

**IMPACT OF PLANNING AND CONTROL AS A MANAGEMENT FUNCTION
ON THE SURVIVAL OF SMALL SCALE BUSINESS IN BENIN CITY, EDO
STATE**

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**A PROJECT SUBMITTED TO THE DEPARTMENT OF ENTREPRENEURSHIP,
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ABSTRACT

The study evaluated how planning and control affect small business survival in Benin City, Edo State. 4 research questions and other researchers' material were reviewed. The researcher created a questionnaire based on the research topic and had it validated by the supervisor. The questionnaire was designed according to the research topics and given to 100 Benin City small-scale business operators. Frequency count and percentage descriptive statistics were used to analyse data. According to the report, planning and control are crucial to small business management and sustainability. Thus, planning and control affect small business management and survival. Poor planning and control drastically impact small business performance. The success of a corporation depends on the level of planning and control implemented. Small business financial management is affected by poor planning and control. Business financial management depends on whether planning and control are appropriate or inadequate. The government was advised to hold symposia and updated training on effective planning and control to improve Nigerian small business owners' management skills. Business owners should also be schooled in planning and control tactics to compete internationally.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Planning and control have grown trendy in management circles recently. This word and its general applications are familiar to most business managers today. Managers must plan and govern regardless of the organisation (Ihua, 2024). Modern managers must plan and control in small, basic, large, and non-profit businesses. Raynor (2022) defines planning and control as conjoined twins that cannot be separated if the organisation is to survive.

Planning simply means setting goals, creating a strategy, and taking appropriate action to achieve them. McNamara (2023) defined planning as “deciding in advance what to do, how to do it, when to do it, who to do it, where to do it and why”. Planning connects us to our goals. "A predetermined cause of action that helps provide purpose and direction for enterprise members" is planning. Planning sets goals for all group efforts, making it unique. Management begins with planning, which is vital for any activity to achieve the goal. Planning lets a small business owner methodically approach a goal. However, control involves measuring performance against standards and correcting deviations to meet organisational goals. Control ensures everything meets standards. Effective control predicts deviations before they happen (Ihua, 2024).

Thus, effective control requires solid management planning. Control relies on feedback, which involves performances, measurements, and corrective actions to achieve goals. Control must be removed to measure progress while plans are operational. The point of action is often overlooked when discussing control. Management concludes with control. Managers use the system of control to correct subordinates' departures from the standard. This ensures aims and goals are achieved. Any organisation needs control (Raynor, 2022).

Due to poor planning and control, Nigerian small and medium-sized enterprises (SMEs) are struggling to grow and develop. Small businesses need good planning and management to succeed. Andualem (2023) states that prospective business founders should create formal plans for their proposed ventures, regardless of how the management function is at the start. Anthony and Govindarajan (2023) showed 20% of non-planners failed within three years. This validates the saying “failing to plan is planning to fail”. Thus, market share-holding companies need strategic planning and control to manage effectively. Lack of planning and control procedures to implement plans might hinder small business development and make it difficult to predict future issues. Nigerian small enterprises have this difficulty. Planning and control can help small businesses offer more customer-friendly services and goods (Baron, Robert and Gideon, 2018).

More so, adequate planning and control lead to effective management, which is why one small firm works better than another. Planning and control help small businesses evaluate

investment projects, analyse, measure, and improve marketing strategies and manpower plans, identify and develop new products and markets, and promote and facilitate the proper functioning of many business activities. Small businesses are competitive, thus strategic planning and control are essential for performance and survival (Carter & Samuel, 2023).

Strategic planning abstractly prepares for all possible outcomes to account for environmental complexity and dynamism. Organisations coordinate operations to attain long-term goals through strategic planning. Drucker (2023) defines strategic planning as the continuous process of making entrepreneurial decisions systematically and with their greatest knowledge, organising the efforts to implement these decisions, and measuring the results against expectations through organised feedback. Due to financial and management issues, most small enterprises fail after a few years (Rodriguez and Berry, 2023). Financial education and government measures can reduce bad planning. Financial education will reduce loss caused by a lack of financial education, which slows small businesses. Financial management, which is extensive, covers many facets of firm management. Lack of planning and control leads to poor financial management, mishandling of finances, inability to grow and satisfy consumer needs, failure to reach business goals and objectives, and more (Baron, Robert and Gideon, 2018).

1.2	Problem	Statement
Small-scale businesses in Nigeria face diverse problems that have hampered their growth and development due to poor planning and control, which are critical for their survival		

(Clarkson, 1995). The severe criticism has been upon small-scale businesses' low performance and inefficiency, particularly in appraising their effect on economic growth and development (Robert 2018). Small businesses have failed despite government institutional and policy support to improve their capability. This has raised doubts about its ability to boost Nigeria's economy and development. This is especially concerning when compared to other countries where it has preceded economic restoration and development.

Small firms in Nigeria seem to do poorly due to weak planning and control and an inability to predict future issues. This poor performance may have worsened poverty, hunger, unemployment, and low living standards in a struggling economy. To succeed, small businesses must plan ahead to avoid problems and losses. According to Carter and Samuel (2023), lack of financing, rapid technological changes, limited managerial capabilities, and low productivity are associated with the failure of small scale businesses in Nigeria. This is due to a lack of planning and control, as small business owners cannot foresee business and environmental changes and offer solutions immediately. Small businesses thrive, expand, and survive by using planning and control effectively. Planning and control are crucial to small-scale business management, but there is a study vacuum in how they are used in diverse industries and areas, particularly in developing countries. Most studies focus on large firms or offer generalised solutions without evaluating small business owners' planning and control difficulties. Limited empirical data links organised management approaches to small firm long-term survival. This gap

calls for context-specific study on planning and control's efficacy, drawbacks, and real-world effects for small businesses. Thus, small business owners must be educated on the necessity of planning and control and how these affect business performance and survival.

1.3 Objective of the Study

The objective of the study is to determine the impact of planning and control as a management function on the survival of small scale business in Benin City, Edo State.

Specifically, to meet the main objective, the study will ascertain the following:

- i. relevance of planning and control to small scale business operations in Benin City.
- ii. the impact planning and control has on the effective management and survival of small scale business.
- iii. how poor planning and control affect the effective management and survival of small scale business.
- iv. how poor planning and control affect the financial management of small scale business.

1.4 Research Questions

The following research questions guided the study:

What are the relevance of planning and control to small scale business operations?

What impact does planning and control have on the effective management and survival of small scale business?

How does poor planning and control affect the performance of small scale business?

How does planning and control affect the financial management of small scale business?

1.5 Research Hypothesis

The following hypothesis has been formulated to serve as a guide for the study.

They include:

H01. Planning and control does not have significant effect on small scale business operations in Benin City, Edo State.

H02. Planning and control does not have significant impact on the effective management and survival of small scale business in Benin City, Edo State.

H03. Poor planning and control does not significantly affect the effective performance of small scale business

H04. Poor planning and control does not have significant impact on the financial management of small scale business

1.6 Significance of the Study

This study will help researchers, entrepreneurs, and government agencies understand how planning and control affect small business survival.

It will also ensure proper planning and control, which is essential for small business performance, management, and survival, maximising profit and productivity. The following domains are also relevant to the study:

Management Style: This study will help entrepreneurs understand how important environmental elements are and how to manage them to improve their performance and reach their goals. It would assist firms become more attentive to external uncontrolled elements that affect their business performance, how to manage them, and how to boost productivity and profitability.

Industry: This study would benefit small businesses by exposing their owners and managers to the principles they need to know and practise to effectively and efficiently manage their businesses and understand their operating environment.

Government: This study would help Nigeria's government design small-scale company policies. It would also assist the government recognise the importance of small businesses to Nigeria's economic progress.

Academic: The case study will add to the literature on planning and control as management functions for small business survival. This work can be expanded by

academics to better understand how planning and control affect small business survival.

1.7 Study Scope

The research will examine how planning and control as a management function affects small-scale business survival in four Benin City, Edo State local government areas:

Oredo, Ikpoba Okha, Ovia North East, and Egor.

1.8 Definition of Terms

Planning; Planning is the process of setting objectives and determining the best course of action to achieve those objectives. It involves forecasting future conditions, setting goals, and deciding in advance the actions required.

Control (Controlling): Control refers to the management function that involves monitoring actual performance, comparing it with planned performance, and taking corrective actions if necessary. It ensures that organizational goals are achieved efficiently and effectively.

Management Function: Management functions are the core responsibilities of managers, typically including planning, organizing, leading, and controlling. These functions help coordinate resources and activities to achieve organizational goals.

Small Scale Business: A small scale business is an independently owned and operated business with a small number of employees and relatively low volume of sales. It usually has limited access to capital and operates within a local or regional market.

Business Survival: Business survival refers to the ability of a business to continue operating over time. It includes the capacity to adapt to changes, remain financially viable, and overcome challenges and competition.

Strategic Planning: Strategic planning involves defining a business's long-term goals and determining the actions and resources needed to achieve them. It is a key aspect of ensuring business continuity and growth.

Operational Control: Operational control focuses on the day-to-day activities of a business. It ensures that specific tasks are carried out as planned and that resources are used efficiently.

