THE GLOBAL EFFECT OF GLOBAL MANUFACTURING PRODUCTS AND CONTROLLING COMPETITIVE POSITION ON SELECTED INSTITUTIONS IN SOUTH EAST NIGERIA

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Abstract: *The global effect of globalization has been felt in Nigeria business environment especially in the manufacturing sector. The primary aim of the study was to assess the global effect of manufacturing on the competitive position of the selected enterprises in Nigeria. The specific objectives were to ascertain the global effect of manufacturing planning on trade competitive position of the selected institutions in the south east Nigeria and to identify the global effect of manufacturing control on import competitive position of the selected institutions in the south east Nigeria. Survey method was adopted in the study among 173 manufacturing firms in Nigeria. Data obtained using questionnaire and interview guide were presented in tables. Inferential statistic was used for the test of the study hypotheses. The result of the study shows that there is a positive global effect of manufacturing planning on the trade competitive position of the selected institution in South East Nigeria ($Z_{computed}$> Z_t -2.59 < 1.645). The result also shows that there is a positive global effect on manufacturing controlling on the import competitive position of the selected institution in south east Nigeria ($Z_{computed}$> Z_t = -2.518< 1.645). It was concluded that that manufacturing planning and controlling has global effect on the Nigerian trade competitive position and has implications in both international trade and local trade which includes secondary and tertiary industries would make for the production of exportable goods and this yields profit that will improve, give the companies studied some competitive edge. It was recommended that is recommended that the strategic, manufacturing managers, materials managers or the institutions studied backed by policy should continue to ensure that manufacturing planning should have a positive global effect on the Nigerian trade competitive position on of their organization to ensure proper manufacturing decision making.*

Keywords: *Global Effect of Manufacturing, Competitive Position, Institutions in South East Nigeria*

INTRODUCTION

Manufacturing is a productive system that may be defined as a process for converting resource inputs into goods and waste products. The inputs to the system are energy, materials, equipment, labour, information and other capital-related inputs (infrastructure). The inputs are converted to outputs by the process technology, which is the particular method used to transform the various inputs into outputs (Ibhadode, 2006). Manufacturing is the act of converting raw materials into finished goods and services through production process. Ibhadode, (2006) reported that manufacturing is concerned with the production of goods, where a good is a tangible entity, physical in nature, which can be stored, transformed and transported. Undoubtedly, manufacturing is one of the most important sectors of national economies, as it creates wealth. The tendency in most societies is to create more wealth. And the more volume of manufacturing activities, the more plentiful the wealth produced.

Wealth may be categorized into two types; namely: natural wealth and man-made wealth. Natural wealth is derived from crude materials, that is, materials occurring in the natural state such as mineral deposits in the earth's crust and agricultural products. Natural wealth especially that based on mineral deposits is deplorable. Also, wealth obtained from agricultural products without man-made inputs is unsustainable in modern times. Natural wealth is fate-dependent and its location can hardly be influenced by man. On the other hand, man-made wealth is one derived from refined or manufactured products, in which man exercises enormous control. This type of wealth is usually sustainable. In this case, the wealth usually is created by manufacturing (Ibhadode, 2006).

In developed and developing countries, manufacturing remains a cardinal provider of major consumable. In developed economy like the United States of America, United Kingdom and Republic of China, the manufacturing sector have continued to experience global changes occasioned by globalization. Globalization is the process of economic international integration of good, technology, labour and capital. The advent of globalization have continued to influence the way organizations engage in business activities. Today, many organization inclusive of manufacturing firms have been influence by the wave of globalization which is dated back to the era of mercantilism of 19th and 18[th]centuries (Ogiji and Irem, 2010).

Chwo, Shields, and Chan in a study "The effects of management controls and national culture on manufacturing performance: An experimental investigation (1991) has observed that the globalization of the world economy has greatly increased manufacturing firms' concern with maintaining their competitive advantage. The study is on USA management control system that has relationship with manufacturing control on import of Nigeria.   The study show decline in their firms' competitiveness in manufacturing, the USA when compared with the Asian countries management control systems, it proved that firms from the Asian countries have become increasingly dominant in many segments of the word market including import control activity. This development has prompted US academics and business to study the Asian firms' management control systems with a view towards transplanting such systems to US firms.

