

স্কুল অব বিজনেস
Bangladesh Open University
BBA Program
Semester: 241 (7th Level)

Course Title: Operations Management

Due on: March 13, 2026

Instructions

- Answer all the questions in your own handwriting on A4 size white paper.
- Fill-in the cover page of your assignment with care.
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Questions

1. (a) What is operations management? Do you find any contribution of operations management to the society? How? Discuss.
(b) Why are the issues of operations management changing continuously? Illustrate the reasons logically.
(c) Describe the input-transformation-output relationships in the system of a manufacturing concern.
2. (a) What is operations strategy? "Operations strategy means adding value for the customer"- Explain how.
(b) Discuss the major trend that influences the operations strategy decision.
(c) How will you integrate the manufacturing and services? Consider a manufacturer of television and discuss the approaches of said integration.
3. (a) What is new product? How will you categorize new products? Discuss with example.
(b) Explain the new product development process.
(c) What are the general approaches to deliver services to the customers? Explain with example.
4. (a) What are performance measures? Explain the different types of performance measures with example.
(b) How you can develop a service blueprinting in your organization? Discuss with the help of an imaginary product on your choice.
5. (a) How will you evaluate the potential location for your organization?
(b) Explain the factors that influence on the capacity decision of an organization. Assume a product having seasonal fluctuation. How will you make decision on capacity strategy for that product? Justify.
(c) Describe the steps that are followed in in capacity planning.

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1. (a) What are job shop and job shop scheduling? Explain the priority rules for allocating jobs to the machine.
 (b) What are the functions that need to be performed to control shop-floor? Illustrate.
 (c) How will you make a schedule for the workers in the service operations? Explain.
2. (a) What do you understand by inventory? Why is inventory necessary in the perspective of Bangladesh? Discuss.
 (b) Describe the ABC model of inventory management system.
 (c) What is economic order quantity? Describe its implication in the organization.
3. (a) Calculate the economic order quantity for material M. The following details are furnished:
 Annual usage= 90000 units
 Buying cost per order= Tk. 10
 Cost of carrying inventory= 10% of cost
 Cost per unit= Tk.50
 (b) ABC Ltd. uses EOQ logic to determine the order quantity for its various components and is planning its orders. The Annual consumption is 80,000 units, Cost to place one order is Tk. 1,200, Cost per unit is Tk. 50 and carrying cost is 6% of Unit cost.
Requirements:
 i. EOQ,
 ii. No. of order per year,
 iii. Ordering Cost and Carrying Cost
 iv. Total Cost of Inventory.
4. (a) What is manufacturing layout? Describe the different types of manufacturing layouts.
 (b) Describe the assembly line layout as a part of product layout. What steps are to be followed to balance an assembly line?
 (c) Explain the considerations involved in services layout.

শুভ্র অর্ধ বিজ্ঞান
Bangladesh Open University
 BBA Program
 Semester: 241 (7th Level)

Course Title: Project Appraisal and Management

Due on: March 13, 2026

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Questions

1. Describe the features of a project. How do they differ from day-to-day processes within an organization?
2. Understand the concept of project “success,” including various definitions of success, as well as the alternative models of success.
3. What are the implications of an organizational culture on the project management process? Discuss critically.
4. The chapter presents three basic forms of organizational structure: functional, project, and matrix. Suppose you are responsible for advising an IT company on changes to an organizational structure to address the growing need for effective project management in creating new software products. Conduct an assessment of the advantages and limitations of each of the three structures. Which one would you recommend?
5. How are financial models superior to other screening models? How are they inferior?
6. Assume that the following criteria relevant to the process of screening various project opportunities are weighted in importance as Quality (5); Cost (3); Speed to market (7); Visibility (5); Reliability (1).

Our company has four project alternatives that satisfy these key features as follows:

	Alpha	Beta	Gamma	Delta
Quality	1	3	3	5
Cost	7	7	5	3
Speed	5	5	3	5
Visibility	3	1	5	1
Reliability	5	5	7	1

Construct a project-screening matrix to identify among these four projects the most likely candidate to be implemented.

