

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

AJOSE, Olufemi

Department of Accounting,
Bingham University,
Karu, Nasarawa State

E – Mail: oluwafemiajose@yahoo.com, Phone No: +234 8063380237

Abstract

Portfolio management is fundamental to the growth and financial dependability of any corporate organization in Nigeria. This study assesses the effect of portfolio management, proxy by market shares, and assets allocation on financial performance also proxy by return on assets of food and Beverage Company in Nigeria. Both the export-factor correlation research design was adopted with reliance on secondary data from Nigerian Food and Marketing Board of quoted companies. The purposive sampling technique was employed in selecting the 10 firms out of 15 food and beverage company in Nigeria from 2010-2021 financial year. To achieve the objective of the study, panel regression analysis, Unit roots test, co-integration test and Error Correction Mechanism using the instrumentality of E-views 10. were utilized. Having estimated the parameters of the model numerically, with the use of multiple linear regression on the application of the ordinary least squares (OLS), the finding reveals that market share and asset allocation have a positive relationship with the return on investment, this implies that an increase in the units of market share and asset allocation will lead to a corresponding increase in the return on investment in the period analyzed. However, the error correction mechanism result also shows that the speed of short run adjustment to long run equilibrium is very low. The study therefore, concludes that market share and asset allocation has a positive relationship and a significant impact on the return on investment over the periods covered. More so, we conclude that portfolio management has significant effect on the financial performance of food and beverages company in Nigeria. The study recommends that an intensive policies should be put in place to reconcile the hiatus and increase the level of portfolio management as it have many spillover benefits like increased income, employment creation, improved general well-being of Nigerians as well as reduced pressure from debt/loan and serve as panacea for development needed in food and beverage company in Nigeria and that asset allocation and market share should not be neglected; joint effort should be made by both the private bodies and government in promoting these variables. This is because the result of the research has shown that portfolio management has significant impact on the financial performance of food and beverage companies in Nigeria.

Keywords: Portfolio Management, Financial Performance, Assets Allocation, Return on Investment

INTRODUCTION

Portfolio management is pivotal to the growth and financial soundness of any organizations in Nigeria. It is all about doing the SWOT analysis in the choice of investments i.e debt vs equity, domestic vs international, growth vs safety and many other tradeoffs encountered in the attempt to maximized returns and minimize risk. Portfolio management focus on the coordinated management of one or more investments to achieve organizational strategies and objectives (Okechukwu, 2017). In implementing portfolio management (Livatenthaler, 2014) opined that portfolio management focuses on a firm's entire investment stocks. Many organizations today attest to the fact that managing investment portfolio strategically increases the financial performance of organizations (Itégi, 2015). Portfolio management involves managing money of individuals under the expert guidance of portfolio managers. Portfolio Management is a very important strategies in managing a portfolio of business firms to achieve maximum returns. Portfolio Management allows project managers to have a holistic view of their projects against one another in a centralized system (Denjamin & Mutuyungi, 2018). Although portfolio management has been widespread in practice for decades with its effect on financial performance, scholars in the field has been surprisingly indifferent towards the topic, as the number of publications in the past decades dealing with the subject is limited and contradictory (Alaaeddin & Mohmmad, 2015). Most current studies have focused on the choice between passive and active portfolio management. Given the theoretical results and empirical results in Malkiel (2003), it seems that passive management is the better choice in the single and multi-period portfolio context. Portfolio management typically center on collection of individuals

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

securities by a rational investor in such a manner that a risk and return of the items in the portfolio are optimized. Every rational investor seeks to achieve two things simultaneously (Maximizing Returns and Minimizing Risk). This suggest that portfolio management itself is simply the display of expertise in dealings with stock items such that they are carefully choosing and integrated together to achieve a balance between capital invested and returns earned on that investment at the lowest possible cost or risk associated with that investment. This therefore suggests that portfolio management is like a concentric circle, that has interplay between Risk, Return & Relationship in other to order to obtain balance or optimization (Lambe, 2018).

For food and beverage firms in Nigeria to maintain a Comparative Cost advantage or an edge in the present and realistic globalized economy, the knowledge of portfolio management becomes necessary. Food and beverage firm in the present times compete maximally not only with other organizations in their host country or region but with similar organization in the globe. With the recent advancement in information technology, management of organization seem to be searching for new approaches to portfolio management and its effects on the financial performance of such firms. According to World Bank ease of doing business index released in the year 2016, Nigeria is perceived as a difficult place to do business and invest. Nigeria was graded 169 out of a total of 189 countries in 2016 in the ease of doing business,139 out of a total of 169 countries in ease of starting new business,182 out of a total of 189 countries that has access to electricity,59 out of a total of 189countries in getting loan facilities,143 out of 189 in implementing contract agreement. Based on these realities, which affect the growth of investment within the country, there is a need to review all policies of government tailored towards Nigerian Exchange group and investment portfolio to enhance maximization of returns at the lowest possible cost. Kneown (1996) stated that, “one of the reasons why African countries are struggling to developis because of lack of a functional capital market and lack of financial system that has the confidence of investors and those who must use it, particularly the stock market crash of 2008 which affected many firms’ investment. This generated a pessimistic outlook on the Nigerian economy that led to a decline in portfolio of food and beverage firms in Nigeria. Despite the global economic meltdown Nigerian exchange group is potentially viable for investment with adequate returns’’. According to Central Bank of Nigeria (2014) Nigeria ranks high in Africa along with South Africa and Egypt as major country with high return on investment which is in line with the recent federal government ease of doing business policies in the country. Furthermore, the influence of this return on the financial performance of food and beverage firms, as well as efficient portfolio management in the context of Nigeria economy and other economic indicators has remained a subject of intense discourse.

Several studies have analyzed performance of food and beverage companies as it relates to portfolio management but with a conflicting finding, the proper portfolio management ensures the proper mix of investment for achieving the maximum overall returns (Allen, Iftekhhar, Iikka & Mingming, 2010). Portfolio management presents the best investment plan to the individuals as per their income, budget, age, and ability to undertake risks (Prachi, 2015). The knowledge of portfolio management helps an investor to have a deeper understanding on how to minimize investment risks and maximize returns thereby increases the chance of making profits. Pracha and Juneja (2015) stated that portfolio management enables the portfolio managers to provide customized investment solutions to clients as per their needs and requirement. Food and beverage firms in Nigeria appear to be facing increasing demand and constant changing taste of consumer’s goods. Customers today are experiencing dynamic changing taste, looking for high quality products at cheaper prices. Often time, organizations are poised to drive towards meeting the changing demand of their customers, by engaging in purposeful investment that will enhance their financial performance there by lead to greater return on investment and increase in profitability. However, due to poor knowledge of the changing environment, many food and beverage organizations end up with production of products that are considered outdated or while in production process, global counterpart, supply such products, hence taking advantage of first entrance (Okchukwu & Egbo 2017). This to a reasonable extent could affect the domestic organization market share thereby resulting to loss of capital invested. Thus, the indispensable role of complex business organizations in the

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

stabilization of Nigerian economy through business organizations has made it imperative to study the effect of portfolio management on the financial performance of food and beverage companies in Nigeria. To effectively analyse the issue in question, the underlisted hypothesis which will subsequently be analysed are those which are germane to this study.