The global effect of globalization has been felt in Nigeria business environment especially in the manufacturing sector. Since Nigeria's Political Independence in 1960, the brewery industry, a major manufacturer of drinks has witnessed increase in installation of capacities, resulting in the establishment of over 18.3 million hectoliters of brewing capacity by 1983. But by the years 1996, the installed capacity utilization had drastically dropped to 4.5 million hectoliters, and the reason advanced for this sharp reduction in capacity utilization is the import substitution nature of Nigerian industrialization process (Kunze, 1996).   While Ukaegbu (1991) shares this view, as one of the major setbacks of Nigeria industrial capacity utilization among manufacturing firms in the country. It is against this background that this study examined the global effect of manufacturing on the competitive position of the selected enterprises in Nigeria.

OBJECTIVE OF THE STUDY

The main thrust of the study is to assess the global effect of manufacturing on the competitive position of the selected enterprises in Nigeria.. In this regard the specific objective is to;

(1) To find out the global effect of manufacturing planning on trade competitive position of the selected institutions in the south east Nigeria.

(2) To identify the global effect of manufacturing control on import competitive position of the selected institutions in the south east Nigeria.

RESEARCH QUESTIONS

The study attempt to give answers to the following questions:

(1) How do we rate the global effect of manufacturing planning on trade competitive position of the selected institutions in the south east Nigeria?

(2) What is the global effect of manufacturing control on import competitive position of the selected institutions in the south east Nigeria?

RESEARCH HYPOTHESES

The research hypotheses designed to guide the conduct of the study are:

(1) There is positive global effect of manufacturing planning on trade competitive position of selected institutions in the south east Nigeria.

(2) There is positive global effect of the manufacturing control on the import competitive position of the selected institutions in the south east Nigeria.

RESEARCH METHODOLOGY

Research Design

In this study, the researcher employed the survey method. The analysis shows the systematic collection and prescription of data to give a clear picture of a particular situation. It can be carried out on a small or large scale.

Sources of Data Collection

In the conduct of this research, necessary information was obtained through two sources namely: Primary data and Secondary data.

Primary Data

The primary data collection instrument is the structured questionnaire and interview guide. The face to face oral interviews is to enable the researcher have a detailed interview with key personnel in the selected organizations. The questionnaire for this study is divided into three parts (A, B and C) sections. Section A is the letter of introduction of the researcher to the respondents. Section B is structured to collect demographic information on the respondents and C deal with issues related to the subject under investigation through the structured interview schedule.

Tools for Data Collection

Given the objectives and the nature of this study, the researcher adopted two different methods of primary data collection as earlier said in sub-head 3.3, namely: questionnaire administration and interview.

Population of the Study

The population of study includes all the key staff of the five institutions or firms studied in the five states of the south east Nigerian.

Table 1: List of Selected Institutions Studied.

Institutions/Firms		Population size
1. Firms that Manufacture Exportable Products		123
2. Firms that Export Manufactured Products		157
3. The Nigerian Export Promotion Council		82
4. The Central Bank (Foreign Exchange Departments) Enugu/Owerri	206	
5. The Nigerian Export-Import Bank Branched		172
Total		740

Source: *The Human Research Management Department of the organizations in South East Nigeria, Enugu Zonal Office.*

The Sample and Sampling Technique

This formula gives a lower value of a sample size of 173 as compared with the sample size of 506 obtained using Taro Yamane's formula. So Taro Yamane's formula is more efficient as it gives the higher sample size.

The researcher will apply an appropriate sample size method to determine the sample size from the population which comprises different demographic strata. In calculating the sample size for this study, the researcher will apply the statistical formula for selecting from a finite population as propounded by Yamane (1964:280).

This mathematical method is stated as

$$n = \frac{N}{1 + N(e)^2}$$

Where n   =   Simple Size

N   =   The entire Population

I   =   Theoretical Constant

e   =   Proportion of sampling error in a given situation, in this case (0.05)

Assigning values to these symbols, the sample size was calculated thus:

By the use of this formula and N = 740, and equal to 2.5% for a two-tailed test where the level of significance is 5% at 95% confidence level of significance, N = 506.

