



**NATIONAL OPEN UNIVERSITY OF NIGERIA
14-16 AHMADU BELLO WAY, VICTORIA ISLAND LAGOS
MARCH/APRIL 2016 EXAMINATION
SCHOOL OF MANAGEMENT SCIENCES**

Course Code: ENT 313

Credit Unit: 2.

Course Title: Corporate Planning.

Time Allowed: 2 Hours.

Instructions: 1. Attempt Question 1 and any other two (2) Questions.

**2. Question 1 is compulsory and carries 30 marks
while the other 2 Questions carry 20 marks each.**

3. Present all your points in coherent and orderly manner.

QUESTION 1 (Compulsory)

Successfully Selling Bagels in Japan

By anyone's count, 182,600 bagels a week is a lot of bagels! What is even more surprising is that that is the number currently being sold in Japan by Jerry Shapiro's company; etrofsky's Bagels, and he predicts that sales are about to double and perhaps triple. You might not have thought there was a market in Japan for that distinct bagel taste, but Japanese consumers obviously have developed a fondness for etrofsky's bagels.

Shapiro's business is based in St. Louis, Missouri, USA. Shapiro's vision, though, was more international; he believed that there was a strong potential market for his bagels in Japan. Although having a vision is important, it takes more than a vision to be successful. It takes putting the vision into action. Shapiro says that getting the Japanese initially to try his bagels and then get them to continue buying them involved several things.

First and foremost was a significant amount of taste testing. Shapiro knew he was on the right track when a couple of elderly Japanese professors who tasted etrofsky's bagels said the bread dough reminded them of something sweet that they had eaten when they were younger. Second, Shapiro also says that getting his product into Japan involved several trips in order to get the trends and needs of the Japanese market and finding the proper trading partner. Third, Shapiro had to experience the unique characteristics of the Japanese market firsthand and had to develop a strong, long-term relationship with his company's trading partner.

Fourth, although the amount of preparation and planning to get into the Japanese market may have seemed overwhelming at times, Shapiro was committed to pursuing his strategy no matter how long it took. Having successfully implemented his vision, Shapiro gives the following advice for going into international markets: Put your plan in writing. Solicit customer participation. And finally, be prepared to do whatever it takes to build long-term relationships.

Source: Small Business Today,

Show 104.

Questions:

- a) Identify the success factors in this case.
- b) Mention the specific environmental areas that are frequently chosen for making forecasts before going into international markets.
- c) Discuss the areas of advice offered by Shapiro for going into international markets?

QUESTION 2

- a) Explain the term Management.
- b) Identify the functions of the top management in organizations.

QUESTION 3

- a) Differentiate between Planning and Forecasting.
- b) Mention and explain the Characteristics of Planning.

QUESTION 4

- a) Mention and explain the two terms that are related and complimentary to Corporate Planning.
- b) What are the objectives of Corporate Planning?

QUESTION 5

- a) Distinguish between Decision Making and Planning.
- b) Mention and discuss the steps involved in the process of Decision Making.