HO₁: Portfolio management has no significant effects on market share in food and beverage companies in Nigeria.

HO₂: Portfolio management has no significant effect on assets allocation in food and beverage companies in Nigeria.

LITERATURE REVIEW

Conceptual Framework

Portfolio Management

Association of project management (2018) defined portfolio as a collection of projects or programmed used to structure and manage investment at an organizational or functional level to optimize strategic benefits or operational efficiency. The association further state that portfolio can be managed at an organizational or functional level. Dayana and Alana (2021) describe portfolio as individuals or firms entire collection of financial assets. This may include treasury bills, debenture bond, stocks, mutualfunds, realestate, cryptocurrency etc, and other collectibles. A portfolio refers to a pool of investment which may not necessarily be housed in one single account. Blomquist & Müller, (2004) define a portfolio as an organization (provisional orcontinuous) ‘where projects are managed together to manage interfaces, prioritize resources between projects, and thereby reduce uncertainty’. Dye and Pennypacker (2002), in Jonas (2010), sees portfolio as a group of projects that ‘compete for scarce resources and are conducted under the sponsorship or management of a particular organization’. Blomquist and Müller (2004) explain that portfolio management center on the groupings of projects along the same line’ of their management wants. This is done to maximize a firm overall business result through economic use of resources across a group of investment However; several scholars have submitted various definitions of portfolio management considered it as a dynamic process where several active investments are constantly restructured and review. Martinsuo and Blomquist, 2008, Doloi & Baradari (2013) ‘simply describe it as an approach or method that helps company to achieve their business goals and aims’. Furthermore, Hyväri (2014) posit that portfolio management is the coordinated management of one or more investment to achieve company strategies and objectives. Portfolio Management can also be defined as the managementof firm’s investment pools using different processes, methods, and technologies used by project managers and project management officesto analyze and collectively manage current or proposed projects based on numerous key features.

Ada and Hayes (2020) see portfolio management as the ‘art and science of selecting and overseeing a group of investment that meet the long-term financial objectives and risk tolerance of a client, a firm or an organization’. Portfolio management requires the ability to examine the strength, weaknesses, opportunities, and threat of investment portfolio across the full pool of investment, Portfolio management involves the choice between trade off from debt to equity, from domestic to international investment and growth verses safety investment. The knowledge of portfolio management helps to presents the best investment plan to individuals in relation to their income, budgetconstraint, age, and ability to undertake risk and help portfolio managers to provide the best investment decisions to client as per their needs and budget. Lambe (20018) conceived portfolio management as the art of selecting the right investment policy for individuals with minimum risk and maximumreturns. Portfolio management involves managing an individual’s investment in the forms of bonds, shares, cash, mutual funds based on available funds so that the investors can earn maximum returns within a specified time. It’s also the process of managing funds of individual or group of individuals or firms under the expert guidance of a portfolio managers.Association of project management defined portfolio management as a combination of

investment policy based on your goals, timeline, and risk tolerance. Portfolio management involves picking investment such as stocks, bonds and funds and monitoring those investment over time. Portfolio management can be done with a professional or through a mechanized service

Active Portfolio Management

Hayes (2015) defined active portfolio management as a process of strategically buying and selling stocks and other security assets to beat the broader market. Active portfolio management involves attempting to beat the performance of an index by buying and selling individual stocks and other marketable assets. Active managers normally make use of a wide range of quantitative and qualitative approach to aid their investment evaluation for possible returns. Sam bourgi (2019) posit that ‘Active portfolio management requires a high level of proficiency about the markets. A portfolio manager applying an active strategy will always aims to generate better market returns to stockholder. Active portfolio management involves continuous assessment of the market to buy assets when they are undervalued and sell them when they exceed the norm. The approach requires quantifiable analysis of the market, broad divergence, and a sound understanding of the business cycle. The biggest benefit of active methods is the potential for making market-beating returns. The approach also offers elasticity in that the trust manager can adjust their policy whenever necessary. On the opposite side of the field, active approaches have disreputably high fees due to continuous asset turnover. The impact of human error is also much greater in active policies. Active approaches are suitable for knowledgeable investors who have a higher risk appetite. These investors are eager to assume larger risk to generate higher returns. Naturally, their distribution reflects their desire for market-beating returns, which means a higher attention of capital allocated to stocks. Dayan (2021) describes active portfolio management as a situation where active portfolio managers take a hands-on policy when making investment decision. They charge an investor a proportion of the assets they manage for you. Their aims are to outperform an investment target.

Passive Portfolio Management

Passive portfolio management isn't troubled with ‘thrashing the market’ because its proponents contribute to the efficient market hypothesis. In other words, they believe details will always be reflected in the value of the basic asset. Investors who seek to minimize risk often prefer passive approaches. One of the easiest ways to device a passive policy is to invest in a catalogue fund that tracks daily market analysis or some other market index. Inferior cost is the primary advantage of passive investing, as this policy is perhaps the cheapest to implement. Passive approaches have also been proven to generate consistently strong long-term gains. One of the disadvantages of passive investing is security alertness and other disadvantages of passive investment strategies include; foundational cost as an investor is giving up the ability to produce market-beating returns and failure to protect against problem risk since the investor are simply trailing the market instead of hedging against instability. Dayan (2021) explains passive portfolio management as a process of choosing a group of investment that track a broad stock market catalogue. The aims are to monitor the returns of the market over a specified period. It involves managing a fixed portfolio where the performance matches the market catalogue.

Discretionary Portfolio Management

A discretionary method to portfolio management gives the account manager comprehensive switch over their client's investment choices. The discretionary manager makes the entire buy and sells choices on behalf of their clients and employs whatever approach they think is best. This type of approach can only be accessible by individuals who have wide information and knowledge in investments. Clients who use discretionary managers feel self-assured in passing over their investment choices to a professional. Andy (2021) describes discretionary portfolio management as the process where portfolio managers have the expert to make financial decision. He or She makes those decision for the invested funds based on the investor's investment needs. A discretionary portfolio manager also does the entire written and filling too. The primary benefit of discretionary investing is that you're passing over all your investment choices

to a professional. This tends to make life a lot simpler, particularly if you agree with your manager's buy and sell proposals. If you enjoy being more pointers on with your investments, discretionary accounts perhaps aren't for you. If cost is also an issue, discretionary accounts might be more excessive since discretionary managers' charge higher cost for their services.