Entrepreneur: An entrepreneur is an individual who starts and runs a small business, taking on financial risks in the hope of profit. Entrepreneurs are often central to the survival and growth of small businesses.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains a review literature on impact of planning and control as a management function on the survival of small scale business in Benin City, Edo State. It will be presented under the flowing subheadings:

2.1 Conceptual Framework

2.1.1 Concept of Small Scale Business

Small businesses have always been a driver of economic progress. This rising realisation has pushed the World Bank group to include small businesses in its plan to promote economic growth, employment, and poverty reduction. Approximately \$2.4 billion was authorised by the World Bank for micro-small businesses in 2023. According to literature, many economies define it differently yet the concept is the same. Buckley (1989) states in Abiodun (2021) that “definition of small scale business enterprise varies according to context, author and countries”. In the US, UK, and Canada, small businesses are defined by annual turnover and paid employees (Ihua, 2009). An industry with fewer than 200 paid workers and a 2 million Pound yearly turnover is considered modest in Britain. Japan defines it by industry, paid-up capital, and personnel count. Thus, small-scale manufacturers have 100 million yen paid capital and 300 staff. Wholesalers with 300

million paid-up capital and 100 employees, and retailers with 100 million and 50 employees (Abiodun, 2021). Nigeria has few precise definitions of small businesses. In its Monetary Policies Circular No. 22 of 1988, the Central Bank of Nigeria defines small businesses as those with yearly turnovers under 500,000 naira. For commercial bank loans, the Federal Government of Nigeria defined small business enterprises in 1990 as those with an annual turnover of 500,000 thousand naira or less, and for merchant bank loans, those with capital investment of 2 million naira (excluding land) or 5 million naira. Small scale firms play a crucial role in economic growth and development in both established and developing economies, including Nigeria. Several studies have confirmed this (Ogujiuba, 2023; Onugu, 2022; Ihua, 2024), and data from the Federal Office of Statistics in Nigeria showed that 97% of Nigeria's businesses are small businesses that employed 50% of the workforce and produced 50% of the country's industrial output. Small businesses in Nigeria constitute the backbone of the economy, according to Ihua (2024). Small business activities had existed since Nigeria's independence, but conscious efforts on small business enterprises as an economic and national development tool began in 1970-2020 when Nigeria adopted the policy of indigenisation through its National Development Plan Programme. The National Development Plan (1970) called for industrialisation, entrepreneurship, job creation, and export trade to make Nigeria self-sufficient.

Small businesses were the federal government's main focus in addressing state unemployment. The government wanted to support small businesses to accomplish its

growth plan and indigenisation policy goals. The idea was to counter the international capitalist entrepreneur's dominance of the economy by revitalising small businesses and strengthening the indigenous capitalist class's role in economic growth and national development.

In its intervention effort, government issues regulations to protect small enterprises. Nigeria Enterprises Promotion No. 3 of 1977, Patent Right and Design Act No. 60 of 2020, Custom Duties (dumped and subsidising products Act No. 9 of 1959), Industrial Promotions Act No. 40 of 2020, and Industrial Development Tax Act No. 2 of 1971 are among the rules (Alvani, 2023). In addition to the act, the government supported small businesses through Favourable Investment Policies, Institutional and Fiscal Policies, Protective Business Law, and Financial Incentives to promote national development and indigenisation, which small businesses are crucial to. Several microlending institutions were founded to help small businesses grow. Examples of micro credit institutions include Nigeria Bank for Commerce and Industry (NBCI), National Economic Reconstruction Funds (NERF), People's Bank of Nigeria (PBN), Community Bank (CB), National Export and Import Bank (NEIB), and banking sector liberalisation for small-scale business growth and capacity building (Ogujiuba, 2023). In 2021, the government established Raw Materials and Research Development Council (RMRDC) of finance and research institutions. Its research reports help small businesses and business organisations choose products, develop delivery strategies, and improve efficiency. The government

also established polytechnics, universities, and manpower training organisations to support this effort. Examples include CMD, ASCON, ITI, and others. These institutes and centres recommended developing small businesses (Okonobo, 2020). The importance of small businesses is that they create jobs for many Nigerians (2.1.2). Unemployment for many Nigerians. Many teenagers and unemployed have found work in tiny businesses. Many unemployed Nigerians have started and run profitable small retail shops, cottages, restaurants, poultry farms, and telecommunication/telephone shops (Rudd, Greenley, Beatson, & Lings, 2022). Entrepreneurs use Nigerian support, technical, and administrative staff. It has inspired rural and urban adolescents to self-employment. Because of successful entrepreneurship, Nigerians believe in themselves and self-employment instead of government work. Many Nigerian youngsters work as independent telephone retailers and renters. Their enterprises now employ more unemployed people (Okonobo, 2020). Through manpower development support schemes and entrepreneur training and retraining, small-scale industries have created a pool of potential entrepreneurs and businesspeople who can start and manage small and large industries in Nigeria and abroad. Successful Nigerian businesspeople like the Aliko Dangotes, Ibrus, Mike Adenuga, Illodigwe, and Orji Kalus started as SMES before becoming conglomerates. It has reduced government and major corporate reliance on salaried employment (Rudd et al., 2022). Many companies have been founded to provide support workers and jobs for Nigerians due to the government's liberalisation strategy in the telecommunications and education sectors.

The growth of small-scale industries has led to significant economic and rural development. To reduce rural-to-urban migration, access roads, telephone, postal, and internet services, industrial layouts and estates, and electricity and water expansion schemes were built in rural areas to promote small-scale industries.

- It has elevated the status of work. "ME TOO" and "I can do it" prevail. People that enjoy working for themselves, watching their firms grow into conglomerates, and employing other Nigerians.

- This has elevated Nigerian adolescents' social prestige by highlighting their success as entrepreneurs and small-scale industry operators. The print and electronic media's success tales of small-scale companies demonstrate this.

2.1.3 A Role for Small Business Enterprises in Nigeria

According to Ayozie (2021), small businesses play the following roles:

i. Technological or industrial development: Short gestation period, great ROI potential.

Thus, they offer viable alternatives for countries seeking rapid industrial development;

ii. Small businesses produce more jobs per unit of investment capital and energy utilised than large businesses worldwide.

iii. Technology Acquisition: They foster local skill development and technology acquisition. The "Aba made" phenomenon is a clear sign of technological acquisition and will accelerate economic growth if promoted;

iv. Capacity Building: They train local entrepreneurs in many economic sectors. They are the 'university' where many Nigerian entrepreneurs are trained. Thus, fostering small

entrepreneurs is more vital than building a few huge enterprises to develop an industrial class;

v. Promoting Growth: Many businesses focus on local resources, equipment, and parts for primary and secondary economic activities. Thus, they obtain high local value-added operators;

vi. Increased standard of living: Small business development improves citizen living standards and creates foreign exchange for economic growth.

2.1.4 Strategic Planning Concept

The concept of planning is old. It has military roots (Sullivan & Richardson, 2021).

Greek “stratego” meant military strategies to destroy opponents (Raynor, 2022). Harvard

Business School established the Harvard policy model in the 1920s, one of the first strategic planning methods for commercial enterprises (McNamara, 2023). Planning is a

typical management activity. Whether in the private or public sector, an organisation must know where it is, where it wants to go, and how it will get there (Raynor, 2022).

Companies have planned in several ways over time. Strategy at all levels calculates objectives, concepts, and resources within acceptable risk to achieve better results than

chance or others (Ayozie, 2021).

Strategy is the art and science of building and using national power instruments in a coordinated and integrated manner to achieve goals. According to Onugu (2022), strategy

is a key framework that helps an organisation maintain its vitality and adapt to changing conditions. One of the best management tools for external and internal transformation. It

matches an organization's resources, talents, environmental opportunities and hazards, and goals. Simple, consistent, long-term goals make a good approach. Single-mindedness, unity, and long-term focus are required. Pearce and Robinson (1988) say strategy gives an organisation long-term direction. This provides a viewpoint for numerous actions over time, allowing organisations to execute current activities while considering their long-term effects on their success. Strategy helps organisations adapt (Clarkson, 1995). Companies need plan to adapt to frequent operating environment changes. Strategy can guide companies' responses to environmental changes. Strategies help companies focus resources and effort (McNamara, 2023). Strategy development helps managers identify essential activities and define an organisational strategic direction. Strategy also gives a company a market edge. This helps the company excel and outwit competitors. Strategic planning is often used as a tool by organisations. It positions an organisation by prioritising resource utilisation according to goals to drive its development over time (McNamara, 2023). Strategic planning addresses all difficulties and the steps needed to smoothly move from present conditions to future challenges. Venous and Parach (2022) warn that strategy planning rarely runs smoothly. New ideas at one meeting may influence previous decisions. This should not frustrate you; it shows that inventive team members are needed. This supports Stopford (2021)'s theory that strategic planning is a dynamic process that adapts to environmental changes, implying that change and strategy are inseparable.

