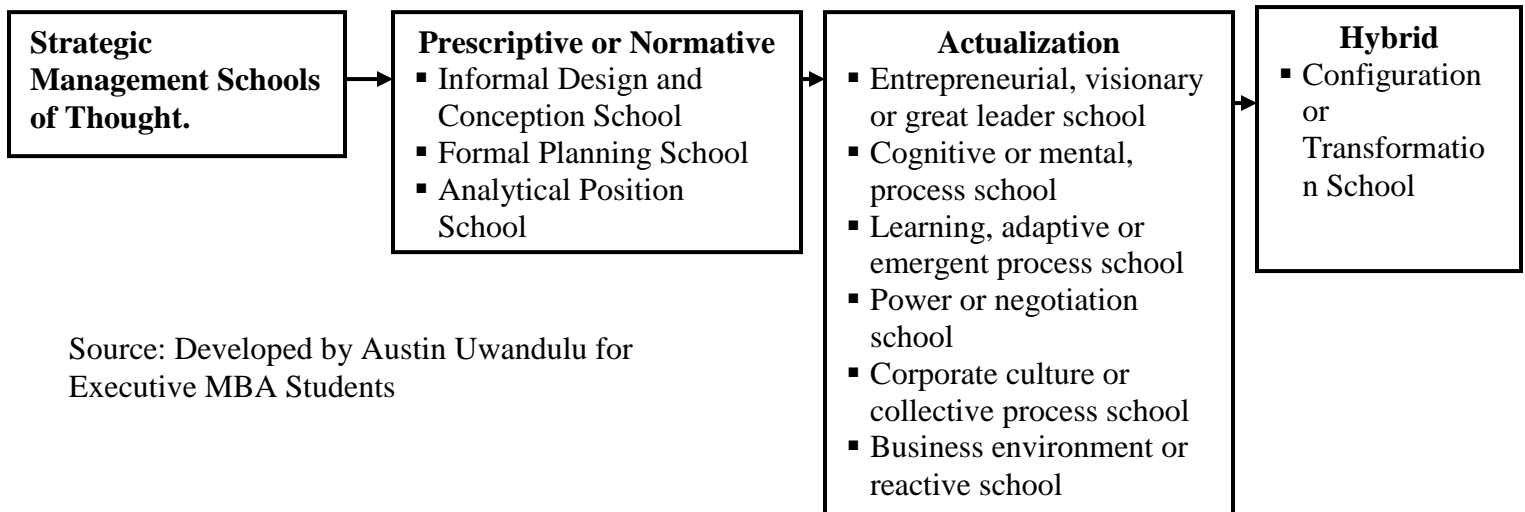
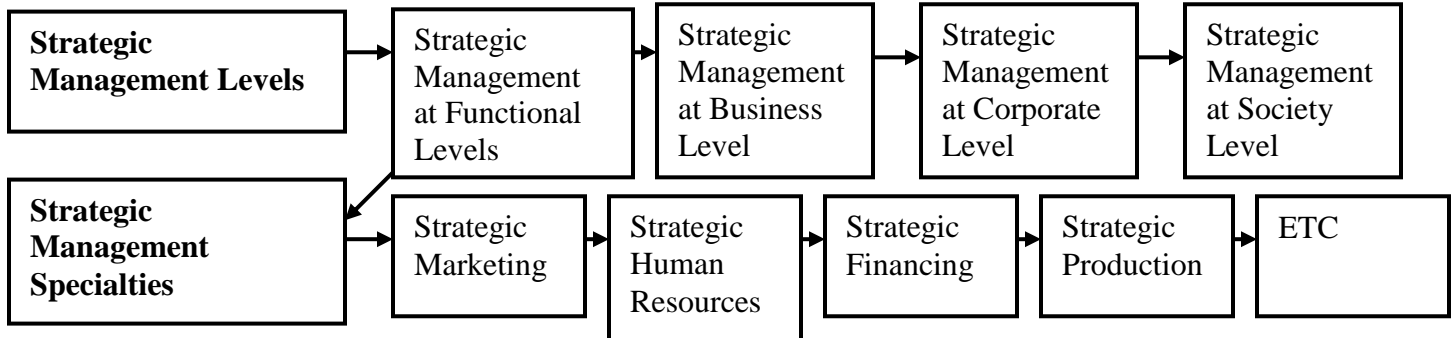
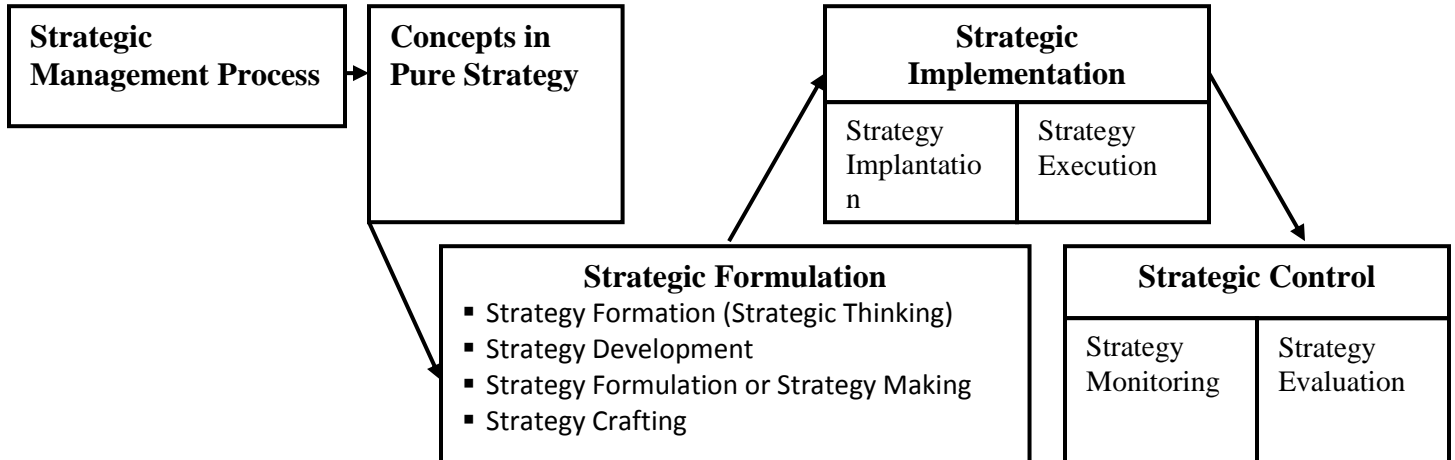
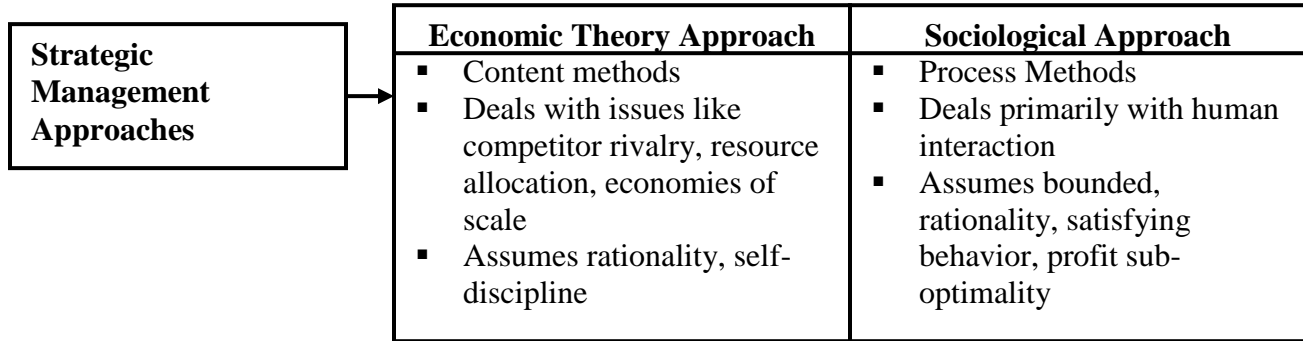
- (b) whatever lifetime endeavors you aim at pursuing in furtherance of the greatness of Nigeria in the comity of nations.

### **Scope of Strategic Management**

To enable us design, abinitio, how you will progress, systematically in your pursuit of knowledge in this all important subject, it is necessary that you have a clear picture of the scope of what the subject entails

Strategic management is akin to the proverbial story of an elephant and blind men, where each blind man touched a part of the animal and tenaciously held the belief that the part he touched aptly represented the elephant. Strategic management, as a subject, is a complex phenomenon. We will capture this complexity with the Strategic Management Framework I developed to guide impartation of knowledge in the School of Strategic Management of the Academy, as well as in the Institute of Strategic Management Nigeria and other partnering Universities cum institutions of higher learning

# STRATEGIC MANAGEMENT FRAMEWORK



Source: Developed by Austin Uwandulu for Executive MBA Students

## **Context of Learning**

Impartation and acquisition of strategic management knowledge in these series of lectures are targeted at developing knowledge necessary to pursue and advance Nigeria's quest for greatness cum becoming a leader nation in the comity of nations. Accordingly studies on this platform will be Nigeria specific and will have as its basic context;

- (d) strategies for Nigeria's greatness and Nigeria becoming a leaders nation in no distant future.
- (e) strategies for proper (good and strong) governance in Nigeria;
- (f) strategies for Nigeria in the era of 2050 and 2100. In other words, the lecture series will focus on the long range aspirations of Nigeria that target what Nigeria will be in 2100, what strategic managers must do to actualize the aspirations and what they seek to have by 2100 as the product of strategic thinking

Implied in this contextualization of strategic management education series is the fact that case studies, strategy games, simulation exercises etc that will be employed to elucidate on the courses of instruction will be heavily loaded with Nigerian issues.