Non-discretionary Portfolio Management

A non-discretionary portfolio manager is basically a financial consultant. They will give you the pros and cons of investing in a precise market or approach but won't implement it without your consent. This is the primary modification between a non-discretionary method and a discretionary method. The primary advantage of non-discretionary investment is that it gives you access to a financial professional without surrendering control of your investment choices. The primary disadvantage comes from the need to rapidly move a portfolio's attention in the face of new market circumstances. If your manager must get your endorsement before buying or selling a particular asset, it could cost you. Andy (2021) describes non-discretionary portfolio management as a process where a portfolio manager acts just as a consultant for which investment are good and unprofitable. And the investors take the decision.

Market Share

This refers to the percentage of a market controlled by a particular firm or product. Increasing market share is one of the most significant objectives of business. Relative market share is indicated by the product circle's position on the parallel axis. Relative market share signifies the viable strength of the product equated to the market leader's product (On the Mark, 2005). Market share can be a key pointer of market attractiveness. This means, how well a firm is doing against its competitors. This metric, accompanied by changes in sales revenue, helps managers appraise both primary and selective demand in their market. It helps managers to judge the total market growth or decline as well as trends in customers' selections among competitors. Market share can be disintegrated into three components, viz.: penetration share, share of customer, and usage index. These three fundamental approaches can then be used to help the brand identify market share growth opportunities (Flipp, 2017). Managers can improve their company's new product performance in the market based on creating skillful innovation management processes (Lichtenthaler, 2014). The activities related with innovation portfolio management, focus on a firm's entire portfolio of continuing new product expansion projects, thus exceeding the single project focus of the idea-to-launch process. As such, innovation portfolio management is an important complement to the typical systematic new product development process associated with firms' attempts to achieve product innovation excellence to achieve greater market share.

Asset Allocation

Asset allocation could be described as the method of allocating portfolio into number of asset classes (Sharpe 1992, pp. 7-19). The overall knowledge is to move the importance from the security level to the portfolio level. It is worth to mention that the technique is not simply based on accidental investment in different asset classes (e.g., stocks, bonds, gold, and real estate) but on discovery a choice of investments that accomplish otherwise in the market. A proper divergence remains an indispensable feature of modern portfolio theory (Wolfinger, 2005). Generally, the investment management process could be understood two-fold as strategic asset allocation or tactical asset allocation with market timing. Strategic asset allocation (known also as policy asset allocation) is understood as an allocation within the portfolio into the major asset classes in agreement with the investor's long-term objectives (Amenc, Le Sourd, 2003). "The purpose of this procedure is not to beat the market, but to create an asset blend which will establish an optimal balance between expected return and investor's risk tolerance for the long-term horizon (to maximize the probability of achieving long-term goals at an accepted level of risk). The asset classes chosen for strategic asset allocation should satisfy the five criteria namely; assets within an asset class should be relatively homogenous, asset classes should be mutually exclusive, asset classes should be diversifying, asset class as a group should make up a predominance of world wealth and asset class have

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

the capacity to absorb a significant fraction of the investor's portfolio without seriously affecting the portfolio liquidity (Maginn, Tuttle, McLeavey, Pinto, 2007).

Traditionally the strategic asset allocation tends to be constrained into equities, bonds, real estate, and cash with the long-time horizon ranged between 10 and 50 years. Due to its long-term nature, weights which show the percentage range of asset allocation are called targets. Additionally, the very long-term asset allocation is usually understood as the benchmark allocation tied to broad asset classes that establish the policy risk for the fund, known as the beta or market risk for the fund (Rasmussen, 2003). This process combines capital market expectations (formally represented by the efficient frontier) and the investor's risk & return, and investment constraints (from the investment policy statement). Although it is expected that a strategic asset allocation decision will be effective over the medium to long term, the allocation might be reviewed and re-visited in the light of changing investment opportunities or getting out of wages outside specified range (Idzorek, 2006). Tactical asset allocation attempts to add value to strategic asset allocation through looking for short-term opportunities which let receive an extra return from financial market. The process is based on overweighing those asset classes that are undervalued and under-weighting these ones which are overvalued. The permitted level of tolerance established for the reference portfolio at the beginning should not be significantly changed. While the decision-making process for a strategic asset allocation requires long-term expectations of asset class return, volatilities, and correlations as inputs, for the tactical asset allocation it needs a short to medium-term decision related to business cycles or market sentiment. Typically, tactical asset allocation covers a modification of the asset mix within the portfolio due to the economic news or technical factors coming from financial markets'. The process can be performed either as a part of a regular allocation program that monitors market conditions and sectors, or as irregular reaction onto unexpected changes in asset prices or interest rates.

Financial performance

A company financial performance is very important to institutional investors, stakeholders, and the public. Financial performance shows a company's financial position that is analyzed through a series of financial analysis tools, it helps to know the position and level of soundness of the company's financial position that can also reflect work performance in a certain period. The concept of financial performance according to Shahnian&Endri (2020) is a set of financial activities over a certain period reported in the financial statements and income statement. Meanwhile, according to Doorasamy (2016) financial performance as an analysis conducted to determine the extent to which a company has carried out financial procedures and is good and right. According to Prabowo&Korsakul (2019) convinced that the true parameters of financial performance are the income statement, and net income and expenses. The benefits of this performance appraisal include measure the achievements of the company in a certain period, see the company's overall performance, as a basis for determining future corporate strategy, provide direction in decision making, as well as basis for determining investment policies for investors.

Financial Performance is the Subjective measure of how well a firm can use assets from its primary mode of business and generate revenues. "This term is also used as a general measure of a firm's overall financial health over a given period and can be used to compare similar firms across the same industry or to compare industries or sectors in aggregation (Fama, 1992). There are three commonly used measures of financial performance thus: Jensen Measure: The Jensen measure is the ratio of your portfolio 's return less the portfolio 's expected return as determined by the capital asset pricing model, or CAPM. The CAPM is an economic theory that describes the relationship between risk and the pricing of assets. The CAPM theory suggests that the only risk that is priced by investors is risk that cannot be diversified away. The CAPM in its simplest form shows that the expected return of a security or a portfolio is equal to the rate on a risk-free security plus the asset 's risk premium multiplied by the asset's beta. The Jensen 's measure incorporates the CAPM into its calculation".