i.e. for clarity purposes $$n = \frac{740}{1 + 740(0.025)^2}$$

$$n = \frac{740}{1 + 0.4625}$$

$$n \quad = \quad \frac{740}{1.4625}$$

$$= \quad 505.9829 \quad \cong \quad 506$$

Table 2: Gives the Distribution of the Population Size and Sample Size per Institution or Firm to be Studied

s/n	Institutions and Firms	Population Size	Sample Size
1	Firms that Manufacture Exportable Products	123	84
2	Firms that Export Manufactured Products	157	107
3	The Nigerian Export Promotion Council	82	56
4	The Central Bank State Office Foreign Exchange Departments	206	142
5	The Nigerian Export-Import Bank Branches	172	117
	Total	740	**506**

Source: *The Proportional Stratified Sampled Sample size and was adopted to moved from the total population size of 740 to a total sample size of 506.*

To get the total population size of 740, the researcher used only staff of the size institutions or firms that works in the sections where they have the knowledge of the global effect of manufacturing and materials management on international business competitive position in South east Nigeria. Two different statistical methods are tried for use. That is to help the researcher on the best of a higher sample size to use for more spread of ideas and knowledge. Therefore, Freund and Williams formula was also tried, thus:

$$n \quad = \quad \frac{Z^2 NPq}{Ne^2} \quad + \quad Z^2 pq$$

n = sample size

z = the z-score

p = probability of success

Σ = probability of failure

e = error margin

$$n \quad = \quad \frac{Z^2 NPq}{Ne^2} \quad + \quad Z^2 pq$$

$$= \quad \frac{2.706025 \times 740}{1.85} \quad = \quad \frac{2002.4585 \times (0.8) \times (0.2)}{1.85}$$

$$= \quad \frac{320.39336}{1.85} \quad = \quad 173$$

$$= \quad 173 \ + \ 2.706025 \ \times \ 0.8 \ \times \ 0.2$$

$$= \quad 173 \ + \ 0.432964$$

=   173.432964

Sample size   =   <u>173</u>

This formula gives a lower value of a sample size of 173 as compared with the sample size of 506 got by Taro Yamane's formula. So Taro Yamane's formula is more efficient as it gives the higher sample size.

Instrumentation

The major research instrument that will be used in gathering data in this investigation the structured questionnaire. The mode of administration through personal delivery to the various staff of the institutions studied. This method ensures a high rate of return of the questionnaire by the different respondents. The questionnaire was issued to both the senior and junior staff of the institutions to be studied. An oral interview schedule was used too.

Validity of the instrument

To ensure the validity of the measuring and test instruments, the researcher intends to use different statistical tools at various stages of the work. This is necessary considering the nature and enormous volume of data that will be generated (Unyimadu, 2005).In this research the same version of the instruments delivered to the 506 respondents to be studied. The 506 respondents are got by systematic sample after the value as been derived from the Taro Yamane's formula. To get the sample numbers (1) chosen at random and a constant value of k = N/n = 740/506 = 22 is added. So that the sample numbers 1, 23, 45 ... until the 506 numbers are got. This gives our measures content validity.

Reliability of the instrument

The test-retest reliability was used instead of the split half method or equivalent form method. The same versions of the questionnaire and oral interview delivered to same 120 respondents at two points in time and the numbers of the respondents and strongly agreed or agreed with the six statements related to the objectives or research questions correlated. The Spearman's Rank Correlation Coefficient of 0.97 which is close to 1 show that the measures are reliable, (See Appendix IV for Statistical Evidence).

Data Presentation and Analysis Technique(s)

The data presented by the use of tables. Anyiwe (2004) gives the following advantages of a table over verbal information that:

1) a table enables an easy location of the required figures;

2) comparisons are easily made using a table than a verbal or prose information;

3) patterns or trends within the figures which cannot be seen in prose information can be revealed by a table;

4) a table is more concise than a verbal information.

The data collected for this research through questionnaire and oral interview analysed using

RESULT PRESENTATION

The fact that 6 (six) questionnaires out of the 506 sample size did not return, the research, now worked on 500 instead of 506 sample size.

Table 3: The Demographic Characteristics of the Respondents

Question	Response	Frequency
Sex	Male	374
	Female	126
	Total	**500**
Marital status	Married	341
	Single	146
	Divorced	3
	Widowed	6
	Separated	4
	Total	**500**
Ages	Below 25 years	59
	26 – 30 years	58
	31 – 35 years	62
	36 – 40 years	68
	41 – 45 years	69
	46 – 50 years	66
	51 – 55 years	61
	Above 56 years	56
	Total	**500**
Length of Service in the Ministry	Less than 5 years	69
	6 – 10 years	74
	11 – 15 years	111
	16 – 20 years	170
	21 years and above	76
	Total	**500**
Highest Educational Qualification	SeniorSchool Certificate	184
	R.S.A	31
	Trade certificate	12
	Diploma	30
	O.N.D	32
	H.N.D	41
	First Degree	101
	Second Degree	65
	Ph.D	4
	Total	**500**

Source: Fieldwork (2012).

