


Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Management Information System

Submit by: April 24, 2026

Instructions for Assignment Submission

	<p>1. Assignments must be submitted on A4 size paper in own hand writing.</p> <p>2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see page-5 of the Semester Calendar)</p> <p>3. Assignments must be submitted to the coordinator of the study center you are attached with.</p> <p>4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used.</p> <p>5. Contact e-mail address & Cell Phone and Land Phone numbers must be written on the cover page clearly. If your e-mail address is not yet added to our e-mail list, please send a mail to mzraihan@bou.ac.bd with subject "Add Me".</p> <p>6. In the case of delayed submission, the School will not acknowledge the submission of the assignment(s) and will not be responsible for any damage or loss of the assignment(s).</p> <p>7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically.</p>	<p>Assignment Marks Distribution</p> <hr/> <p>Assignment -1 } 10</p> <p>Assignment -2 } 10</p> <p>Assignment -3 } 10</p>
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1. A bank decides to provide access to any three of a customer's accounts through its automatic teller machines to its customers, so that with these accounts they can transfer, withdraw or deposit money. Would you classify this as an IS strategy or an IT strategy? Why?
2. Describe the business (enterprise) functions and the major processes and procedures within that functional area. Identify what MIS exist (if any) to support these areas.
3. In planning, an impact model is one in which IT opportunities for strategic advantage are identified and will then lead to a business strategy. Alignment models are where the organisation will identify IT support for business strategies. Select two of the SISP methodologies introduced in the previous section and compare and contrast these. Would you classify them as impact or alignment models?
 Using this classification, Plant's e-commerce strategy (as described in the previous module) would be an "impact" model, and the seven "S" model would be an "alignment" model. Try to apply these two models to your own organization. What do you see as their strengths and weaknesses?
4. Identify three major differences between the four eras of IS: DP, MIS, SIS, and IOS. Why do planning methods have to undergo significant change now?
5. Why are SISP methodologies, which existed in the 20th century, no longer as appropriate for the Internet economy?

6. Case: Puma Goes Omni

When Puma, one of the world's top sports footwear, apparel, and accessories brands, conceived its Love=Football campaign in 2010, the goal was to create a memorable tagline in a language that would be understood the world over—pictures. In the process, the company stumbled upon the power of social marketing. Puma's ad agency, Droga5, filmed a light-hearted commercial featuring scruffy everyday men in a Tottenham pub singing love songs to their Valentines. The video went viral, garnering more than 130 million impressions and spawning hundreds of homemade response videos. Today, Puma's marketing campaigns are all branded with the slogan Forever Faster, which, according to Ruth How, Puma's Head of Marketing Communications, is a sentiment that applies not only to its marketing message to consumers, but also to Puma's approach to marketing itself. As How notes, since so much of Puma's target market lives and breathes in the digital space, its imperative for Puma to fuse marketing with technology to reach those consumers.

Puma maintains an extensive presence on Facebook, Twitter, Instagram, Pinterest, Snapchat, and YouTube, and closely integrates its social strategy with its other marketing channels to drive the conversation and deepen its engagement with consumers. It uses social media in part to better understand the different regional and sub-brand audiences within more than 120 countries in which it operates. Not all content is suitable for every one of its nearly 17 million global Facebook fans. Dedicated sport, country, region, and product category pages were created for each social network. For several years, Puma took a trial-and-error approach, focusing on building its follower base. Today, Puma uses a data-driven approach, geo-targeting posts at the appropriate times of the day to maximize fan engagement and generate the right mix of online content to best drive sales. For instance, it has begun working with a platform named My Appy, which allows it to aggregate all of the social media conversations involving Puma into one space, enabling Puma to better understand how consumers are engaging with its content. A tab for its iPhone app sends followers directly to Apple's App Store, substantially boosting sales. The company also sends personalized messages based on customers' website activity, using items abandoned in shopping carts and other information to generate customized messages and surveys. This integration of channels into a cohesive customer acquisition strategy is in fact a key element of the emerging world of omni-channel retailing. The advent of the term "omni-channel" signals the evolution of multi-channel or cross-channel retailing to encompass all digital and social technologies. The idea is that customers can examine, access, purchase, and return goods from any channel, and even change channels during the process, and receive timely and relevant product information at each step along the way and in each channel. The rise of social networks and the personalized retail it engenders is a primary driver of omni-channel—the complete integration of the shopping and brand experience. Marketing efforts must be unified undertakings combining offline events and sales and online promotions and brand building that not only employ all available channels but provide multiple opportunities for customer involvement. For a company like Puma, with e-commerce sites in the United States, Russia, Canada, China, India, Switzerland, Germany, France, the United Kingdom, and a European site that serves multiple countries in multiple languages, this presents quite a challenge. Puma's Global Head of E-Commerce, Tom Davis, has overseen a major restructuring of its e-commerce business. Puma was not fully prepared to compete with Adidas, Nike, and

other sports apparel companies in a global market that was rapidly shifting away from mature Western markets and desktop commerce. To coordinate market rollouts and ensure a unified brand image, Puma's regional e-commerce teams needed oversight. A command center took over brand strategy and investment decisions, leaving daily operational and locality-based decision-making to the regional teams. Unified content and product strategies were developed in addition to a centralized product database. One central website replaced multiple e-commerce sites on different platforms. The company developed new content and product strategies and launched a centralized product database. Demand ware, Puma's main e-commerce platform, was used to simplify managing global e-commerce operations from a central digital platform, though several other e-commerce platforms are still used. The goal was to achieve a consistent and cohesive brand building strategy so that the teams would all be on the same page.

Puma assigned the overhaul of its website to Viget, a web design firm. It created templates to unite several Puma sites into one and unify the look across numerous categories and content types. A dozen category sites now complement Puma.com, with a custom-built content management system (CMS) ensuring that consistent Puma branding and navigation are maintained across all sub-sites and pages. Category managers can customize home pages outside of the template layout. The flexibility to roll out local, regional, or global campaigns is thus built into the website design. What's more, the CMS integrates with a language translation tool, a Store finder tool that helps visitors locate Puma stores, and Puma's product inventory manager. These design changes have improved site visualization and navigation, prompting customers to spend twice as much time on the site and raising the order rate by 7.1%. Other features, like the ability to design Puma shoes from the ground up using a built-in web app across all of its sites, have made Puma's online presence even more compelling. The Viget team then turned to the mobile site, first incorporating Store Finder into the interface. Using the GPS capability of the mobile device, Puma stores nearest to the user can be located, along with their address and contact information. Users experience the same content and appearance as Puma.com and each of the category sites, managed by the same CMS. Viget also rebuilt Puma's mobile site using responsive design features. Puma also incorporated mobile into its omnichannel marketing strategy. For instance, it developed PUMATRAC, an iPhone app that automatically analyzes environmental conditions to give runners feedback on how these variables impact their performance. The app offers multiple options to share statistics and routes with other runners. In addition to focusing on unifying its branding efforts and e-commerce websites, Puma has also streamlined its e-commerce teams. In the past, Puma maintained nine independent e-commerce teams on five continents. Currently, it is working towards teams divided into the three major segments that comprise the majority of its sales—North America, Europe, and Asia-Pacific—as well as a global unit that operates at a level above these regional segments. At the same time, the company hopes to pursue a strategy that is flexible and focused more on the precise local needs in individual markets, even though it has moved to fewer individual e-commerce teams. For example, Puma found that in the Asia-Pacific region, traditional paid media advertising was very ineffective compared to social marketing, particularly that featuring compelling influencers like Usain Bolt and Kylie Jenner. The company's shift in strategy in that region has led to a 10% increase in sales in 2016, making it the company's strongest segment. Overall, Puma's approach has worked across all its segments, improving conversion rates from 10% to 20% and boosting average order value by 12%.

