20TH INAUGURAL LECTURE

TOPIC: MANAGEMENT FADS: THE HUMAN FACTOR

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DEDICATION

This Inaugural lecture is dedicated to my late brother Afenimoni Ohiorenoya who God used to ensure I received the necessary education and training that made me who I am and what I am today.

PROTOCOL

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Great BIU Students

Ladies and Gentlemen

1.0 Introduction

Guobadia (2017) came out with a bang “It’s the environment” that is critical for economic growth and development but the environment is bleeding (Akpoghome, 2023). In like manner, the academic hall of management is littered with debris of ruined typologies. It is a case of creative destruction (Foster and Kaplan, 2001). It is a case of each author destroying what others have written and building theirs. We have witnessed the emergence of many schools of management thought- the Scientific Management school, pioneered by Fredrick Winslow Taylor who is today referred to as the father of the Scientific Management School, Henri Fayol: Father of principles of management, Bureaucratic organization (Classical Management School), Human Relations schools, and Behavioral Schools (Neo- Classical Theory) and Modern Management etc. One school comes to replace the other.

Vice Chancellor sir, all these schools have common interest, common goals- their main concern is “that of increasing efficiency in production, not only to lower costs and raise profits, but also to make possible increased pay for workers through their higher productivity” (Koontz & O’Donnell, 1972). This commonality of interest- increased productivity and increased pay was believed to benefit both management and workers. It is therefore surprising today that many organizations are so obsessed with profit that they neglect the workers’ welfare. This is like muzzling the ox that thread the corn. He that plows should plow in hope, and he that threshes in hope should be partaker in hope (1st Corinthians 9: 9-10)

A discerning mind would ask this natural question- why there are so many theories in management today when their basic concerns are similar or the same? The plausible answer is the war in the field of management- each writer coming up with what he/ she thinks is a better way in order to outdo the other and for personal interest. The question should be cui-bono who benefits from these writings? The Management Gurus have expectations. Once their expectations of benefits are not met they come up with new ideas which novice managers would accept as being novel and a magic wand to see them through crisis of some sort.

Vice – Chancellor Sir, there has been deluge of writings in the academic halls concerning management with different shades of opinion on what management is (Ohiorenoya, 2000). Unfortunately, the role and contribution of the human element has been largely ignored and under-researched compared to the effort placed on the management especially innovation (McKay, Safayeni, & Buzacott, 1988). The author has done many writings in management (Ohiorenoya, 2000; Ohiorenoya, 2002, Obadan & Ohiorenoya, 2005; Ohiorenoya, 2005) with only one addressing the human factor in Nigeria. Many works whether local and or international have consistently continued to ignore the role of the human factor in the success or failure of management fad - even when it is known that most management processes or techniques require the intervention of the human. And yet the human factor is a vexed issue in the treatment of management fad.

Vice – Chancellor Sir, the human factor – leadership, motivation, personality, capabilities, skills, experience, personal judgement, personal values, preference and interest, emotions and moods, mission, power and politics, team attitude, user attitude, employee involvement and education, customer focus, teamwork, communication, supplier relations, and rewards and recognition- is important and a critical success factor for all the management fads.

Vice – Chancellor Sir the lecture will attempt to scan through the nature of management, management fads, reasons for failure of management fads, the lifecycle of fads and examine some examples of fads implicating the human factor in each fad. Some applications of human factor will be discussed. Finally, management policy implications will be discussed.

2.0 Nature of Management

Management has been seen as a pervasive human activity found in the home, church, clubs associations and business organizations (Ohiorenoya, 2002). Extant literature has shown that management has been defined by different authors differently. Management has been seen as the process of getting things done through and with others to achieve organizational objectives (Williams, 2007; Robbins, DeCenzo & Coulter, 2011; Hersey & Blanchard, 1982), the coordination of all resources through the processes of planning, organizing, leading and controlling, in order to achieve stated objectives by the use of human beings and other resources (Sisk, 1979; Terry, 1972;) and a process by which a cooperative group directs actions of others toward common goals (Massie & Douglas, 1977). It is viewed as individuals engaged in planning, organizing, and leading and controlling the efforts of members of an organization and using organizational resources to achieve stated goals (Huse, 1982). It is universal process of planning, organizing, leading and controlling directed at achieving organizational goals (Weinhrich & Koontz, 1999). Because of the universality of management as a process and its time tested applicability, the lecture will adopt the process view of management.

Planning is basic of all managerial functions. It involves setting objectives, formulating policies, strategies, and procedures. It is a set of rules and programmes. It involves decision making and forecasting. Organizing is deciding the structure of the organization, staffing, and coordination of activities. Leading is the interpersonal relations activities of the manager. It consists of leadership, motivation and communications. Controlling involves setting objectives, measuring performance, and the deviation from plans and obtaining feedback for the purpose of meeting the objectives.

Ohiorenoya (2002) believes that in order for a manager to perform his managerial functions very efficiently and effectively he must acquire basic managerial skills and play necessary managerial roles in the organization. According to Hersey & Blanchard, (1982: 5), “there are at least three areas of skill necessary for carrying out the process of management: technical, human, and conceptual”. Technical skill is the ability to use knowledge, methods, techniques, and equipment for the performance of specific tasks acquired through experience, education, and training. Human skill is ability and judgement in working with and through people that requires understanding of motivation, leadership and communication. Conceptual skill is the ability to understand the total organization and how different operations interface with each other and fits into the organization. Looking at the importance of the managerial skills, the amount of technical and conceptual skill varies from one managerial level to another but human skill is needed equally across all management levels. We can gauge the degree of importance attached to human skill by the statement credited to Rockefeller (1966) when he said "I will pay more for the ability to deal with people than any other ability under the sun". In fact the most important single skill is the ability to get along with people (Hersey & Blanchard, 1982). A manager who has human skill should be empathic, be able to understand why people behave the way they do, predict behavior , influence and control behavior.

In performing their functions using their skills, there are some expectations which managers should fulfil. These are managerial roles.

Mintzberg believes there are three basic roles which a manager must play in the organization if the organization is to be successful. These roles are Interpersonal role, informational role and decisional role. Interpersonal role consists of figurehead role, leader role and liaison role; informational role involves monitor role, disseminator role, and spokesperson's role while decisional role includes resource allocator role, negotiator role entrepreneur role and disturbance handler role (Quinn, Mintzberg & James, 1988)

3.0 What is management fad?

Vice- Chancellor Sir, let me state that there is a thin line between style, fashion and fad. A style is a basic and distinctive mode of expression appearing in a field of human endeavor. Styles appear in homes, clothing, art, and barbing saloon. Once it is invented, may last for generations, passing in and out as vogue. It has a cycle showing several periods of renewed interest (Armstrong &Kotler, 2011). Examples are boyfriend jeans, girlfriend jeans, mom jeans.