## **Complementary Course**

To fully appreciate and understand the strategic management course, participants are advised to partake in the following courses of instruction contained in "Austin Uwandulu Online Lectures"

- (e) Generic strategy that enables you understand the fundamentals of what strategists do in real life and how they perform their functions generically
- (f) Strategic leadership that enables you understand how leaders set critical strategic directions for strategic managers to ply
- (g) Governance that enables you understand how drivers of governance engage in the process of leading and managing their organizations strategically and also take strategic decisions
- (h) Vision for Nigeria of 2020 – 2100 and beyond by Austin Uwandulu that provides the platform to apply the ideas, tools and techniques advocated in the strategic management lectures.

## **Certificates**

Successful completion of the course will be appropriately certificated. For stage one course – "Basic Strategic Management" the standard of knowledge impartation will be enhanced to be equivalent to post-graduate diploma and appropriate certificates will be issued to participants who subject themselves to the Academy of Governance examination tests and satisfy the Academy's Governing Board's regulations as well as partner Universities' requirements regarding standards of learning and character. Participants who are unable to subject themselves to the Academy's examination tests or fail to meet the Governing Board's / Partner Universities requirements may be issued with "Certificate of Participation"

## **Examinations**

Certificate to be issued by the Academy for Governance are designed to attest to the knowledge and character of persons issued with the certificates.

It is our vision that certificates issued by the Academy will command very high level of respectability and acceptability. Accordingly graduates will be assessed with respect to the knowledge they have acquired as well as with respect to their character.

## **Programme Design**

As Nigeria plies the world of 2020 – 2100, she will encounter enormous challenges. However the dimension of concern to me is the challenge of opportunities. I envision that beyond the hiccups that Nigeria is currently experiencing, the nation will return to the path of growth and development in all facets of human endeavors – economic, political, social, technological and natural environment. This will demand the services of executive manpower at the level of competent and capable strategic managers. Competence in strategic management requires us to produce a critical mass of functionaries in strategic management by infusing relevant knowledge, skill and experience in our students.

Since the scope of studies to be covered in my lecture series requires us to learn and understand strategic management in all its ramifications we shall for the purpose of systematizing our studies progressively, pursue the programme in the three stages. Stage one is designed to produce strategic management General Practitioners by exposing students to “Basic Strategic Management” In stage two, students will be inculcated with skills to enable them specialize in functional areas of human endeavors and accordingly become “Strategic Management Specialists. Stage three seeks to produce Strategic Management Experts in certain facets of human endeavors of concern to Nigeria as she delves into the turbulent world of 2020-2100

## **Stage One: Basic Strategic Management**

This course, also known as introduction to strategic management, is structured into two phases

### **Phase One: Preparatory Phase**

In this preparatory phase, students will be provided with background knowledge necessary to effectively participate in the courses leading to professionalization at the generalist level in strategic management by exposing them to basic concepts for understanding strategic management.

The phase will cover the following six subjects

1. Strategic Endeavors in Organizations
2. Overview of Operational Management
3. Principles of Administration
4. Functions of the General Manager
5. Principles of Generic Strategy
6. Research Methods and Report Writing

### **Phase Two: Foundation Phase**

In this phase, emphasis will be placed on laying sound foundation for acquisition of strategic management knowledge in two sections

#### **Phase Two: Section One: Fundamentals of Strategic Management**

Fundamentals of strategic management will be presented and taught in three parts, namely concepts in strategic management, context of strategic management and contents of strategic management.

**Part I – Concepts:** With respect to concepts, subject to be covered are

- (i) Evolution of and Development of Strategic Management
- (ii) Origin, Meaning and Nature of Strategic Management
- (iii) Meaning and Distinctive Features of Tactics
- (iv) Meaning and Distinctive Features of Policies
- (v) Strategic Thinking

**Part II – Context:** With respect to context of strategic management, subjects to be covered are

- (i) Strategic Management in Structures of Organization
- (ii) Dimensions of Organizations and Organizational Development
- (iii) Tackling Strategic Change
  - a. Natural and Induced Change
  - b. Effects of Change on Strategic Management
- (iv) Strategic Leadership, Strategic Management and Operational Management
- (v) General Management, Administration vis-à-vis Strategic Management
- (vi) Fundamentals of Governance

**Part III – Contents:** With respect to content of strategic managements, subject to be covered are

- (i) Meaning and Characteristic of Strategic Management
- (ii) Strategic Issues
- (iii) How Strategic Issues Are Managed
- (iv) Scope of Strategic Management
- (v) Tools and Techniques for Strategic Management

- (vi) Strategic Management Process
  - a. Strategic Management Formulation Tasks
    - i. Strategic Formulation Architecture
    - ii. Strategy Formation (Strategic Thinking) in Strategic Management
    - iii. Strategy Development in Strategic Management
    - iv. Strategy Making in Strategic Management
    - v. Strategy Crafting in Strategic Management
  - b. Strategic Management Implementation Tasks
    - i. Strategic Implementation Architecture
    - ii. Strategy Implantation in Strategic Management
    - iii. Strategy Execution in Strategic Management
    - iv. Strategy Control, Monitoring and Evaluation in Strategic Management

### **Phase Two: Section Two: Complements of Strategic Management**

Knowledge of strategic management does not start and end in its self. It is associated with and needs to be complemented with knowledge of other relevant spheres of human endeavors.

In this section of fundamentals of strategic management, student will be exposed to

- (i) Principles of Strategic Leadership
- (ii) Principles of Organization Development
- (iii) Strategic Entrepreneurship
- (iv) Policy Formulation and Implementation Process
- (v) Public and Business Communication
- (vi) Emotional Intelligence
- (vii) Introduction of Proper Governance

### **Developing Strategic Management General Practitioners.**

Strategic managers have the responsibilities for developing and actualizing strategic missions of their organizations. Our first task therefore is to produce and develop managers who will function as strategic management general practitioners

A Strategic Management General Practitioner is a person who has been educated in the rudiments and fundamentals of strategic management as detailed in Basic Strategic Management programme and who has advanced that knowledge through a series of elucidation programmes to enable him/her function as an associate professional in strategic management. On this score the course is designed to;

- (x) Mass produce critical mass of first level professionals in strategic management
- (xi) Guide teachers of strategic management courses of institutions of higher learning in the impartation and acquisition of strategic management knowledge systematically for Nigeria of 2020 - 2100
- (xii) Equip participants to function as Special Assistants to CEOs of large and complex organizations (Presidents, Governors, Ministers, Commissioners, Executives or Non-executive Chairman, Managing Directors)
- (xiii) Equip participants to set up and operate as key functionaries of Strategy and Policy Units of large and complex organizations
- (xiv) Enable beneficiaries function more effectively as CEOs or entrepreneurs

**Schedule of Austin Uwandulu**  
**Online Lectures in Basic Strategic Management**

**Preparatory Phase**

- Lesson 1 - Strategic Endeavors in Organization
- Lesson 2 - Overview of Operational Management
- Lesson 3 - Principles of Administration
- Lesson 4 - Functions of the General Manager
- Lesson 5 - Principles of Generic Strategy
- Lesson 6 - Research Methods and Report Writing

**Fundamental of Strategic Management**

**(A) Concepts**

- Lesson 7 - Evolution of and Development of Strategic Management
- Lesson 8 - Origin, Meaning and Nature of Strategic Management
- Lesson 9 - Meaning and Distinctive Features of Tactics
- Lesson 10 - Meaning and Distinctive Features of Policies
- Lesson 11 - Strategic Thinking

**(C) Context**

- Lesson 12 - Structure of Organizations
- Lesson 13 - Dimensions of Organization and Organizational Development
- Lesson 14 - Tackling Strategic Change
- Lesson 15 - Strategic Leadership, Strategic Management and Operational Management
- Lesson 16 - General Management and Strategic Management
- Lesson 17 - Administration and Strategic Management
- Lesson 18 - Fundamentals of Governance

**(C) Contents**

- Lesson 19 - Meaning and Characteristics of Strategic Management
- Lesson 20 - Strategic Issues
- Lesson 21 - How Strategic Issues Are Managed
- Lesson 22 - Scope of Strategic Management
- Lesson 23 - Tools and Techniques for Strategic Management
- Lesson 24 - Strategic Management Process I: Strategic Management Formulation Task
- Lesson 25 - Strategic Management Process II: Strategic Management Implementation Tasks.

**Phase Two: Section Two: Complements of Strategic Management**

- Lesson 26 - Principles of Strategic Leadership
- Lesson 27 - Principles of Organization Development
- Lesson 28 - Strategic Entrepreneurship
- Lesson 29 - Policy Formulation and Implementation Process
- Lesson 30 - Public and Business Communication
- Lesson 31 - Emotional Intelligence
- Lesson 32 - Introduction of Proper Governance

## **Stage Two - Skill Acquisition for Strategic Management**

This course, also known as Applied Strategic Management, is designed to produce specialists in strategic management. Successful completion of the course qualifies the participant to be recommended for admission as “Certified Full Member” of the Institute of Strategic Management, Nigeria.