Centralizing its e-commerce operations under a single site also helps Puma better collect customer data to personalize marketing and develop more appealing products. Over the past several years Puma has gained invaluable omni-channel experience, racked up social marketing accomplishments, and laid the groundwork for resurgent e-commerce success. But it hasn't been easy. Implementing a successful omni-channel strategy is a monumental task. In 2013 and 2014, Puma's profits sagged, and the company claimed its growing marketing budget was the reason while insisting that its strategy would pay dividends in the future. Puma knows it cannot compete on price with mass merchandisers such as Amazon and Zappos, and it cannot control Puma product presentation in those venues. External loss of brand control necessitates superior product content, product information management, and shopping experience internally, precisely the skills it has been nurturing. Puma's ability to adapt its strategy to individual areas has also helped the company advance into India, where Puma received permission from the Indian government to open a portal after the country changed its rules regarding foreign direct investment. (Puma had formerly only been able to sell products wholesale, as opposed to traditional retail and e-commerce directly to the consumer), and China, a growing market where Puma has traditionally had minimal presence. In 2015, Puma finally began to see results from its innovative advertising, product development, and centralization efforts as its earnings rebounded to beat analysts' estimates. Puma CEO Bjorn Gulden believes that 2015 represented a turning point for the Puma brand back to profitability. In 2016, Puma ranked behind only Nike and New Balance in e-commerce footwear, ahead of brands like Adidas and Reebok, which spend much larger amounts on advertising, and its quarterly earnings reflect that strength. Puma reported third-quarter earnings of €39.5m, nearly double the €20m it recorded in the same period of 2015, and projected its 2016 yearly earnings to come in at the high end of expectations. Puma's e-commerce strategy has been the main driver of that success.

Case Study Questions

1. What is the purpose of Puma's content management system?
2. Why did Puma build a single centralized website rather than continue with multiple websites serving different countries and regions?
3. What social media sites does Puma use, and what do they contribute to Puma's marketing effort?

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Course Title: Management Information System

Submit by: June 19, 2026

1. What is e-business culture? Describe the implications of e-business culture in society.
2. Identify three major differences between the four eras of IS: DP, MIS, SIS, and IOS. Why do planning methods have to undergo significant change now?
3. Explain the difference between a Knowco and a Physco and give an example of each.
4. In 2002, most countries of the European Union moved to the Euro as a common currency.
 - a) What impact do you think this will have on business in Europe and globally?
 - b) What do you see as the people issues in the adoption of a common currency?
 - c) Would you support the adoption of a global currency? Why or why not?
5. Read the case below carefully and answer the questions below.

Case Study: Walmart and Amazon Duke It Out for E-commerce Supremacy

Walmart is the world's largest and most successful retailer, with \$483 billion in sales in 2015 and more than 11,500 stores worldwide, including more than 4,600 in the United States. Walmart has 2.3 million employees and ranks first on the Fortune 500 list. Walmart had such a large and powerful selling machine that it really didn't have any serious competitors—until now.

Today, Walmart's greatest threat is Amazon.com, often called the "Walmart of the Web." Amazon sells not only books but just about everything else people want to buy—DVDs, video and music streaming downloads, software, video games, electronics, apparel, furniture, food, toys, and jewelry. The company also produces consumer electronics—notably the Amazon Kindle e-book reader, Kindle Fire tablet, Echo and Tap speakers, and Fire TV set-top box. No other online retailer can match Amazon's breadth of selection, low prices, and fast, reliable shipping. For many years, Amazon has been the world's largest e-commerce retailer with the world's largest and most powerful online selling machine. Moreover, Amazon has changed the habits and expectations of consumers in ways to which Walmart and other retailers must adapt. Instead of a "push" model, where merchandisers have a large degree of control over what items they stock and sell, retailers must adapt to a "pull" model, where shoppers are more empowered than ever. According to Brian Yarbrough, a retail analyst at Edward Jones in St. Louis, Amazon and online retailing is probably the biggest disrupters of retail since Walmart itself. Walmart was founded as a traditional, offline, physical store in 1962, and that's still what it does best. But it is being forced to compete in e-commerce as well. Seven years ago, only one-fourth of all Walmart customers shopped at Amazon.com, according to data from researcher Kantar Retail. Today, however, half of Walmart's customers say they've shopped at both retailers. Online competition and the profits to be reaped from e-commerce have become too important to ignore.

Walmart's traditional customers—who are primarily bargain hunters making less than \$50,000 per year—are becoming more comfortable using technology. More affluent customers who started shopping at Walmart during the recession are returning to Amazon as their finances improve. Amazon has started stocking merchandise categories that Walmart traditionally sold, such as vacuum bags, diapers, and apparel, and its revenue is growing much faster than Walmart's. In 2015, Amazon had sales of more than \$113 billion. If more people want to do even some of their shopping online, Amazon has some clear-cut advantages. Amazon has created a recognizable and highly successful brand in online retailing. The company has developed extensive warehousing facilities and an extremely efficient distribution network specifically designed for web shopping. Its premium shipping service, Amazon Prime, provides fast “free” two-day shipping at an affordable fixed annual subscription price (\$99 per year), often considered to be a weak point for online retailers. According to the Wall Street Journal, Amazon's shipping costs are lower than Walmart's, ranging from \$3 to \$4 per package, while Walmart's online shipping can run \$5 to \$7 per parcel. Walmart's massive supply chain needs to support more than 11,000 physical stores worldwide, which Amazon doesn't have to worry about. Shipping costs can make a big difference for a store like Walmart where popular purchases tend to be low cost items like \$10 packs of underwear. It makes no sense for Walmart to create a duplicate supply chain for e-commerce. However, Walmart is no pushover. It is an even larger and more recognizable brand than Amazon. Consumers associate Walmart with the lowest price, which Walmart has the flexibility to offer on any given item because of its size. The company can lose money selling a hot product at extremely low margins and expect to make money on the strength of the large quantities of other items it sells. Walmart also has a significant physical presence, and its stores provide the instant gratification of shopping, buying an item, and taking it home immediately as opposed to waiting when ordering from Amazon. Seventy per cent of the U.S. population is within five miles of a Walmart store, according to company management. Walmart has steadily increased its investment in its online business, spending between \$1.2 billion and \$1.5 billion annually in 2015 and the next few years on e-commerce, including fulfillment centers and technology. Walmart has constructed one of the world's largest private cloud computing centers, which provides the computing horsepower Chapter 10 E-commerce: Digital Markets, Digital Goods 439 for Walmart to increase the number of items available for sale on Walmart.com from 1 million three years ago to 10 million today. In the spring of 2015 the company opened four new fulfillment centers around the country, each of which is more than 1 million square feet. To further counter Amazon, Walmart introduced its own “free” two-day shipping program called Shipping Pass, similar to Amazon Prime but costing only \$49 per year. New technology will also give Walmart more expertise in improving the product recommendations for web visitors to Walmart.com, using smart phones as a marketing channel, and personalizing the shopping experience. Walmart has been steadily adding new applications to its mobile and online shopping channels and is expanding its integration with social networks such as Pinterest. A Pay With Cash program enables the 25 percent of Walmart customers who don't have credit cards or bank accounts to order their products online and then pay for them in cash at their nearest Walmart store. Walmart's online and digital development division @WalmartLabs acquired the recipe technology start-up Yumprint in order to expand its online grocery delivery services. Management hopes that Yumprint will help Walmart customers more easily make shopping lists from recipes they