A fashion is a currently accepted or popular style. It passes through four distinct stages: distinctiveness, emulation, mass fashion and decline (Watson, 1968). It has short life cycle. It can shift rapidly. Examples are mini- skirts and cargo pants, cropped cuts, and leather pants, waistcoat, and LA boo. Fashions tend to grow slowly, remain popular for a while, and then decline (Armstrong & Kotler, 2011).

A fad is a "fashion that come quickly into public view, is accepted with great zeal, peak early and decline very fast" (Kotler& Keller, 2009). It is "unpredictable, short –lived and without social, economic, and political significance" (Kotler& Keller, 2009). It is an idea that is fashionable only to certain groups who are enthusiastic about it- but these groups are so fickle that a fad is even more short- lived than a regular fashion (McCarthy & Perreault, Jr., 1990). Fads hit fast, peak fast, and fade fast (Rosenberg, 1977). Its marketing secret is to hit fast at the right time with the right product.

Merriam-Webster dictionary defines a fad as a "practice or interest followed for a time with exaggerated zeal." Furnham (2004: 1) states that a fad is "a craze for something: a short time when there is an exaggerated zeal for a particular idea or practice." For Brindle and Stearns (2001), managerial faddism is a predilection of management to embrace a novel perspective with great gusto, only to dismiss the solution within a few years for another more attractive flavor, under a somewhat different tone. Gibson and Tesone (2001:122) define fads as "widely accepted, innovative interventions into the organization's practices designed to improve some aspect of performance. Fads evolve into new management practices or are abandoned as failures." On the whole, managerial fashion can be defined as per Abrahamson & Eisenman (2001:69) as "a relatively transitory collective belief, disseminated by management fashion setters that a management technique leads to rational management progress."

Management fad is management innovation enjoying brief popularity or a practice or interest followed for a time with exaggerated zeal (Birnbaum, 2000). Management innovation is the successful implementation of creative ideas in an organization (Amabile, Conti, Coon, Lazenby & Herron, 1996). Organizations can create competitive advantage if they have a distinctive advantage that allows them to have a technique that makes, does or performs better than their competitors (William, 2007) and may have sustainable competitive advantage if other companies cannot duplicate the benefits obtained from that distinctive competence. Management innovation can not only enable competitors to duplicate the benefits obtained from a company's distinctive advantage, but can also quickly turn a company's competitive advantage into competitive disadvantage. To maintain a sustainable competitive advantage, a company should protect itself from the strategic threats of innovation by creating a stream of its own innovative ideas and products year after year (William, 2007). In other words, a company should create pattern of innovation overtime that can lead to sustainable competitive advantage. It is not therefore surprising that whenever a new technique is introduced companies rush to accept them. "Not all management innovations are fads, some may be wildly accepted and diffused rapidly through institutional networks to become accepted part of the system" (Birnbaum, 2000).

3.1 Benefits of fads

There is a lot to gain from management fads. Gibson & Tesone (2001:122) have asserted that understanding management fads and translating them into practice within the organization is "a mark of the manager who stays current in both theory and practice. It shows that the person is up-to-date with current management techniques aimed at increasing organizational efficiency and effectiveness. It prepares the individual in a very special way for the next management fads or fashions that would come along." The choice of a management fad is based on the fit of that fad with the strategy and expectations of the organization. Management fads make organizations to be more innovative and give the perception that the companies are doing better and have better managers. Chief executives that adopt management fads benefit from increased compensation irrespective of the organizational performance. Fads are cyclical. Management fads start out quietly, attract a lot of attention, are diffused, and then fade into obscurity (Gibson &Tesone, 2001)

Some fads are so useful that they ultimately become the mainstay of the company's stock. Others are retired, only to come up later in a slightly different form and name years later. Managers should hold on to the fads even if they cannot use them today. They will surely become the fad of tomorrow.

Perhaps the real success of the fad programs is they provide excitement and anxiety and new challenges to employees – they boost morale (Collins, 2006). There are emotional benefits of institutional fads. Fads remove the routine, the boredom that can make institutions seem sterile. Fads add excitement. They give those involved a new sense of purpose and enable them to demonstrate their commitment to progress to doing more and doing it better(Collins, 2006). They provide people with new challenges, new goals, and fresh ideas as well as inspiration and self-confidence. Consequently, so long as it can be used to jump-start the institution, it hardly matters what the fad is about. Roman (2015:464), summarized the benefits of fads thus:

> It is perhaps unrealistic to expect that managerial fads will ever disappear. Faddism will continue to remain central to management primarily due to an entrenched and aggressive presence of self-interest in promoting managerial fads and a healthy, although conspicuously pressured by supply, self-fulfilling demand for it. Managers are simultaneously avid consumers, creators, legitimizers and transmitters of faddism. In addition, fads will most likely persist because they do address organizational needs - specifically by being able to provide an identity for the organization; legitimate an organization and its decisions; build organizational culture and enable socialization; conceptualize the frameworks for demonstrating action and progress; and offer the fertile grounds on which careers can be made. Above all, perhaps, managerial fads will continue to flourish because they resonate with manager's mental makeup. Fads make available attractive conceptions of managerial roles and identities within which every manager can portray oneself as heroic and transformational. They also supply a feeling of hope, a purpose and provide the frame to fit and if needed to reconstruct one's sense of self (Brindle and Stearns, 2001; Clark & Salaman, 1998; Grint, 1997; Jackson, 1996; Watson, 2001).

But why is each technique heralded as a panacea? One answer to the question is that management is "faddish"—companies want to be seen as trendsetters. If a fad improves the bottom line, usually within the next quarter, the company will drive it home. Fads are touted as a way to improve organizational effectiveness. These interventions give hope of improved performance (Evanecky & Steuver, 2005:10. 9111. 1- 10.911.10)

3.2 The life cycle of management fads

Not all management innovations are fads. Some may immediately gain wider acceptance, some may be accepted through institutionalized networks to become an accepted part of the system. Like the product and industry life cycles, management fads follow “a life cycle of early enthusiasm, widespread dissemination, subsequent disappointment and eventual decline” (Slavin, 1989:752). The life cycle of management fads follows a 5- stage cycle of creation, narrative evolution, time lag, narrative devolution and dissonance resolution (Birnbaum, 2000).