7. Consider the profile examples on project leaders Sir John Armit and Jim Watzin from the chapter. If you were to summarize the leadership keys to their success in running projects, what actions or characteristics would you identify as being critical? Why? What are the implications for you when you are given responsibility to run your own projects?
8. What are the benefits of developing a Responsibility Assignment Matrix (RAM) for a project?
9. Assume the following information:

<u>Probability of Failure</u>	<u>Consequences of Failure</u>
Maturity = .3	Cost = .1
Complexity = .3	Schedule = .7
Dependency = .5	Performance = .5

Calculate the overall risk factor for this project. Would you assess this level of risk as low, moderate, or high? Why?

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Questions

1. Consider the following project information. The total budget is \$36,000 and is expected to last six months. After four months, you have calculated the following information about the project:

PV = \$29,000

EV = \$30,500

AC = \$28,000

Based on this information, calculate the SPI and CPI. What is the estimated time and cost to completion? What does this information tell you about the project?

2. Scheduling personnel of LEXUS Company Ltd. have decided to apply CPM method in preparing production schedule and furnished the following information:

Activity	Immediate Predecessor	Expected time
A		5
B	A	14
C	B	9
D	A	15
E	D	10
F	C, E	4
G	F	2
H	G	0

Using the given information determine:

- (a) A network diagram;
 - (b) Which path is the critical one; and
 - (c) Which activity has slack time and how much?
3. Define the following terms considering internet and other books besides your text book to develop your concept in project management:

Work Breakdown Structure; Risk Impact Matrix; PERT and CPM; Activity; Task; Network Diagrams; GANTT Charts; AOA; AON; Dummy Activity; Critical Path; Slack Time; Crash Time; Early Start; Early Finish; Late Start; Late Finish; Forward Pass; Backward Pass.

4. Explain the concept of activity-based costing. What are the steps involved in this process? Based on activity-based costing, identify the cost of under mentioned group project of Event management project.
5. Prepare a group project for the classroom. Use as your model one of Event management project.

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Course Title: Business Ethics

Due on: March 13, 2026

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Questions

1. (a) Do you think business ethics is necessary in today's marketplace? Why or why not?
 (b) What is the relationship between ethics and morality? Explain the importance of morality in the formation of etiquette in an organization.
 (c) How do minorities in a society benefit from the law practices? Discuss this issue in the context of Bangladesh.
2. (a) Discuss the major ethical theories associated with business organizations.
 (b) "Six ethical systems generally dominate ethical thinking"-Enumerate these systems.
 (c) What are the tools of ethics? Describe them with examples.
3. (a) How do the assumptions of Social responsibility dominate any stakeholders' orientation? Justify your ideas regarding this.
 (b) In Bangladesh, diverse communities exist. If you are a business owner of any ICT product, how can you meet your associated community expectations from and to the business? Enumerate.
4. (a) "The digitization and application of Internet services have altered the meaning of the changing values of management"-How can you narrate this statement?
 (b) What could be some possible factors of managerial unethical practices in the banking sector in Bangladesh? Discuss your ideas logically.
 (c) Describe the managerial code of ethics that guides the managers to make decisions about the unsolved business decisions.
5. (a) How is the collective responsibility of corporate ethics associated with a business organization? Discuss briefly.
 (b) Assume that you are a government official in any government organization in Bangladesh. How would you implement the corporate ethical environment in your organization? How can you ensure that your employees will exhibit ethical behavior? Discuss.

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Questions

1. (a) In the existing consumer goods sector in Bangladesh, what are the expectations and position of buyers compared to the sellers? Explain.
(b) Describe the sellers' rights as a market power.
(c) Do you think the health sector organizations in Bangladesh are adequately assuring consumer protection measures? Enumerate your ideas.
2. (a) "The ethical expectations of employers and employees are always in a mismatch in the perspective of the consumer goods business in Bangladesh." Do you think this statement is valid? Why or why not?
(b) Explain why any business organization maintains the major rights of consumers. Justify your idea.
(c) Discuss the sellers' rights as a market power in the perishable food market in Bangladesh.
3. (a) Suppose you are involved with a popular MNC in Bangladesh associated with hygiene and cosmetic products. From your experience, share in detail what misunderstandings you have observed.
(b) Describe the intergovernmental understanding of the managers related to the MNCs mentioned in the above situation.
(c) Do you think mutuality is achieved in the light of business ethics among global organizations? Enumerate your justifications.
4. (a) Do you agree that the garment sector in Bangladesh is properly managing employee rights regarding wages, benefits, and working conditions? Why or why not?
(b) Explain why any business organization should maintain employee privacy issues? Justify your idea.
(c) Discuss the expectations of employers and employees.