2.1.4.1 Planning

Strategic planning is based on planning theory, so it's important to understand the planning conditions that apply to all plans. Planning is one of the primary managerial responsibilities that allows an organisation to look ahead and prepare for action to achieve its goals. Management that can forecast future occurrences runs a successful company. Definition of this function: Planning is the organisation's process of setting goals, due diligence, and strategic, tactical, and operational operations (Raynor, 2022). In other terms, planning is developing the desired future and effective means to reach it. Planning involves choosing, thus it's only feasible when other actions are available.

Four primary planning objectives are identified:

1. Preventing negative impacts of uncertainty and change;
2. Focus on major objectives
3. Ensure economic functioning of the system
4. Create control and streamlining possibilities

Control, which aids planning and performance, has a special position in these objectives. Although control has its own functions, such as checking the efficiency of daily activities, it is one of the key instruments and indicators used by managers in the management process. Planning crosses all functions and assures control, while control provides the basis for improvement for a new planning cycle (World Bank, 2021). Planning is the systematic building of an enterprise's future, including draughting and

adopting plans. Planning helps an enterprise increase efficiency and effectiveness, which discloses and reduces potential enterprise risks, enables a focused coordination of all processes, streamlines and strengthens these processes, and increases flexibility and adaptability to external changes. A narrower definition of planning is the deliberate preparation of future decisions. The corporate manager solves problems now to avoid future resolutions. This is the most debatable function because planning cannot foretell the future or regulate a changing environment (Venous & Parach, 2022). Planning is one of the most difficult human tasks. Planning validates and organises predicted actions. Planning allows reasoned and careful decisions, whereas improvising leads to inconsiderate and unsupported ones. Prude & BeĎčikovs (2021). Enterprise managers can reduce decision-making time by organising planning. planned is decision-making, but not all decisions are planned. Planning involves the following conditions:

- Planning occurs before work begins - a provisional decision-making process
- Achievement of desired outcomes requires a variety of interrelated decisions
- Certain activities are necessary for achieving desired outcomes.

Combining the definitions, we conclude that planning involves timely adoption and assessment of interrelated decisions to ensure a desirable future state.

2.1.5 Planning Characteristics

According to ("Planning," 2018), planning has these key traits:

1. Prioritise objectives: Establish goals and build policies, processes, and methods to achieve them.

2. It is intellectual process: According to Koontz and O'Donnell, planning involves mental exercise, foresight, forecasting, and choosing the optimal course of action.
3. Planning is a selected process focused on choosing the best option after analysing multiple options. It makes decisions about (a) what, (b) how, (c) when, and (d) by whom.
4. Planning is widespread, affecting all levels of a company. Middle and lower management plan administratively and operationally, while top management plans strategically.
5. Planning is an integrated process that comprises determining objectives, formulating policies, programs, procedures, and strategies to achieve them. The initial managerial function, it aids organising, staffing, directing, and controlling.
6. The basic goal of planning is to maximise corporate efficiency. Good plans aim for maximum output and profit at minimum cost. Terry correctly noted that "planning is the foundation of the most successful action of an enterprise."
7. Flexible planning: Adapt to environmental changes. Koontz and O'Donnell say "effective planning requires continual checking on events and forecasts and the redrawing of plans to maintain a course towards a designed goal."
8. Management's initial function: Management begins with planning. A manager must plan before organising, staffing, directing, or controlling. Planning is the foundation of management since it activates all other functions. Other functions become meaningless and chaotic without forethought.
9. A decision-making process: Decision-making is essential to planning. It involves

deciding between options. Decision-making will occur throughout planning. Managers must determine whether to manufacture all elements domestically or buy some from outside while planning their organisation.

10. A continual process: Planning is ongoing. Koontz and Donnell correctly note that a manager should monitor his plans like a navigator monitoring his ship's course in the huge ocean. He must monitor current situations inside and outside the organisation to see if his plans need to change.

2.1.6 Classification of the Types of Planning

The types of planning may be classified in 5 groups as displayed in Figure 1.

Types of planning				
By content: <ul style="list-style-type: none"> • Strategic • Tactical • Operational 	By level: <ul style="list-style-type: none"> • National economy planning • Regional planning • Industry planning • Organisational planning • Organisational unit planning 	By object: <ul style="list-style-type: none"> • Definition of mission and objectives • Resource planning (labour, capital, land) • Activity planning • Performance results plan 	By area of activity: <ul style="list-style-type: none"> • Designing • Procurement • Production • Distribution • Sale • Service 	By term: <ul style="list-style-type: none"> • Short-term • Medium-term • Long-term

Fig 1.1 Classification of the types of planning (Source: Ezeh, 2017)

1. By content planning is classified as follows:

- a. **Strategic planning** is aimed at the identification of new opportunities, development of new products etc. for an organisation;
- b. **Tactical planning** is aimed at the research and identification of the existing opportunities of an organisation (resources, products, results etc.);
- c. **Operational planning** is aimed at the realisation of the existing opportunities of an organisation.

2. By level planning is classified as follows:

- a. **National economy planning** comprises the planning of the entire national economy of a particular state as a single complex of development;
- b. **Regional planning** means the planning of a development complex of any particular region (for example, Latgale);
- c. **Industry planning** is a component part of national economy planning with certain peculiarities (for example, the Latvian food industry sector needs special development planning);
- d. **Organisational planning** depends on the planning objectives of an organisation and the arrangement of an organisation, and includes planning of activities by departments, services, units etc.

3. By object planning is classified as follows:

- a. Establishment of the mission and objectives of an organisation;

- b. Resource planning – the planning of finance, personnel, investments, real estate etc.
- c. Activity planning – includes the specifics of a particular activity at any planning level.

4. By area of activity planning is divided into all stages of product development:

- a. Designing of products;
- b. Supply of resources;
- c. Manufacturing of the product;
- d. Distribution of output;
- e. Sale of products;
- f. Customer service.

5. By term planning is traditionally divided as follows:

- a. Short-term planning in an organisation means the development of any plans for the period less than or equal to one year (monthly, quarterly, semi-annual, annual plans);
- b. Medium-term planning in an organisation means the development of any plan for a period from 1 to 5 years;
- c. Long-term planning in an organisation means the development of any plans for a period of more than 5 years (Praude & BeĎčikovs, 2021).

d. Planning classification means that when establishing plans, it's important to consider their bounds. Failure to do so may lead to results and planning process uncertainties. Summarising years of planning experience, the largest disagreements among planning team members occur when they don't share a common view and haven't agreed on what kind of plan to make. This is like talking "apples and oranges" from afar. Each form of plan has its own circumstances, thus efficient work is impossible if the planning team doesn't agree on what they're talking about (Venous & Parach, 2022).

The planning principles—the requirements to be observed when producing a plan and on which planning is based—are also classified as follows:

- Complexity – comprehensive plans should incorporate significant scenarios and events for decision-making.

- Detailed approach: plan should include details on decisions, terms, and decision-makers.
- Accuracy: level of accuracy varies by type of planning.
- Clarity: plan must be clear and understandable for all participants.
- Continuity: planning should be an ongoing process. Prude & BeĎčikovs (2021)

According to the description above, the planning process involves defining the planning objective using criteria, problem analysis to identify the opening position, desired state of affairs, problems, and means, and alternative search.

Planning requires knowledge, hence certain approaches and procedures are

employed to examine the planning process. These processes use data on an organization's internal and external environments. Plan and control data from specific plans and statements are the output or outgoing data from these procedures (Covello and Brian, 2019).

Planning for the present or future provides several benefits:

1. Meeting organisational goals.
2. Allows for choice implementation.
3. To aid organisations in achieving their goals through rigorous planning.
4. Planning is essential for adapting to the rapid increase of technology in the environment.
5. It boosts macroeconomic growth.
6. Financial planning and budgeting help manage activities.
7. It enhances teamwork spirit and increases organisational efficiency.

2.1.7 Planning's Importance for Businesses

Planning is essential to business, like breathing. Life stagnates without forethought. All life and economic activities seem to be in dreadful neglect of planning or lack of individuals, government, and corporate organisations without planning. Without implementation, plans will remain on paper. Planning is crucial in small businesses to avoid problems. Planning is necessary since everything in the world has a process to reach goals.

Due to the dynamic character of society, organisation planning is crucial. Daily

life decisions are the focus of planning. Current family planning entails husband and wife choosing how to have children and maintaining a decent quality of living for them and their children. Since people's biological needs are significant, government planning is essential. Even illiterates and laypeople can see how the government analyses the previous year's budget at the start of each fiscal year, ends every plan, and announces new plans and budgets to achieve the New Year's goals. Planning is essential for individuals, families, businesses, and governments to survive. Predicting product or service demand is crucial for any firm, big or small (Covello and Brian, 2019). Having a lot of information can propose key business strategies.

Thus, organisational planning and control has four main objectives:

- i. To create uncertainty and changes
- ii. Clear focus on objectives
- iii. For economics operations
- iv. To improve control.

Helen (2022) remarked that control in an undertaking involves checking if everything follows the strategy, directions, and principles. It must identify weaknesses and faults to fix them and prevent recurrence. Everything, people, and actions are affected.

2.1.8 Strategic Planning

Strategic Planning framework requires establishing mechanisms to implement and

practise strategic planning ideas. The notion involves creating a mental process to align today's decisions with the firm's beliefs and goals (McNamara, 2023).