### **Developing Specialists in Strategic Management.**

At this stage of the programme, participants will be exposed to the skills required to specialize in the application of principles of strategic management in specific areas of human endeavors. The course is designed to be conducted at the level of Masters Degree of Universities accredited by National Universities Commission. To become a specialist in strategic management a student is required to study the following subjects:

- (1) Advance Strategic Management/Strategic Leadership Grid
- (2) Strategic Management In Action
- (3) Demography, Ecology, Astrology And Astronomy
- (4) Nigerian Political Economy
- (5) Modern Nigeria History
- (6) Nature of Strategy: - Internal Configuration Capability
- (7) Nature of Strategy: -Environment Audit
- (8) Nature of Strategy: - Strategic Moves And Positioning
- (9) Strategic Management Tools and Technique
- (10) Specialization in any of the following functional areas of human endeavors
  - Strategic Goal Setting
  - Strategic Planning
  - Strategic Organizing
  - Strategic Performance Management
  - Strategic Marketing Management
  - Strategic Human Capital Development Management
  - Strategic Financial Management
  - Strategic Entrepreneurship
  - Strategic Strategy Consulting
  - All courses marked → below will have time horizon of 25,50,75 and 100 years
  - Strategic Change Management in Nigeria or Africa
  - Strategic Engineering Management in Nigeria or Africa
  - Strategic Architecture Management in Nigeria or Africa
  - Strategic Shelter Management in Nigeria or Africa
  - Strategic Transportation Management in Nigeria or Africa
  - Strategic Communication Management in Nigeria or Africa
  - Strategic Energy Management in Nigeria or Africa
  - Strategic Economy Management in Nigeria or Africa
  - Strategic Security Management in Nigeria or Africa
  - Strategic Ecology Management in Nigeria or Africa
  - Strategic Health Management in Nigeria or Africa
  - Strategic Knowledge Management in Nigeria or Africa
  - Strategic Business Development Management in Nigeria or Africa
  - Strategic Political Development Management in Nigeria or Africa
  - Strategic Civil Society Development Management in Nigeria or Africa



## **Stage Three – Professionalism in Strategic Management**

This course is designed to produce experts in strategic management. To be acknowledged as an expert in strategic management, students are expected to;

- (a) Undertake courses in advance strategic management with emphasis on “Total Quality Management” as depicted in the Advance Strategic Management Framework in Table 1 that highlights;
  - i. Managing environmental change
  - ii. Managing organizational change
  - iii. Managing strategic advantages; distinctive, competitive, comparatives, monopolistic or dominant, oligopolistic advantages.
  - iv. Managing institutions
- (b) Review of at least 20 Journal Articles (ten of which must be from strategic management Journal published by Wiley, Institute of Strategic Management Journal, Academy of Management Journal and Academy of Management Review) in the chosen area of specialization
- (c) Publish at least two articles in any Journal approved by the Academy for Governance
- (d) Participate as presenters, in at least two seminar/workshops
- (e) Undergo a prescribed internship for Strategic management in governance
- (f) Additionally the student is required to submit and defend a self-authored thesis in any area of advance strategic management
- (g)** Project high degree of positive values and ethics.

### **Developing Experts in Strategic Management**

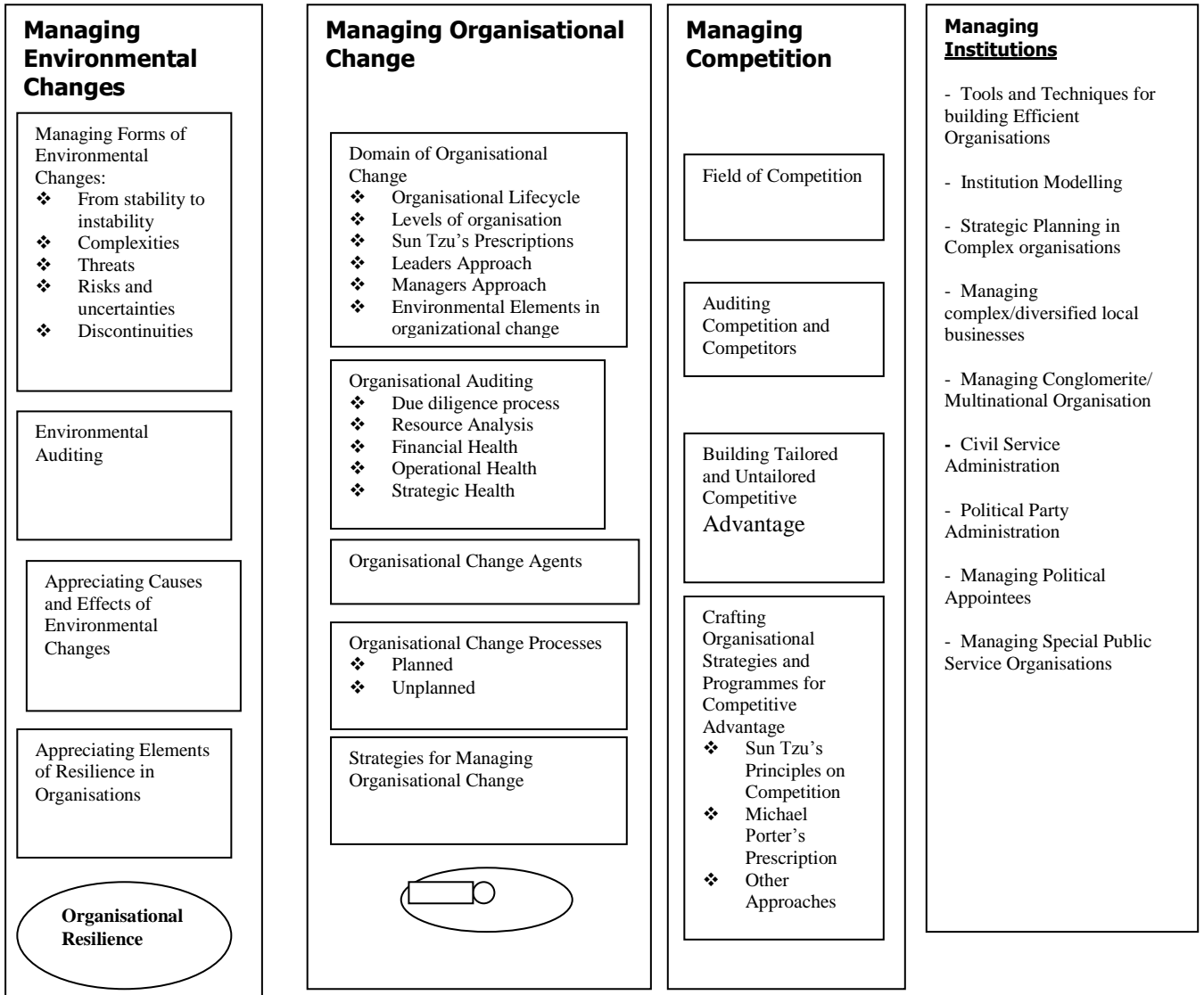
At this stage of strategic management programme students will be infused with strategic management knowledge, skills, competences and capabilities necessary for efficient (doing things right) conduct of affairs in the Nigerian environment broadly classified as:

- (i) Strategic Management in Public Society
- (ii) Strategic Management in Political Society
- (iii) Strategic Management in Business Enterprise Society
- (iv) Strategic Management in Civil Society

Successful completion of the course qualifies the participants to be recommended for admission, subject to other provisions, as “Certified Fellows” of the Institute of Strategic Management, Nigeria

**Table I**

**ADVANCED STRATEGIC MANAGEMENT FRAMEWORK**



# **ONLINE LECTURE SERIES IN GENERIC STRATEGY**

## **BY**

### **AUSTIN UWANDULU**

#### **PREFACE**

I want to welcome you to sets of online lecture series in Generic Strategy course which I shall be delivering under the auspices of the School of Leadership and Strategy, Academy for Governance. Generic strategy is simply the principles on which the art of strategy, in its pure form, is conducted. It represents “what strategists really do”. This course is a mass education programme for members of the Nigerian society in general and particularly for students of Academy for Governance and Institute of Strategic Management Nigeria.

The lecture series is designed to;

- (xv) Lay sound foundation on which strategies will be taught, applied or advanced in various areas of human endeavors
- (xvi) mass educate members of the Nigerian polity committed to strategizing the nation to bring the expected greatness of Nigeria to fruition
- (xvii) guide teachers of the Academy for Governance and other institutions of higher learning, in the impartation and acquisition of Generic Strategy knowledge systematically
- (xviii) equip interested participants with basic knowledge to brand strategies in their areas of human endeavours or to understand branded strategies much better.

#### **Why You Must Study Generic Strategy**

There are various reasons why you need to understand generic strategy. However I will confine myself to three.

First, in life you confront or are confronted with issues that you must address. How you address them for a specific result considering the resources at your disposable and the impact of environmental conditions that challenge you, is your strategy.

In business schools students are taken through various concepts of branded strategies in the management of business issues. In the field of politics and management, people deploy branded strategies in response to challenges they face. All these are in the realm of application of strategy. Common sense dictates to us that before application of any phenomenon, there must exist principles on which application of concepts in that phenomenon are based. For instance application of strategy in human endeavor must be predicated on some principles that define concepts in strategy. Unless and until the principles are studied, understood and appreciated, application of strategy will not be properly targeted.

Secondly, strategists are prone to details in analysis and calculation. This implies that sound strategists must be forensic in approach. Forensic analysis and calculations demand proper knowledge of the basic principles on which concepts of strategy are enunciated.

The third reason is that strategy is one of the foundational courses for acquisition of knowledge in proper governance as depicted below.