Empirical review

In a study conducted by Fubara&Agundu (2001) on ‘Strategic Portfolio Management Model: Contemporary Imperatives for Quoted and Unquoted Companies in Nigeria’. The study surveyed 44 quoted and unquoted companies in Nigeria. The following variables were used Investment, portfolio, risk, return, scenario, strategy. 44 quoted and unquoted companies were surveyed. The study revealed that the companies' basis of portfolio selection is traditional. Companies indiscriminately take risk by investing in subjectively determined options. Investment risk is taken for granted. Also, the study found that the homogeneity of portfolio components, though attractive in the short-run, adversely affect investment returns in the long-run. Hyvärä (2014) in the study on Project portfolio management in a company strategy implementation; a case study, focused on a medium sized business company. The structure of the company was the Group Company: a parent and subsidiaries in different European countries. The study was carried between March 2011 and December 2012. Interviews, participant-observation, researcher’s own familiarity with the company, and written documents (triangulation) were adopted. The study found that the purpose of project portfolio management is to maximize the return on investment of the portfolio and projects.

Müller, Martinsuo and Blomquist (2008) conducted a study on the ‘nature and relationship of project portfolio control techniques and portfolio management. A questionnaire with 242 responses was used, out of which, 136 responses were filtered out for quantitative analysis. Three portfolio control factors were identified: portfolio selection, portfolio reporting, and decision-making style. Two measures for portfolio management performance were identified: achievement of desired portfolio results and achievement of project and program purpose. The results indicate that different portfolio control mechanisms are associated with different performance measures. In a similar study conducted by Doloi and Baradari (2013) on the ‘Impact of Applying Project Portfolio Management on Project Success’, the project success criteria are defined, and different project portfolio management processes and functions are identified. Based on a clear survey, the impact of applying project portfolio management on project success rate was evaluated in different levels of project portfolio management maturity levels. The findings show that, there is a strong coefficient correlation between project success and project portfolio management maturity levels. In other words, increasing the maturity level of project portfolio management leads in improving project success rate. Catherine, Robert, and Elko (2008) conducted a study on Project portfolio management for product innovation’. A questionnaire was developed to gather data to compare the PPM methods used, PPM performance, PPM challenges, and resulting new product success measures in 60 Australian organizations in a diverse range of service and manufacturing industries. The study found that PPM practices are shown to be very similar for service product development project portfolios and tangible product development project portfolios. New product success rates show strong correlation with measures of PPM performance and the use of some PPM methods is correlated with specific PPM performance outcomes.

Jeroz (2007) in his study of investment companies recommended that portfolios should be reviewed and adjusted from time to time with the market conditions. He pointed out that evaluation of portfolio is to be done in terms of targets set for risk and return. The changes in portfolio are to be affected to meet the changing conditions. According to his studies Portfolio Construction refers to the allocation of surplus funds in hand among a variety of financial assets open for investment. He mostly concerned himself with the principles governing such allocation. The modern view of investment is oriented towards the assembly of proper combinations held together will give beneficial result if they are grouped in a manner to secure higher return after taking into consideration the risk element. The modern theory is the view that by diversification, risk can be reduced. The investor can make diversification either by having many shares of companies in different regions, in different industries or those producing different types of product lines. There are many ways to measure financial performance, but all measures should be taken in aggregation. Line items such as revenue from operations, operating income or cash flow from operations can be used, as well as total unit sales. Furthermore, the analyst or investor may wish to look deeper into

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

financial statements and seek out margin growth rates or any declining debt. Morgan (2008) believed that investors can enhance the performance of their pure-stock portfolios by incorporating different options strategies. Among them, the most popular strategies are covered-call writing and protective-put buying. In theory, there is no clear evidence on whether a specific option strategy is superior. According to Morgan the efficient market theory, an increase in returns should be accompanied by an increase in risk. Adding options to stock portfolios may also create problems of performance measurement homogeneity. Hedging is a financial transaction in which one asset is held to offset the risk of holding another asset. Typically, a hedge is used to offset price risk due to changes of 20 financial market conditions. In this way, the development of financial derivative instruments (options, futures, forward and swap) make hedgers simple to use it to reduce risk. However, many portfolio managers use these derivative instruments to speculate instead of hedging and, in turn, increase risk.

Miriti (2008) on his study of Precision of Investor Information and Financial Disclosure investigated a situation in which the precision of an inside investor's private signal increases with the size of his shareholding. Intuitively, an insider with a more informative signal regarding the prospects of a project may be expected to involve himself in larger information motivated transactions and enjoy greater profits. We suggest that such an advantage, nevertheless, may be alleviated or even eliminated when the financial statements accompanied by disclosure of either his shareholdings or the distribution of block shareholdings reveal the extent to which the insider is informed. The market may optimize its reaction when the order flows accordingly. Omondi (2009) on his study of Liquidity risk and portfolio management in centum investments investigated the impact of a liquidity shock induced by investor 's behavior on portfolio management during financial crises in a system lacking deposit insurance. It is found that investors reacted to the liquidity shock sensitively through an increase in their cash holdings not by liquidating bank loans but by selling securities in the financial market. Moreover, institutions exposed to local financial contagion adjusted the liquidity of their portfolio mainly by actively selling and buying their securities in the financial market. Finally, there is no evidence to conclude that the existence of the lender of last resort mitigated the liquidity constraints in investor's portfolio adjustments. Muthamia (2010) on his study of challenges faced by centum investments argued that when economic conditions become more challenging, organizations have fewer resources to deploy on new business or change projects and programs, reducing the number of such initiatives they can undertake. However, at such times, the projects, and programs they do invest in are often more critical, since they may be essential to deliver efficiency savings, sustain revenue or improve aspects of performance on which the survival of the organization can depend. The current turbulent economic conditions appear to have caused increasing adoption of project portfolio management by organizations. project portfolio management can be defined as: managing a diverse range of projects and programs to achieve the maximum 21 organizational value within resource and funding constraints, where 'value' does not imply only financial value and includes delivering benefits which are relevant to the organization 's chosen strategic move with time.

Theoretical Review

Theoretically, portfolio management involves, a proper investment decision which connote of what to buy & sell, Proper fund management in terms of investment in a basket of assets to satisfy the asset preferences of investors, reduce the risk and increase returns. Rubinstein (2006) argues that the other ancillary aspects are as per needs of investors, namely: regular income or stable return, appreciation of capital, Marketability and liquidity, Safety of investment and minimizing of tax liability. Portfolio Management is a process encompassing many activities of investment in assets and securities. It is a dynamics and flexible concept and involves regular and systematic analysis, judgment, and actions. For instance, Portfolio Management deals with selection of securities from the number of opportunities available with different expected returns and carrying different levels of risk and the selection of securities is made with a view to provide the investors the maximum yield for a given level of risk or ensure minimum risk for a level of return (Campbell, 2002). Several theories have been compounded to show the effects of portfolio management on financial performance as enumerated below.