From Table 3, it shown that for the sex of the 500 respondents, 374 of them were males while 126 of them were females. For the marital statues of the 500 respondents, they were

married, single, divorced, widowed and separated with frequencies of 341, 146, 3, 6 and 4 respectively. For the ages of the 500 respondents, they were in years below 25, 26-30, 31-35, 36-40, 41-45, 46-50, 51-55, above 56 years with frequencies of 59, 58, 62, 68, 69, 66, 61 and 56 of them respectively.For the highest educational qualifications of the 500 respondents, they had Senior School Certificate, R.S.A, Trade Certificate, Diploma and O.N.D, H.N.D, First Degree, Second Degree and Ph.D. They have frequencies of 184, 131, 12, 30, 31, 41, 101, 65 and 4 of them.

Data Analysis (Relative Frequency of some Likert Scale Statements)

Table 4: Analysis of the Four Likert Scale Responses Related to the Third Objective

	Statement	SA	RF	A	RF	U	RF	D	RF	SD	RF	Total in No.	Total in %
(1)	There is no Positive Global Effect of Manufacturing Planning on International Trade Competitive Position of Some Selected Institution in South east Nigeria.	6	0.012	6	0.012	6	0.012	200	0.400	282	0.504	500	1
(2)	There is no Positive Global Effect of Manufacturing Decision Making on the International Trade Competitive Position of Some Selected Institutions in South east Nigeria.	5	.010	5	.010	6	.012	199	.398	285	.570	500	1
(3)	There is a Positive Global Effect of Manufacturing Decision Making on the International Trade Competitive Position of Some Selected Institutions in South east Nigeria.	201	.402	284	.568	5	.010	5	.010	5	.011	500	1
(4)	There is a significance of Manufacturing Planning with the International Trade Competitive Position of Some Selected Institutions in South east Nigeria	202	.404	284	.568	4	0008	5	.010	5	.010	500	1

Source: Field Survey, 2012.

Table 4 shows the statements and the responses related to the third objective and the numbers and relative frequencies for the statement that there is no Positive Global Effect of Manufacturing Planning on International Trade Competitive Position of some Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 6, 6, 6, 200 and 282 respectively. These give relative frequencies of 0.012, 0.012, 0.012, 0.400 and 0.564 respectively.

For the statement that there is no Positive Global Effect of Manufacturing Decision Making on the Nigeria Trade Competitive Position of some Selected Institutions in South east

Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 5, 5, 6, 199 and 285 respectively. These give relative frequencies of 0.010, 0.010, 0.012, 0.398 and .570 respectively.

For the statement that there is a Positive Global Effect of Manufacturing Decision Making on the Nigeria Trade Competitive Position of some Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 201, 284, 5, 5, and 5 respectively. These give relative frequencies of 0.402, 0.568, 0.010, 0.010 and 0.010 respectively.

For the statement that there is a significance of manufacturing planning with the Nigeria Trade Competitive Position of some Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 202, 284, 4, 5, and 5 respectively. These give relative frequencies of 0.404, 0.568, 0.008, 0.010, and 0.010 respectively.

Analysis Using the Z-test of Population Proportions

Table 5: Analysis of likert scale statement in relation to the fifth objective

S/N	Statement	SA	A	U	D	SD	Z
1.	There is no Global Effects of Manufacturing Controlling on the Import Competitive Position of the Selected Institutions in South east Nigeria	8	7	7	200	278	4.174
2.	There is no Global Effect of Manufacturing Measurement of Performance on the Import Competitive Position of the Selected Institutions in South east Nigeria.	7	6	6	279	201	50.237
3.	There is a Global Effect of Manufacturing Measurement of Performance on the Import Competitive Position on the Selected Institutions in South east Nigeria.	199	282	6	6	7	4.621
4.	There is a Significance of Manufacturing Control with the Import Competitive Position of the Selected Institutions in South east Nigeria.	202	280	6	6	6	4.770

Ho: P = 0.9 H_A: P > 0.9 Source: Field Survey, 2012.