Strategic planning is important to scholars, business monitors, and stakeholders since it affects an organization's finances. Different authors have defined the term from their views. Strategic planning establishes where an organisation is heading in the next year or more, how it'll get there, and how it'll know. Strategic plans focus on the overall organisation, while business plans focus on a specific product, service, or initiative (Covello and Brian, 2019). The organization's leadership, culture, climate, size, and planners' experience determine how a strategic plan is created. Strategic management includes strategic planning. Strategic planning comprises defining the company's vision and mission, setting goals, creating a strategy, and implementing it with defined stages. Strategic management involves developing, implementing, and assessing a strategy. It creates proactive learning organisations. Strategic planning determines an organization's direction for the following year or 3 to 5 years (long term), however some extend their vision to 20 years (McNamara, 2023).

2.1.9 Small-scale business strategy and performance Strategic planning helps members know where to focus their efforts and where the organisation is going. It defines the firm's business, goals, and methods. According to McCathy and Minichiello (2018), a company's strategy guides its operations and employees. Kotter (2018) adds that strategic planning's main purpose is to help the

organisation identify its strategic intent and priorities and focusses on them.

Strategic planning helps an organisation to be proactive in defining its future, initiate and influence actions, and control its destiny, according to David (2018).

It helps identify areas that need attention or innovation. Strategic planning makes an organisation more systematic in its development, which can focus its efforts on achieving these goals established at the planning stage. Hough et al. (2023)

suggest using strategic planning to reposition and reshape the organisation. Bonn and Christodoulou (2018) argue that good strategy making requires a solid market position and an organisation that can succeed despite unexpected occurrences, fierce competition, and internal issues.

2.1.10 Strategic Planning and Small Businesses

Helen (2022) described strategic planning's impact on small businesses:

The organisation should clearly identify its purpose and set achievable goals and objectives that align with its mission, which can be conveyed to stakeholders.

Provides a foundation for measuring progress, compensating staff, and setting decision-making boundaries;

ii. Make Smart Business Decisions: How to differentiate between good and great ideas? Without a clear goal and aim, everything seems good. Which project do you fund? How should you and your workers spend time? Understanding your goals, who you need, and how to get there will focus your financial and human resources.

Ensure Business Longevity: Companies without a firm basis and relying on chance or opportunity may not survive in the fast-changing global market. Data shows that one in three sector leaders will not survive five years. Focus is strong. Scientists concentrate light to create a laser for surgery or cutting glass and metal.

iv. Enhanced Profitability and Market Share: Strategic planning identifies optimal client categories, market conditions, and product/service offers for your organisation. An intentional and targeted strategy to markets and possibilities that guides sales, marketing, distribution, and other business activities to increase profits and market position.

Increased Job Satisfaction - Meaningful Purpose: Job dissatisfaction is a common reason for leaving a company. Employees must be motivated and feel like part of the team. It is proved that employees generate the most inventive ideas. If your employees were bricklayers, would they claim they were building a cathedral or a wall with each brick? Work purpose and significance give daily motivation (Bonn & Christodoulou, 2022).

2.1.11 Concept of Control

Management control focusses on identifying and correcting deviations. Management control is the process by which managers use their power to influence other employees to implement strategies, achieve goals, and integrate facts on long, medium, and short terms, which affect human factors, objectives, and assignments (Anthony and Govindarajan,

2018). Control in management is a regular activity that determines expected results in certain operations standards, evaluates deviations and differences, determines their importance, and implements necessary reforms to achieve the organization's goals and mission. So, the control process has four key steps.

1. Define control criteria
2. Compare performance to standards.
3. Identifying discrepancies and reasons
4. Set up and execute corrective plans

A key manager function is control. A manager must effectively control subordinates' activities to get planned results. Control role is ensuring an organization's activities follow plans. Control also guarantees that an organization's resources are used efficiently to achieve goals.

Why managers or small business owners maintain control;

- Control is a goal-oriented function.
- A primary function for all managers.
- The control function of a manager is widespread.

All managers—top, middle, and lower—must control their areas' activity. As in every company, control is crucial in education, the military, hospitals, and clubs. Thus, control is not the last management function. This function returns the management cycle to planning. The control function helps determine how actual performance deviates from

standards, the source of variances, and corrective actions. This technique helps build future plans based on identified difficulties, improving future planning. Control completes the management process and improves planning in the next cycle (Anthony and Govindarajan, 2018).

2.1.11.1 Control Purpose

Several plausible control definitions have been proposed over time. However, several control definitions are useful. Peter, Michael & Scott (2017) suggested that control's main purpose is to help management achieve an organization's goals by providing a formalised framework for identifying relevant control variables, developing good short-term plans, recording the degree of actual fulfilment of short-term plans along the set of control variables, and diagnosing deviations. Management control involves control variable identification, short-term direction setting, and short-term plan accomplishment tracking. The Short-Term Direction Setting Process, which results from short-term performance tracking of plan accomplishment, links planning and control (Peter, Michael & Scott, 2017).

2.1.11.2 Control Relevance

Effective management requires control, without which an organization's control function cannot be achieved and the best plans can fail. An organisation benefits from a good control system:

- 1. Accomplishing Organisational Goals: The control function shows deviations and suggests corrective action to advance organisational goals. Thus, control function guides

organisational goals.

2. Judging Standards: A good control system lets management check standards for accuracy and objectivity. The effective control system helps monitor changes that take place in the organisation and environment and review and adjust standards in light of such changes.

3. Making Efficient Use of Resources: Another important function of control is to ensure that resources are used effectively and efficiently to maximise their availability.

4. Improve Employee Motivation: Control helps accommodate a good control system that guarantees each employee knows what they expect and what performance criteria they will be evaluated on. Thus, it motivates and boosts their capacity to improve performance.

5. Control promotes a culture of order and discipline in the organisation, reducing employee dishonesty. It monitors employees and can identify dishonest ones using computer monitoring as part of its control system.

6. Facilitating Coordination in Action: The final crucial purpose of control is to ensure that each department and employee follows well-known and coordinated standards and goals. This achieves organisational goals holistically (Peter, Michael & Scott, 2017).

2.1.12 Control Strategy

This managerial job guarantees that an organization's goals are met. It is not enough to design and launch businesses; close monitoring of activities is also needed to ensure compliance. Fraud and waste are inherent in small businesses. To run the organisation properly, suitable control measures must be taken to guard employee conduct. Business

organisations can improve control using these methods (Okonobo, 2020).

i. Plan and policies must be followed: Planning results are documented in a plan. The plan's goals and supporting policies must be followed. Good planning is essential for good control.

ii. Periodic financial evaluation: Financial statements can help small firms manage their finances. Income statement and balance sheet dominate FS. The former shows operating income minus expenses. Balance is profit or loss. While the latter shows the company's net value. It summarises an organization's assets and liabilities. With this information, small business managers can make financial adjustments.

iii. Budgetary Control Method: Budgets are quantitative action plans. It predicts future income and expenses. Budgeting is preparing a budget, whereas budgetary control controls an organization's actions using a budget (Onah, Ndolo and Allison, 2019). After a budget is created, every employee must follow it. The appropriate authorities must be notified of budget estimate deviations. This minimises financial carelessness.

iv. Most manufacturing companies utilise inspection and quality control. It suggests periodically checking the production process to ensure output meets design specification and performance. The method isolates defective and substandard items for rework or trash. This ensures that consumers receive high-value, relevant items (Okonobo, 2020).

Benchmarking is a method for small businesses to enhance and maintain control. It matches an organization's goods and procedures to "best practice" standards. A firm's chances of achieving corporate goals increase as it approaches best practice.

Peter, Michael & Scott (2017) noted that the relationship between the strategic Planning phase and the control phase is crucial for characterising the control process because the control phase's activities are largely determined by how business opportunities were narrowed down before. They examined content and timing of this relationship (Robinson, 2023). Comparing the strategic plan (long-range plan) and the budget can help determine their content relationship by assessing the level of financial detail, equality of numbers in plan and budget at time t , equality of numbers for this year's budget with plans for this year developed last year, the year before last, etc., and the extent to which differences at time t and over time are reconciled. Given the varied aims of planning and control, they proposed examining how well the strategic plan and budget key variables are reconcilable. Although the major variables may be compatible, the plan and budget numbers need not match. Despite this, content relationships may be close (Okonobo, 2020). Planning rarely involves "narrowing down" possibilities for loose content relationships. This suggests that most choice narrowing must occur during short-term planning or budgeting. To create a "smart" plan, this process stage will have higher criteria. Remember that loose content relationships transfer commitment from planning to control. Peter, Michael & Scott (2017) suggest various rational arguments for choosing a content relationship tightness or looseness. However, an organization's relationship may be loose by default throughout particular stages of development. Most small organisations are more experienced with budgeting than strategic planning.

Integration of planning with the mature control process is typically problematic. This implies loose relationship and its repercussions (Okonobo, 2020). The planning and budgeting timeline is equally significant. Shorter time between strategic planning and short-range planning (budgeting) indicates a tighter relationship. This may also mean that this year's control process outputs will have less of an impact on next year's plan due to the extended gap between budget preparation and planning. Due to the continual nature of the procedures and the need to do them year-round, the timing relationship question may be less important than people think (Robinson, 2023).

