



**NATIONAL OPEN UNIVERSITY OF NIGERIA  
14/16, AHMADU BELLO WAY, VICTORIA ISLAND, LAGOS  
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.**

**Case Analysis (Compulsory)**

“The most important thing for any organisation is to have everyone focused on the same objectives and to have the objectives clearly defined”. So says Kathleen Cote, Chief Executive Officer of Computervision Corporation of Bedford, Massachusetts, and headed the operating committee that developed the strategic plan for the company’s turnaround and ultimate survival. The Company had to clearly define its corporate objectives and communicated them down through the organisation Cote made sure that everyone was focused on those objectives and used them to clearly define individual performance objectives. Being firmly committed to sticking to the objectives, she said, “I’m a firm believer that if you stay on course and never get off, you will have great success. There really is no surprise if you have a plan in place”. Cote focused on establishing and communicating common objectives for organisational employees and also being strongly committed to making sure objectives were met by holding all organisational employees accountable for meeting objectives. According to Cote, achieving the objectives entails showing employees how they are a part of making the plans happen and making them feel that they play an important role in helping the company meet its goals. (Source: <http://www.cv.com>).

**Question 1:**

- (a) What were the goals of Cote’s company? Mention five (5) functions of strategic plan towards achieving the company’s goal. Identify five (6) advantages of having plans in place.
- (b) Give five (5) reasons for establishing clearly defined corporate objectives by Cote.
- (c) Discuss in five (5) statements the role of operational plans in the company.
- (d) Evaluate in five (5) statements the reasons for using objectives as performance objectives.

**Question 2**

Mention and discuss the related terms to planning that are normally established for the purposing of achieving organizational mission.

**Question 3**

- a) What is Decision Making?
- b) Identify and explain the various steps involved in Decision Making.

**Question 4**

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

**Question 5**

- a) Discuss the interrelationship between Corporate Planning and Corporate Strategy.
- b) Identify and discuss the basic steps involved in Corporate Planning.
- c) Mention and explain the core areas of Corporate Strategy.