Table 5 shows the statements, responses, numbers and the calculated z value of the Test of Population Proportions. For the statement that there is no Global Effect of Manufacturing Control on the Import Competitive Position of the Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 8, 7, 7, 200 and 278 respectively. These give a z value of the Test of Population Proportions of -64.846.

For the statement that there is no Global Effect of Manufacturing Measurement of Performance of the Selected Institutions in South east Nigeria, the responses are Strongly

Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 7, 6, 6, 279, and 201 respectively. These give a z value of the Test of Population Proportions of -50.237.

For the statement that there is a Positive Global Effect of Manufacturing Measurement of the Performance of the Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 199, 282, 6, 6 and 7 respectively. These give a calculated z value of the Test of Population Proportions of 4.621.

For the statement that there is a Significance of Manufacturing Control with the Import Competitive Position of the Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 202, 280, 6, 6 and 6 respectively. These give a calculated z value of the Test of Population Proportions of 4.770.

Hypotheses Testing

The two alternate hypotheses are that at 5% level of significance:

Test of Hypothesis one

Ho: There is no difference in the opinions of the respondents on a positive global effect of materials manufacturing planning on the business competitive position of the selected institutions in south east Nigeria.

H_1:   There is difference in the opinions of the respondents on a positive global effect of materials manufacturing planning on the business competitive position of the selected institutions in south east, Nigeria.

$\alpha = 0.05$, $Z_\alpha = 1.645$.

Table 6: Computational Details of the Third Hypothesis.

S/N	Statement	R	SA	A	U	D	SD	$\bar{x}$	$\sum fx$	$z = \dfrac{\dfrac{x}{n} - P_o}{\sqrt{\dfrac{(P_o)(1 - P_o)}{n}}}$
1.	There is a positive global effect of manufacturing planning on the trade competitive position of theselected institutions in south eastNigeria.	f	281	201	6	6	6			
		x	5	4	3	2	1	4.49	225	-2.53

Source: Field Survey, 2012.

That is:

X	F	fx
5	281	1405
4	201	804
3	6	18
2	6	12
1	6	6
	500	2245

Source: Field Survey, 2012.

$$\bar{x} = \frac{\sum fx}{\sum f} = \frac{2245}{500} = 4.49$$

$$P_1 = \frac{\bar{x}}{n}, \quad \bar{x} = 4.49, \; n = 5$$
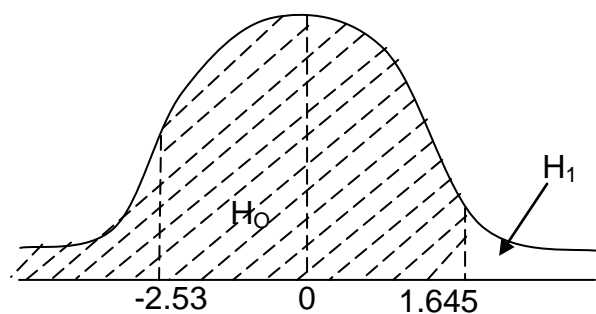
$$P_1 = \frac{4.49}{5} = 0.898$$

$$P_0 = 0.90$$

$$z = \frac{P_1 - P_0}{\dfrac{P_0(1 - P_0)}{\sqrt{n}}}$$

$$= \frac{0.898 - 0.90}{\dfrac{0.90(1 - 0.90)}{\sqrt{5}}}$$

$$= \frac{-0.102}{\dfrac{0.90(0.10)}{2.236}} = \frac{-0.102}{\dfrac{0.09}{2.236}}$$

$$= \frac{0.102 \times 2.236}{0.09}$$

$$Z = \underline{-2.53}$$

Decision Rule: Reject Ho, if $Z_{computed} > Z_t$

-2.59 < 1.645

Decision

We do not reject Ho per cent level of significance, the opinions do not vary. We therefore conclude that there is a positive global effect of manufacturing planning on the trade competitive position of the selected institution in south east Nigeria.

Test of Hypothesis Two

Ho: There is no positive global effect of manufacturing controlling on the import competitive position of the selected institutions in south east Nigeria.

H_1:   There is a positive global effect of manufacturing controlling on the import competitive position of the selected institutions in south east Nigeria..