2.1.14 Organisational Planning and Control

Managers have found that long-term goals and mission can assist them realise their plans in recent years of substantial corporate organisation changes. Planning begins with defining an institution's principal objective. Plans take precedence over other manager obligations. However, all managerial tasks are interdependent. However, planning is prioritised.

Planning and control are especially linked. Lack of planning means no control. Thus, non-planning acts are uncontrollable. Aslani et al. (2023) state that control involves program deviation correction and maintenance. Thus, program standards give control for the specified planning objective and purpose, with strategic planning (long-term) incorporating operational planning (executive or short-term) and professional planning being the most significant parts.

2.1.15 Importance of Planning and Control

Management academics say managers' first and last duties are planning and control. Planning is current, demands choices, and affects all elements of the organisation. Thus, it has distinct, interconnected phases that build a cohesive system of coordinated decisions. Planning predicts expected future events (Venous and Parach, 2022). Shrader, Taylor, and Dalton (2023) state that control should correct, not punish. Control systems aim to correct operation and prevent deviations. Thus, the system is designed to prevent deviations and provide a solution and repair technique if necessary. Additionally, control systems should be built to account for an organization's social, political, legal, economic, cultural, and technological context. Control involves path maintenance or program deviation correction. Thus, programs provide control. Program is a commitment to attain goal through particular activities (Robinson, 2023).

2.2 Theoretical Framework

2.2.1 Basic Strategic Planning model

The goal of management control is to discover and fix deviations. Management control (Anthony and Govindarajan, 2018) is the process by which managers use their power to influence other employees to implement strategies, achieve goals, and integrate facts on long, medium, and short terms, which affect human factors, objectives, and assignments. In managing an organisation, control is a regular activity that determines expected results in certain operations standards, evaluates deviations and differences, determines their importance, and implements necessary reforms to achieve goals and mission. This means

the control process has four basic steps.

1. Establish control criteria.
2. Check performance against standards.
3. Detect detection and reasons
4. Implement corrective actions and plans

Managerial control is crucial. Managers must effectively control subordinates' activity to get planned results. In other words, control function ensures that an organization's activities follow plans. Control also guarantees that an organization's resources are used efficiently to achieve their goals.

Why managers and small business owners control;

- Control is a goal-oriented function.
- Key responsibility for all managers.
- Managers have a ubiquitous control function.

To maintain control over their regions, managers at all levels must conduct control functions. Thus, control is crucial in schools, military, hospitals, and clubs, as well as businesses. Don't mistake control for management's last function. It reconnects the management cycle to planning. Thus, the control function helps identify how actual performance deviates from standards, the source of deviations, and corrective actions. This technique helps formulate future plans based on identified difficulties, contributing to better future planning. The control function completes management and improves

planning in the next cycle (Anthony and Govindarajan, 2018).

The Purpose of Control

Many valid definitions of control have been proposed. Several relevant control definitions exist. According to Peter, Michael, and Scott (2017), control's main purpose is to help management achieve an organization's goals by providing a formalised framework for identifying relevant control variables, developing good short-term plans, recording the degree of actual fulfilment of short-term plans along the set of control variables, and diagnosing deviations. The management control process includes control variable identification, short-term direction setting, and plan accomplishment tracking. Based on short-term performance tracking of plan accomplishment, the Short-Term Direction Setting Process links planning and control (Peter, Michael & Scott, 2017).

2.1.11.2 Control Relevance

The control role in an organisation cannot be achieved without control, and even the finest plans can fail. Organisations benefit from good control systems:

1. Achievement of Organisational Goals: The control function advances organisational goals, identifies deviations, and suggests corrective action. Performing control function

helps guide organisational aims.

2. A good control system lets management check standards for accuracy and objectivity.

The efficient control system also helps monitor changes that take place in the organisation and environment and review and update standards in light of such developments.

3. Making Effective Use of Resources: Another important function of control is to ensure that resources are used effectively and efficiently to maximise their availability.
4. Control helps accommodate a good control system, which guarantees that each employee knows what they anticipate and what performance standards will be used to evaluate them. It motivates and boosts their capability to improve performance.
5. Order and Discipline: Control produces an orderly and disciplined workplace, reducing employee dishonesty. Computer monitoring as part of their management system lets the company follow and uncover dishonest employees.
6. Facilitating Coordination in Action: The final responsibility of control is to ensure that each department and employee follows well-defined and coordinated standards and goals. This ensures organisational goals are met (Peter, Michael & Scott, 2017).

2.1.12 Control Strategy

Managers ensure that an organization's goals are met. Planning and starting a business are not enough; you must also oversee its actions to guarantee it follows the strategy. Small firms naturally commit fraud and waste. In order to run the firm properly, suitable control measures must be taken to guard employee conduct. Here are ways businesses might improve control (Okonobo, 2020).

- i. Careful plan and policy adherence: Planning results are documented in plan. Plan targets and supporting policies must be followed. Therefore, good control requires adequate planning.
- ii. Small firms can control their financial activity by periodically reviewing their financial

statements. FS principally include income and balance sheets. Former shows operating income minus expenses. Profit or loss is the balance. The latter shows the company's net value. It summarises the company's assets and liabilities. Small-business managers would use this information to make financial adjustments.

iii. Budgetary Control: Budgets are quantitative action plans. A forecast of future revenue and expenses. Budgeting is creating a budget, while budgetary control is using a budget to manage an organisation (Onah, Ndolo and Allison, 2019). Every worker must follow the budget after it is created. Deviations from the budget estimate must be cleared with authorities. Thus, financial carelessness is minimised.

iv. Manufacturing uses inspection and quality control. It recommends periodic manufacturing process checks to ensure output meets design specification and performance. Substandard and faulty products are reworked or discarded. This ensures consumers receive high-value, targeted items (Okonobo, 2020).

Benchmarking can help small firms improve and maintain control. It aligns an organization's goods and procedures with "best practice" standards. A firm is more likely to achieve corporate goals if its actions are best practice.

Control and Planning Relationship (2.1.13)

Peter, Michael & Scott (2017) noted that the relationship between the strategic Planning phase and the control phase is crucial for characterising the control process because the method and extent of business opportunity narrowing before the control phase will greatly influence its activities. They examined this relationship's content and time

(Robinson, 2023). The content relationship between the strategic plan (long-range plan) and the budget can be judged by comparing the two in terms of comparability of financial detail, equality of numbers in plan and budget at time t, equality of numbers for this year's budget with plans for this year developed last year, the year before last, etc., and whether differences at time t and over time are reconciled. Due to the differing aims of planning and control, they proposed examining how well the strategic plan and budget key variables are reconcilable. The key variables may be compatible, but the plan and budget numbers need not match. Even so, strong content relationships may occur (Okonobo, 2020).

When content relationships are loose, planning rarely involves "narrowing down" alternatives. This means most of the option narrowing must happen during short-term planning or budgeting. More requirements will be set on this process stage to create a "smart" plan. It is crucial to recognise that loose content relationships shift commitment from planning to control. According to Peter, Michael & Scott (2017), a reasonable choice of content relationship tightness or looseness may have numerous causes. At some points in an organization's development, the relationship may be loose by default. The majority of small businesses have more budgeting experience than strategic planning. Planning is typically hard to integrate with mature control. This implies a loose relationship with its ramifications (Okonobo, 2020). Timelines for planning and budgeting are also significant. Having a short period between strategic planning and short-term planning (budgeting) indicates a closer relationship. The longer period

between budget preparation and next year's planning means that this year's control process outputs will likely have less of an impact on next year's plan. The time relationship question may be less important than many think due to the continual nature of the activities and the need to perform them year-round (Robinson, 2023).

Chapter 2.1.14: Organisational Planning and Control

Since company organisations have changed dramatically, managers have found that long-term goals and mission can help them achieve their plans. Planning begins with an institution's mission. Managers prioritise planning over other tasks. However, all managerial tasks are interconnected. Planning is a priority. Plans and controls are closely related. Therefore, control doesn't exist without planning. Non-planning activities are uncontrollable. Control includes program maintenance to remedy deviations (Aslani et al., 2023). Thus, program standards apply to the control needed to achieve the planned aim and purpose. The most crucial parts of planning are strategic (long-term), operational (short-term), and professional planning.

2.1.15 Impact of Planning and Control

Managers must plan and control first and last, according to management researchers. Current planning requires choices and affects many aspects of the organization's process. It has distinct, interconnected phases that build a cohesive system of coordinated decisions. Planning predicts future events (Venous and Parach, 2022). Control should correct, not punish, according to Shrader, Taylor, and Dalton (2023). Operation correction and deviation prevention are control system goals. Therefore, the

system is planned and configured to prevent deviations and provide a solution and technique for repair. Control systems should also take into account an organization's social, political, legal, economic, cultural, and technological context. Control involves path maintenance and program deviation correction. Programs provide control. Programs commit to specific actions to attain goals (Robinson, 2023).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research problem information gathering process. It also demonstrates data collection and analysis. It covers;

3.2 Research Design

This study used descriptive survey research. A descriptive survey research design is used when the researcher has a specific question. Descriptive research describes a population or phenomenon (Creswell, 2018).