find in Yumprint before they shop. Walmart is also trying to improve links between its store inventory, website, and mobile phone apps so that more customers can order online and pick up their purchases at stores. Shoppers can order items online and pick them up from lockers in local stores without waiting in line. Walmart's lockers are similar to Amazon's recent deal with Staples and 7-Eleven to do the same. The idea is to be able to offer Walmart products anywhere a consumer prefers to shop, whether that's online, in stores, or on the phone. The company is rethinking its in-store experience to draw more people into its stores. More than half of Walmart customers own smartphones. Walmart has designed its mobile app to maximize Walmart's advantage over Amazon: its physical locations. About 140 million people visit a Walmart store each week. The company started testing the app's in-store mode, which detects when a customer is in a physical store. When the mode is activated, customers can check their wish lists, locate items of interest in the store, and see local promotions. The app's "Scan & Go" feature lets customers scan items as they shop so they can move quickly through self-checkout. Shoppers can add items to their lists using voice or by scanning bar codes. The Walmart website uses software to monitor prices at competing retailers in real time and lower its online prices if necessary. The company is also doubling inventory sold from third-party retailers in its online marketplace and tracking patterns in search and social media data to help it select more trendy products. This strikes directly at Amazon's third-party marketplace, which accounts for a significant revenue stream for Amazon. Additionally, Walmart is expanding its online offerings to include upscale items like \$146 Nike sunglasses and wine refrigerators costing more than \$2,500 to attract customers who never set foot in a Walmart store. A new Product Content Collection System will facilitate vendors sending their product catalogs to Walmart, and the product information will then be available online. Walmart's commitment to e-commerce is not designed to replicate Amazon's business model. Instead, CEO Doug McMillon is crafting a strategy that gives consumers the best of both worlds—what is called an omnichannel approach to retailing. Walmart's management believes the company's advantage is that it is not a pure-play e-commerce retailer and that customers want some real interaction with physical stores as well as digital. Walmart will sell vigorously through the web and also in its physical stores, retaining its hallmark everyday low prices and wide product assortment in both channels and using its large network of stores as distribution points. Walmart will closely integrate online shopping and fulfillment with its physical stores so that customers can shop however they want, whether it's ordering on their mobile phones for home delivery, through in-store pickup, or by wandering down the aisles of a Walmart superstore. Walmart is aiming to be the world's biggest omnichannel retailer. Amazon is working on expanding its selection of goods to be as exhaustive as Walmart's. Amazon has allowed third-party sellers to sell goods through its website for a number of years, and it has dramatically expanded product selection via acquisitions such as its 2009 purchase of online shoe shopping site Zappos.com to give the company an edge in footwear. Amazon has been building its grocery offerings, with Amazon Prime, Prime Now, Prime Pantry, and Amazon Fresh offering delivery times as short as an hour in some cases. Amazon has opened a retail bookstore in Seattle and plans more in other U.S. locations. Customers will be able to use Amazon's Alexa voice-controlled digital assistant (built into the Echo and Tap speakers and Fire TV) to order tens of millions of products from Amazon's online store.

Amazon continues to build more fulfillment centers closer to urban centers and expand its same-

day delivery services, and it has a supply chain optimized for online commerce that Walmart just can't match. It now has more than 100 warehouses from which to package and ship goods. Warehouses speed up Amazon's shipping, encouraging users to shop more at Amazon, and the cost of these centers as a portion of Amazon's operations is decreasing. Both Amazon and Walmart are experimenting with drones to accelerate fulfillment and delivery. But Walmart has thousands of stores, one in almost every neighborhood, which Amazon won't ever be able to replicate. The winner of this epic struggle will be which company leverages its advantage better. Walmart's technology initiative looks promising, but it still has work to do before its local stores are anything more than local stores. Can Walmart successfully move to an omnichannel strategy?

Case Study Questions:

1. Analyze Walmart and Amazon.com using the competitive forces and value chain models.
2. Compare Walmart and Amazon's business models and business strategies.
3. What role does information technology play in each of these businesses? How is it helping them refine their business strategies?
4. Will Walmart be successful against Amazon.com? Explain your answer.

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1. Assume that you were in a position to advise the CEO of a 24-hour convenience store chain in your local market with respect to e-business. What would you advise him with regard to a strategy of Simple Rules?
 - (a) Using each of the five rules, give examples that could have been applied in this particular scenario.
 - (b) Now try to apply Simple Rules to your own environment. Can you identify five?

2. Plant (2000) suggests four branding strategies to create unique positioning in the marketplace through effective use of ICT. These are: (a) Brand creation, (b) Brand reinforcement, (c) Brand reposition, and (d) Brand follower.
Your CEO would like to understand these concepts and how to apply them in the organization. Suggest answers to the following strategic questions posed by your CEO:
 - (a) What are the main advantages and disadvantages of each branding strategy? (You should provide between 1 and 3 for each.)
 - (b) What examples are there of companies that have been successful in pursuing each of these strategies in the global marketplace? (Give at least one example of each.)
 - (c) What examples can I look at in the local marketplace? (You can choose to give one example in detail or briefly mention several.)

3. Go through the case and answer the questions given below the case.

Stonyfield Farm Blogs for Organic Communication

The story of Stonyfield Farm is something of a legend. In 1983, friends and social activists Gary Hirschberg and Samuel Kaymen started with a great yogurt recipe, seven cows, and a dream. They set up an organic yogurt company in Wilton, New Hampshire, to capitalize on baby boomers' growing concerns with pure foods and health, and to revitalize the New England dairy industry. Stonyfield Farms has grown to become the third largest organic company in the world, with more than \$50 million in annual sales in 50 states. It produces more than 18 million cups of yogurt each month.

Stonyfield Farm's phenomenal growth is in part attributable to its ability to provide a product for a special niche market – people who treasure healthy foods and want to protect the environment. These values have become embedded in the company's "personality." Stonyfield pledges to use in its products only natural ingredients and milk that have not been produced with antibiotics, synthetic growth hormones, and toxic pesticides and fertilizers. The company donates 10 percent of its profits each year to efforts that help protect or restore the Earth.

As the company expanded, management feared it would lose touch with its loyal and committed customer base. Traditional media-based advertising was expensive and wouldn't really help the company "connect" with the kinds of people it was trying to reach. This company prefers word-

of-mouth approaches that get its message to customers in ways that are more compatible with its grassroots, organic, activist, people-friendly image. Stonyfield has several active e-mail newsletters with more than 500,000 subscribers, and it regularly places messages promoting causes it supports on the lids of its yogurt cups. Now it is turning to blogs to further personalize its relationship with customers and reach even more people.

Inspired by Howard Dean's presidential campaign and tutorials from Dean's bloggers, CEO Hirschberg became convinced that Stonyfield could use blogs to create a more personal relationship with consumers that are different from the traditional selling relationship. "The blogs give us what we call a handshake with consumers" and "a little more access to us as a people with a mission," he says.

Stonyfield now publishes two different blogs on its website – Baby Babble and the Bovine Bugle. At one time, Stonyfield was managing five blogs, but decided to retire three of them because they were not attracting enough readers.

Baby Babble provides a forum for Stonyfield employees and other parents of young children to meet and talk about child development and balancing work with family. Stonyfield started that blog because baby yogurts are one of its most popular product lines and blogs about parenting seem to draw large numbers of readers.

The Bovine Bugle provides reports from Jonathan Gates's organic dairy in Franklin, Vermont, a member of the organic cooperative that supplies the milk for Stonyfield products. This blog elicits a large number of their childhood on a farm. As organic foods go mainstream, these blogs help the company show how its brand differs from others and invite customers to help them in that effort.