Risk Aversion Theory

Risk aversion is an investor's general desire to avoid participation in "risky" behavior or, in this case, risky investments (Fischer, 1972). Investors typically wish to maximize their return with the least amount of risk possible. When faced with two investment opportunities with similar returns, good investor will always choose the investment with the least risk as there is no benefit to choosing a higher level of risk unless there is also an increased level of return. Insurance is a great example of investors' risk aversion. Given the potential for a car accident, an investor would rather pay for insurance and minimize the risk of a huge outlay in the event of an accident.

Markowitz Portfolio Theory

Markowitz (1953) developed the portfolio model. This model includes not only expected return, but also includes the level of risk for a particular return. Markowitz assumed the following about an individual's investment behavior: Given the same level of expected return, an investor will choose the investment with the lowest amount of risk. Investors measure risk in terms of an investment's variance or standard deviation. For each investment, the investor can quantify the investment's expected return and the probability of those returns over a specified time horizon. Investors seek to maximize their utility. Investors make decision based on an investment's risk and return, therefore, an investor's utility curve is based on risk and return. Markowitz' work on an individual's investment behavior is important not only when looking at individual investment, but also in the context of a portfolio. The risk of a portfolio considers each investment's risk and return as well as the investment's correlation with the other investments in the portfolio. Risk of a portfolio is affected by the risk of each investment in the portfolio relative to its return, as well as each investment's correlation with the other investments in the portfolio. A portfolio is considered efficient if it gives the investor a higher expected return with the same or lower level of risk as compared to another investment (Fama,1992). The efficient frontiers simply a plot of those efficient portfolios, as illustrated below. While an efficient frontier illustrates each of the efficient portfolios relative to risk and return levels, each of the efficient portfolios may not be appropriate for every investor. Recall that when creating an investment policy, return and risk were the key objectives. An investor's risk profile is illustrated with indifference curves. The optimal portfolio, then, is the point on the efficient frontier that is tangential to the investor's highest indifference curve. See our article: A Guide to Portfolio Construction, for some essential steps when taking a systematic approach to constructing a portfolio.

Modern Portfolio Theory

Is a theory of finance which attempts to maximize portfolio expected return for a given amount of portfolio risk, or equivalently minimize risk for a given level of expected return, by carefully choosing the proportions of various assets? Although MPT is widely used in practice in the financial industry and several of its creators won a Nobel memorial prize for the theory, in recent years the basic assumptions of MPT have been widely challenged by fields such as behavioral economics. MPT is a mathematical formulation of the concept of diversification in investing, with the aim of selecting a collection of investment assets that has collectively lower risk than any individual asset. That this is possible can be seen intuitively because different types of assets often change in value in opposite ways (Merton, 1973). For example, to the extent prices in the stock market move differently from prices in the bond market, a collection of both types of assets can in theory face lower overall risk than individually. But diversification lowers risk even if assets' returns are not negatively correlated—indeed, even if they are positively correlated. More technically, MPT models an asset's return as a normally distributed function (or more generally as an elliptically distributed random variable), defines risk as the standard deviation of return, and models a portfolio as a weighted combination of assets, so that the return of a portfolio is the weighted combination of the assets' returns. By combining different assets whose returns are not perfectly positively correlated, MPT seeks to reduce the total variance of the portfolio return. MPT also assumes that investors are rational, and markets are efficient. Thus, the Modern portfolio theory, otherwise known

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

as the mean variance analysis, builds upon the Markowitz (1953) are as follows; All investors are Efficient Investors: Investors follow Markowitz idea of the efficient frontier and choose to invest in portfolios along the frontier; Investors Borrow or Lend Money at the Risk-Free Rate: This rate remains static for any amount of money. Similarly, the Time Horizon is equal for All Investors - when choosing Investments, investor have equal time horizons for the chosen investments; All Assets are Infinitely Divisible: This indicates that fractional shares can be purchased, and the stock can be infinitely divisible. No Taxes and Transaction Cost: IT is assumed that investors' results are not affected by taxes and transaction costs; All Investors Have the Same Probability for Outcomes: When determining the expected return, assume that all investors have the same probability for outcomes and; No Inflation Exists - Returns are usually not affected by the inflation rate in the capital market, since none exist within capital market theory. Also, there is No Mispricing within the Capital Markets: It is assumed that the markets are efficient and that no mispricing within the markets exists.

METHODOLOGY

This study adopts both the ex-post factor and the correlational research design by employing the descriptive and inferential statistics method of data analysis using regression analysis method. The ex-post factor design involves experimental study of examining the effect of portfolio management on the financial performance of food and beverage companies in Nigeria. The study shows the empirical analysis of annual financial reports of 12 listed food and beverage companies quoted on the Nigeria Exchange group and the use of inferential statistics for data analysis as a result for the need to test the formulated hypotheses. Also, a correlational study tries to measure the degree of relationship between one or more variables for making predictions about relationship. The choice of ex-post facto and correlation design is because the study aimed at examining effect of portfolio management on the financial performance of food and beverage companies in Nigeria. The population of the study covers all the ten (15) food and beverage companies in Nigeria listed on the Nigerian Exchange Group as of 31st December, 2021. A twelveyears' period covering a period of 2010-2021 was selected to bring a clearer picture of the study during the period under review. A sample size of Ten (12) was selected using simple random sampling technique as the basis for selection. The data of the Ten (12) listed food and beverage companies for the period of ten years from (2010-2021) used in this study was collected from the secondary sources, basically from the published annual reports of the individual companies.