This design is acceptable since small-business owners were consulted. This ensures first-hand sample data for questionnaire generalisation.

3.3 Study Population

This study targets small enterprises in Edo State's Ovia North-East, Egor, Oredo, and Ikpoba Okha local governments. From the research region, 100 small enterprises were adopted. These local governments had 90,453 small companies (Edo State Ministry of Finance, 2025).

Section 3.4: Sampling Method

Samples are representative population subgroups. The study sample includes 100 small-scale business owners from four local governments. Each of the four local government

areas would receive 25 questionnaires.

Basically, sampling is selecting a section of the population that is typical of the entire so that judgements about the whole can be formed. (Ezeh, 2017). For this investigation, simple random sampling was used. This study used simple random sampling to gather population opinions.

3.5 Data Collection Instrument

The researcher designed a systematic questionnaire to collect data for the study. A questionnaire is good because it's cheap and gives respondents time to react. Interviewer biases are eliminated and many respondents can be contacted (Kothari, 2023). The instrument had two sections. Part A comprises demographic information about respondents, whereas part B contains study-related items on a 4-point scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) with nominal values of 4, 3, 2, and 1.

3.6 Instrument Validity

The instrument was validated by three specialists, including the project supervisor. The questionnaire was reviewed and corrected to create the final instrument.

3.7 Instrument Reliability

Validity is how well an instrument measures what it claims to measure, whereas reliability is how reliable and constant its results are. Reliability is how well an instrument measures the same thing under the same conditions with the same subjects.

Instrument reliability was assessed using Cronbach Alpha. Data was analysed using SPSS

22.0. Its reliability coefficient indicates if the instrument is dependable. This signifies good instrument reliability.

3.8 Data Collection Method

The researcher and assistant gave questionnaires to responders. They were collected immediately after respondents completed them. Survey participants were informed of their anonymity to avoid doubt for the study. To gather accurate data, interviews were conducted where appropriate. 3.9 Data Analysis Method

Simple percentage and frequency count were used to analyse demographic data, answer research questions, and test respondent opinion homogeneity. Regression analysis was utilised to assess this study's hypothesis. Tabulated and computed values were compared. If the calculated chi-square value is greater than the tabulated value, the null hypothesis (H₀) is rejected, and the alternative (H₁) is accepted.

CHAPTER FOUR

RESULTS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter deals with data analysis, presentation of results, and discussion of findings. Some research questions were raised for this study. This enabled the researcher to draw a conclusion and make recommendations.

The data was carefully examined and analysed to offer answers to the research questions. The number of responses in the items was counted and the corresponding percentages calculated. Furthermore, one and ten hundred (110) questionnaires were used to sample the respondents' opinions, however, the one hundred (100) questionnaires were returned and analysed. The respondents were drawn from various small scale businesses in the four local government areas under review

4.2 Demographic Attributes

Table 1: Distribution of Sex

Sex	No. of Respondents	Frequency	Percentage (%)
Male	43	43	43.00
Female	57	57	57.00
Total	100	100	100%

Source: Field survey, 2025

From table 1 above, the total sample size was 100 respondents out of which 43 of the respondents are male representing 43.00% of the respondents, while 53 of the respondents are female representing 57.00% of the respondents. Therefore, majority of the small scale businesses in the four local government areas under review are owned by female respondents making about 57% of the total respondents.

Table 2: Distribution of Entrepreneurial Grade

Entrepreneur	Years	Frequency	Percentage (%)
Young Entrepreneurs	18 - 25 years	26	26.00
	26 - 35 years	42	42.00
Old Entrepreneurs	36 years and Above	32	32.00
Total		100	100

Source: Field survey, 2025

From table 2 above, the total sample size was 100 of which 26 of the respondents are young entrepreneurs between the age grade of 18 - 25 years representing 26.00% of the total respondents. 42 of the respondents are young entrepreneurs between the age grade of 26 – 35 years representing 44.00% of the total respondents. Lastly, 32 of the respondent are old entrepreneurs from 36 years and above representing 32.00% of the total respondents. Therefore, majority of the small scale business owners are young Entrepreneurs that are within the age range of 26 – 35 years, showing that the largest

proportion of entrepreneurs in Oredo, Ovia North East, Ikpoba Okha, and Egor local government areas are young Entrepreneurs

Table 3: Distribution of Marital Status

Marital Status	No. of Respondents	Frequency	Percentage
Single	41	41	41.00
Married	53	53	53.00
Divorced	5	5	5.00
Widowed	1	1	1.00 %
Total	100	100	100

Source: Field survey, 2025

From table 3 above, the total sample size was 100, out of which 41 are single respondents representing 41.00% of the total respondents. 53 of the respondents are married representing 53.00% of the total respondents. 5 of the respondents are divorced representing 5.00% of the respondents while 1 of the respondent is a widow representing 1% of the total respondents. Therefore it can be deduced that majority of the respondents in the four local government areas are married.

Table 4: Distribution of Religion

Religion	No. of Respondents	Frequency	Percentage (%)
Christian	75	75	75.00
Muslim	23	23	23.00

ATR	2	2	2.00
Total	100	100	100

Source: Field survey, 2025

From table 4 above, it is well noted that 75 out of the total of 100 respondents are Christians representing 75.00% of the total respondents. 23 of the respondents are Muslims representing 23.00% of the total respondents. 2 of the respondents are African Traditional religion (ATR) representing 2.00% of the respondents. Hence, majority of the respondents are Christians in the four local government areas combined.

4.3 Analysis of Research Questions

RESEARCH QUESTION 1

What are the relevance of planning and control to small scale business operations?

Table 5: Responses on relevance of planning and control to small scale business operations.

S/N	ITEMS	SA	A	D	SD	Total
1	proper planning and control enables my small scale business to thrive even in harsh economy environment	36 (36.00%)	30 (30.00%)	20 (20.00%)	14 (14.00%)	100
2	planning and control have contributed immensely to the survival of my small scale business	41 (41.00%)	36 (36.00%)	12 (12.00%)	11 (11.00%)	100

3	planning and control have limited the growth of my small scale business	3 (3.00%)	13 (13.00%)	47 (47.00%)	37 (37.00%)	100
4	Planning and control gives focus and direction to my small scale busies	30 (37.00%)	43 (43.00%)	17 (17.00%)	10 (10.00%)	100
5	Planning and control enables me make future sales projections/forecast	29 (29.00%)	33 (33.00%)	21 (21.00%)	17 (17.00%)	100
6	Planning and control enhances proper sales, stock (inventory) and personnel management of my small scale business	33 (33.00%)	36 (36.00%)	15 (15.00%)	16 (16,900%)	100
7	Planning and control enables me make personnel and stock (inventory) projections for my small scale business	29 (29.00%)	41 (41.00%)	20 (20.00%)	10 (10.00%)	100

Source: Field survey, 2025

According to table 5, item one was accepted, showing that 36 (36.00%) and 30 (30.00%) of the respondents strongly agreed and agreed that proper planning and control allows their small scale businesses to thrive even in harsh economic conditions, while 20 (20.00%) and 14 (14.00%) disagreed and strongly disagreed.

Item two was accepted, showing that 41 (41.00%) and 36 (36.00%) of the respondents strongly agreed and agreed that planning and control have helped their small businesses survive, while 12 (12.00%) and 11 (11.00%) disagreed and strongly disagreed.

Item three was disagreed, showing that 33 (3.00%) and 13 (13.00%) of respondents strongly agreed and agreed that planning and control have limited the growth of their small scale businesses, while 47 (47.00%) and 37 (37.00%) disagreed and strongly

disagreed.

Item four was accepted, showing that 30 (30.00%) and 443 (43.00%) of respondents strongly agreed and agreed that planning and control gives their small scale businesses focus and direction, while 17 (17.00%) and 10 (10.00%) disagreed and strongly disagreed.

Item five was also accepted, showing that 29 (29.00%) and 33 (33.00%) of respondents strongly agreed and agreed that planning and control helps them make future sales projections/forecasts, while 21 (21.00%) and 17 (17.00%) disagreed and strongly disagreed.

Item six was accepted, showing that 33 (33.00%) and 36 (36.00%) of the respondents strongly agreed and agreed that planning and control improves sales, stock (inventory), and personnel management of their small businesses, while 15 (15.00%) and 16 (16.00%) disagreed and strongly disagreed.

Item seven was accepted, showing that 29 (29.00%) and 41 (41.0%) of the respondents strongly agreed and agreed that planning and control allows them to make personnel and stock (inventory) projections for their small businesses, while 21 (21.00%) and 10 (10.00%) disagreed and strongly disagreed.

RESEARCH QUESTION 2

How does planning and control affect the survival and management of small scale business?