Stonyfield continually posts new content to each of the blogs. Readers can subscribe to any of these blogs and automatically receive updates when they become available. And of course, they can respond to the postings.

At this point, the benefits of Stonyfield's blogs have not yet been quantified, but management has faith that there are real benefits. The blogs have created a positive response to the Stonyfield brand by providing readers with something that inspires them or piques their interest. If the blogs give readers new information, inspire them to take environmental actions, or ask for opinions, management believes they will remember the brand when they stand in front of the yogurt case at the supermarket or grocery store, and that they will reach for Stonyfield rather than a competing product when given the choice.

Stony Field has a very large website. The blogs provide a way to highlight some of the Web content that might otherwise get lost. This, too, helps steer some blog readers to buy Stonyfield products.

Questions:

- (a) What are Stonyfield Farm's business model and business strategy? What challenges and problems does the company face?
- (b) How do blogs help the company solve these problems and compete in the industry?
- (c) What are the advantages and disadvantages of using blogs for a company such as Stonyfield Farm?

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Course Title: Operations Management

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1. (a) "Operations is the core value-creating function of an organization." Critically analyze this statement with reference to both manufacturing and service organizations. Use two real-life examples (one manufacturing and one service) to justify your answer.
(Focus: value creation, transformation process, service vs. manufacturing)
- (b) Explain the input–transformation–output model of operations management. Then critically evaluate why feedback and control mechanisms are essential for effective operations management.
- (c) Operations managers often face trade-offs among cost, quality, delivery, and flexibility. Critically analyze whether it is possible for an organization to excel in all competitive priorities simultaneously. Use suitable examples to justify your position.
2. (a) Explain the importance of process mapping in operations management. Critically evaluate how identifying bottlenecks can improve:
 - Customer waiting time
 - Resource utilization
 - Overall efficiency

Why is bottleneck management more challenging in service organizations?

(b) Compare and contrast the lead, lag, and match capacity strategies. Critically evaluate which strategy is most suitable for:

- Airlines
- Universities
- E-commerce firms

Support your answer with reasoning.

(c) A bank processes personal loan applications through the following steps:

Activity	Time per Application (minutes)
Application review	10
Credit check	15
Risk assessment	20
Final approval	5

The bank operates 8 hours per day.

Required:

- i) Identify the bottleneck in the process.
- ii) Calculate the maximum number of loan applications that can be processed per day.
- iii) If management reduces the risk assessment time to 15 minutes, what happens to:
 - o Bottleneck
 - o Daily capacity?
- iv) Suggest two managerial actions to improve process performance without hiring new staff.

3. (a) Compare qualitative and quantitative forecasting methods. Critically evaluate why qualitative forecasting methods are still relevant despite advances in data analytics and AI.

(b) A retail store recorded the following monthly sales (units):

Month	Sales
January	420
February	450
March	480
April	510
May	540

Required:

- i) Forecast sales for June using a 3-month moving average.
- ii) Comment on the sales trend observed in the data.
- iii) Is a moving average method suitable for this situation? Why or why not?
- iv) How would this forecast influence inventory ordering decisions?

- (c) National Scan, Inc., sells radio frequency inventory tags. Monthly sales for a seven-month period were as follows:

Month

Sales	(000 units)
February	19
March	18
April	15
May	20
June	18
July	22
August	20

Required:

- i) Plot the monthly data on a sheet of graph paper.
- ii) Forecast September sales volume using each of the following:
 - a. The naive approach.
 - b. A five month moving average.
 - c. A weighted average using .60 for August, .30 for July, and .10 for June.
 - d. Exponential smoothing with a smoothing constant equal to .20, assuming a March forecast of 19(000).
 - e. A linear trend equation.
- iii) Which method seems least appropriate? Why? (*Hint: Refer to your plot from part a.*)
- iv) What does use of the term *sales* rather than *demand* presume?

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1. (a) “Inventory is both an asset and a liability.” Critically analyze this statement by discussing:
 - i) Why firms hold inventory
 - ii) Costs and risks of excess inventory
 - iii) Strategic importance of inventory control in operations
- (b) Explain the bullwhip effect in supply chains. Critically analyze its causes and discuss how firms can reduce its impact.
- (c) Alpha Trading Ltd. is a medium-sized distribution company dealing in fast-moving consumer goods (FMCG). One of its key products has shown steady demand throughout the year, but management has recently faced problems related to stock-outs and excess inventory.

To improve inventory control, the Operations Manager has collected the following data for the product:

Inventory Data

Particulars	Details
Average usage	100 units per week
Minimum usage	70 units per week
Maximum usage	140 units per week
Lead time	3–5 weeks
Ordering cost per order	\$180
Annual carrying cost per unit	\$5.20

Management wants to apply scientific inventory management techniques to decide optimal ordering policies.

Required:

Based on the above information:

- i) Calculate Economic Order Quantity (EOQ). The firm currently experiences fluctuating weekly demand and variable lead time. Critically evaluate whether a traditional EOQ-based inventory system is sufficient for this firm.
- ii) Calculate Reorder Level. Reorder level is often treated as a mechanical calculation. Critically assess why reorder level should be considered a strategic decision rather than a purely operational one.
- iii) Calculate Reorder Quantity. Stock-outs can damage customer trust, while excess stock increases cost. Critically evaluate how inventory decisions in this case influence customer satisfaction and competitive advantage.

iv) Calculate Minimum Inventory Level and Maximum Inventory Level. Inventory is both an asset and a cost. Analyze how minimum and maximum inventory levels affect (i) Working capital management, (ii) Cash flow, (iii) Profitability. Support your discussion with logical reasoning based on the case data.

2. (a) A manufacturing firm produces 120,000 units annually. The following quality-related costs were reported last year:

Cost Category	Annual Cost (BDT)
Prevention costs (training, quality planning)	180,000
Appraisal costs (inspection, testing)	240,000
Internal failure costs (rework, scrap)	520,000
External failure costs (returns, warranty, complaints)	760,000

Management is considering increasing prevention expenditure by 40% to reduce failure costs.

Required:

- i) Using the data provided, critically evaluate the firm's current quality cost structure. Does the distribution of quality costs indicate a reactive or proactive quality management approach? Justify your answer.
 - ii) Assume that increased prevention efforts reduce internal and external failure costs by 25%. Analyze whether the proposed investment is economically justified. Your answer should focus on managerial interpretation rather than calculation steps.
 - iii) From a strategic quality perspective, discuss the long-term implications of relying heavily on appraisal and failure costs rather than prevention costs.
- (b) A service organization processes 500,000 transactions annually. Last year, 7,500 transactions contained defects affecting customer satisfaction. After implementing a Six Sigma project, defects reduced to 2,000 per year, with an implementation cost of BDT 450,000. The estimated cost per defect (rework, compensation, reputation loss) is BDT 120.

Required:

- i) Critically assess the effectiveness of the Six Sigma initiative using the given data. Should management consider this project a success? Support your argument with logical reasoning.
 - ii) Beyond defect reduction, analyze the strategic benefits and limitations of adopting Six Sigma in service organizations.
- (c) After introducing TQM practices, a factory reports the following changes:

Indicator	Before TQM	After TQM
Defect rate	6.5%	2.1%
Annual output (units)	200,000	235,000
Employee turnover	14%	7%
Customer complaints	4,200	1,350

Implementation cost of TQM programs was BDT 600,000 over two years.