Stage 1 is the stage of creation in which a need is perceived or crisis exists in the environment or business. The creation and adoption of a new management technique to solve the crisis or meet the need is proposed. The new management technique is supported by paid consultant whose livelihood depends on creating and disseminating the new technique. In this stage the stories developed speak of unusual success. Based on the success claims, companies and institutions come to adopt the new technique. The expectation is that the new technique will improve the bottom line and core organizational processes and functions. The introduction of the technique is seen as both necessary and sufficient to transform the organization. The belief is that the success of the organization depends on the adoption of the new technique or innovation.

Stage 2 is the narrative evolution. In this stage fad is widely disseminated. Stories of successful implementation are shared and the innovation hailed. The benefits of the innovation is emphasized while cost is ignored. The allegation of widespread adoption persuade more companies to buy into it through imitation. Consultants, Champions and adopters support the technique leading to its eventual diffusion. At this stage the technique is certified and reinforced. The success story prove attractive to newspapers, magazines and mass media eager to spot new trends.

Stage 3 is the time lag stage. This is the lag between when new technique is created and disseminated and when user reactions and analysis become publicly available. Analysis may show that the claims are successful. At this stage acceptance gets to the plateau and the fads begin to make waves. There is optimum support for the fad from the gurus

Stage 4 is the stage of narrative devolution. People begin to show skepticism. Success stories are now tempered by reports of failure. Scholars now discover that the claims of success were overstated or not sustainable and organizational performance was not improved and claims of adoption were over exaggerated. Consequently the acceptance of the fads diminishes. Media reports now show reversal of fortune.

Stage 5 is the stage of resolution of dissonance. As champions and adopters see the demise of the innovation which they have so much trusted and advocated, they try to account for its failure by rationalizing it and ascribing to it lack of leadership, intransigence of followers, improper implementation and lack of resources. The technique may have been based on invalid premise so that successful implementation was impossible.

Entorre (1997) has proposed a 5- stage life cycle of discovery, wild acceptance, digestion, disillusionment and hardcore. Stage 1, the discovery stage is the stage when the fad is just being introduced into the market, stage 2 is the stage of wild acceptance in which the fad has become popular. In stage 3, the stage of digestion in which the fad is being criticized as not meeting expectation. In stage 4, there is disillusionment as more people discover more problems with the technique while the in stage 5, the hardcore, staunch supporters are the only loyalists to the fads. The life- cycle gives understanding of the evolution of management fads. Some life cycles last longer than others. Life cycle of fads has become shorter due to what Gibson and Tesone (2001: 131) call “mounting external pressures on managers to be successful and competitive in a complex global environment”, poor planning, lack of management commitment and little training.

For the life-cycle, see the table below. As has been observed, “fads do not fade away completely: they may act as a catalyst, or antecedent to some new fad or become part of the normal way of doing things under a different name” (Abrahamson & Fairchild, 1997)

		Fads			
Stages	MBO	Sensitivity Training	Quality Circles	Total Quality Management	Self-Managed Teams
Discovery	1954-1964	1946-1955	1977-1979	1950-1971	1980-1991
Wild acceptance	1964-1981	1956-1964	1979-1981	1971-1991	1991-1996
Digestion	1982-1992	1964-1974	1981-1982	1992-1993	1997-1999
Disillusionment	1992-1996	1975-1980	1982-1986	1993-1996	Unknown
Hard core	1996 and later	1980 and later	1986 and later	1996 and later	Unknown

Jane Whitney Gibson and Dana V. Tesone (2001) Management fads: Emergence, evolution, and implications for managers' *Academy of Management Executive*, 15(4): 122-133

3.3 The role of management gurus in the supply of management fads

Management is replete with the long and well – documented history of adopting and abandoning "fads" by thinkers, practitioners, and opinion leaders (Parker, & Ritson, 2005). Management Guru describes a person who is intellectual, experienced, and ingenious and who develops business perspectives that provide beneficial outlooks and practices. A person whose ideas and opinions have had an influence on business managers and who has become a well-known figure as a result. Their publications attract a large number of practicing managers paying commensurately high fees at conferences and seminars around the globe (Parker, & Ritson, 2005). The original meaning of the term guru is a spiritual teacher or revered mentor, and it is applicable because many management ideas are pursued with almost religious fervour whilst their proponents (the gurus) become highly respected in management circles. Management gurus such as Tom Peters, Rosabeth Moss Kanter, or Peter Drucker can command high fees for attendance at seminars where they convey their ideas to senior managers. Gurus are concerned with 'big ideas' presented through a charismatic performance and dancing on stage. These ideas can then be taken away by the managers in the audience and adapted to their own organizations (Parker, & Ritson, 2005).

Management Guru means a "respected management teacher", "management spiritual leader", "good management person", a wise management person who has not only made a great contribution and innovation, but also a large-scale revolution. People who have established themselves and profiled philosophical trends in quality, are the gurus of quality (.Aized, 2012 & Neyestani, 2017)

Of particular importance in the supply of management fashion is the role of the "management guru." Huczynski (1993) describes three kinds of management guru:

- The Academic Guru: An academic from a major educational institution, who has developed and popularized his or her ideas on some aspect of management. Examples include Michael Porter, Henry Mintzberg and Kenneth Blanchard.
- The Consultant Guru: Senior professionals and prestigious firms that have established a reputation for creative insight and extensive experience in particular fields. Examples include Peters and Waterman, W Edwards Deming, Peter Drucker and the consulting firms of McKinsey or BCG.
- The Hero-Manager Guru: A senior executive who has committed his or her thoughts to print, either directly or through a biographer, and whose authority comes from apparent success. Examples include Lee Iacocca, Jack Welch and Donald Trump.

As opinion leaders in management, they sell, adopt, and communicate management ideas and when the fads are no longer beneficial, they abandon them.