Technique for Data Analysis and Model Specification

The Time series analysis was used in this study and the analysis incorporated the descriptive statistic, correlation analysis which was conducted to examine the linear association between portfolio management (PM) on financial performance (FP) of listed food and beverage companies in Nigeria. The major choice of using regression and correlation analysis is to be able to model, examine and identify the relationship between the hypotheses. The model developed was to determine the effect of portfolio management using (ROI) as dependent variable of listed food and beverage companies in Nigeria with panel regression model of market shares (MS) and Asset's allocation (AA) as the explanatory variable. Thus, incorporating these variables into equation 3.1, and specify the model in the form in which it can be estimated in line with the research hypotheses stated in chapter one. model used for the study is stated below:

$$ROI = \beta_0 + \beta_1MS + \beta_2AA + \epsilon_{it} \dots \dots \dots (3.1)$$

Where:

β_0 =The autonomous parameter estimate (intercept or constant term)

β_1 - β_2 =Parameter coefficient of Portfolio Management

ROI = Return on Investment

MS = Market Shares

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

AA = Assets Allocation

ϵ_{it} = Stochastic Error term

RESULT AND DISCUSSION

Table 1: Time Series Data on ROI, MS and AA, Data Ranging from 2010-2021

YEAR	ROI	MS	AA
2010	0.17	0.08	12.42
2011	0.19	0.1	18.46
2012	0.16	0.08	4.83
2013	0.2	0.1	13.77
2014	0.26	0.13	13.27
2015	0.26	0.13	5.54
2016	0.23	0.04	11.63
2017	1.46	0.42	67.4
2018	3.01	0.58	22.92
2019	2.4	0.5	45.04
2020	1.26	0.62	9.29
2021	0.29	0.15	17.6

Source: Nigerian Food and Marketing Board

Unit Root Test

The Augmented Dickey-Fuller (ADF) was used to test for the unit root in the individual variable. The test was done based on the following hypothesis;

H_0 : variable is non-stationary, that is, the variable has no unit root.

H_1 : variable is stationary, that is, the variable has a unit root.

The results from the Augmented Dickey-Fuller test for unit root are summarized below.

Table 2: Result of the ADF Test for Unit Root

Variables	ADF Test Statistic	5% Critical Value	Order of Integration
ROI	-2.158009	-1.950117	I(1)
MS	-5.339835	-3.574244	I(0)
AA	-5.020257	-3.552973	I(1)

From the tabular illustration (table 2) above, market share is stationary at level form. That is, they are integrated at order zero; I(0). The return on investment (ROI) and Asset allocation are not stationary at first difference. However, they are stationary at first difference. That is, it is integrated at order one; I(1). Not having a stationarity time series data at level form, indicates not having a short run relationship among the individual time series data. Since the variables are non-stationary at level form, there is need to conduct a co-integration test. The essence is to show that although all the variables are non-stationary at level form, the variables may have a long-term relationship that is the variables may be co-integrated and will not produce a spurious result.

Co-integration Test Result

According to Gujarati (2004), a regression involving non-stationary time series variables will produce a spurious (non-meaningful) result. But if such variables are co-integrated, having long run relationship, the result will therefore be acceptable. Econometrically speaking, two variables are co-integrated, if they have a long run equilibrium relationship between them, (Gujarati, 2004). To test for co-integration among the variables, this study adopted ADF (Augmented Dickey-Fuller) test on the regression residuals as proposed by Engel and Gujarati (1987). The ADF unit root test on the residuals works with the same decision rule as unit root test. The co-integration test result is summarized as follows:

Table 3: Co-integration Test Result

Null Hypothesis: ECT has a unit root

Exogenous: Constant, Linear Trend

Lag Length: 0 (Automatic - based on SIC, maxlag=6)

	t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic	-5.080648	0.0017
Test critical values: 1% level	-4.323979	
5% level	-3.580623	
10% level	-3.225334	

*MacKinnon (1996) one-sided p-values.

Augmented Dickey-Fuller Test Equation

Dependent Variable: D(ECT)

Method: Least Squares

Date: 03/13/22 Time: 12:18

Sample (adjusted): 2010 2021

Included observations: 28 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
ECT(-1)	-1.013978	0.199577	-5.080648	0.0000
C	-24.41189	167.1378	-0.146058	0.8850
@TREND("1981")	0.844064	6.479228	0.130272	0.8974
R-squared	0.508022	Mean dependent var		-6.125021
Adjusted R-squared	0.468664	S.D. dependent var		379.8842
S.E. of regression	276.9082	Akaike info criterion		14.18621
Sum squared resid	1916954.	Schwarz criterion		14.32894
Log likelihood	-195.6069	Hannan-Quinn criter.		14.22984
F-statistic	12.90765	Durbin-Watson stat		2.004190
Prob(F-statistic)	0.000141			

From the result above, the ADF test statistics (-5.080648) is greater than the 5% critical value (-3.580623), in absolute terms. This implies that the residuals are stationary (that is, the variables are co-integrated or that the linear influence of the independent variables cancels out).

Error Correction Mechanism Result and Interpretation

Table 4: ECM Test Result

Dependent Variable: D(LRGDP)

Method: Least Squares

Date: 03/13/21 Time: 12:19

Sample (adjusted): 2010 2021

Included observations: 28 after adjustments

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.051287	0.010561	4.856244	0.0001
D(ROI)	-1.74E-05	1.56E-05	-2.115542	0.0057
AA	8.15E-07	4.29E-06	3.190188	0.0008
ECT(-1)	-1.67E-05	2.64E-05	-0.633204	0.5326
R-squared	0.058863	Mean dependent var		0.046902
Adjusted R-squared	-0.058780	S.D. dependent var		0.034655
S.E. of regression	0.035659	Akaike info criterion		-3.698054
Sum squared resid	0.030518	Schwarz criterion		-3.507739
Log likelihood	55.77275	Hannan-Quinn criter.		-3.639873
F-statistic	4.500353	Durbin-Watson stat		0.532565
Prob(F-statistic)	0.005586			

From table 4.3 above, the magnitude of the short run disparity is -0.0000167, that is to say the degree of the short run dynamics is 0.00167%. This shows a very low speed of adjustment to equilibrium after a shock.

Regression Result

In the regression result, the variables under consideration are return on investment (ROI) (dependent variable) and market share (MS) and asset allocation (AA) (independent variables). From the result the estimated coefficient value of b_0 , b_1 , and b_2 , are 0.051287, 0.0000174, and -0.00000815 respectively. The regression results are presented as follows:

$$ROI = 0.051287 + 0.0000174MS + 0.00000815AA$$

$$S.E = (0.010561) (0.0000156) (0.00000429)$$

$$T^* = 4.856244 \quad -1.115542 \quad 0.190188$$

$$R^2 = 0.058863$$

$$\text{Adjusted } R^2 = -0.058780$$

$$F^* = 0.500353$$

$$\text{Durbin-Watson statistics} = 0.532565$$

Evaluation of Regression Results

Evaluation Based on Economic Criterion

This subsection is concerned with evaluating the error correction mechanism result based on a priori expectations. The signs and magnitude of each variable coefficient is evaluated against theoretical expectations. The sign of the variables coefficients from the estimated model are in line with a priori expectations. Thus, market share and asset allocation have a positive relationship with return on investment; hence it conforms to the a priori expectation. The constant term is 0.051287, which means that the model passes through the point 0.051287 mechanically. If the independent variable is zero, return on investment would be 0.051287, (Gujarati, 2007). The estimated coefficient for market share is

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

0.0000174, this implies that if other variables affecting return on investment are held constant, a unit increase in market share (MS), will lead to 0.0000174 units increase in return on investment on the average. On the other hand, the estimated coefficient of asset allocation is -0.000000815, this implies that if other variables affecting return on investment are held constant, a unit increase in asset allocation, will lead to 0.000000815 units decrease in return on investment on the average.