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Course Title: Portfolio Management

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Questions

1. (a) Define Portfolio Management. Explain the phases of portfolio management.
(b) Distinguish between investment, speculation, and gambling with suitable examples.
(c) Discuss the major investment avenues available to individual investors.
(d) Discuss the characteristics and objectives of investment.
2. (a) What is risk? Explain the concept of risk and identify its key elements.
(b) Explain the difference between systematic and unsystematic risk with examples. Why is one diversifiable and the other not?
(c) "There is a trade-off between risk and return." Explain this statement.
(d) A stock costs Tk.100 today. At the end of 1 year, the stock will have an end-of-year price P_1 and a dividend D . The possible outcomes are:

State	(P_1) (Tk.)	Dividend (D) (Tk.)	Probability
1	85	0	0.10
2	95	2	0.20
3	100	4	0.30
4	110	6	0.25
5	125	8	0.15

Required:

- i) Compute the return in each state.
 - ii) Calculate the expected return.
 - iii) Calculate the standard deviation of returns.
3. (a) Describe the Economy–Industry–Company (EIC) framework of fundamental analysis.
(b) Explain the stages of the industry life cycle and their investment implications.
(c) Discuss key macroeconomic factors affecting security prices.
 4. Write short notes:
 - (a) Industry Life Cycle
 - (b) Efficient Market Hypothesis (EMH)
 - (c) Competitive Market Hypothesis

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Questions

1. (a) Explain the Random Walk Theory and its implications for investors.
(b) Describe the forms of the Efficient Market Hypothesis (EMH).
(c) What is RSI? Explain its calculation and interpretation.
(d) Explain the basic principles and hypotheses of Dow theory.
2. (a) Explain the weak form of the efficient market hypothesis. Describe the empirical tests used for testing the weak-form efficiency.
(b) Discuss diversification and its impact on portfolio risk.
(c) Discuss the impact of covariance or correlation between securities in a portfolio on the portfolio risk.
(d) An investor distributes Tk. 1,000,000 among the following securities:

Security	Return (%)	Proportion of Investment
BEXIMCO	19.20	0.25
Grameenphone (GP)	14.75	0.20
Square Pharma	17.10	0.30
BRAC Bank	21.50	0.25

Required:

- i) Calculate the expected return of the portfolio.
- ii) Calculate the amount invested in each stock.
- (e) For the following portfolio, calculate the mean (expected) rate of return and the portfolio standard deviation.

Given Data

Security (DSE)	Proportion (w)	Price at Beginning (Tk.)	Increase/Decrease During Year (Tk.)	Dividend (Tk.)	Std. Deviation (%)
Square Pharma	0.35	240	+18	6	8
BRAC Bank	0.40	52	+5	2	12
Grameenphone (GP)	0.25	300	-10	12	6

Correlation Coefficients

Square Pharma & BRAC Bank: 0.15

Square Pharma & GP: -0.10

BRAC Bank & GP: 0.65

Required:

- i) Compute the mean (expected) portfolio return.
- ii) Compute the portfolio standard deviation.

3. (a) Discuss Security Market Line and Capital Market Line.
 (b) Explain pricing of securities using CAPM.
 (c) The data for three stocks listed on the Dhaka Stock Exchange (DSE) are given below. The data is obtained by correlating returns on these stocks with the market index (DSEX).

Stock	α_i	β_i	Residual variance (%) $\sigma_{e_i}^2$
A (Square Pharma)	1.5	1.4	16
B (BRAC Bank)	0.8	0.6	10
C (Grameenphone)	-1.2	1.7	20

Assume the market index (DSEX) is expected to have:

Expected return = 14%

Variance of return = 18%

Required:

- i) Compute the expected return of each stock using the single-index model.
- ii) Calculate the total variance of each stock.
- iii) From a risk–return viewpoint, determine which single stock an investor should prefer to own.