The success of strategic leaders and strategic managers in driving governance depends on the extent to which strategic changes, both currently and in future are captured and programmed to ensure that critical endeavors in Nigeria are realistic, viable, and sustainable over time. The instrument that best fits for this task is strategy. It is therefore apt that you understand generic strategy because you want to understand the basics of what STRATEGISTS do in real life situation and in its pure form and to apply that knowledge in various fields of endeavor such as strategic management, strategic leadership, and governance. Knowledge of generic strategy is also fundamental to our understanding of how to deal with issues in our life or societal situations.

To this end, our curriculum for acquisition of knowledge in strategy has been designed to educate participants in generic strategy, by imparting knowledge of foundations of strategy in six phases of forty lessons.

### **Complementary Reference Books**

You are required to study the following books from which we will elucidate the principles of strategy enunciated in the lecture series

- (i) Animal Farm by George Orwell
- (ii) Things Fall Apart by Chinua Achebe
- (iii) The Beautiful Ones Are Not Yet Born by Ayi Kwei Armah
- (iv) The Ugly Ones Refused to Die – Habib Yakooob
- (v) The Art Of Strategy Sun Tzu’s Classic The Art Of War by R.L. Wing
- (vi) How to be a Nigerian by Peter Enahoro.
- (vii) My Vision for Nigeria of 2020-2100 and Beyond by Austin Uwandulu

## **Scope of Generic Strategy Programme**

Strategy as a phenomenon has many aspects. Basically strategy pertains to how to effectively and efficiently address an issue such as aspiration, vision, mission, goals, objectives, targets, troubles, threats, problems etc with a specific result in view. To start with there is a grand strategy aspect that manifests in form of overall exploration of an organization's direction, missionary strategies and organizational philosophy strategies. All these strategies anchor strategic directions for organizations. There are also issues-based, challenge-based, conflicts based, resource-based and positions and positioning-based aspects of strategy. On this score, we will study and teach strategy with respect to concepts embedded in it or with respect to the machinery by which its processes are formed, developed, made and crafted. Our ultimate goal is to equip strategists in various fields of human endeavors with the foundational knowledge to strategize for the challenges of the world of 2020 – 2100 in which Nigeria will become a key player.

To this end, this course will be conducted in nine phases. The first phase “Concepts of Strategy” is designed to introduce you to the nature and meaning of strategy. Phase two of the programme is designed to indicate, in the Strategy Space what you will encounter in the field of strategy. In phase three you will be taken through Generic Societal Strategies, while in phase four you will learn “Strategy Process” with respect to the machinery, tools and techniques with which components of strategy formulation and strategy implementation are conducted. Phase five deals with Practical Strategy while phase six pertains the Major Tools and Techniques for Generic Strategy. In phase seven we will deal with National Society Strategies. Phase eight examines the Philosophy of Some Renowned Strategists while phase nine deals with Advanced Application of Strategies in critical areas of Nigerian societal endeavors.

Since everything strategic, for example strategic leadership, strategic management, strategic planning, strategic engineering, must embed strategy in it, the scope of knowledge in strategy (in its pure form) must necessarily be wide, diverse and complex as captured in the framework below

### **Framework for Generic Societal Strategies**

Category of strategy	Types of strategy
1. Nigerian Society Strategies	<ul style="list-style-type: none"> <li>• Nation-state Strategy <ul style="list-style-type: none"> <li>✓ National Grand Strategies</li> <li>✓ National Governance Systems Strategies</li> </ul> </li> <li>• Sub-national Society Strategies <ul style="list-style-type: none"> <li>✓ Public Society Strategies</li> <li>✓ Political Society Strategies</li> <li>✓ Business Society Strategies</li> <li>✓ Civil Society Strategies.</li> </ul> </li> <li>• Power Pack System Strategies</li> </ul>
2. Grand Strategies	<ul style="list-style-type: none"> <li>• Overall Exploratory and Redirectional Strategies</li> </ul>
3. Missionary Strategies	<ul style="list-style-type: none"> <li>• Position-based Strategies</li> <li>• Direction -based Strategies</li> </ul>
4. Philosophies Strategies	<ul style="list-style-type: none"> <li>• Value-based strategies</li> <li>• Culture-based strategies</li> </ul>
5. Issues-based Strategies	<ul style="list-style-type: none"> <li>• Personal Issue Strategies</li> <li>• Group Issue Strategies</li> <li>• Organizational Issue Strategies</li> <li>• Institutional Issue-based Strategies.</li> </ul>
6. Resources-based Strategies	<ul style="list-style-type: none"> <li>• Finance Strategies</li> <li>• Materials Strategies</li> <li>• Human Resource Strategies</li> </ul>
7. Challenge-based Strategies	<ul style="list-style-type: none"> <li>• Opportunity focused Strategy</li> <li>• Trouble (Threats and Problems) focused Strategy</li> </ul>
8. Conflicts-based Strategies	<ul style="list-style-type: none"> <li>✓ <b>Single object conflict</b></li> <li>• Conflict with Self-Strategies</li> <li>• Conflict with Opponents Strategies</li> <li>• Conflict with Environment Strategies</li> <li>✓ <b>Multi object conflict</b> <ul style="list-style-type: none"> <li>• Conflict With Environment Strategies</li> <li>• Conflict With Alliances Strategies</li> <li>• Conflict With Opponent strategies</li> </ul> </li> </ul>
9. Response to Conflict Strategies	<ul style="list-style-type: none"> <li>✓ Non-Confrontational Response Strategies <ul style="list-style-type: none"> <li>✓ Solution Techniques</li> <li>✓ Revolution Techniques</li> </ul> </li> </ul>

<p>10. Tactical Position and Positioning-based Strategies</p>	<ul style="list-style-type: none"> <li>✓ Desolation Techniques</li> <li>✓ Absorption Techniques</li> <li>✓ Confrontational Response Strategies</li> <li>✓ Combative Response</li> <li>✓ Non-Combative Response</li> </ul> <ul style="list-style-type: none"> <li>• Positioning in Issue-based strategies</li> <li>• Positioning in Resources-based strategies</li> <li>• Positioning in External Environment-based strategies</li> </ul>
<p>11. Levels of Organization Strategies</p>	<ul style="list-style-type: none"> <li>• Primary Level Strategies</li> <li>• Secondary Level Strategies</li> <li>• Tertiary Level Strategies</li> </ul>
<p>12. Stages of Development Strategies</p>	<ul style="list-style-type: none"> <li>• Formation Strategies</li> <li>• Growth Strategies</li> <li>• Maturities strategies</li> <li>• Distress Strategies <ul style="list-style-type: none"> <li>✓ Premature maturity</li> <li>✓ Precipitate decline</li> </ul> </li> <li>• Decline (Exit-endgame - or Regeneration) Strategies</li> </ul>

The need to impart knowledge of strategy to participating students methodically and systematically cannot be over emphasized. To this end knowledge of generic strategy will be acquired in three thrusts. First, we shall begin with strategy education in which basic principles of strategy are taught through courses of instruction labeled here as lessons. It is posited or assumed that a person so educated in generic strategy does not automatically become knowledgeable in it. To be so knowledgeable the student needs to attach relevant information to the education acquired through courses of instruction. Relevant information in the context of Nigeria of 2020 - 2100 is embedded in the aspirations, visions, missions, troubles (threats and problems) strategies and governance in Nigeria. Principles of strategy will be elucidated partly with reference to the characters in our reference books particularly “Animal Farm” and “Things Fall Apart” and partly with reference to chapters one to six of “My Vision for Nigeria of 2020 – 2100 by Austin Uwandulu

Students so imbued with strategy education and relevant knowledge are adjudged to be learned strategists in Nigeria.

## **Specialists in Generic Strategy**

Our second thrust pertains to specialization in generic strategy. The generic strategy programme is designed, in due course, to produce specialists in pure strategy through inculcating in the students critical skills that determine what strategists do in real life in various facets of human endeavor such as cooperation, competition, conflicts, collaboration, cooption.

To this end, learned strategists will be exposed to critical skills in (a) Practical Strategies and (b) Key Tools and Techniques in Pure Strategy as outlined in phases four and five of the course content

## **Experts or Professionals in Generic Strategy**

Our third thrust pertains to expertise in generic strategy. As we approach the era of 2050, 2075 and 2100, induced change to gain strategic advantages will be the driving force of governance at all levels – functional, business, corporate or societal. In response to this imminent need, the generic strategy course is also designed to produce experts through programmed advancement of knowledge in selected critical areas pertaining to human endeavors in Nigeria. While not disputing the universality of generic strategy, this programme aims at domiciling expert application of principles of strategy in Nigeria via Nigerian case studies, and simulations cum strategy games emanating from Nigerian scenes. To this end, specialists in strategy will be exposed to (a) philosophies of some renowned strategists as applicable to Nigeria and (b) advanced application of strategies in critical area of Nigerian endeavors.

## **Context of Learning**

Impartation and acquisition of generic strategy education will be conducted in a series of lectures targeted at developing knowledge necessary to pursue and advance Nigeria's quest for greatness cum becoming a leader nation in the comity of nations. Accordingly courses of instruction for this subject will be Nigeria specific and will have as its basic context;

- (g) strategies for Nigeria's greatness and Nigeria becoming a leaders nation in due course.
- (h) strategies for proper (good and strong) governance in Nigeria;
- (i) Strategies for Nigeria-in-2050 and 2100. In other words, the lecture series will focus on
  - i. the long range aspirations of Nigeria that target what Nigeria will be in 2050 and in 2100,
  - ii. National visions or what Nigeria should be at specific time within the horizon of Nigeria's aspiration
  - iii. National missions that stipulate what strategic managers must do to actualize the aspirations and what they seek to have as the product of strategic thinking by 2050, 2075 and 2100

Implied in this contextualization of generic strategy education series is the fact that case studies, strategy games, simulation exercises etc that will be employed to elucidate on the courses of instruction will be heavily loaded with Nigerian issues.