Evaluation Based on Statistical Criterion

This subsection applies the R^2 , the t-test and the f-test to determine the statistical reliability of the estimated parameters. These tests are performed as follows;

R^2 –Result and Interpretation

The coefficient of determinations, R^2 , is given as 0.058863; this implies that 5.8863 percent of the variation in return on investment is being explained by the variation in market share and asset allocation. Thus, the R^2 which yielded 5.8863 percent means that the explanatory powers of the independent variables: market share and asset allocation over the dependent variable, is very low. Hence, the variable has worse goodness of fit.

t–Test Result and Interpretation

The study also employ the 95% confidence interval or 5% level of significance (that is, $5/100=0.05$, $0.05/2=0.025$) and 39 as the degree of freedom. From the distribution table, $t_{0.025,39} = 2.042$ and the result of the t-test of significance is shown in the table below: The result of the t-test is presented below and evaluated based on the critical value (2.042) and the value of calculated t-statistic for each variable.

Table 5: Result of t-Test of Significance

Variables	t-computed (t*)	t-tabulated ($t_{\alpha/2}$)	Conclusion
MS	-2.115542	2.042	Significant
AA	3.190188	2.042	Significant

Significant (Reject H_0 ; accept H_1),

Insignificant (Accept H_0).

From the t- test result above, for MS, $t^* > t_{\alpha/2}$, that is, $2.115542 > 2.042$, therefore the null hypothesis is rejected. Hence, market share is statistically significant, thus market share has significant impact on return on investment. For AA, $t^* > t_{\alpha/2}$, that is, $-0.000000815 > 2.042$, therefore the null hypothesis is accepted. Hence, asset allocation is statistically significant, thus asset allocation has significant impact on return on investment.

Result and Interpretation of f–Test of Significance

The degree of freedom for the numerator (V_1) and for the denominator (V_2) are given as K-1 and n-K

Where:

N= sample size= 39

K= number of parameters including the constant term= 3

$V_1=3-1=2$, $V_2=39-2=37$, $df=(2,37)$ at 5% level of significance and $df=(2,37)$, $f_{0.05} = 3.26$ and $F^*=0.500353$. Since $f^* > f_{0.05}$, therefore, the null hypothesis is accepted. This implies that the independent variables (ROI and AA), have joint influence on return on investment. Thus, the entire regression is not significant.

Evaluation Based on Econometric Criterion

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

In this subsection, the following econometric test is used to evaluate the result obtained from our model: autocorrelation and normality.

Result and Interpretation of Autocorrelation Test

Using the Durbin-Watson (D-W) statistic, the region of no autocorrelation (positive or negative) is given as follows:

$$du < d^* < (4-du)$$

$$du = 1.60$$

$$d^* = 0.532565$$

$$(4-du) = 4 - 1.60 = 2.40$$

By substitution, the region becomes:

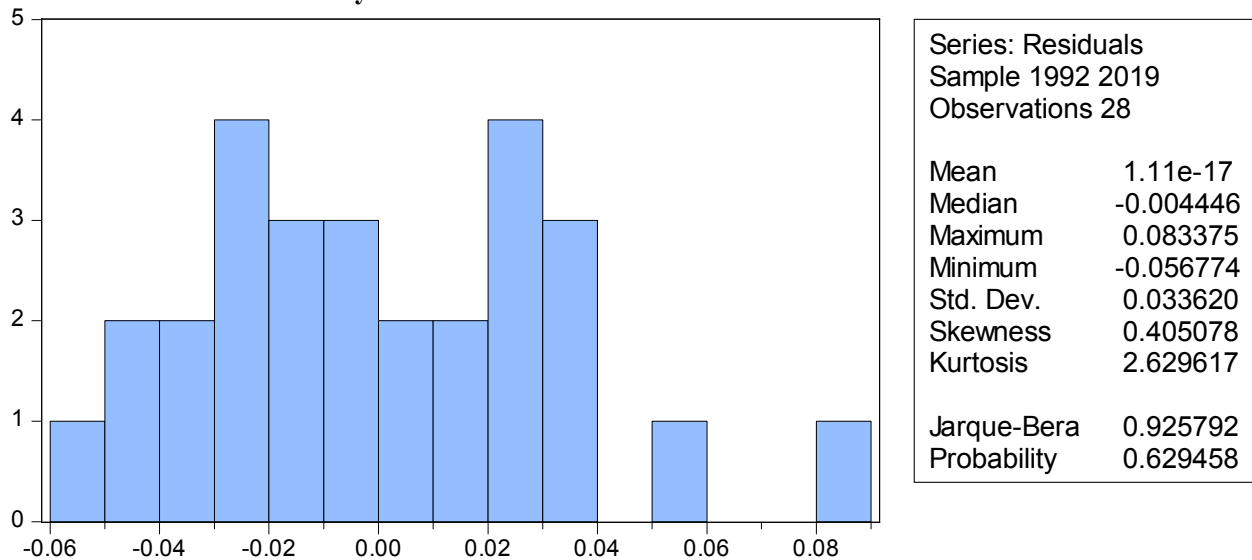
$$1.60 > 0.532565 < 2.40$$

The result shows that there is presence of autocorrelation problem in the model as the computed Durbin-Watson (D-W) statistic does not fall within the zero autocorrelation regions.

Normality Test Result

The Normality test will be done using the Jarque-Bera test of normality. Jarque-Bera test of normality is hinged on the hypothesis that K is close to or exactly 3 and S is close to or exactly 0, thus making the JB value close to or equal to 0, which is the condition for normal distribution.

Table 6: Result of Normality Test



From the normality table, the probability of Jarque-Bera is given as 0.629458. This is greater than 0.05, hence the residuals are normally distributed (ND).

Evaluation of Research Hypotheses

Hypothesis one: The null hypothesis is rejected, which states that market share has no significant impact on the return on investment from the t-Test result, because the computed t-value (t^*) is greater than the tabulated t-value ($t_{0.025}$).

Hypothesis Two: The null hypothesis is rejected, which states that asset allocation has no significant impact on the return on investment from the t-Test result, because the computed t-value (t^*) is greater than the tabulated t-value ($t_{0.025}$).