Table 6: Responses on effect of planning and control on survival and management of small scale business

S/No	Items	SA	A	D	SD	TOTAL
8	Lack of planning and control can negatively affect the survival and management of my small scale business	23 (23.00%)	41 (41.00%)	21 (21.00%)	15 (15.00%)	100
9	Poor planning and control can negatively affect the survival and management of my small scale business	34 (34.00%)	40 (40.00%)	14 (14.00%)	12 (12.00%)	100
10	Improper planning and control affect the effective management of my small scale business	29 (29.00%)	47 (47.00%)	18 (18.00%)	6 (6.00%)	100
11	Poor planning and control can make my small scale business go into extinction	23 (23.00%)	32 (32.00%)	38 (38.00%)	11 (11.00%)	100
12	Poor planning and control can result to bankruptcy of my small scale business	34 (34.00%)	46 (46.00%)	17 (17.00%)	3 (3.00%)	100
13	Poor planning and control can result in the mismanagement of funds (capital or profit) of my small scale business	19 (19.00%)	54 (54.00%)	10 (10.00%)	17 (17.00%)	100
14	Poor planning and control can checkmate the activities of my small scale business	32 (32.00%)	55 (55.00%)	11 (11.00%)	2 (2.00%)	100
15	Poor planning and control can cause financial redundancies to my	38	50	9	3	100

	small scale business	(38.00%)	(50.00%)	(9.00%)	(3.00%)	
16	Lack of planning and control can result in poor customer care services rendered by my small scale business	30 (30.00%)	46 (46.00%)	11 (11.00%)	13 (13.00%)	100
17	Lack of planning and control can cause unproductiveness of my small scale business	36 (36.00%)	40 (40.00%)	20 (20.00%)	4 (4.00%)	100
18	Poor planning and control can affect future projections of my small scale business	31 (31.00%)	44 (44.00%)	15 (15.00%)	10 (10.00%)	100
19	Poor planning and control can reduce the chances of my small scale business from getting loans or grants	27 (27.00%)	51 (51.00%)	15 (15.00%)	7 (7.00%)	100
20	Poor planning and control can discourage potential investors from investing in my small scale business	38 (38.00%)	42 (42.42.00%)	11 (11.00%)	9 (9.00%)	100

Source: Field survey, 2025

From table 6 above, item eight was accepted, showing that 23 (23.3%) and 41 (41%) respondents strongly agreed and agreed that lack of planning and control can negatively affect the survival and management of their small scale businesses, while 21 (21.00%) and 15 (15.00%) disagreed and strongly disagreed.

Item nine was accepted, showing that 34 (34.00%) and 40 (40.00%) respondents strongly agreed and agreed that poor planning and control can negatively affect the survival and

management of their small scale businesses, while 14 (14.00%) and 12 (12.00%) respondents disagreed and strongly disagreed.

Item ten was accepted, showing that 29 (29.00%) and 47 (47.00%) respondents strongly agreed and agreed that improper planning and control affect the effective management of their small scale businesses, while 18 (18.00%) and 6 (6.00%) disagreed and strongly disagreed.

Item eleven was also accepted, showing that 23 (23.00%) and 32 (32.00%) respondents strongly agreed and agreed that poor planning and control can kill their small businesses, while 38 (38.00%) and 11 (11.00%) disagreed and strongly disagreed.

Item twelve was accepted, showing that 34 (34.00%) and 26 (26.00%) respondents strongly agreed and agreed that poor planning and control can lead to small business bankruptcy, while 17 (17.00%) and 3 (3.00%) respondents disagreed and strongly disagreed.

Item thirteen was accepted, showing that 19 (19.00%) and 54 (54.00%) respondents strongly agreed and agreed that poor planning and control can lead to the mismanagement of funds (capital or profit) in their small-scale businesses, while 10 (10%) and 17 (17.00%) respondents disagreed and strongly disagreed.

Item fourteen was also accepted, showing that 32 (32.00%) and 55 (55.00%) respondents strongly agreed and agreed that poor planning and control can stifle their small businesses, while 11 (11.00%) and 2 (2.00%) disagreed and strongly disagreed.

Item fifteen was accepted, showing that 23 (23.3%) and 41 (41%) respondents strongly agreed and agreed that poor planning and control can cause financial redundancies to their small scale businesses, while 21 (21.00%) and 15 (15.00%) disagreed and strongly disagreed.

Item sixteen was accepted, showing that 30 (30.00%) and 46 (46.00%) respondents strongly agreed and agreed that lack of planning and control can result in poor customer care services by their small businesses, while 11 (11.00%) and 13 (13.00%) disagreed and strongly disagreed.

Item seventeen was accepted, showing that 36 (36.00%) and 40 (40.00%) respondents strongly agreed and agreed that lack of planning and control can cause unproductivity in their small businesses, while 20 (20.00%) and 4 (4.00%) disagreed and strongly disagreed.

Item 18 was also accepted, showing that 31 (31.00%) and 44 (44.00%) respondents strongly agreed and agreed that poor planning and control can affect their small-scale businesses' future projections, while 15 (15.00%) and 10 (10.00%) respondents disagreed and strongly disagreed.

Item nineteen was accepted, showing that 27 (27.00%) and 51 (51.00%) respondents strongly agreed and agreed that poor planning and control can reduce the chances of their small scale businesses getting loans or grants, while 15 (15.00%) and 7 (7.00%) respondents disagreed and strongly disagreed.

Item twenty was accepted, showing that 38 (38.00%) and 42 (42.00%) respondents

strongly agreed and agreed that poor planning and control can discourage potential investors from investing in their small-scale businesses, while 11 (11%) and 9 (9.00%) disagreed and strongly disagreed.

RESEARCH QUESTION 3

How does poor planning and control affect the performance of small scale business?

Table 7: Responses on how poor planning and control affect small scale business Performance.

S/No.	Items	SA	A	D	SD	TOTAL
21	Poor planning and control affect the management policies of my small scale business	21 (21.00%)	42 (42.00%)	17 (17.00%)	20 (20.00%)	100
22	Poor planning and control affect the management strategies of my small scale business	30 (30.00%)	35 (35.00%)	19 (19.00%)	16 (16.00%)	100
23	Poor Planning and control can cause my small scale business to be retarder in growth	41 (41.00%)	30 (30.00%)	10 (10.00%)	19 (19.00%)	100
24	Inadequate planning and control can result in the poor motivation and low performance of workers in my small scale business	29 (29.00%)	49 (49.00%)	9 (9.00%)	13 (13.00%)	100
25	Poor planning and control can cause the slow growth rate my small scale business	34 (34.00%)	39 (39.00%)	20 (20.00%)	7 (7.00%)	100

Source: Field survey, 2025

From table 7 above, item twenty one was accepted, showing that 21 (32.00%) and 42 (42.00%) respondents strongly agreed and agreed that poor planning and control affect their small scale businesses' management policies, while 17 (17.00%) and 20 (20.00%) disagreed and strongly disagreed.

Item twenty two was accepted, showing that 30 (30.00%) and 35 (35.00%) respondents strongly agreed and agreed that poor planning and control affect their small-scale business management strategies, while 19 (19.00%) and 16 (16.00%) disagreed and strongly disagreed.

Item twenty three was accepted, showing that 41 (41.00%) and 30 (30.00%) respondents strongly agreed and agreed that poor planning and control can slow their small businesses' growth, while 10 (10%) and 19 (19.00%) disagreed and strongly disagreed.

Item twenty four was accepted, showing that 29 (29.00%) and 49 (49.00%) respondents strongly agreed and agreed that inadequate planning and control can lead to poor motivation and low performance in small-scale businesses, while 9 (9.00%) and 13 (13.00%) respondents disagreed and strongly disagreed.

Item twenty five was accepted, showing that 34 (34.00%) and 39 (39.00%) respondents strongly agreed and agreed that poor planning and control can slow the growth of their small businesses, while 20 (20%) and 7 (7.00%) disagreed and strongly disagreed.

RESEARCH QUESTION 4

How does planning and control affect the financial management of small scale business?

Table 8: Responses on how planning and control affect small scale business performance.

S/No.	Items	SA	A	D	SD	TOTAL
26	Poor planning and control cannot cause misappropriation of Funds of my small scale business	12 (12.00%)	32 (32.00%)	38 (38.00%)	18 (18.00%)	100
27	Poor planning and control can cause embezzlement of my small scale business funds	34 (34.00%)	46 (46.00%)	17 (17.00%)	3 (3.00%)	100
28	Poor planning and control can cause undue financial dependency of my small scale business	19 (19.00%)	54 (54.00%)	10 (10.00%)	17 (17.00%)	100
29	Poor planning and control can result in poor record keeping of my small scale business	29 (29.00%)	49 (49.00%)	9 (9.00%)	13 (13.00%)	100
30	Poor planning and control can cause poor accountability and transparency of my small scale business	34 (34.00%)	34 (34.00%)	20 (20.00%)	12 (12.00%)	100
31	Poor planning and control does not facilitate proper auditing of my small scale business	41 (41.00%)	30 (30.00%)	10 (10.00%)	19 (19.00%)	100

Source: Field survey, 2025

Table 8 shows that 12 (12.00%) and 32 (32.00%) respondents strongly agreed and agreed that poor planning and control cannot cause misappropriation of funds of their small scale businesses, while 38 (38.00%) and 18 (18.00%) disagreed and strongly disagreed.