Table 7: Computational Details of the Fifth Hypothesis

3.	There is a Positive Global effect of Manufacturing Controlling on the Import Competitive Position of Some Selected Institutions in South east Nigeria.	R	SA	A	U	D	SD	$\bar{x}$	$\sum fx$	$z = \dfrac{\frac{x}{n} - P_o}{\sqrt{\frac{(P_o)(1 - P_o)}{n}}}$
		f	278	207	5	5	5			
		x	5	4	3	2	1	4.496	2248	-2.568

Source: Field Survey, 2012.

Frequency:

X	F	fx
5	278	1390
4	207	828
3	5	15
2	5	10
1	5	5
	500	2248

Source: Field Survey, 2012.

$$\bar{x} = \frac{2248}{500} = 4.496$$
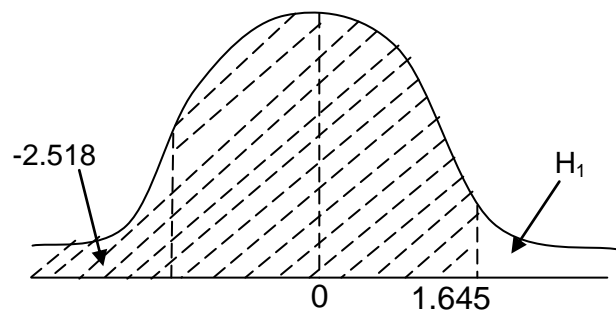
$$P_1 = \frac{\bar{x}}{n} = \frac{4.496}{5} = 0.8992$$

$$z = \frac{P_1 - P_0}{\dfrac{P_0(1 - P_0)}{\sqrt{n}}} = \frac{0.8992 - 0.90}{\dfrac{0.90(1 - 0.90)}{\sqrt{5}}}$$

$$Z = \frac{-0.1008}{\dfrac{0.90(0.10)}{2.236}} = \frac{-0.1008}{\dfrac{0.09}{2.236}}$$

$$= \frac{-0.1008 \times 2.236}{0.09}$$

$$= \frac{-0.2311344}{0.09}$$

$Z = -2.56816 = \underline{-2.518}$

Decision

We do not reject Ho per cent level of significance, we therefore conclude that there is a positive global effect on manufacturing controlling on the import competitive position of the selected institution in south east Nigeria.

Discussion Summary of the Results

In the first objective, it was found that 24 out 25 respondents agreed or strongly agreed that there was a positive global effect of manufacturing planning on International Trade Competitive Position of some Selected Institutions in South east Nigeria. This finding is in agreement with the contention of Vollmann, Berry, Whybark and Jacobs (2005) that the increase in the breath and depth of Internationalisation of manufacturing planning continues apace to lead to an increase in International Trade Competitive position of many companies. At the end of the 19th Century in many countries, especially non-white foreign ruled ones and in Latin America unrestricted trade policies gained ground with the total support of the British government. Thenceforth the flow of international trade changed its shape from that of a stream to a vast ocean. Between the 17th and 19th centuries A.C., the trade of another cruel commodity took on an enormous dimension and it was North America and Europe that became the user of this novel merchandise. This human commodity was a huge mass of captive slaves brought from Africa; every year thousands of men, women, children and youths were enchained and deployed there as slaves. Many among them embraced death while at sea. With a large number transported from Africa in this manner. This horrible aspect of globalization almost devastated the whole of western, southern and eastern Africa (Clairmont, 1996).

Globalization history can further be traced to the migration of Nations like Turkey, Greece, Algeria and Morocco towards the post-war reconstruction work in Germany and France at the start of 19th century. The root of economic globalization, Maurio (2001) said was as a result of the event of the Second World War in 1994 with the Introduction of the International Monetary Fund (IMF) and World Bank (WB) to keep the exchange rates of currencies of different countries from plummeting and establishing these economies accordingly. Here, the World Bank was helping the war-ravaged countries toward the reconstruction of the infrastructures and restoration of production system of these underdeveloped countries. The introduction of other bodies like Organisation of Petroleum