3.4 Reasons why management fads fade away

Why is it so many new management ideas explode on the scene, get a lot of attention and then fade away? According to Dvorak (2006) "many management fads are driven by over eager consultants who attempt to ride the wave as early as possible in order to rake in their consulting fees". Since many of these consultants are only marginally qualified, the final results is what we call idea surfing- the tendency for companies to be disgruntled with the results of bringing in all high priced talent and moving from one idea to the next big idea. In the academic hall what we see is a stream of management fads each replacing one another in quick succession. The problems with most management fads is "in the application of the strategy, and the motives and expectations of buyers and sellers" (Collins, 2006). Who decides what strategy to apply, what are the motives and expectations of the buyers and sellers are a reflection of the personal values and preference of the stakeholders. These are products of the human factor. While alluding to the fact that reason why management fads fade away is a mystery, Collins (2006) has suggested the following- magic key, complexity, cultural change, differing internal systems, endless journey and one size fits all as reasons why management fads fade away. Many companies adopting new management techniques have been less than satisfied with the outcomes. Some possible explanations for this dissatisfaction and for successful innovations to rise sharply and then to fall out of favor, thus branding them as fads are

- The tendency of suppliers of a given management technique to emphasize expected benefits while understating costs

- Frequently, a consultant or academic working with a client firm identifies a specific set of problems and recommends a package of changes especially if the implementation of the changes appears to improve the operation of the client firm. The consultant naturally wants to identify other potential clients that are in similar circumstances.

- Consultants, being proponents (and beneficiaries) of change, are naturally inclined to argue that longstanding practices are inefficient and that performance would be improved by adopting their methods

- In some instances, management consultants have offered advice that simply defies economic logic (Brickley, Smith, Jr. & Zimmerman, 1997; Crosby, 1980)
- Because managers do not have a low-cost, unbiased source of information about the management technique at their disposal, the corporate failure rate in adopting management innovations tend to be high.
- Overinvestment in programmes designed to increase quality can end up destroying as much shareholder value as underinvestment. Management's job is to find the value-maximizing amount of quality— neither too much nor too little—based on its markets and internal capabilities.
- Some managers underestimate the costs of change.
- Failure to consider compensation

In addition, all successful popular management ideas seek to provide the managers with a better understanding of their world and status enhancement (Huczynski, 1993). Most weaknesses in management ideas are intertwined with the characteristics which are of utmost interest to managers (McGovern, 2003).

Also “many early adopters of a fad often prove to be more likely to abandon the fad once its practice becomes widespread which suggests that fads may also prove vulnerable when they no longer mark the organization out as “cutting edge” or “innovative” (Parker & Ritson, 2005).

Management fad may fail if cost/benefit analysis is not done. If the indirect costs such as low morale, loss of reputation, corporate anxiety, and fears of the negative disruption of organization routine is not done, they may be difficult to measure. Though the direct cost will be easier to measure, all costs must be well thought of before decision is taken (Gibson & Tesone, 2001).

Most fads are not successful because they are not effectively communicated to employees and managers. Introduction of new fads does not necessarily mean they will be accepted. Except there is leadership commitment, such fad may fail as workers may resist the change. Leadership commitment could be in form of providing training, self- assessment protocols and management directives (Anonymous, 1997).

There is no need to accept a fad that is not competitive. A fad that creates greater customer satisfaction and thus gives the organization an edge over its competition is likely to be quickly adopted. Managers should adopt fads when they are sure what its adoption will help to achieve.

3.5 Some Fads that have Faded Away

3.5.1 Management by Objectives (MBO)

MBO is a collaborative, goal-oriented management process. Employees and their supervisors decide the goals to accomplish and the standards for measuring, evaluating, and rewarding performance. It aims to improve performance by defining objectives which are agreed upon by both management and employees (Hersey & Blanchard, 1982)). It encourages employee appraisal, participation and commitment as well as align objectives across the organization

The MBO process involves setting objectives, sharing objectives with employees, participation, monitoring progress and feedback and reward. It is a process in which a manager and subordinate agrees on specific performance goals and then develop a plan to achieve them.

With MBO, managers are able to systemically update and delegate tasks to employees with mutual understanding and keeping the goals aligned with the organizational mission. MBO has the following benefits:

- Employees take pride in their work and are assigned goals they know they can achieve that match their strengths, skills, and educational experiences.
- Assigning tailored goals brings a sense of importance to employees, boosting their output and loyalty to the company.
- Management can create goals that lead to the success of the company.
- It encourages employee participation and engagement

  Each step of the MBO process involves the participation of a supervisor, a subordinate, or both. The staff are involved in planning, goal setting, monitoring the process, and reviewing feedback,. Thus, MBO promotes employee participation and engagement.
- MBO promotes self-growth
  The model allows employees to set personal goals and define career direction. Employees grow their professional expertise by setting goals aligning with acquired talents, competencies, and knowledge. Therefore the MBO process provides a platform for learning and developing skills.
- MBO process enhances communication
  The effective execution of MBO requires constant communication between employees and superiors. Communication applies when setting goals, collaborating on resource allocation, dealing with challenges, and during performance evaluation. Some of the gains from MBO communications include skills in active listening, negotiation, and oral and written communication.
- MBO acts as a guide to achieving organizational goals
  The first step of the MBO process involves goal setting. MBO requires employees' objectives to match the goals of the organization. The overall process translates to meeting at least one of the company's goals.

- MBO doubles up as an employee performance appraisal tool
  Employees determine the efficiency of the MBO process by measuring and judging the employees' performance against expected results. The performance appraisal procedure allows the managers to pinpoint staff-related problems and correct those issues to achieve the goals successfully.
- MBO is a motivational tool
  Different employees get motivated differently. A combination of intrinsic and extrinsic motivation helps managers keep their staff's morale high. MBO is effective in both motivation strategies. For example, the model uses a reward system as a financial motivation. Thus, the top performers gain while the poor performers do not. Similarly, by engaging staff in all the steps of the MBO process, the employees feel valued for their individual contributions and are intrinsically motivated.
- MBO specifies individual duties
  Management by objective is a process with multiple specificities. The model distinctively outlines the objectives, clarifies each employee's duties and responsibilities, and sets up rewards. This kind of precision ensures that each employee knows what the organization expects of them and prevents contradictions over overlapping roles.
- MBO forms a guide for determining remuneration decisions
  The award system is a direct way of rewarding employees with promotions and salary raises to deserving employees. However, steps such as continuous monitoring, evaluation, and feedback, are also essential for assessing employees' performance and forming new, corresponding remuneration structures.
- MBO increases efficiency
- By aiming to score certain individual goals within a given time, employees come up with creative strategies to increase productivity.
  MBO offers direction to employees on resource allocation
- With clear employee duties and objectives, managers are able to assess the tools required to facilitate the MBO process. Therefore the technique guides supervisors on the quality and quantity of resources to allocate to the subordinates for optimal usage.