## **Programme Design**

Nigeria of the period leading to 2100 will face enormous challenges which demand expertise in strategy. I envision that beyond the hiccups that Nigeria is currently experiencing, the nation will soon return to the path of growth and development in all facets of human endeavors. This will require extensive deployment of well conceived and crafted strategies as well as critical mass of educated strategist. To this end, courses in generic strategy are designed specially to kick start the production of experts in strategy who will make strategic input into the value demands of various segments of the Nigerian society. Accordingly the courses in generic strategy will be presented in a total of nine phases segmented in three stages as shown in table of scope of generic strategy below.



## Table of Scope of Generic Strategy

<b>Stage One</b>	Generic Strategy Education
Phase One	Concepts of Strategy
Phase Two	Strategy Space
Phase Three	Generic Societal Strategies
Phase Four	Strategy Process
<b>Stage Two</b>	Specialization (Skill Acquisition)
Phase Five	Practical Strategy
Phase Six	Major Tools and Techniques for Generic Strategy
Phase Seven	National Society Strategies
<b>Stage Three</b>	Professionalism
Phase Eight	Philosophy of Renowned Strategists
Phase Nine	Advanced Application of Strategies (In Critical Areas of Nigeria's Societal Endeavors)

## COURSE CONTENT

The course content for generic strategy is presented in three stages. In stage one, we will deal with basic concepts in generic strategy. The stage consists of four phases namely (i) concepts of strategy (ii) Strategy Space (iii) Generic Societal Strategies (iv) Strategy Process.

In stage two we will deal with skills acquisition for specialization in specific facets of strategy. The stage consists of three phases namely (i) Practical Strategy (ii) Tools and Techniques for Strategy and (iii) National Society Strategies.

In stage three we will deal with professionalization in strategy. The stage consists of two phases namely (i) Philosophy of Renowned Strategists and (ii) Advance Application Of Strategies (in critical areas of Nigeria's societal endeavors)

### **Phase One: Concepts in Generic Strategy**

Lesson One: Origin, Meaning and Nature of Strategy

Lesson Two: Change, Strategy and Policy Grid

### **Phase Two: Strategy Space**

Lesson Three: Strategic Thinking Map (Strategic Mind Development, Strategic Issues, Strategic Success, Strategic Performance and Levels of Strategic Thinking)

Lesson Four: Types of Grand Strategy

Lesson Five: Internal Configuration Resources- based strategy

Lesson Six: External Configuration (Opportunities and Troubles)

Lesson Seven: Levels of Strategy

Lesson Eight: Strategies for Stages in Organizational Life-cycles

### **Phase Three: Generic Societal Strategies**

Lesson Nine: Nation-State and Sub-nation-state Strategies

Lesson Ten: Grand Strategies (Overall and Redirectional)

Lesson Eleven: Systems Strategies

Lesson Twelve: Missionary Strategies, Direction-Based and Position Based

Lesson Thirteen: Issue-Based Strategies

Lesson Fourteen: Resource-Based Strategies

Lesson Fifteen: Challenge- Based Strategies

Lesson Sixteen: Conflict Based Strategies

Lesson Seventeen: Position and Positioning-Based Strategies

Lesson Eighteen: Level of Organization Strategies

Lesson Nineteen: Stages of Organization Strategies.

### **Phase Four: Strategy Process**

Lesson Twenty: Strategy Formulation Process Model – Content and Process

Lesson Twenty-one: Strategy Formation Machinery Tools and Techniques

Lesson Twenty-two: Strategy Development Machinery Tools and Techniques

Lesson Twenty-three: Strategy Making Machinery Tools and Techniques

Lesson Twenty-four: Strategy Crafting Machinery Tools and Techniques

Lesson Twenty-five: Strategy Implementation Process Models – Strategic Architecture

Lesson Twenty-six: Strategy Implantation Machinery Tools and Techniques

Lesson Twenty-seven: Strategy Execution Machinery Tools and Techniques

Lesson Twenty-eight: Strategic Control Machinery Tools and Techniques

Lesson Twenty-nine: Strategic Missions, Programmes and Projects in Strategy and Strategic Intent

Lesson thirty: Strategic Imperatives in Strategy

Lesson thirty-one: Strategic Success Factors, and Strategic Goals/Critical Success Factors in Strategy

## **COURSE CONTENT**

### **Phase Five: Practical Strategy**

This phase and phase five of our course is partly available online and partly available on contact basis. Students will be exposed to the practical application of generic strategies in societies via lectures and interactive sessions in two phases. The first phase will be devoted to the practice of strategy in its pure and naked form while the second phase will be devoted to practical application of tools and techniques of strategy.

- Lesson Thirty-two: Diagnostic Model for Practical Strategy
- Lesson Thirty-three: Grand Strategies- Exploration-based and Redirectional Grand Strategies.
- Lesson thirty four: Missionary Strategies – Position-Based and Direction-based Missionary Strategies.
- Lesson Thirty-five: Internal Environment Configuration Strategies
- Lesson Thirty- six: External Environment Configuration Strategies
- Lesson Thirty-seven: Strategic Positions Strategies
- Lesson Thirty-eight: Strategic Moves Strategies
- Lesson Thirty-nine: Strategizing at Levels of Organization
- Lesson forty: Strategizing at Levels of Leadership
- Lesson Forty-one: Strategizing at Stages of Development
- Lesson Forty-two: Strategies of New Organizations Generically
- Lesson Forty-three: Strategies of New Organizations at Functional Level
- Lesson Forty-four: Strategies of New Organizations at Business Level
- Lesson Forty-five: Strategies of New Organizations at Corporate Level
- Lesson Forty-six: Strategies of New Organizations at Societal Level
- Lesson Forty-seven: Strategies of Existing Organizations Generally
- Lesson Forty-eight: Strategies of Existing Organizations at Growth Stage
- Lesson Forty-nine: Strategies of Existing Organizations Experiencing Stunted Growth
- Lesson fifty: Strategies of Existing Organizations Experiencing Pre-Mature Maturity
- Lesson fifty-one: Strategies of Existing Organizations Experiencing Precipitate Decline
- Lesson fifty-two: Strategies of Existing Organizations at Maturity Stage
- Lesson fifty-three: Strategies of Existing Organizations at Decline Stage
- Lesson fifty-four: Strategies for Organizations in Contraption

### **Phase Six: Key Tools and Techniques in Generic Strategy**

- Lesson Fifty-five: SWOT Construction and Analysis
- Lesson Fifty-six: Determination of State of Preparedness
- Lesson Fifty-seven: Sun Tzu Tools and Techniques
- Lesson Fifty-eight: Power, Influence and Authority
- Lesson Fifty-nine: Politics in Organizations

## **COURSE CONTENT**

### **Phase Seven: Generic National Society Strategy**

In this phase of the course you will be exposed to generic strategy framework for the Nigerian society comprising the Nigerian nation-state and the sub-national societies. The strategies for the Nigerian nation-state are national grand strategy and national governance systems strategies. At sub-national level the strategies to be studied and taught are (a) public society strategies (b) political society strategies (c) business enterprise society strategies and (d) civil society strategies

- Lesson sixty: National Grand Strategy for Nigeria
- Lesson sixty-one: National Governance System Strategy
- Lesson sixty-two: public Society Strategies
- Lesson sixty-three: Political Society Strategies
- Lesson sixty-four: Business Enterprise Society Strategies
- Lesson sixty-five: Civil Society Strategies

## **COURSE CONTENT**

### **Phase Eight: Philosophies of Some Renowned Strategists**

This the final stage of our course in generic strategy. It is designed for students who wish to become experts in foundations of strategy and packaging the application of generic strategies as branded strategies in various fields of human endeavors

Lesson sixty five: Sun Tzu Principles

Lesson sixty six: Micheavelean Principles

Lesson sixty seven: Other Philosophies in Strategy

### **Phase Nine: Advance Application of Strategies Seminal Sessions**

# **ONLINE LECTURE SERIES IN GOVERNANCE BY AUSTIN UWANDULU**

## **PREFACE**

I want to welcome you to sets of online lecture series in Governance course which I am delivering under the auspices of the School of Governance, Academy for Governance. It is a mass education programme for members of the Nigerian society.