Discussion of findings

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

Having estimated the parameters of the model numerically, with the use of multiple linear regression on the application of the ordinary least squares (OLS), this study reveals that market share and asset allocation have a positive relationship with the return on investment, this implies that an increase in the units of market share and asset allocation will lead to a corresponding increase in the return on investment in the period analyzed. However, the error correction mechanism result also shows that the speed of short run adjustment to long run equilibrium is very low. This implies that portfolio management is significantly and relevant predictor of financial performance of food and beverages companies in Nigeria. As such portfolio management of food and beverage companies have been able to exert the needed level of influence that is required to enhance and improved the financial performance of food and beverage companies in Nigeria.

The findings of this study are in agreement with the research conducted by Fubara&Agundu (2001) on 'Strategic Portfolio Management Model: Contemporary Imperatives for Quoted and Unquoted Companies in Nigeria'. The study surveyed 44 quoted and unquoted companies in Nigeria. The following variables were used Investment, portfolio, risk, return, scenario, strategy. 44 quoted and unquoted companies were surveyed. The study revealed that the companies' basis of portfolio selection is traditional. Companies indiscriminately take risk by investing in subjectively determined options. Investment risk is taken for granted. Also, the study found that the homogeneity of portfolio components, though attractive in the short-run, adversely affect investment returns in the long-run. Similarly, the findings of the study is also in agreement with the position of Hyvärä (2014) who examine 'Project portfolio management in a company strategy implementation. The study focused on a medium sized business company. The structure of the company was the Group Company: a parent and subsidiaries in different European countries. The study was carried between March 2011 and December 2012. Interviews, participant-observation, researcher's own familiarity with the company, and written documents (triangulation) were adopted. The study found that the purpose of project portfolio management is to maximize the return on investment of the portfolio and projects.

CONCLUSION AND RECOMMENDATIONS

It is worthy, therefore, to conclude that market share and asset allocation has a positive relationship and a significant impact on the return on investment over the periods covered. More so, we conclude that portfolio management has significant effect on the financial performance of food and beverage companies in Nigeria. Sequel to the findings of this study, the following policy recommendations are necessary'

- i. A major policy implication of this research due to the fact that portfolio management has been significant to determine the financial performance of food and beverages company in Nigeria, is that intensive policies should be put in place to reconcile the hiatus and increase the level of portfolio management as it have many spillover benefits like increased income, employment creation, improved general well-being of Nigerians as well as reduced pressure from debt/loan and serve as panacea for development needed in food and beverage company in Nigeria.
- ii. The researcher based on the findings of the research, recommends that asset allocation and market share should not be neglected; joint effort should be made by both the private bodies and government in promoting these variables. This is because the result of the research has shown that portfolio management has significant impact on the financial performance of food and beverage companies in Nigeria.

References

- Ada, A. & Hayes, B (2020). Investment and portfolio management. *Journal of humanities and social science*, 16(1),20-27.
- Akinwale, S. O. and Abiola, R. O. (2007). A conceptual model of asset portfolio decision making: a case study in a developing economy, *African Journal of Business Management* 1 (7), 192- 200.

Effect of Portfolio Management on the Financial Performance of Food and Beverage Companies in Nigeria

- Akrani, G. (2011). What is portfolio management? Meaning and objectives. Kalyan City Life. Accessed from: <http://kalyancity.blogspot.com.ng/2011/10/whatisportfoliomangementmeaninghtml>
- Balogun, I. O. (2013). Portfolio Management: An appraisal of insurance industry's investment profile under interest rate deregulation in Nigeria (1985 – 2007). *International Journal of Business and Social Science* . 4, 11-18. *International Journal of Academic Research in Business and Social Sciences* Vol. 7 , No. 9, Sept. 2017, E-ISSN: 2 22 2 -6990 © 2017 HRMARS 604
- Bedford A. Fubara, B. A. and Agundu, P. U. (2003). Strategic Portfolio Management Model: Contemporary Imperatives for Quoted and Unquoted Companies in Nigeria. *Journal of African Business*. 4(1),103-121. Available at http://dx.doi.org/10.1300/J156v04n01_06
- Doorasamy, M. (2015). Product portfolio management: an important business strategy. *Foundations of Management*, 7(7), 18-29..DOI: 10.1515/fman-2015-0023
- Hyväri, I. (2014). Project portfolio management in a company strategy implementation, a case study, *Social and Behavioral Sciences*,119, 229 – 236.
- Itegi, F. M. (2015). Improving organization performance: Project management approach sustainable development in face of globalization. *Journal of Entrepreneurship & Organization Management*. DOI:10.4172/2169-026X.1000155
- Jonas, D. (2010). Empowering project portfolio managers: How management involvement impacts project portfolio management performance, *International Journal of Project Management*,28,818 831
- Jugend, D & Silva, S. L. (2013). Product portfolio management: A framework based on methods, organization, and strategy. *Concurrent Engineering*. Available at <http://journals.sagepub.com/doi/pdf/10.1177/1063293X13508660>
- Killen, C. P., Hunt, R. A., Kleinschmidt, E. J. (2008). Project portfolio management for product innovation. *International Journal of Quality & Reliability Management*, 25(1), 24-38. DOI: 10.1108/02656710810843559 <http://dx.doi.org/10.1108/02656710810843559>
- Klein, G. A., Orasanu, J. M., Calderwood, R, Zsombok, C. (1993). *Choice in action. Decision Making in Action: Models and Methods*. Norwood: New Jersey, Ablex Publishing Corporation.
- Koh, A. (2011). Portfolio management: roles, responsibilities and practices - A qualitative study. 8th Annual Project Management Australia conference (PMOz): Project management at the speed of light. Sydney, Australia. Available at http://epublications.bond.edu.au/sustainable_development/121
- Lichtenthaler, U. (2014). Innovation portfolio management: enhancing new product performance. *Performance*, 6(4). Available at ey.com/performance
- Morello, R. (2017). What is lower prices? *Business & Entrepreneurship*. Available at <http://yourbusiness.azcentral.com/productmarketability13088.html> *International Journal of Academic Research in Business and Social Sciences* Vol. 7 , No. 9, Sept. 2017, E-ISSN: 2 22 2 6990 © 2017 HRMARS 605
- Müller, R., Martinsuo, M., & Blomquist, T. (2008). Project portfolio control and portfolio management performance in different contexts. *Project Management journal*. Available at [http://www.Pmi.org/learning/library/topics/Portfolio Management](http://www.Pmi.org/learning/library/topics/Portfolio%20Management)
- Okechukwu, E. U. & EGBO, D.E. (2017). Effect of project Portfolio Management on the Performance of Business Organization in Enugu Nigeria: *International journal of Academic Research in Business and Social Science*,7(9),591-604.
- Zsombok, C. E. & Klein, G. A. (1997). *Naturalistic Decision Making*. Mahwah, NJ: Lawrence Erlbaum Associates.