MBO has received wild acclaim and is widespread thus making it an important fad. Peter Drucker, a management guru who came up with the technique in 1954 believes it is a process of goal setting and self-control. According to Gibson and Tesone (2001) MBO had wider acceptance in Japan than in USA because of "the willingness of many Japanese managers to dedicate a number of years institutionalizing MBO in their organizations" while American "managers were fast at jumping to the next management fad" (Gibson & Tesone, 2001:125). Clearly the success of MBO in Japan and the failure of MBO in USA is a result of the human factor. Though MBO lost its status as a fad eventually in Japan, the practice continues to thrive- expressed in Japan as a Self -Managed Team and exported to US as Quality Circles.

3.5.2 Quality Circles (QCs)

This fad was popularized in Japan even though it was originated in US. QCs was embraced in US in the 1970s but it failed to win the support it enjoyed in Japan. It fell by the way side as Total Quality Management (TQM) became in vogue. A Quality Circle is a small group of employees from the same work area who voluntarily meet at regular intervals to identify, analyze, and resolve work related problems. It emphasized participation just as it is still being emphasized today in large Corporations. The terminology may be different but worker commitment to quality is the same by name (Gibson & Tesone, 2001). The philosophy behind Quality Circles is building people (Anand & Krishnaraj, 2015).The goal of QCs was to improve quality and build market share. It consisted of volunteer group of workers who met on company time to think of ways to improve quality of products and /or processes. This technique became immediately popular after its discovery. The programmes were seen as a quick way to increase worker's participation. The main advantage of QCs is cost savings and human relations benefits such as improved attitudes and behavior among employees (Gibson & Tesone, 2001). The technique does not only improve the performance of any organization, it also motivates and enriches the work life of employees. However, QCs did not drive quality. Meetings were not focused on specific problems and employees did not sufficiently understand the goals. Thus the expected quality advances were not realized by QCs. Be that as it may, employee initiatives in QCs are similar to what we find in continuous quality improvement efforts in Total Quality Management (TQM) and are found in Self- Managed Team (SMT). Wilhite, Terry, Yoshioka, and McLean, (1983) have indicated that QCs-a Japanese concept has received increased support in American industry and human service organizations. They believe that QCs has improved communication; management awareness of employee job\related concerns; personal growth and development; enhanced decision making skills; increased individual power; improved motivation; and opportunities for recognition of individual improvement as advantages and lack of management support; time required to implement; failure to hire consultants; and improper composition of Circles as disadvantages

3.5.3 Total Quality Management

This came to limelight after the decline of QCs. Quality management gurus are Walter Shewhart, W. Edwards Deming, Joseph M. Juran, Armand Feigenbaum, Philip B. Crosby, Kaoru Ishikawa and Genichi Taguchi. (Stevenson, 2005). The Department of Defense TQM Masterplan (1988) in Ireland (1991) defines TQM as an integrated regulatory technique for the complex processes and organizational work activities to achieve continuous improvement in work processes, products and service organizations. TQM emphasized quantitative measures, continuous improvement, customer – defined standard, individual empowerment, situational analysis and top management support. This is still much with us today but the philosophy of continuous quality improvement carries different name in organizations. TQM fad may be fading but the necessity of improving customer service and the quality of goods and services cannot be wished away. The reason for the decline include high overhead cost, too much bureaucracy, and cumbersome processes. Moreover, workers did not embrace it as part of their culture. TQM left them with large consulting fees and little improvement in their earnings

Quality management programme was not successful because no concerted attention was paid to human factors (Lewis, Pun & Lallal, 2006; Motwani, Jaideep, Mahmoud & Rice 1994, 1994). The critical success factor of TQM has been given as leadership, continuous improvement, employee fulfillment, learning, process management, internal and external cooperation, customer focus, product/service quality, operational, financial, public responsibility, customer satisfaction, employee satisfaction (Utami & Harahap, 2019; Aswathappa & Bhat, 1999). Other critical success factors of TQM are management commitment and leadership; continuous improvement; total customer satisfaction; employee involvement; training; communication and teamwork(Salleh, Zakuan, Ariff, Bahari, Chin, Sulaiman, Yatim, Awang & Saman, 2018).

3.5.4 Sensitivity Training, T-Groups or Encounter Groups

This was originally a technique for interpersonal development. It diffused in form of T- groups into corporations in large numbers in the 1960s. Their attractiveness declined as more problems were observed. However, it had branches that spread to various types of communication training and group activities (Gibson & Tesone, 2001). It helped in team building, harassment – prevention and diversity-training. It consisted of 10-12 stranger participants and one or two trained facilitators. Its members were independent consultants, trainers and counselors and academics and Human Resource Development (HRD) experts and community change agents. The goal was for participants to develop self- confidence and control and self – awareness as well as increased sensitivity to one's effect on others and bring up one's blind spot and hidden areas. Participants then took back to their work new ways of behaving and working with others (Carson, Lanier, Carson & Berkenmeir, 1999). In T-Groups, there is no agenda, no leader, and no assigned topic. The idea was to ensure that participants were honest, open and frank. The T-Group faded away but some of the goals stayed. It allowed participants to learn to admit mistakes, express feelings, ask questions, tolerate, and even applaud openness. Some of the T-Group techniques have remained in modernized form today.

Sensitivity training helps employees to be more sensitive and accepting of the existing diversity in the workplace. It enhances understanding between members of the organization and enables building good interpersonal relationships with other team members.

Sensitivity training in the workplace is training that "teaches employees, managers, supervisors, and even the employers useful skills for respecting others while working. It involves non-discriminating behavior techniques, being helpful to others, paying attention to the needs of your coworkers helping others to coexist with their employees and coworkers in a more positive and serene setting." (Chaubey & Subramanian, 2022). It provides numerous opportunities for everyone to speak up and express their opinions, attitudes, preconceptions, emotions, and suggestions. All employees in your workforce gradually become more at ease and learn about others while also observing and understanding the changes in their behavior and beliefs. It helps the management staff to be sensitive to the diverse needs of the employees by being to relate more and understanding of the differences that come with age, gender, and culture.

- It promotes communication among the employees and aids the team in building stronger interpersonal relationships.