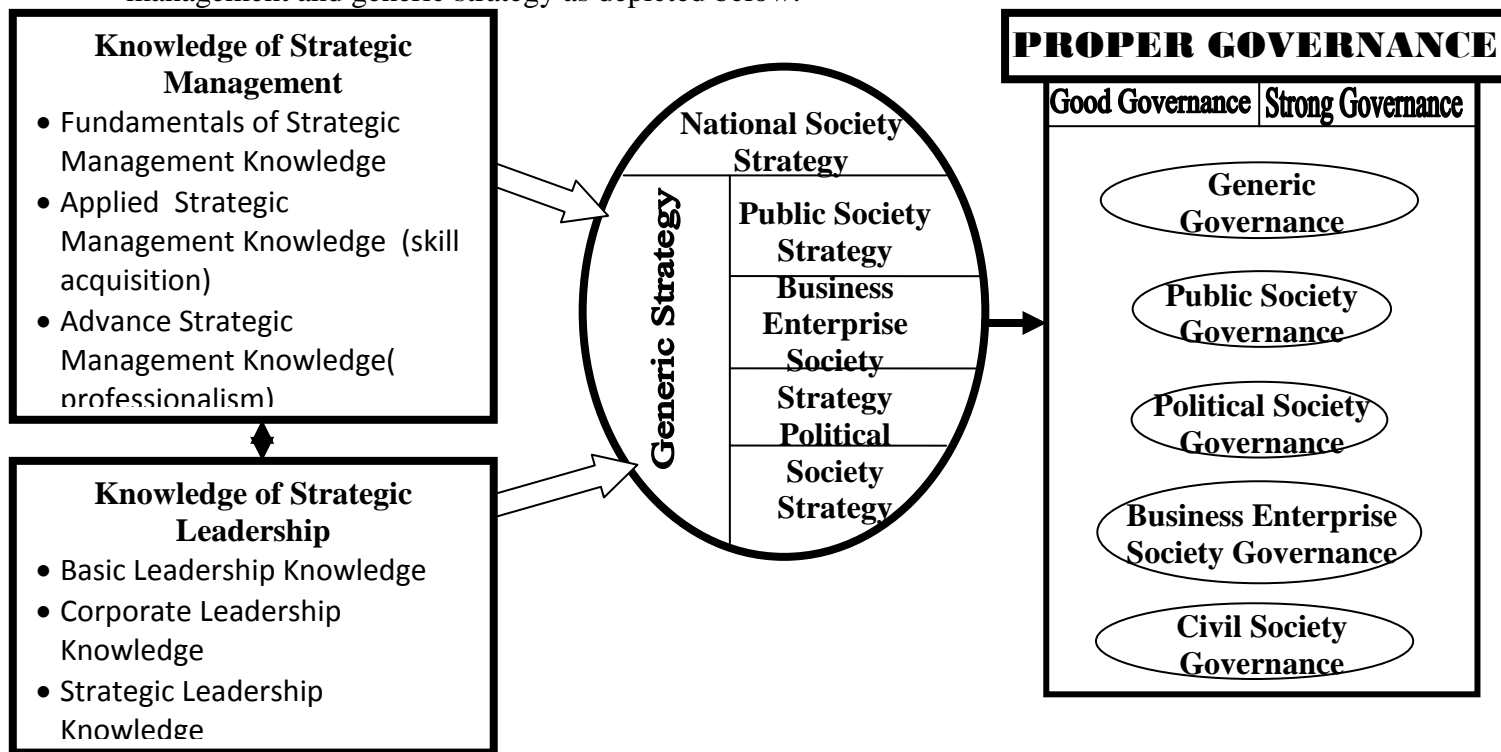
The course series is designed to;

- (xix) mass educate members of the Nigerian polity committed to bringing the expected greatness of Nigeria to fruition
- (xx) guide teachers of the Academy of Governance and other institution of higher learning in the impartation and acquisition of governance knowledge systematically
- (xxi) equip participants to function as Special Assistants to CEOs of large or complex organizations (Presidents, Governors, Ministers, Commissioners, Executives or Non-executive Chairman, Managing Directors
- (xxii) function more effectively as, drivers of governance who perform strategic leadership and strategic management in large or complex organizations

## **Scope of Governance**

Governance – the process by which organizations are led and managed – is no longer and cannot be an all comers affairs. Just as nobody becomes a doctor or a lawyer without undertaking courses of instruction in medicine and law respectively so should nobody mount the driving seat of governance either in the public or private sector organization without undergoing courses of instruction in governance. In the early 1970s Nigeria faced “acute shortage of executive manpower”. The nation responded by producing learned managers that were formally trained in management education institutions. Consequently Nigeria has today enough managers to manage her affairs. Ideally the production of managers to fill gaps created by shortage of executive manpower should be done pari pasu with production of leaders. Unfortunately this was not done because of erroneous belief, at that time, that managers and leaders perform basically the same function. The consequence of this lapse is the glaring shortage of trained leaders and concomitant failure to also produce adequate drivers of governance in form of functionaries who combine the tasks of strategic leadership (to set proper direction for Nigerian organizations) with the tasks of strategic management (namely infusing efficiency in the conduct of long-term and critical affairs of the nation) designed to crystallise Nigeria’s strategic endeavors and missions. This dearth of drivers of governance has already manifested in the four dimensions of the nation’s societal governance – public governance, political governance, business enterprise (corporate) governance and civil society governance. This situation has forced Nigeria to depend on foreigners for directing affairs of organizations that were once straddled by Nigerians. In near future the shortage will be acute. The consequence of this scary situation if not reversed is that Nigeria may never become self-reliant, self-sufficient and self-directing in future and so will wallow in perpetually depending on foreigners for her human endeavors. Governance education is a must for Nigeria and Nigerians to extricate themselves from impeding syndrome of dependency.

For this reason, I, in consultation with my colleagues in the field of governance, have developed extensive curriculum for acquisition and dissemination of knowledge in governance, in all its ramifications, under the auspices of the Academy for Governance as well as other partner institutions. Vital components of the curriculum are, knowledge of strategic leadership, strategic management and generic strategy as depicted below.



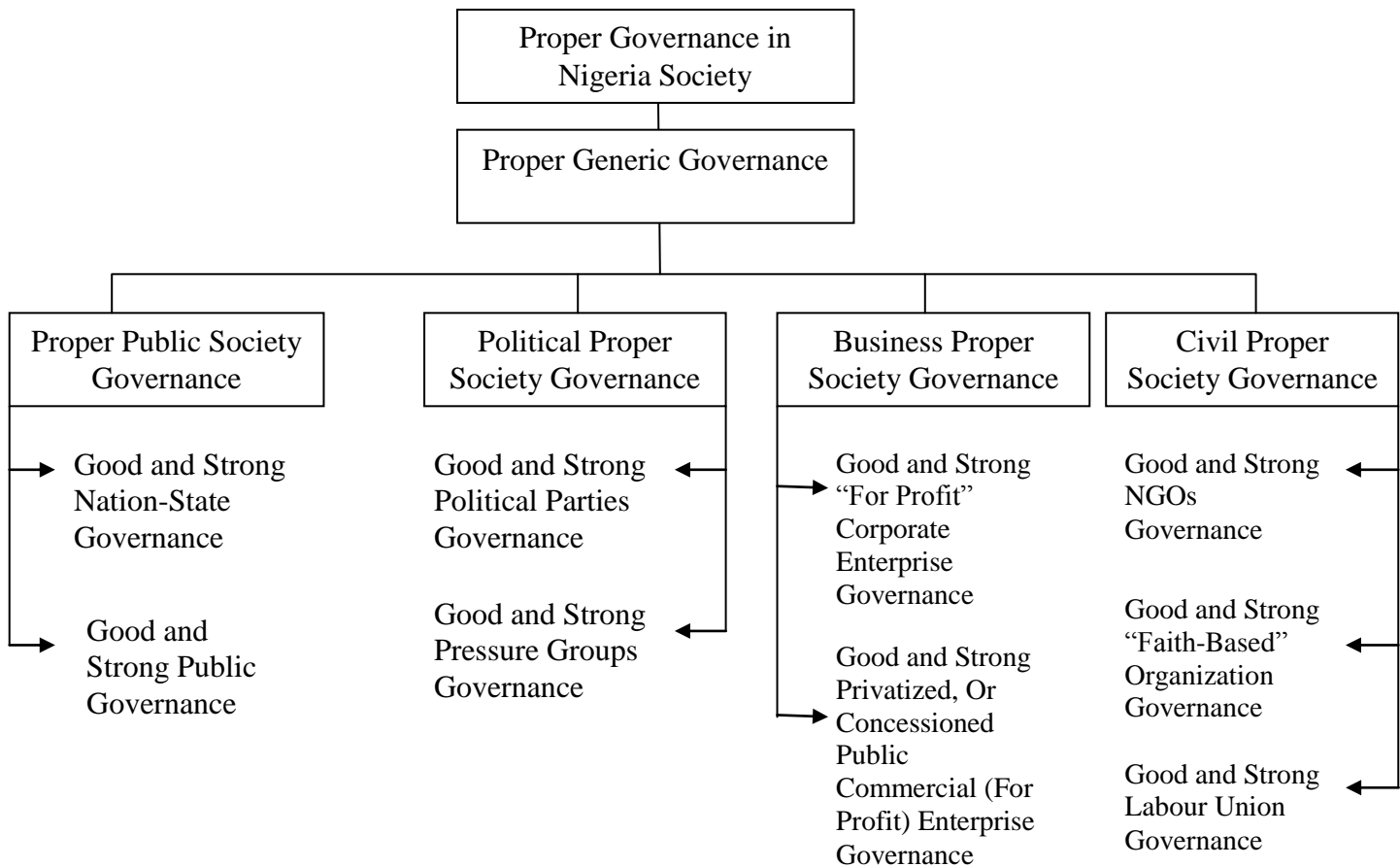
According the course is structured to impart knowledge generally relevant to

- (i) Generic Governance
- (ii) Business Enterprise Society Governance usually referred to as Corporate Governance
- (iii) Political Society Governance
- (iv) Civil Society Governance
- (v) Public Society Governance

At the present stage of aggregate development in Nigeria and given the very bright opportunities ahead, Nigeria must concertedly pursue the institution of proper governance in all sectors of our society as depicted by the framework below.