Required:

- i) Using the data, critically evaluate whether TQM has improved organizational performance. Which performance indicators provide the strongest evidence, and why?
 - ii) Discuss whether improvements in quality necessarily lead to productivity gains. Use insights from the case to support your answer.
3. (a) “Production planning decisions determine not only cost efficiency but also an organization’s ability to respond to market uncertainty.” Critically analyze this statement using insights from production planning, scheduling, and bottleneck management cases discussed above.
- (b) A production line consists of five sequential processes:

Process	Capacity (units/day)
Cutting	1,200
Machining	950
Assembly	1,100
Testing	820
Packaging	1,300

Market demand is 1,000 units per day.

Required:

- i) Using the data provided, identify the system bottleneck and critically explain how it constrains overall output. Why is increasing capacity at non-bottleneck stages unlikely to improve performance?
 - ii) Discuss strategic and operational approaches to managing bottlenecks. Which approach would yield the highest return in the short run, and why?
- (c) A production line consists of five sequential processes:

Process	Capacity (units/day)
Cutting	1,200
Machining	950
Assembly	1,100
Testing	820
Packaging	1,300

Market demand is 1,000 units per day.

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- ii) Discuss strategic and operational approaches to managing bottlenecks. Which approach would yield the highest return in the short run, and why?

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Operations Management

Submit by: July 10, 2026

1. Victoria-Yeeland Logistics (Victoria) is a logistics support business, which operates a fleet of lorries to deliver packages of goods on behalf of its customers within the country of Yeeland. Victoria collects packages from its customers' manufacturing sites or from the customers' port of importation and delivers to the final user of the goods. The lorries are run and maintained from a set of depots spread throughout Yeeland.

The overall objective of Victoria is to maximise shareholder wealth. The delivery business in Yeeland is dominated by two international companies and one other domestic business and profit margins are extremely tight. The market is saturated by these large operators and a number of smaller operators. The cost base of Victoria is dominated by staff and fuel, with fuel prices being highly volatile in the last few years.

In order to improve performance measurement and management at Victoria, the chief financial officer (CFO) plans to use the balanced scorecard (BSC). However, she has been pulled away from this project in order to deal with an issue with refinancing the business' principal lending facility. The CFO has already identified some suitable metrics but needs you, as her assistant, to complete her work and address any potential questions which might arise when she makes her presentation on the BSC to the board. The CFO has completed the identification of metrics for three of the perspectives (**Appendix 1**) but has yet to complete the work on the metrics for the customer perspective. This should be done using the data given in **Appendix 2**.

Additionally, two issues have arisen in the reward management system at Victoria, one in relation to senior management and the other for operational managers. Currently, senior management gets a fixed salary supplemented by an annual bonus awarded by the board. Shareholders have been complaining that these bonuses are not suitable. The operational managers also get bonuses based on their performance as assessed by their management superiors. The operational managers are unhappy with the system. In order to address this, it has been suggested that they should be involved in bonus target setting as otherwise there is a sense of demotivation from such a system. The CFO wants an evaluation of this system of rewards in light of the introduction of the BSC and best practice.

Required:

- a) Discuss how Victoria's success in the customer perspective may impact on the metrics given in the financial perspective.
- b) Recommend, with justification, and calculate a suitable performance metric for each customer perspective success factor. Comment on the problems of using customer complaints to measure whether packages are delivered safely and on time.
- c) Advise Victoria on the reward management issues outlined by the CFO.

Appendix 1

Financial perspective

(How do we appear to our shareholders?)

Return on capital employed

Profit margin

Revenue growth

Customer perspective

(How do we appear to our customers?)

Success factors:

Ability to meet customers' transport needs

Ability to deliver packages quickly

Ability to deliver packages on time

Ability to deliver packages safely

Internal process perspective

(What business processes must excel?)

Time taken to load and unload

Lorry capacity utilization.

Learning and growth perspective

(How do we sustain and improve our ability to grow?)

Leadership competence (qualitative judgement)

Training days per employee

Appendix 2

The process: A customer makes a transport request for a package to be collected and delivered to a given destination. The customer is supplied with a time window in which the delivery will occur. Packages are then loaded onto lorries and delivered according to a route specified by the depot's routing manager.

Total number of customer transport requests	610,000
Total number of packages transported	548,000
Total number of lorry journeys	73,000
Total package kilometres	65,760,000
Total package minutes	131,520,000
Number of delivery complaints from customers:	
from damaged packages	8,220
from late delivery (outside agreed time window)	21,920

Notes

1. All figures are for the last financial year.
2. A package kilometre is defined as a kilometre travelled by one package.
3. A package minute is defined as a minute spent in transit by one package.

2. Culam Mining (Culam) is a mineral ore mining business in the country of Teeland. It owns and operates four mines. A mine takes on average two years to develop before it can produce ore and the revenue from the mine is split (25:75) between selling the ore under fixed price contracts over five years and selling on the spot market. The bulk of the business's production is exported. A mine has an average working life of about 20 years before all the profitable ore is extracted. It then takes a year to decommission the site and return the land to a useable form for agriculture or other developments.

Recently, one of Culam's foreign competitors surprised the market by becoming insolvent as a result of paying too much to acquire a competitor when the selling price of their minerals dipped as the world economy went into recession. As a result, the chief executive officer (CEO) wanted to know if this was likely to happen to Culam. She had read about the Altman Z-score as a way of predicting corporate failure and had a business analyst prepare a report calculating the Z-score for Culam.

The report is summarised below:

Analyst's Report (extract)

The Altman Z-score model is:

$$Z = 1.2X_1 + 1.4X_2 + 3.3X_3 + 0.6X_4 + X_5$$

Another quantitative model (Q-score model) has been produced by academics working at Teeland's main university based on recent data from listed companies on the small Teeland stock exchange. It is:

$$Q = 1.4X_1 + 3.3X_3 + 0.5X_4 + 1.1X_5 + 1.7X_6$$

Where for both models:

X_1 is working capital/total assets;

X_2 is retained earnings reserve/total assets;

X_3 is profit before interest and tax/total assets;

X_4 is market value of equity/total long-term debt (MVe/total long-term debt);

X_5 is revenue/total assets;

and

X_6 is current assets/current liabilities.

Using the most recent figures from Culam's financial statements (year ending September 2014), Culam's Altman Zscore is 3.5 and its score from the other model (Q) is 3.1.

For both models, a score of more than 3 (for Z or Q) is considered safe and at below 1.8, the company is at risk of failure in the next two years.

The analyst had done what was asked and calculated the score but had not explained what it meant or what action should be taken as a result. Therefore, the CEO has turned to you to help her to make sense of this work and for advice about how to use the information and how Culam should proceed into the future.

