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FACULTY OF MANAGEMENT SCIENCES
OCTOBER / NOVEMBER 2016 EXAMINATION

COURSE CODE: ENT 313.

COURSE TITLE: CORPORATE PLANNING.

CREDIT UNIT: 2.

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. **12marks**
- b) State the specific environmental areas that are frequently chosen for making forecasts before going into international markets. **15marks**
- c) Discuss the areas of advice offered by Shapiro for going into international markets? **3marks**

Question 2

- a) Identify and discuss the universal doctrines upon which the practice of management is hinged on. **14marks**
- b) Identify and discuss the managerial roles in an organization. **6marks**

QUESTION 3

- a) Differentiate between Planning and Forecasting. **6marks**
- b) List and explain the Characteristics of Planning. **14marks**

Question 4

- a) Explain decision making **2marks**
- b) List and discuss the decision making conditions in management. **9marks**
- c) What are the three approaches involved in selection of alternatives in decision making? **9marks**

Question 5

- a) Differentiate between Strategic Plans and Operational plans. **4marks**
- b) Identify four (4) benefits of Management by Objectives **4marks**
- c) Outline the steps involved in using Delphi Technique for forecasting. **12marks**