## Framework for Institution of Proper Governance Concertedly



### Context of Learning

Impartation and acquisition of Governance education in these series of lectures are targeted at developing knowledge necessary to pursue and advance Nigeria's quest for greatness cum becoming a leader nation in the comity of nations. Accordingly studies on this platform will be Nigeria specific and will have as its basic context;

- (j) Leading and managing Nigeria for greatness and for Nigeria becoming a leaders nation in no distant future.
- (k) Establishing proper (good and strong) governance in Nigeria;
- (l) Contributions of governance engine for national strategic development for Nigeria of 2020 – 2100. In other words, the lecture series will focus on
  - a. the long range aspirations of Nigeria that target what Nigeria will be in 2050 and in 2100,
  - b. national visions of Nigeria that target what Nigeria should be at specified time within the horizon of the national aspiration
  - c. national missions of Nigeria that target what strategic managers must do to actualize the national aspirations cum national vision and what they seek to have as the product of strategic thinking by 2050, 2075 and 2100

Implied in this contextualization of Governance education series is the fact that case studies, strategy games, simulation exercises etc that will be employed to elucidate on the courses of instruction will be heavily loaded with Nigerian issues.

### **Complementary Course**

To fully appreciate and understand this Governance course, participants are advised to partake in the following courses of instruction contained in “Austin Uwandulu Online Lectures”

- (i) Generic strategy that enables you understand the fundamentals of what strategists do and how they perform their functions.
- (j) Strategic leadership that enables you understand how leaders set critical strategic directions for strategic managers to ply
- (k) Strategic management that enables you understand how key managers move organizations forward along the strategic directions set by strategic leaders.
- (l) “My Vision for Nigeria of 2020 – 2100 and Beyond by Austin Uwandulu that provides the platform to apply the ideas, tools and techniques enshrined in the governance lectures.

### **Course Design**

Nigeria of the period, leading, to 2100 will face an enormous challenge which demands a critical mass of competent and capable drivers of and players and actors in how organizations are properly led and managed. For this reason special attention must be devoted to governance education. Presently governance education in Nigeria is limited to institutionalization or what is referred to in this lecture series as strength of governance. Good governance component has been misapplied. Even then corporate governance is only a component of Business Enterprise governance. Besides education in other dimensions of holistic governance, namely public governance, political governance and civil society governance have not been addressed. Above all no framework has been established for understanding of generic concepts and principles in governance.

Lecture series in this course will address these short comings with a view to producing knowledgeable and competent drivers and players in governance across all segments of the Nigerian society.

In this regard, the course has been structured to impart Nigeria centric knowledge in five stages. In stage one, we shall teach Generic Governance. Stage two will deal with public society governance while stage three will cover political society governance. In stage four we shall teach Business enterprise society governance. Finally in stage five we shall deal with civil society governance.

### **Mode of Study**

Essentially this is an open lecture development programme directed at providing high level education for stakeholders in governance. Thus it is mainly mass production in nature and design. However participants who are interested in contact mode of learning may apply for either part-time or full-time course in selected area of governance programme. In any case participants of this Open Lecture series are encouraged to partake in interactive sessions like Tutorials, Revision, Classes, Governance Games and Simulations.

## **Course Requirements**

Although there are five stages in the programme, participants are required to undertake the “Generic governance” course as compulsory and to undertake any one of the remaining four as elective course

## **Examinations**

Certificate to be issued by the Academy for Governance are designed to attest to the knowledge and character of persons issued with the certificates.

It is our vision that certificates issued by the Academy will command very high level of respectability and acceptability. Accordingly graduates will be assessed with respect to the knowledge they have acquired as well as respect to their character.

## **Certification**

Successful completion of the course will be appropriately certificated. Participants who subject themselves to the Academy of Governance examination tests and satisfy the Academy’s Governing Board’s regulations as well as partner Universities’ requirements regarding standards of learning and character will be issued with certificate of proficiency. Participants who are unable to subject themselves to the Academy’s examination tests or fail to meet the Governing Board’s / partner Universities requirements may be issued with “Certificate of Participation”.

# Stage One: Generic Governance

## Course Content

Lesson One:	What is Governance
Lesson Two:	Concept of Proper Governance
Lesson Three:	Good Governance in Nigeria
Lesson Four:	Strong Governance in Nigeria
Lesson Five:	Framework for Understanding Governance Holistically
Lesson Six:	Postures of Governance
Lesson Seven:	Portrait of Generic Governance
Lesson Eight:	Strategic Leaders and Strategic Manager In Governance
Lesson Nine:	Instruments of Governance
Lesson Ten:	Pillars of Governance: Principles of Governance
Lesson Eleven:	Pillars of Governance: Values and Corruption
Lesson Twelve:	Domain of Governance: Destination of Governance
Lesson Thirteen:	Domain of Governance: Critical Paths in Governance
Lesson Fourteen:	Structure of Governance in Nigeria
Lesson Fifteen:	Institutional Synergic Supporters In Governance: Public Society Governance
Lesson Sixteen:	Institutional Synergic Supporters in Governance: Business Enterprise Governance
Lesson Seventeen:	Institutional Synergic Supporters In Governance: Political Society Governance
Lesson Eighteen:	Institutional Synergic Supporters in Governance: Civil Society Governance
Lesson Nineteen:	Institutional Synergic Supporters in Governance: Nation-State Governance
Lesson Twenty:	Integrating Synergic Supporters in Governance
Lesson Twenty-One:	Environment of Governance
Lesson Twenty-Two:	Machinery of Governance
Lesson Twenty-Three:	Measures of Governance
Lesson Twenty four:	Strategies Governance and Societal Development
Lesson Twenty- Five:	Strategizes for Proper Governance in Nigeria
Lesson Twenty-Six:	Sustaining Proper Governance in Nigeria

**STAGE TWO: NATION-STATE GOVERNANCE IN NIGERIA**  
(Lessons in making)

**STAGE THREE: PUBLIC SOCIETY GOVERNANCE IN NIGERIA**  
(See “Lesson in Public Society Governnce)

**STAGE FOUR: BUSINESS ENTERPRISE GOVERNANCE IN NIGERIA**  
(Lesson in making)

**STAGE FIVE: POLITICAL GOVERNANCE IN NIGERIA**  
(Lesson in making).

# **ONLINE LECTURE SERIES IN PUBLIC SOCIETY GOVERNANCE BY AUSTIN UWANDULU**

## **PREFACE**

I want to welcome you to sets of online lecture course series in Public Society Governance under the auspices of the School of Governance, Academy for Governance. It is a mass education programme for members of the Nigerian society.

The course series is designed to;

- (xxiii) mass educate members of the Nigerian polity committed to bringing the expected greatness of Nigeria to fruition
- (xxiv) focus governance education on the critical dimension of governance that is pivotal to Nigeria's sustainable development
- (xxv) elaborate on what exactly constitutes proper governance in the public society

### **Scope of Public Society Governance**

Admittedly Nigeria belongs to the global society and accordingly should operate within the ambit of theories and principles of governance developed and acknowledged as best conduct (practices and behavior) in public sphere. Nigeria, with her diversities and peculiarities is distinctively different in many respects from other nations and this basic fact must be captured in the way and manner the Nigerian nation-state is led and managed.

In this series of lecture I have, after extensive research, developed a concept of "public society governance" that departs from the normative "Public Governance" but which has captured public sector governance in Nigeria in all its ramifications. To this end the series of lecture have been designed to incorporate basic elements of Governance in Nigeria

# Governance in Nigeria

Governance in Nigeria is the totality of how the affairs of the Nigerian nation-state and the citizens of Nigeria are led and managed.

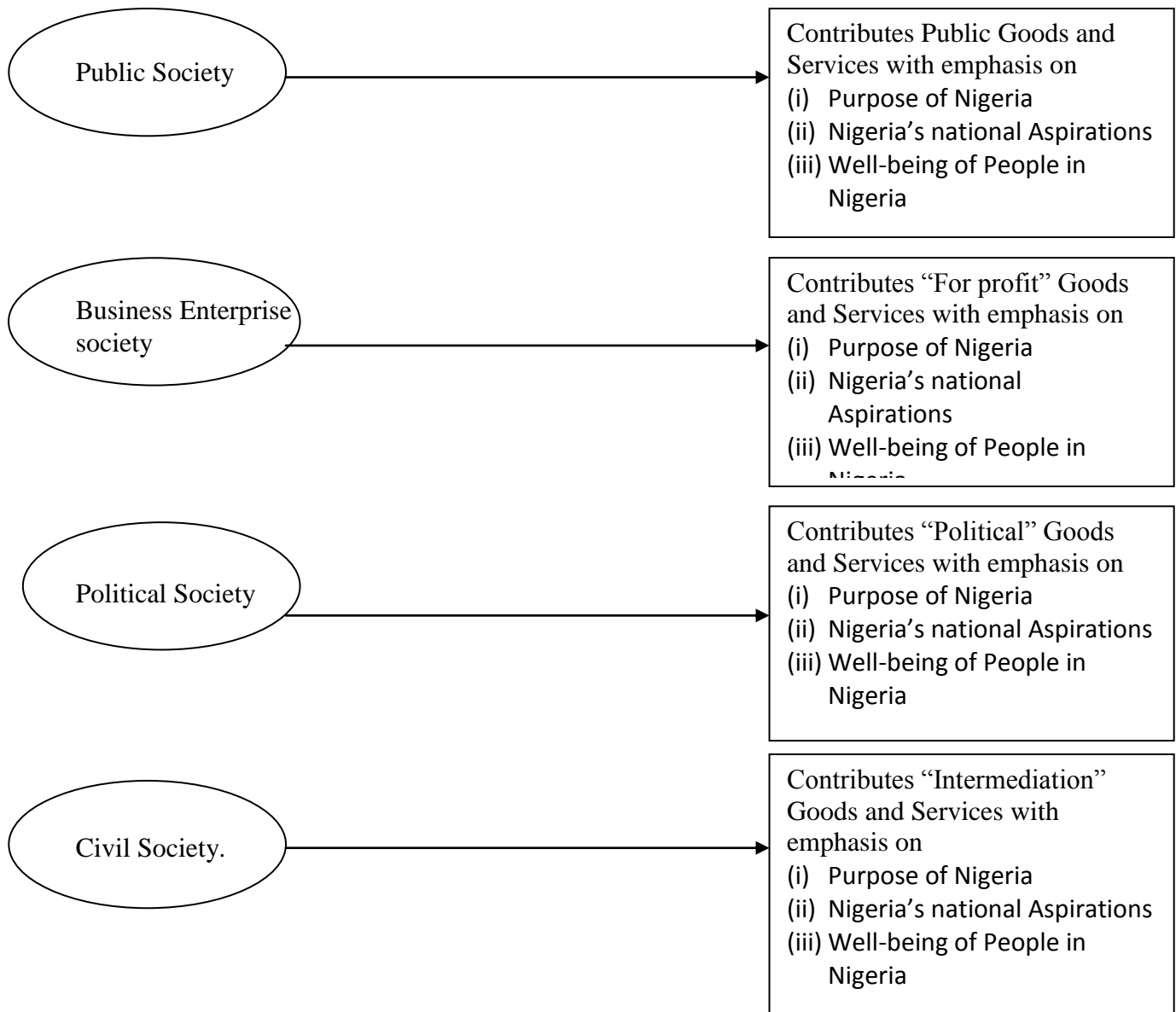
To this end, two sets of strategic functionaries are required:

- (1) Strategic leaders who set Nigeria's strategic direction via aspirations (what Nigeria will be over a long term horizon) national visions (what Nigeria should be at specific times within the long-term horizon) strategic missions (what Nigeria must do to realize those visions and aspirations) strategic imperatives (how Nigeria and Nigerians must behave and conduct themselves) and strategic goals (elements that will indicate whether the nation is on the right track to realizing its aspirations, visions and missions).
- (2) Strategic managers who decode strategic missions, translate those missions into relevant programmes and projects, enact compelling policies, implant and execute concomitant strategies designed to realize expectations with respect national interest, public interest and people's interest in Nigeria specifically

Governance in Nigeria needs to be proper meaning that it must be good and strong. Good and strong governance are two sides of the same coin of proper governance. Pursuit of good governance is necessary but not sufficient for proper governance in Nigeria. Same goes for strong governance. Good governance in Nigeria pertains to how the expectations of the Nigerian nation is satisfied. It also pertains to how the expectation of Nigerian citizens and other people in Nigeria are satisfied with respect to their well-being. We defined wellbeing as welfare plus security of the people and their property

Strong governance pertains to how systems, processes and procedures are institutionalized and respected in Nigeria.

Proper governance is not the responsibility of government alone. While the public sector makes its contributions, the private sector consisting of business enterprise society, political society and civil society also make some substantial contributions. We, refer to these contributors as synergic supporters in governance. Pictorially we present their contributions as follows.



Our concern in this series of lecture pertains to the "Public Society" that focuses governance on providing public goods and services embedded in and driven by four elements namely (a) purpose of Nigeria or why Nigeria exists in the comity of nations (b) Nigeria's national aspirations that determine the nations strategic vision and concomitant strategies and (c) people in Nigeria whose well-being (welfare and security) is the primary purpose for public institutions to embark on governance (d) Quest for self-reliance, self-sufficiency and self-governing or directedness

## **Critical Driving Force.**

Scope of public society governance in Nigeria will be anchored on to three critical driving forces. Firstly Nigeria as the fulcrum of the black race on earth has no choice than to embrace proper governance. Proper governance on its part is not quick-fix compliant. Therefore governance in Nigeria must be based on long term horizon.

In this lecture series students will be made to strategize governance with respect to

- (a) 2030 era
- (b) 2050 era
- (c) 2075 era
- (d) 2100 era

Secondly the inevitability of high population in Nigeria poses a mutually exclusive choice of “trouble for Nigeria” or “opportunity for Nigeria”. In this lecture series students will be exposed the two challenges but will be skewed to seeing Nigeria’s menumentous population as opportunities to be explored and exploited for the realization of the nation’s long range aspirations of (a) Good People Great Nation (b) Leader nation.

To this end, the following population projection based on a growth rate of 0.032, will, for now, guide governance considerations and strategy formation, development, making, crafting, implantation, execution and control.

<b>Year</b>	<b>Population</b>
2006 -	141,599,363
2014 -	182,636,227
2020 -	221,045,229
2030 -	303835265
2036 -	367,732,826
2050 -	574,053,337
2058 -	740,419,541
2075 -	1,271,583,339
2080 -	1,490,813,598
2100 -	2,816,679,363

## **Drivers of Nigerian Public Society Governance.**

Thirdly, if governance in Nigeria must strategically revolve around and be propelled by her public society governance then it is imperative that the nation begins to develop the corp of persons with responsibility to drive it. The scope of this lecture series therefore includes an unusual concept of “The Making of Drivers of Public Society Governance in Nigeria”. These players include

- (a) Nigerian Statesmen
- (b) Nigeria Nationalists
- (c) Nigerian Craftsmen for Public Society Governance in Nigeria.



## **Need For Mass Education in Public Society Governance**

Increasingly the populace in Nigeria seem to have not found the answer to the questions (a) when and how is governance good in Nigeria (b) when and how can a public functionary be adjudged to perform satisfactorily (c) does construction of roads and bridges constitute pass mark in assessing the performance of a Governor? (d) what exactly constitutes proper performance in Nigeria's public sphere of today?

Answers to these questions are imperative for Nigeria to move forward in the comity of nations. Common answers to them by people in Nigeria are even more imperative for the nation to develop synergistically. For this reason this lecture series seeks to address the Nigerian populace and educate them in the subject of public society governance in Nigeria. Accordingly the content of the course has been developed to give fillip to our desire in the Academy for Governance to have a self-reliant, self-sufficient and self-governing Nigeria that is well prepared to face the challenges of the 21<sup>st</sup> and 22<sup>nd</sup> Centuries

## **Content**

- Lesson One: What Is Public Society Governance? Is It Different From Public Governance
- Lesson Two: Establishing Good Public Society Governance in Nigeria
- Lesson Three: Establishing Strong Public Society Governance in Nigeria
- Lesson Four: Nation-State Governance in Nigeria
- Lesson Five: Towards Proper Nation-State Governance In Nigeria
- Lesson Six: Towards Proper Public Governance in Nigeria
- Lesson Seven: Performance Management for Proper Public Society Governance.
- Lesson Eight: Determining and Measuring Proper Nation-State – Governance Performance in Nigeria
- Lesson Nine: Determining and Measuring Proper Public Governance Performance In Nigeria
- Lesson Ten: Synergic Supporters of Public Society Governance In Nigeria
- Lesson Eleven: Assignment of Ministerial Responsibilities
- Lesson Twelve: Establishing Proper Governance for Parastatals
- Lesson Thirteen: Establishing Proper Governance for Public Enterprises In Nigeria
- Lesson Fourteen: Establishing Proper Governance for Regional or Zonal Administration in Nigeria
- Lesson Fifteen: Establishing Proper Governance for State Administrations In Nigeria
- Lesson Sixteen: Establishing Proper Governance for Local Administrations In Nigeria
- Lesson Seventeen: The Making of Craftsmen For Governance In Nigeria
- Lesson Eighteen: The Making of Nigerian Nationalists for Effective Nigerian Nationhood
- Lesson Nineteen: The Making of Nigerian Statesmen for Nation-State Governance in Nigeria
- Lesson Twenty: The Making of Nigerian Nation For 21<sup>st</sup> and 22<sup>nd</sup> Centuries
- Lesson Twenty-one: The Institutionalization Of Nigerian Statehood For 21<sup>st</sup> and 22<sup>nd</sup> Centuries

# **ONLINE LECTURE SERIES IN COMPLEMENTARY SUBJECTS FOR CREATING CAPABLE NIGERIANS BY AUSTIN UWANDULU**

## **PREFACE**

The thrust of my online lecture series is to create a critical mass of capable Nigerians in my chosen areas of knowledge impartation. The difference between competent Nigeria and capable Nigerians lies in the extent to which Nigerian citizens are ingrained in aptitude and attitude that inherently promote Nigeria. To this end it is not sufficient to acquire requisite knowledge in Pure Strategy, Strategic Leadership, Strategic Management and Governance and become competent in them. The knowledge so acquired must be relevant to Nigeria. On this score the on-line lecture series will be backed up with some presentations to give them Nigerian flair and to be used for relevant case studies, relevant simulations, relevant strategy games etc. For now three of such complementary subjects will be available as underline subjects for online course series

- (1) Nigeria-in-2050 and 2100
- (2) Holistic Anti-corruption in Nigeria: A Strategic management approach
- (3) Research and seminar papers cum reports relevant to governance in Nigeria

In due course other complementary subjects will be incorporated such as

- (1) Modern history of Nigeria
- (2) Geography of Nigeria and its key component parts
- (3) Demography and demographics in Nigeria
- (4) Nigerian economy – yesterday, today and tomorrow.