Exporting Countries (OPEC) in 1973 aftermath of the Arab Israeli War with countries like Saudi Arabia, Kuwait, Iraq, Iran, Abu Dhabi, Omani, Indonesia, Mexico, Venezuela, Nigeria, and Brunei acquired unprecedented wealth. Other account of the history of Globalisation was in 1980 during the emergence of the Multi-national Corporations from Asia as a result of the revolution of Communist China that gave rise to the expansion of direct investment to other countries. Evidences are the Daewoo, Hyundai and Samsung Companies today. Their socio-economic systems and existing infrastructures do not have the capacity to absorb such huge investments. Much of it have to be deposited in the coffers of big European and North American banks like the Citibank, Bank of America, Barclays, Midland Bank and Deutsch Bank. Though, these amounts were used for investment in individual and other enterprises in speculation and in giving huge loans to dictators-ruled third world countries. This is how the petrol-dollar market was born, multinational banks; flush with the petrol-dollars grew eager to extend loans to the developing nations. Rulers of these nations (like the Filipino President Marcos), were in a number of cases self-indulgent people or military men turned dictator-cum-politicians. They used these loans, which carried low rates of interest for procuring luxury items for themselves and for opening foreign accounts. It was virtually at this point that the debt problem of most of the third world countries stated (some countries had been enmeshed in the debt trap even earlier but at that time it had taken on the dimensions of a universal burden) (Maurio, 2001).

The need for evolution in manufacturing planning, trade and control systems of the manufacturing organizations implied the need for periodic auditing that compasses responses to the market places requirement. The audits address not only the systems folus but also the convemitant training of people that match with current objectives (Wanstream and Jonsan, 2006).The researcher in attempt to authentic the statement of the respondents in table 7, shows that there was a positive significance manufacturing planning with the business competitive position of the selected institutions in south east Nigeria. Analysis of the interview question based on the third research objectives revealed that, 11 out of 12 interviewed on areas of their specialization answered that there was positive global effect of manufacturing planning on business competitive position of the selected institutions in south east Nigeria.

Also, inconformity with the responses of the respondents as in analysis of table 5, column 3, where 201 of 40.20% and 281 of 56.20% respectively agreed and strongly agreed that there was positive global effect of manufacturing planning on international trade business competitive position of the selected institutions in south east Nigeria. The result aligns itself with the contention of Volkmann, Bery, Whybark and Jacobs (2005) that the increase in the breath and depth of internationalization of manufacturing planning continues apace to lead to an increase in international trade competitive position of many companies.

To identify the global effect of manufacturing control on import competitive position of the selected institutions in south east Nigeria

It was found that there is a positive global effect of manufacturing controlling on the import competitive position of some selected Institutions in south east Nigeria. This finding is consistent and in agreement with the contention of Vollmann et al (2005) that the increase in the breadth and depth of internationalization of Manufacturing Controlling continues apace to lead to an increase in the import competitive position of many global, transnational and international companies.

Globalization in recent term was used to describe the changes in societies and the world economy that result from dramatically increased international trade and cultural exchange. It describes the increase of trade and investing due to the falling of barriers and the interdependence of countries. In specifically economic contexts, it is often understood to refer almost exclusively to the effects of trade, particularly trade liberalization or free trade (Osisioma, 2003).

Liepic (2001), states that between 1910 and 1950, a series of political and economic upheavals dramatically reduced the volumes and importance of international trade flows. But starting with WWI and continuing through WWII, when the Bretton woods institutions were created (i.e. the IMP and the GATT), Globalisation trends reversed. In the post-Word War II environment, fostered by internal economic institutions and rebuilding programs, internal trade dramatically expanded in terms of the benefits and he disruptive effects.

Although all three aspects are closely intertwined, it is useful to distinguish economic, political and cultural aspects of Globalisation. The other key aspect of globalization is changes in technology, particularly in transport and communications, which it claimed are

creating a Global Village (Kim, 1999). Globalization of Human Resource Management: A Cross Cultural Perspective.

Mundialisation is a world movement that does not include liberalization. Mundialisation includes the declaration of specified territory – a city, town or state, for example – as world territory, with responsibilities and rights on a world scale. Wikipedia Enclopedia (2000) insists that globalization can mean: Globalisam, if the concept is reduced to economic aspects, can be said to contrast with economic nationalism andprotectionism. It is related to lassie-faire capitalism and neo-liberalism.

1. It shares a number of characteristics with internationalization and is often used interchangeably, although some prefer to use Globalisation to emphasise the erosion of the nation-state or national boundaries.

2. Making connections between places on a Global scale. Today more and more places around the world are connected to each other in ways that were previously unimaginable in more and more ways. Arjun Appadurai in Bagachi (1999) identified five types of Global Connectivity:

    (a) Enthnoscapes: Movement of people, including tourists, economic migrants, refugees and business travelers.