Required:


- Evaluate both the result of the analyst's calculations and the appropriateness of these two models for Culam.
- Explain the potential effects of a mine's lifecycle on Culam's Z-score and the company's probability of failure. **Note.** You should ignore its effect on the Q-score.
- Give four detailed recommendations to reduce the probability of failure of Culam, providing suitable justifications for your advice.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Human Resource Management

Submit by: April 24, 2026

Instructions for Assignment Submission

	<p>1. Assignments must be submitted on A4 size paper in own hand writing.</p> <p>2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see page-5 of the Semester Calendar)</p> <p>3. Assignments must be submitted to the coordinator of the study center you are attached with.</p> <p>4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used.</p> <p>5. Contact e-mail address & Cell Phone and Land Phone numbers must be written on the cover page clearly. If your e-mail address is not yet added to our e-mail list, please send a mail to mzraihan@bou.ac.bd with subject "Add Me".</p> <p>6. In the case of delayed submission, the School will not acknowledge the submission of the assignment(s) and will not be responsible for any damage or loss of the assignment(s).</p> <p>7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically.</p>	<p>Assignment Marks Distribution</p> <hr/> <p>Assignment -1 } 10</p> <p>Assignment -2 } 10</p> <p>Assignment -3 } 10</p>
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1. a) What is human resource management? Explain the approaches of human resource management.
b) Who performs the personnel activities? "HRM is a new managerial discipline". Comment on this statement.
2. a) Discuss the past, present, and future of human resource management.
b) Explain the contemporary significance of human resource management.
3. a) What do you mean by strategic human resource management (SHRM) ? Explain the two classic approaches of SHRM.
b) Discuss the links among strategy, human resource management, and organizational outcomes.
4. a) What is human resource planning? Who does human resource planning?
b) Describe current practices in HR planning in your organization. How often does your organization engage in HR planning? Discuss.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Human Resource Management

Submit by: June 19, 2026

1. a) What is job analysis? Explain the major uses of job analysis.
 b) Discuss the job analysis methods.
2. a) What is recruitment? Distinguish between recruitment and selection.
 b) What are your views about the recruitment strategies employed in your organization. Briefly explain the selection process.
3. **Go through the case and answer to the questions given below the case.**

Susan Chapman is southern regional manager of Lucky Food Stores a chain of supermarkets in the western United States. Five district supervisors report to her. Each of these district supervisors, in turn, oversees the activities of eight to twelve stores.

One spring morning as Susan was going over her morning reports, her secretary buzzed her on the intercom. "Ms. Chapman, did you see the business section in this morning's paper?" "No, why?" Susan answered. "Well, it says here that Chuck Bailey has accepted the position of Arizona regional manager for Safeway," Leaping to her feet, Susan quickly went to see the write-up for herself.

Susan's concern was not unwarranted. Chuck Bailey was one of her district supervisors. He had been with Lucky for four years in his current job. Lucky had hired him away from Alpha Beta Markets, where he had been a store manager. Susan felt hurt that she had to learn of Chuck's departure through the newspaper, but she knew she would soon get over that. What was more relevant was that Chuck was a very effective supervisor- his district consistently outperformed the other four. And where was she going to find a competent replacement?

Several days passed. Susan talked with Chuck and sincerely wished him well in his new job. She also discussed with him the problem of finding a replacement. Her final decision was to transfer one of the supervisors from a smaller district in her region into Chuck's district, and to begin an immediate search for someone to fill the smaller district's supervisor vacancy.

Susan went to her files and pulled out the job description for a district supervisor's position (no job specification was available). It described the job's duties: ensuring that corporate standards of cleanliness, service and product quality are maintained; supervising store managers and evaluating their performance; preparing monthly, quarterly and annual revenue and expense forecasts for the district, making cost savings, suggestions to head office and/or store managers; coordinating buying; negotiating cooperative advertising programs with suppliers; and participating in union negotiations.

Questions:

- a) What recruitment sources do you think Susan should pursue? Why?
- b) Would you recommend discrete or comprehensive selection? Explain.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Human Resource Management

Submit by: July 10, 2026

1. a) Define learning, training, and development. Explain the need for learning and development in the organization.
b) Discuss the methods of assessing training needs in an organization. What techniques are used in assessing the effectiveness of the training program? Explain.
2. a) What is performance appraisal? Explain the reasons for and importance of performance appraisal.
b) Discuss the methods of performance appraisal.
3. **Go through the case and answer to the questions given below the case.**

Nobody Knows The Trouble I've Seen

Judy has been trying to correct a problem with respect to performance evaluations conducted at Concord General. She has found that the evaluations have traditionally been conducted by an administrator, someone who does not have the clinical knowledge to assess the nurses' performance accurately. Evaluations are conducted once a year, and there are no follow-ups. If an individual is experiencing problems in either practice or judgment, no correction is made or identified until the annual review. And finally, the evaluations are subjective; no objective measures are used.

Judy has been meeting with various nurse committees in an attempt to correct the troubled performance evaluation system. But she has had some difficulty. She has received so many suggestions that she is inundated with ideas. However, she knows that out of these ideas may come a solution. Realizing that performance differs in the various units, she has established ad hoc committees in each unit to develop a realistic performance evaluation instrument and a timetable for implementing it.

Each group is obligated to find a viable system that will work within the respective unit.

Questions:

- a) What must each ad hoc committee do before developing a performance evaluation instrument?
- b) On what criteria should a nurse in the Intensive Care Unit be evaluated? How could that be measured?
- c) Although each unit will have specifics regarding its respective procedures, list a standard set of procedures that each should follow.

BE BRIEF & SPECIFIC!

Assignment # 1

CORE 2608

স্কুল অব বিজনেস

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 2nd

Course: Economic Environment of Business

Due on: April 24, 2026



1. Assignments must be submitted on A4 size paper in own hand writing.

2. Completed cover must be used on the top of each assignment as per the specimen cover page in the Semester Calendar.

3. Assignments must be submitted to the **coordinator** of your study center. Don't forget to keep a copy of the Acknowledgement Slip with you duly signed at by the coordinator/assigned tutor/officer.

Assignment -1 } 10

VIDEO Tutorial



https://youtu.be/UcBa_IhCXQA?si=Ljq5SLGJpTwZ1owm

1.1. Why is it important for a company to understand the economic environment of business? Understanding the economic factors helps businesses make better decisions, such as when to invest, how to price their products, and how to manage costs, etc. What kind of decision a business firm will take in the following three different situations?

- The economy is growing
- There is high unemployment
- There is Global Financial crisis (See, 2008 Financial crisis)

1.2. Read following report and identify the opportunity cost of not paying electricity bills.

Mr. Karim needed to spend TK. 5000 on some great shoes and as a result, he failed pay the electric bill. If the electricity line is cut due to the non-payments of the bills, what will be the opportunity cost having the shoes?

3.1. How is a business affected due to big decline in oil prices? Write a short note on the experience of the energy-dependent industries during the sharp decline in oil prices (see the Oil Price Crash in 2014-2016).

1.3. Read the following news story carefully and you will notice that George W Bush considered elasticity of demand of Indians for food responsible for world food crisis. What type of elasticity of demand did he mention?

The ex-US president, George W Bush, once said, answering a question on food crisis, 'Just as an interesting thought for you, there are 350 million people in India who are classified as middle class. Their middle class is larger than our entire population. And when you start getting wealth, you start demanding better nutrition and better food. And so demand is high, and that causes the price to go up.'

- 1.4. Analyze the markets of the following products/services and answer the questions specified below: Hilsa fish, Onion, Rice, RMG, Uber ride service, and Metro rail service.
- Draw the demand and supply curves for each of the products/services.
 - Due to political volatility in the country, how the market prices of the products/services specified above are being affected. Show in graphs.
- 1.5. How does the growth of e-commerce platforms influence businesses? Examine the influence of e-commerce on the following factors (see Amazon's transition to e-commerce platform):
- Connecting the customers
 - Competitiveness of the traditional brick-and-mortar stores
 - Operational costs
- 1.6. Watch the following video and summarize the indicators discussed in the video. Then compare Bangladesh Economy with a neighboring economy based on the indicators discussed.