Item twenty seven was accepted, showing that 34 (34.00%) and 46 (46.00%) respondents strongly agreed and agreed that poor planning and control can embezzle small business

funds, while 17 (17.00%) and 3 (3.00%) respondents disagreed and strongly disagreed.

Item twenty eight was accepted, showing that 19 (19.00%) and 54 (54.00%) respondents strongly agreed and agreed that poor planning and control can cause undue financial dependency of their small scale businesses, while 10 (10.00%) and 17 (17.00%) disagreed and strongly disagreed.

Item twenty nine was accepted, showing that 29 (29.00%) and 49 (49.00%) respondents strongly agreed and agreed that poor planning and control can result in poor record keeping of their small scale businesses, while 9 (9.00%) and 13 (13.00%) disagreed and strongly disagreed.

Item thirty was accepted, showing that 37 (37.00%) and 31 (31.00%) respondents strongly agreed and agreed that poor planning and control can cause poor accountability and transparency of their small scale businesses, while 20 (20.00%) and 12 (12.00%) disagreed and strongly disagreed.

Item thirty one was accepted, showing that 41 (41.00%) and 30 (30.00%) respondents strongly agreed and agreed that poor planning and control does not facilitate proper auditing of their small scale businesses, while 10 (10.00%) and 19 (19.00%) disagreed and strongly disagreed.

4.4 Discussion of Findings

This study found that respondents believe proper planning and control allow small businesses to thrive even in harsh economic conditions and have helped small businesses survive, especially in this region of the world with planning deficiencies. Planning and control have also been shown to have had a positive impact on small business growth and provide them focus and direction for future planning and projections. Planning and controlling help small firms predict future sales, store stock, and manage personnel. Abdul (2011) argues that businesses without proper planning and control by management will fail or stagnate over time. Therefore, small businesses should prioritise proper planning and control to meet international standards and contribute to economic growth. Lack of planning and control can hurt small enterprises' survival and management, give poor customer service, and make them unproductive. Poor planning and control can also harm small businesses by mismanaging funds (capital or profit), preventing them from regulating their activities, causing financial redundancies, reducing their chances of getting loans or grants, and discouraging investors from investing in them. Improper planning and control can also contribute to bankruptcy and extinction of small enterprises by reducing managerial effectiveness. Basil (2005) agreed, stating that most small enterprises fail within their first five years. Between the sixth and tenth years, another percentage dies, so just 5-10% of fledgling firms survive, prosper, and mature. The Manufacturers Association of Nigeria (MAN) found that just 10% of its members'

enterprises are fully functioning in 2004. This indicates 90% of small firms are failing or closing. Thus, even in Nigeria's unfriendly environment, small enterprises can thrive with good planning and management.

Poor planning and control also affect small-scale businesses' management policies and strategies, which can determine their survival, as many fail due to poor policies and strategies. Poor planning and control can hinder my small business's growth and growth. Small-business staff can be demotivated and underperformed by insufficient planning and control. This aligns with Samuel (2007), who believed that unmotivated workers reduce efficiency, effectiveness, and productivity, which can lead to business stagnation or extinction.

Finally, poor planning and control can lead to misappropriation, embezzlement, undue financial dependency, poor record keeping, accountability, transparency, and improper auditing of small businesses, which can threaten their survival. According to Okonobo (2010), one of the biggest problems facing African businesses is the lack of accountability both employees and employers face due to embezzlement, mismanagement, and misappropriation of funds intended to be invested in the business venture, causing businesses to be either retarded in growth or go bankrupt or even go extinct. To survive in the 21st century business world, businesses need proper planning and control procedures.

4.4 Test for Hypothesis

The study sets its decision rule for the acceptance of the hypothesis at 5% level of significance; hence, the null hypothesis would be rejected if the probability value (P-value) is less than 0.05. The following are the results of the tested hypothesis:

Hypothesis 1

Table 9: Test of Hypothesis 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.904 ^a	.817	.820	.5211	.000	.001	.953	1.721

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), SCB Operation

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.001	.0402 ^b
	Residual	11.342	99	.267		
	Total	11.342	100			

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), SCB Operation

Planning and control have significant relevance on small scale business operations. This can be seen from the data in the tables above, the R^2 value 0.817, shows a good degree of co-linearity between the variables. The R-squared value of .904 and the f-statistic value

of 0.001 shows that Planning and control have significant impact on the day to day operations of small scale businesses at a p-value of $0.0402 < 5\%$ (0.05) level of significance. This implied that the null hypothesis is rejected and the alternate hypotheses accepted that Planning and control have significant relevance on small scale business operations.

Hypothesis 2

Table 10: Test of Hypothesis 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.892 ^a	.796	.800	.4301	.000	.001	.534	1.734

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Effective management and survival of SCB

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.004	.0417 ^b
	Residual	10.717	99	.292		
	Total	10.717	100			

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Effective management and survival of SCB

Planning and control have significant impact on the effective management and survival of small scale business. This is seen from the data in the tables above, the R^2 -value 0.796, shows a good degree of co-linearity between the variables. The R-squared value of .892 and the f-statistic value of 0.004 and a p-value of $0.0417 < 5\%$ (0.05) level of significance. This implied that the null hypothesis is rejected and the alternate hypotheses accepted that Planning and control have significant impact on the effective management and survival of small scale business

Hypothesis 3

Table 11: Test of Hypothesis 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.900 ^a	.810	.815	.434	.000	.001	.500	1.710

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Effective performance of SCB

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.004	.0371 ^b
	Residual	10.119	99	.342		
	Total	10.119	100			

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Effective performance of SCB

Poor planning and control significantly affect the effective performance of small scale business. This is seen from the data in the tables above, the R²-value 0.810, shows a good degree of co-linearity between the variables. The p-value of 0.0371 < 5% (0.05) level of significance. This implied that the alternate hypotheses should be accepted and the null hypothesis rejected that poor planning and control significantly affect the effective performance of small scale business.

Hypothesis 4

Table 1: Test of Hypothesis 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	.845 ^a	.714	-.720	.264	.000	.002	.422	1.734

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Financial Management of SCB

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.000	1	.000	.0036	.0414 ^b
	Residual	10.342	99	.320		
	Total	10.342	100			

a. Dependent Variable: Planning and Control

b. Predictors: (Constant), Financial Management of SCB

Poor planning and control have significant impact on the financial management of small scale business. This is seen from the data in the tables above, the R^2 -value of 0.845 shows a good degree of co-linearity between the variables. The R-squared value of 0.845 and the f-statistic value of 0.0032 and a p-value of $0.0414 < 5\%$ (0.05) level of significance. This implied that the alternate hypotheses should be accepted that poor planning and control have significant impact on the financial management of small scale business

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The summary of findings for the study is presented in this section, conclusion reached with recommendation made for impact of planning and control as a management function on the survival of small scale business in Benin City, Edo State. Also suggestions for future research are also advanced to broaden the horizon of knowledge

5.2 Summary of Findings

The study examines the impact of planning and control as a management function on the survival of small scale business in Benin City, Edo State. The following is a summary of the findings from the empirical analysis of the study:

1. Planning and control has significant relevance on small scale business operations in Benin City, Edo State. Hence, Planning and control is seen to affect significantly, the outcome of small scale business operations.
2. Planning and control has significant impact on the effective management and survival of small scale business. Therefore, it can be said that planning and control has a great impact on the management and survival small scale businesses.

3. Poor planning and control significantly affects the effective performance of small scale business. This goes to show that the level of a firm`s performance is to a great extent dependent on the degree of planning and control put into such business.
4. Poor planning and control has significant impact on the financial management of small scale business. This therefore goes to show that the financial management of a business is dependent on whether the planning and control put into such business is adequate or poor.

5.3 Conclusion

The study found that good planning and control is a critical challenge for small businesses because it may help them prosper even in tough economic times and boost Nigeria's economy. Planning and control help small businesses realise their potential to improve the nation by giving them focus and direction. As it keeps small firms informed of business performance, it improves sales, inventory, and people management. Poor planning and control affect small business management policies and business strategies, which can decide the success of any venture. Small firms should design and implement effective policies and strategies to ensure ongoing growth. Such regulations should prohibit mismanagement, misuse, and embezzlement of firm funds. To maintain corporate efficiency, financial records should be kept properly, employees and employers should be accountable and transparent, and business accounts should be audited regularly.

5.4 Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

1. Symposia and Training with modern training approach should be organised by the government on effective planning and control to increase the management skills of small scale business owners in Nigeria.
2. Business owners should be well trained and educated on planning and control strategies to enable them fit into the international market.
3. Small scale business owners should ensure proper record and book keeping of their financial activities in order to be able to access loans and grants, and should also have a well-planned and laid out business plan so as to be able to attract potential investors.
4. Government should establish agencies that will checkmate the planning and control activities of small scale businesses and also create a mentorship platform for them to be mentored on best planning and control strategies.

5.5 Suggestions for Further Studies

We suggest that future research should be done to:

- i. examine the effect of planning and control strategies on small scale businesses in Nigeria.
- ii. why small scale businesses in Nigeria do not transform to one of the biggest industrial player in their area of business and why they die still as small scale businesses.
- iii. examine the effect of specific policies and strategies on the performance of small scale businesses in Nigeria.

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