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Questions

1. (a) What is retailing? How do retailers add value to the products and services purchased by consumers? Discuss with appropriate examples.
 (b) Identify your favorite retailer (for example, Shwapno, Chaldal.com, or PRAN-RFL Best Buy). Why do you prefer this retailer? What strategies would a competing retailer need to adopt to gain your patronage?
 (c) Critically analyze the changing retail industry in Bangladesh, considering the latest technological systems adopted by various food and beverage companies. As a retail manager, explain why understanding the retail mix is important and describe the retail management decision-making process
2. (a) Discuss the key characteristics that define retailers. In your answer, consider aspects such as ownership structure, level of service, merchandise assortment, pricing strategy, and target market.
 (b) Distinguish among the different types of food retailers. Compare formats such as supermarkets, convenience stores, hypermarkets, and online grocery retailers, highlighting their unique features and market positioning.
 (c) Explain the various types of general merchandise retailers with relevant examples. In your discussion, include department stores, specialty stores, discount stores, and category killers.
3. (a) Discuss the 7C framework of digital retailing. Explain each component of the framework and analyze how it contributes to enhancing customer experience and online retail performance.
 (b) Differentiate among multi-channel, cross-channel, and omni-channel retailing strategies. Clearly explain the key differences and provide relevant examples of each approach.
 (c) Critically discuss the major challenges faced by multi-channel retailers in today's competitive and technology-driven retail environment.
4. (a) What is meant by a retail market strategy? Choose a retailer in the Bangladeshi market and describe how it has developed competitive strategic advantages.
 (b) Identify and discuss the different stages in the strategic planning process for retailers.
 (c) Identify and explain the issues that arise when domestic retailers expand to become global retailers.

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Questions

1. (a) Suppose you are the retail manager of a newly launched refrigerated chicken store in Dhaka city. Explain how you would evaluate and select the optimal store location. In your answer, discuss the factors influencing location decisions, such as customer accessibility, competition, foot traffic, demographics, and operating costs, and describe the analytical approaches you would use to make an informed decision.
- (b) “*Shwapno*” is the largest retail chain in Bangladesh, and ACI Limited owns it. It has a distribution network reaches over 35,000 households daily and operates 59 Outlets all over Bangladesh. Along with regular grocery items and convenience products, recently, it has included crockeries and lifestyle products as comparison products. Moreover, organic vegetables and exclusive baby care items are offered in the same outlet as the specialty shopping products. Now, match and discuss the three location-type retailers’ decisions: convenience shopping, comparison shopping, and specialty shopping, consistent with the shopping behaviour of *Shwapno*’s consumers.
2. (a) ‘*Aarong Dairy*’s supply chain management system connects the company with its suppliers, farmers, and retail outlets. By leveraging technology, the system assists in production planning, inventory monitoring, and supplier communication. Explain how ‘*Aarong Dairy*’s efficient supply chain can improve a retailer’s product availability while minimizing the need for excessive inventory investment.
- (b) Describe a customer relationship management (CRM) program in which you have personally participated as a customer. Among the following types of retailers(a) restaurants, (b) private banks, (c) automobile dealers, or (d) consumer electronics retailers, identify which would benefit the most from implementing a CRM program and justify your choice.
3. (a) Banglalink operates a CRM program aimed at building stronger relationships with its most valuable customers across all outlets. Some customers who do not receive the same benefits may feel dissatisfied because they are treated differently. What strategies can Banglalink implement to minimize such negative reactions?
- (b) Assume that a showroom of Bata Bangladesh is your favorite place to buy shoes for your family. How does this retailer foster customer loyalty and satisfaction, encourage repeat visits, and build an emotional connection by providing personal attention and memorable experiences, while identifying and catering to its most valuable customers?
4. (a) Why is store location such an important decision for retailers?
- (b) “*Home Depot*” typically locates its stores either in a power center or on a freestanding site. Discuss the strengths of each location type for this retailer.
5. (a) Discuss the different types of retail locations and their significance for retail success.
- (b) Pick your favorite store, such as “*Dhaka New Market*.” Describe the advantages and disadvantages of its current location, considering its store type and target market.