- It improves the decision-making skills of management by giving them insight into how others on the team may feel about a particular situation.
- It boosts employee morale by making the employees feel valued and respected.

Although Training Groups (or T-groups) seemed to "have wilted and died since the late 1970s, this process has nourished many forms of managerial developmental techniques used today such as 360° feedback methods, diversity training, countless organizational change efforts" (Highhouse, 2002) and have been used as a methodology to help individuals in organizations improve their learning at the individual, group and organizational levels (Seashore, 1982, Schein & Bennis, 1965).

3.2.5 Self- Managed Team

Self-managed teams (SMT), also known as self -managed work teams (SMWT) and self-directed teams (SDT), is an integration of contemporary theories of group behavior and team leadership that included participative management, systems theory, and sociotechnical systems. SMT is a departure from command and control management. It is nonhierarchical work groups that are responsible and accountable for outcomes in the organization.' Each work group is autonomous and shares the responsibility of planning and executing their work, without the supervision of a manager that results in improved outcomes (Yeaths & Hyden, 1998). It consists of small work groups consisting of 8 to 12 members that leads to heightened productivity and worker satisfaction (Moravec, Johannessen, & Hjemas, 1998) and increased intrinsic worker motivation, performance levels, job satisfaction, and reduced labor turnover(Wall, Kemp, Jackson, & Clegg, 1988),. Under this technique, team members take control of their workflow, processes, schedules and roles. Team members make commitments to each other and those commitments, rather than hierarchy, drive the work. Team members are collectively responsible for the projects they work on, and though not necessarily managers, they take on leadership roles over tasks and initiatives based on their expertise, rather than hierarchy or title

Factors instrumental to the success of SMT are employee involvement, employee selection, participating in hiring decisions, job security, and compensation practices, such as gain-sharing and profit-sharing programs and formal team-building programs and empowerment policies, market this nimbleness, a collective identity, while maintaining a sense of personal responsibility. (Moravec et al. 1998, Pfeifer, 1999, & Chaston, 1998)

Negatives associated with SMT are that improvements in performance were overstated in the literature, individual resistance to team participation and the claim that the techniques did not prove to be beneficial to many organizations.

3.2.6 Blue Ocean Strategy

This is a strategy that has not faded. Blue Ocean Strategy is one of the bestselling books today and has evolved into management consulting technique which is being used all over the world.

This strategy is an example of a fad that has been wildly accepted and diffused rapidly through institutional networks to become accepted part of the system" (Birnbaum, 2000).

Blue ocean strategy is adopted when a company simultaneously pursues the strategy of differentiation and low cost in order to open up new market and create new demand (Kim & Marborgne, 2014). Blue oceans are all the industries not in existence today with unknown market and with no competition. Here the strategists creates the demand rather than fight for a share in the market. There is opportunity for growth and the industry is profitable and growth is rapid.

In the blue oceans, competition is not meaningful because the rules of the game are yet to be established. The market has great potential as the market is unexplored. A blue ocean is vast, deep and powerful in terms of growth (Kim & Marborgne, 2014). It is based on the belief that in order "to win in the future, companies must stop competing with each other. The only way to beat the competition is to stop trying to beat the competition." (Kim & Marborgne, 2001). In contrast, there are red oceans which consist of all industries in existence today with known market and demand. Competition rules are set and companies strive to outperform each other. There is cutthroat competition in the red ocean in order to grab a large chunk of the existing market and demand. Industry attractiveness is very high making the market crowded; profits are reduced and growth is reduced also. Products become commodities. Competition is bloody hence the term read oceans. It will always be important to swim successfully in the red ocean by out competing rivals. But with supply exceeding demand in more industries, competing for a share of contracting markets will not be sufficient to sustain high performance. Companies need to go beyond competing: to seize new profit and growth opportunities, they also need to create blue oceans.

The red ocean is full of blood because it is a space where sharks bite savagely, while blue oceans are new spaces where sharks are scarce, and they become your allies rather than foes (Perkovic, 2020)

Kim & Marborgne (2005) has shown the differences between blue oceans and red oceans as in the table below

Table 1: Differences between Blue oceans and Red oceans

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

Source: Chan Kim and Renée Mauborgne (2005).

Advantages of Blue Ocean Strategy

Lainos (2011) has stated advantages of blue oceans as follows;

- The market is a virgin market and unexplored
- High profit margins
- No need for competition
- Economies of scale
- Fame
- Loyalty of customers
- Time and means opportunity to invest on the discovery of another blue ocean

Although both red and blue oceans will always exist, companies should not stay trapped in the red ocean. Blue oceans are created via nondestructive creation in a space where winning partnerships for all are being created. Blue ocean creation is a continuous phenomenon (Perkovic, 2020)

4.0 Human factor

A common string that runs through both success and failure of management fads is the human factor. It is the lack of fit between the human element and the formal or systemized element found in management systems (McKay et al., 1989; McKay & Wiers, 1999; McKay & Wiers; 2006,). The human factor is implicated in the design, the introductory, expansion, the maturity and the declining stages of the fad lifecycles.

There is nowhere the human factor plays critical roles than in management. There is human factor in the marketing, personnel, operations, and finance function as well as in planning, organizing, leading and controlling functions of management. The human factor refers to all the individual characteristics that affect organizational processes and techniques.

The human factor includes personality, capabilities, skills, experience, personal judgement, personal values, preference and interest, emotions and moods, power and politics, motivation and leadership (Chatzoglou & .Macaulay, 1997; Ohiorenoya, 2005) and attitude, and risk taking, perception, customer satisfaction. These are usually replicated in all management functions, roles and the generic function of businesses. They are the behavioural side of management that affect performance (Habtoor & Alharbi, 2020). They are mainly the critical success factors of most of the management fads. These are human limitations and strengths that have been expressed in management and the organization. They are the private agendas of people in organizations.

4.1 The human factor in Planning

Planning involves managerial innovation which as earlier stated is management fad.

The human factor seen as politics, personalities, and preferences and values (Berry, 1997; Christen, Andrew, Bower, Hamermesh & Porter, 1982) is very critical in the success, efficiency and effectiveness of plans (Ohiorenoya, 2005). In planning the choice of strategy is a product of human factor. According to Ohiorenoya (2005) the formulation of objectives, strategies, and policies, are a reflection of the desires, preferences and values of the planner. In his words,

> The human factor cannot be eliminated from effective planning because man has limitless thinking capacity. All planning techniques are designed by man. The capacity for independent thought and man's unlimited ability to cultivate the senses provide the justification to single man out as a factor to contend with in a manager's efforts to lead the organization to success through plan implementation (Ohiorenoya, 2005: 128)

The human factor is crucial in the effectiveness of policies. The abilities, skills, intelligence and leadership styles of managers determine the effectiveness of the communication of policy. Changes in policies require ability and knowledge of when policy changes should occur which depends on the perception of managers and their ability to forecast and respond to environmental changes (Ohiorenoya, 2005).