<https://youtu.be/dJNCgoJ5vOY>



শুন্ন অব বিজনেস

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 2nd

Course : Economic Environment of Business

Due on : June 19, 2026

Assignment Marks Distribution	
Assignment-1	10
Assignment-2	10
Assignment-3	10

- 2.1. The cross-price elasticity of tea and coffee is estimated to be 0.15. Explain why the value is positive. If the coffee price decreases by 25 per cent, what will be the effect on sales of tea?
- 2.2. The demand for yogurts of brand 'A' is estimated to be, $Q = 30 - 3P_a + 4P_b + 0.05M$. Here, Q = Quantity, P_a = Price of brand 'A'=3, P_b = Price of brand 'B'=5, M = Income=10.
- Find the own price elasticity of demand.
 - Find the cross price elasticity of demand.
 - Find the income elasticity of demand.
 - Are 'A' and 'B' substitutes or complements? Explain.
 - Is 'A' an inferior good? Explain why or why not.
- 2.3. Review the goals, targets and indicators in SDG 2030 and the factors related to 4th industrial revolution. Short-list the keywords based on all the above indicators and factors that are relevant to the activities of your company/organization.
- 2.4. For a firm maximising its profits in a perfectly competitive situation, find the conditions of profit-maximisation in terms of price and marginal cost. Why will the firm not sell a quantity where the price is greater or less than the marginal cost?
- 2.5. If a firm has a cost function $C(Q) = 100 + 4Q^2 - 2Q$ and faces a price of \$150 on a perfectly competitive world, then what is the level of output that it should produce? Find the profit at this level of output.
- 2.6. Identify which of the following are the short-run and which ones are long-run production functions: (i) $Q=AK^2L$, (ii) $Q=AK^{0.6}L^{0.4}$ (iii) $Q=AK^0L^{0.8}$ (iv) $Q=100L^2$
- 2.7. Describe the law of decreasing returns to variable proportions? How this law is different from the law of decreasing returns to scale? Identify which of the following are increasing, decreasing or constant returns to scale production functions.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 2nd

Course : Economic Environment of Business

Due on : July 10, 2026

- 3.1. Review the goals, targets and indicators in SDG 2030 and the factors related to 4th industrial revolution. Short-list the keywords based on all the above indicators and factors that are relevant to the activities of your company/organization.
- 3.2. Why does the price level rise? How do we measure it? If the price of raw materials increases due to inflation, what a company needs to do:
- to maintain its profit margins.
 - to retain the consumer purchasing behavior unaffected.
- 3.3. Distinguish among hyperinflation, stagflation and stagnation. Write short notes on the following two cases:
- How have businesses in Turkey and Argentina navigated high inflation rates, and what pricing strategies have proven effective in such economic conditions?
 - How did Japanese corporations respond to prolonged economic stagnation (See, so called Japan's lost decade - 1990s), and what lessons can be applied to businesses facing slow growth environments?
- 3.4. Why are the fluctuations in interest rate critical for decision making for a business firm? If a company wants to build a new factory but the interest rates becomes higher suddenly, what may be the decision of the company about opening the new factory?
- 3.5. How do businesses respond to global changes? Write short notes on:
- Impact of Increased tariffs and trade restrictions between the U.S. and China (US-China Trade War) on global supply chains.
 - Impacts of India's decision to liberalize its economy in 1991 on foreign direct investment (FDI) and domestic industries.
 - Impact of Russia-Ukraine conflict on businesses operating in Russia, Europe and Asia
 - Impact of economic instability in many African nations on the growth of fintech solutions like mobile banking and digital payments.
- 3.6. How does unemployment affect businesses? Recently Amazon decided to increase its minimum wage. What would be its impact on labor markets, competitive pricing, and employee retention in the retail industry?
- 3.7. Write short notes on:
- Impact of automation on employment in manufacturing and service industries
 - Government policies to address workforce displacement cause by the Artificial Intelligence.
 - Implications of gig-based employment for the businesses
- 3.8. **SELF-CHECK Quiz 1** [Compulsory, Minimum Acceptable Score: 70%]
Please click on the following LINK or Scan QR Code for the QUIZ 1. It must be submitted online; otherwise, you assignment will not be evaluated. **Add the hardcopy of the Score Card with your assignment.**

Assignment Marks
Distribution

Assignment-3 } 10


<https://testmoz.com/q/14311990>

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Public Systems Management

Submit by: April 24, 2026

Instructions for Assignment Submission

	<p>1. Assignments must be submitted on A4 size paper in own hand writing.</p> <p>2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see page-5 of the Semester Calendar)</p> <p>3. Assignments must be submitted to the coordinator of the study center you are attached with.</p> <p>4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used.</p> <p>5. Contact e-mail address & Cell Phone and Land Phone numbers must be written on the cover page clearly. If your e-mail address is not yet added to our e-mail list, please send a mail to mzraihan@bou.ac.bd with subject "Add Me".</p> <p>6. In the case of delayed submission, the School will not acknowledge the submission of the assignment(s) and will not be responsible for any damage or loss of the assignment(s).</p> <p>7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically.</p>	<p>Assignment Marks Distribution</p> <hr/> <p>Assignment -1 } 10</p> <p>Assignment -2 } 10</p> <p>Assignment -3 } 10</p>
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1.
 - a) What is public system management? Explain the features of new public system management (NPM).
 - b) 'Provision' of 'public services' is not a monopoly of the public sector. Explain.
 - c) Discuss the key components of a public system (inputs, processes, outputs, feedback). Illustrate with an example from Bangladesh.
2.
 - a) Differentiate between traditional public administration and new public management.
 - b) Explain the scope and importance of new public management.
3.
 - a) Why should public organizations be concerned with customer services?
 - b) Explain the strategies that are suggested to strengthen public service capacity.
 - c) What are the criteria for evaluating policy action?

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Public Systems Management

Submit by: June 19, 2026

1. a) What is governance?
b) Assess the effectiveness of e-governance initiatives in improving public service delivery in Bangladesh.
2. a) What is policy? What are the policy objectives? What the major levels of policy scope? Explain.
b) Explain the process of policy formulation and policy adoptions.
3. a) What is project cycle? Discuss its implementation phases.
b) Analyze and describe how project implementation would contribute to the achievement of macro-policy objective of the Government.
c) Identify and analyse eight tools and techniques that public officers can use to improve administrative responsiveness towards their clients.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 2nd

Course Title: Public Systems Management

Submit by: July 10, 2026

1. Go through the case and answer to the questions given below the case.

Case Study: Digital Governance Reform in Bangladesh

In 2010, the Government of Bangladesh launched the “Digital Bangladesh” vision to modernize public administration and improve service delivery. Under this vision, the Access to Information (a2i) Programme was introduced within the Prime Minister’s Office to promote e-governance, citizen-centric services, and administrative efficiency. The initiative aimed to reduce corruption, minimize bureaucratic delays, and enhance transparency by digitizing public services such as birth registration, land records, and passport applications.

Despite notable progress—such as the establishment of Union Digital Centers (UDCs) across rural areas—several systemic challenges persist. Many government offices continue to rely on manual processes alongside digital systems, creating duplication and inefficiency. Resistance to change among mid-level bureaucrats, limited ICT skills, and inadequate inter-ministerial coordination have slowed reform outcomes. Furthermore, concerns about data security, accountability, and service quality remain significant.

At the local level, citizens often face difficulties in accessing online services due to poor internet connectivity and lack of digital literacy. In some instances, informal intermediaries exploit service seekers, undermining the program’s objective of reducing corruption. Moreover, performance measurement mechanisms for digital service delivery are still evolving, limiting the government’s ability to evaluate impact effectively.

From a public system management perspective, this case highlights issues of organizational change management, stakeholder engagement, capacity building, governance structure, and performance accountability. The interplay between political commitment, administrative culture, and technological infrastructure demonstrates the complexity of reforming public systems in developing countries.

As a newly appointed Deputy Secretary in the Ministry of Public Administration, you have been assigned to review the progress of digital governance initiatives and recommend systemic improvements to strengthen service delivery, transparency, and institutional coordination. You must consider resource constraints, bureaucratic culture, and citizen expectations while designing sustainable reform strategies.