    (b) Finanscapes: Global flows of money, often driven by interconnected currency markets, stock exchanges and commodity markets.

    (c) Ideoscapes: The Global spread ideas and political ideologies. For example, green peace has become a worldwide environment movement.

    (d) Mediascapes: The Global distribution of media images that appear on our computer screens, in newspapers, television and radio.

    (e) Technoscapes: The movement of technologies around the Globe. For example, the green revolution in rice cultivation introduced western faring practices into many developing countries.

Although Appadurai's taxonomy is highly contestable, it does serve to show that Globalisation is much more than economics on a Global scale.

1) In its cultural form, Globalisation has been a label used to identify attempts to erode that national cultures of Europe and subsume that into a Global culture whose members will be much easier to manipulate through mass media and controlled

governments. In this context, massive legal or illegal immigration has been allowed, mainly in European countries.

2) The formation of a Global village – closer contact between different parts of the world, with increasing possibilities of personal exchange, mutual understanding and friendship between world citizens, and creation of a Global civilization (Donnelly and Blanchard, 1999).

3) Economic Globalisation – there are four aspects to economic Globalisation, referring to four different flows across boundaries, namely flows of goods/ services. i.e. free trade (or at least freer trade), flows of people (migration), of capital and of technology. A consequence of economic Globalisation is increasing relations among members of an industry in different parts of the world (Globalisation of an industry), with a corresponding erosion of national sovereignty in the economic sphere. The IMF defines Globalisation as the growing economic interdependence of countries worldwide through increasing volume and variety of cross-border transactions in goods and services, freer international capita; flows, and more rapid and widespread diffusion of technology (IMF, World Economic Outlook, May, 1991). The World Bank defines Globalsiation as the freedom and ability of individuals and firms to initiate voluntary economic transactions with residents of other countries.

4) In the field of management, Globalisation is a marketing strategy term that refers to the emergence of international markets for consumer goods characterized by similar customer needs and taste enabling, for example, selling the same cars or soaps or foods with similar campaigns to people in different cultures. This usage is contrasted with internalization, which describes the activities of multinational companies dealing across borders in financial instrument, commodities, or products that are extensively tailored to local markets (Tafowora, 1998).

5) In the field of software, Globalisation is a technical term that combines the development processes of internationalization and localization (Donnelly and Balnchard, 1999).

6) The negative effects of profit multinational corporations – the use of substantial and sophisticated labour and services of unequally developed regions against each other.

7) The spread of capitalism from developed regions against each other.

8) The concept of Globalisation refers both to the compression of the world and the intensification of consciousness of the world as a whole – Roland Robertson in (Manda, 2001).

Interview question based on the fifty research objectives showed a positive global effect, as 9 out of 11 respondents agreed that manufacturing control on import competitive position of the selected institutions in south east Nigeria has a global effect on the institution's competitive position. The outcome of this interview result is in agreement with the responses. The table 5 shows that 207 and 278 respectively agreed and strongly agreed that there was global effect of manufacturing control on importcompetitive position of the selected institutions in south east Nigeria.

CONCLUSION AND RECOMMENDATION

Based on the findings of the study, the it is concluded that Manufacturing planning has global effect on the Nigerian trade competitive position and has implications in both international trade and local trade. the global effect of manufacturing planning of including primary, secondary and tertiary industries would make for the production of exportable goods and this yields profit that will improve, give the companies studied some competitive edge. This will enable them sure better financially than other companies in the same line of business. Also, the study concludes that the global effect of manufacturing controlling on the import competitive position of some selected institutions in south east Nigeria has some international business and local business implication. Manufacturing controlling has to be more intensive in terms of manufacturing setting of targets, appraisal and appreciation of performance, variance analysis, and connective action of if objectives are not being achieved. Imports deplete aggregate demand because while other elements of aggregate demand namely consumption, investment, and government spending has positive effects on aggregate demand, imports have a negative effect. This is why manufacturing controlling is to be vigorous if there will be an increase in the competitive position due to import.

It is recommended that the strategic, manufacturing managers, materials managers or the institutions studied backed by policy should;

1. Continue to ensure that manufacturing planning should have a positive global effect on the Nigerian trade competitive position on of their organization to ensure proper manufacturing decision making

2. Continue to ensure that manufacturing controlling should have a positive global effect on import competitive position to have an import substitution advantage;

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