There is no strategy that is not contaminated by the personality, goals or values and preferences of the decision maker. Strategy is a projection of the personal values and preferences of the decision maker (Christen, 1982).The personal desires, aspirations, and needs of top management do play a role in the formulation of policy.

In planning, forecasting of the future requires personal judgement, forecasting skills and abilities and perception. The experience of the planner is also very important in reducing the error term. All these are human input. Thus the success and effectiveness of forecasting can be said to depend on the human factor.

4.2 The human factor in succession planning

Succession planning is a process of systematically identifying, assessing and developing employees to enhance performance (Dessler & Varkkey, 2012). It is staffing at the top management level. Succession planning involves three stages: identifying key needs, developing inside candidates, assessing and choosing top level leaders (Dessler & Varkkey, 2012).

In most hiring or promotion decisions, executives often overvalue certain traits and skills while under looking attributes that really make leaders effective (Sorcher & Brant, 2002). They make decisions that are based on their beliefs, interests, values and preferences. Some are so attached to culture of team work,- looking for personality that emphasizes consensus, similarity and familiarity, raw ambition, operational proficiency, dynamic public speaking, and hands- on – coaching which Sorcher and Brant (2002) call leadership trap that they select leaders who fail to be effective. Who is eventually hired or promoted depends on the preferences of the chief executive who in most cases is the preferred candidate of the dominant strategist.

4.3 The human factor in leading

According to Scott-Morgan, organizations are peopled by individuals who are driven by their own private agendas. Moreover, these individuals are so dominated by their own needs (motivators) that they constantly seek out the 'right thing to do' (which may include 'enlightened' forms of altruistic and cooperative behaviour). Managers who excel as effective leaders possess qualities such as empathy, high emotional intelligence, mental strength, and great communication, human and analytical skills (Perkovic, 2020). Employees, clients, business partners and investors all need to be aligned with the company's mission. market winners are those that are visionary (Perkovic, 2020).

There is the no way we can separate the choice of the most "sensible economic strategy for a company from the personal values of those who make the decision." (Christen, 1982: 359). Leaders and strategists do not look exclusively at what a company can do and might do, they are heavily influenced by what they personally want to do. Thus in examining strategic alternatives we must consider the preferences of the leader and the values of other decision makers who must assent to or contribute to the strategy if it is to be successful and effective (Christen, 1982: 361).

In resource allocation, the preferences of the chief executive are reflected in the way resources are allocated. It therefore becomes important that "Strategic Business Units (SBUs), divisions, departments heads present their demands in line with such preferences or create interest in the dominant strategist for their demands so that resources can be attracted easily" (Kazmi, 2009:337). Politics plays fundamental role in resource allocation. There are times when leaders take decisions which look economically nonsensical in the sense that it has no rational economic benefits. Such choices are due to their personal interest, preferences and values. This possibly explains why President Buhari would construct railway line to Niger Republic based on political and self-interest and personal preference not for economic reasons. The donation of fleet of vehicles to Niger Republic when Nigeria was experiencing economic problems could also be attributed to his personal preference. Similarly former President Babangida committed huge resources (human, material and financial) to prosecute Liberian war in defense of his friend President Doe when there were no practical economic benefits to be gained from such wars. The losses sustained from that decision were huge.

Even though president Buhari acknowledges that Nigeria " in reality has been a victim of two types of failures- failure to produce a system of governance that inspires confidence in its people; and the failure to install a government that effectively tackles the problems of economic development with demonstrable vision"(Omokhan, 2019:14) his administration does not walk the talk. For instance, the issues of herdsmen have always been handled with king gloves. He has shown partiality in issues that have to do with his kinsmen. There is no way the alleged re-integration of Boko Haram captured fighters or prisoners of war into the Nigerian army would be said to be in the national interest other than personal interest. The question is to what extent do we allow our personal values, preference and interest to influence our decisions? My answer is that so long as they do not cause catastrophic failure to our organization, so long do we allow the human factor. The decision maker should weigh his / her values, preference and interest against goals of the organization and where there is conflict, organizational goals should take priority. Therefore human factor should be moderated to avoid organizational failure.

Even in the choice of leadership style, emotions are reflected. Depending on their interest, their perception, and emotions leaders may choose to be either democratic or autocratic. If a leader perceives subordinate to be immature, he/she may adopt autocratic leadership style. Appointment to committee could also be based on internal politics. Issues of loyalty, obedience and relationships come to the fore. Most strategic choices are based on consensus building, bargaining and influence processes.

Vice- Chancellor Sir, in motivating workers, understanding what motivates them is important and knowing what incentives to give is equally important. These depend on the capability, experience and skills of leaders, personal judgement, beliefs and leadership perception. What view a leader holds about their subordinates would inform his motivational style. For instance it will be a human failing for a leader whose subordinates have satisfied physiological needs and safety needs to hold the view that workers are not ambitious, do not have the capacity for creativity and have to be externally controlled and directed and coerced(Hersey & Blanchard, 1982). To perceive such subordinates as immature, irresponsible and unreliable would be a wrong judgement. The decision to create a harmonious or hostile working environment depends on the leadership style, personal judgement, beliefs and interest of the leader. It also depends on how emotionally intelligent a leader may be. Even the decision to have a motivated workforce is human element in management. Why will a leader overburden a worker who is found to be efficient and effective by excessively utilizing his services while there are so many other subordinates who can do them even better when given the opportunity? My answer is simply the human factor.

Another area where human factor plays a vital role is communication. The organization has to be made known. Its new products also have to be made known. Especially at the introductory and growth stages of the life cycle, there is the need to create awareness about the organization and its products. Making huge advertising investment is a key leadership decision. The returns from such investment cannot be quantified in monetary terms only. The long run effects would be substantial. Even the company reputable would be great. It appears to me that a leader who is not interested in advertising is moving the organization in the wrong direction. Such organization may not be competitive in the market place. Spending on consultants to sell your image and products when the organization has in- built capabilities and capacity seems to me to be a complete waste of scarce financial resources and can turn leaders in the industry to followers. It amounts to giving the consultants huge profits which they do not necessarily earn.

Vice –chancellor sir, a one – man ambition has kept the political environment unsettled. The trending EMILOKO (it is my turn) has not only turned elections into “war” in the business political environment, it has brought into the fore the misuse of power both political and financial. Backed by the state, and having access to financial resources, the president –elect bulldozed his way using INEC to manipulate votes in his favour which has engendered crisis of some sort. It is generally believed that this is one of the most flawed elections Nigeria has ever witnessed. With assurances by INEC that the BVAS and IREV would perform magic and give us the freest, fair and credible elections people have desired and raising the hope of Nigerians, INEC and its tools failed miserably woefully. This failure was as a result of the human factor. Bribery, corruption, the misuse of power, self-interest, leadership preferences and human idiosyncrasies were seen playing their unfettered roles in 2023 elections. People do not seem to have faith in the Judiciary any more not only because of past judgements which have brought the courts into disrepute but also because people believe and sincerely too that the ruling party and the President- Elect have bought over the Judiciary.

4.4 The human factor in controlling

There is need to compare set objectives with actual performance. The human factor is important in discovering deviation and correcting deviation. Controlling tools such as forecasting and budgeting have the human elements. Most budgets are decided by a committee headed by a chairman with the financial controller a major actor as he is saddled with the responsibility of implementing budgets. His inputs are critical. The experience, personal judgement of members of the committee are important. Bottom- up budgets is done through aggregation or top- down budgets done through a process of disaggregation or strategic budgeting which is a mixture of the both.

5.0 Conclusion

Vice- Chancellor Sir, I have attempted in this lecture to examine the role of the human factor in management and its fads and believe that human factor is very critical in managing and in the establishment of management fads. None of the managerial functions can be carried out without human factor coming into play. Human idiosyncrasies are witnessed in management decisions and management techniques and interventions. Personality, capabilities, skills, experience, personal judgement, personal values, preference and interest, emotions and moods, mission, power and politics, team attitude, user attitude, motivation and leadership are fundamental in ensuring effective management.

Management fads are likely to remain as long as managerial issues continue to steer organizations in the face and as different organizations' problems and opportunities are experienced. Some management fads may be accepted and become part of the organization system.

The lecture believes that in the choice of strategic alternative, the preferences of the leader and the values of other decision makers who must assent to or contribute to the strategy is key if it is to be successful and effective. In resource allocation, the choice of leadership style, motivating workers, and communicating the human factor is critical. The success and effectiveness of planning, policies, communication of policies, decision making and forecasting can be said to depend on the human factor. So long as our personal values, preference and interest do not cause catastrophic failure to our organization, so long do we allow the human factor. The decision maker should weigh his / her values, preference and interest against goals of the organization and where there is conflict, organizational goals should take priority. Therefore human factor should be moderated to avoid organizational failure

Management literature is replete with various management fads some of which have turned to principles and theories because they were universally accepted and have stood the test of time such as the fourteen principles of management by Henri Fayol, the Scientific Management by Frederick Winslow Taylor, theory X and theory Y by McGregor to name just a few.

There are some fads which are have faded. The following five fads have faded: Management by Objectives (MBO), Quality Circles (QCs), Total Quality Management (TQM), Self- Managed Team and Sensitivity Training, T-Groups or Encounter Groups. Even though they have faded, management can still have recourse to them when necessary.

6.0 Recommendations

i. Managers of institutions and organizations should cultivate a culture of motivating their staff. Motivation in form of non-monetary rewards may just be the tool that may bring the best out of your staff because it boosts their morale. Common praises such as letters of commendation to staff that has manned a department or for up to ten years which is a decade of his working life could instill in such staff recognition that his services were not wasted.
ii. Managers should reintroduce T-Groups that focus on helping managers and leaders in organizations develop sensitivity around self- and other-awareness. This will help to create the right context for dealing with sensitive issues in teams.
iii. For organizations to be emotionally intelligent, a culture of employing emotionally intelligent leaders should be created. This will enable top management to have necessary commitment to emotional intelligence
iv. Management should as much as possible avoid leadership trap- the tendency to overvalue certain traits and skills while under looking some other attributes– thus making them to select leaders who fail to be effective.
v. Management should encourage creativity. Idea people who are also implementers are needed in today’s globalized world. Managers should encourage their subordinates to develop the culture of questioning assumptions and thinking about the future. They should not wait for people with inspirations but for people who through hard work and discipline exploit the sources of innovation to create new ideas, new processes and new management skills (Ohiorenoya, 2002: 110)
vi. Effective leaders are needed. These are leaders who prepare their organizations for change, motivate not by pushing people but by satisfying their needs. They welcome criticisms with solutions, and do not see them as a sign of disrespect.
vii. The avid use of consultants should be discouraged as these crops are only interested in raking in handsome profits. Rather there is need to look inward especially where such capabilities exist.
viii. Advertising should be encouraged as the long term effect is inestimable. A practice of using outsiders to seek out students for admission in private institutions when management already has invested in communication equipment and have existing skill

set is not desirable as it is a pipeline for the waste of scarce resources for such institutions.

ix. There is need to subordinate personal interest to organizational interest. Whenever there is a conflict between personal interest and organizational interest, organizational interest should be allowed to prevail. This should act as a constraint on the extent to which we allow our interest and preferences to override national or organizational interest. It is my view that any individual who overvalues his interest more than the organizational interest should resign.

x. Although most management fads are no more trending and in fashion, there are still many benefits from its use in order to have competitive advantage which is sustainable. The neglect of these fads may be detrimental to the success of businesses. Management must select from a portfolio of techniques which have become fads in order to gain sustainable competitive advantage.

xi. Since there are still so much to be derived from fads, management should not jettison them but selectively adopt them if they want to be competitive.

xii. Management must endeavour to shift from red oceans to blue oceans by consciously ensuring that it moves away from the environment where there is bloody competition to finding a niche in the market through employing the strategy of eliminate, reduce, raise, and create. An entrepreneur launching a startup or running an existing company, should avoid competing in the red ocean. Instead he should create a company in the blue ocean, with little or no competition.

xiii. In order to beat competition every company should innovate continuously and constantly. It should venture into untapped market space and stop to compete with others. The company should create demand and provide unprecedented value for customers.

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