Questions:

- a) What are the key systemic management challenges in implementing digital governance reforms in Bangladesh?
- b) How can change management strategies reduce bureaucratic resistance and improve inter-agency coordination?
- c) What performance management tools can be introduced to assess the effectiveness of digital public services?
- d) How can public system managers ensure inclusivity and accountability in digital service delivery?
- e) Propose a strategic reform plan to strengthen long-term sustainability of digital governance initiatives.

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Quality Assurance Management

Submit by: April 24, 2026

Instructions for Assignment Submission

	<p>1. Assignments must be submitted on A4 size paper in own hand writing.</p> <p>2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see page-5 of the Semester Calendar)</p>	Assignment Marks Distribution
	<p>3. Assignments must be submitted to the coordinator of the study center you are attached with.</p>	Assignment -1 } 10
	<p>4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used.</p>	Assignment -2 } 10
	<p>5. Contact e-mail address & Cell Phone and Land Phone numbers must be written on the cover page clearly. If your e-mail address is not yet added to our e-mail list, please send a mail to mzraihan@bou.ac.bd with subject "Add Me".</p>	Assignment -3 } 10
<p>6. In the case of delayed submission, the School will not acknowledge the submission of the assignment(s) and will not be responsible for any damage or loss of the assignment(s).</p> <p>7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically.</p>		

1.
 - a) What do you understand by quality and quality management? Why is quality important to the organization? Explain with an example.
 - b) Explain the dimensions that are considered in the assessment of quality in the eyes of customers.
 - c) Describe the philosophies of management. Do you think these philosophies are integrated to each other or can be considered as separate issues in measuring quality? Justify your opinion.
2.
 - a) What is meant by leadership? Do you find any differences or similarities between leaders and manager? How they are different or similar?
 - b) As a quality professional what should you do in the organization? Justify your opinion.
 - c) To lead the organization successfully you need to possess leadership qualities. Do you think the required qualities can be acquired or is it developed by born? In this circumstances, how can you develop yourself as an effective leader? Explain.
3.
 - a) How will you differentiate external customers from internal customers? Does each group of customers have different perspective and expectation that constitute the quality? In this case, how will you meet their expectation?
 - b) What are the assistances a company expect from its partners?
 - c) How you can build up relationship with customers? Illustrate.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Quality Assurance Management**Submit by: June 19, 2026**

1. a) What do you understand by house of quality? How can you build a house of quality for human resources? Explain with the help of a diagram.
b) What mortar does in the human resource house of quality? Why are these triangulation necessary? Illustrate.
2. a) What do you understand by benchmarking? Discuss the characteristics of benchmarking. How can you benchmark the services of (i) Government hospital, and (ii) commercial bank?
b) Explain the tools of continuous improvement. Suppose, you are working as a manager of manufacturing concern. Which tool will you follow for the continuous improvement of production unit? Justify your opinion.
c) Describe the elements of P-D-S-A cycle. Find a problem you face in your personal life and prepare a guideline to solve the problem following the P-D-S-A cycle.
3. a) Do you find any relationship between ISO 9000 and QS 9000? Describe the sections are there in ISO 9001.
b) If you want to get ISO 9001 certification in your organization, as a chief executive officer of the organization what will you do in getting the said certification?

Course Title: Quality Assurance Management

Submit by: July 10, 2026

1.
 - a) What issues are considered in changing the quality goal as a part of progression of change? How these progression influence on the quality change? Explain.
 - b) How teams can be classified? Discuss the role of these teams in quality management.
 - c) “Conflict is not necessarily bad in the context of quality management” – do you agree with this statement? Justify your opinion.
2. Read the passage below and answer the questions that follow:

CASE STUDY

A man worked successfully until he retired at age sixty. He was blessed with an appreciable bulk amount as retirement package. After receiving his pension proceeds, he decided to invest it in a sawmill business, on a plot of land in front of his residence in a typical residential area. He put up a structure for the intended business, procured the necessary machines, installed them and employed some youthful workers within his locality to commence business. The business started to pick up gradually and after some time, the business could be described as encouraging. However, at the peak of the business, complaints from his locality became a major issue which was not heeded to by the owner of the sawmill business. Their concerns got to the authorities and the officials of the Environmental Protection Agency (EPA). The EPA, initially, issued a warning notice to stop operation which was not obeyed. The subsequent action of the EPA was to close down the sawmill business. This action had an adverse effect on the health of the business owner because he had invested all this pension benefits into the business and this, led to his untimely demise.


Questions:

- a) Were the neighbours of this retiree justified to complain, and what could be the possible subject(s) of their complaints?
- b) Identify and explain two quality issues that accounted for the failure of the business?
- c) What would you have done differently as an Introduction to Total Quality Management student?

স্কুল অব বিজনেস
Bangladesh Open University
Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course Title: Development Planning and Administration

Submit by: April 24, 2026

	<ol style="list-style-type: none"> 1. Assignments must be submitted on A4 size paper in own hand writing. 2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see page-5 of the Semester Calendar) 3. Assignments must be submitted to the coordinator of the study center you are attached with. 4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used. 5. Contact e-mail address & Cell Phone and Land Phone numbers must be written on the cover page clearly. If your e-mail address is not yet added to our e-mail list, please send a mail to mzraihan@bou.ac.bd with subject "Add Me". 6. In the case of delayed submission, the School will not acknowledge the submission of the assignment(s) and will not be responsible for any damage or loss of the assignment(s). 7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically. 	Assignment Marks Distribution
		Assignment -1 } 10
		Assignment -2 } 10
		Assignment -3 } 10

1. Define the concept of development. Describe the nature of development administration.
2. Do you feel the socio-cultural context of development administration has an impact on governance? Illustrate with examples.
3. Elaborate the major features of development administration in the developed nations. Suggest the ways that can bring improvements in developing countries administration.
4. Explain the Edward W Weddner's ideal model (Planned Directional Growth with System Change) regarding development. What are the limitations of the model?
5. Bring out the problems and bottlenecks in the way of poverty eradication.

স্বপ্ন অব বিজনেস
Bangladesh Open University
Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course Title: Development Planning and Administration

Submit by: June 19, 2026

1. Discuss the merits and demerits of the state and the market in economic activity.
2. What is multilevel planning? Briefly narrate the features of planning in the context of multilevel planning approach.
3. Describe the areas of development planning in education in the countries of South Asia.
4. Define and describe the concept of participation and participatory approaches.
5. Find out and discuss what kind of plans is taken by present government of Bangladesh.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Development Planning and Administration

Submit by: July 10, 2026

1. Identify the important aspects of pectoral planning.
2. Explain with an example of Likert scaling process.
3. What way would you use scalogram if you were planning a township or a cluster of urban settlements that were surrounded by rural spaces? Discuss with examples.
4. Define the concept of decentralized governance. Explain the need for decentralized governance in Bangladesh.
5. **Go through the case and answer to the questions given below the case.**

Wellstar Hospital, a leading super specialty hospital has over 50 centers, diagnostic clinics, an extensive chain of Wellstar Pharmacies, medical PO as well as health insurance services and clinical research divisions across seven states in India. Wellstar Hospital was on the cutting edge of medical science but had a super problem. Its performance appraisal system was rapidly becoming an insurmountable pile of papers; and with over 2000 employees, the HR staff recognized that changes were needed. Performance appraisal forms can range from a simple sheet of paper to very lengthy and complex formats. WellStar's performance appraisal system had evolved over the years into a form with about 20 pages per employee. Although some of the length was due to concerns about meeting numerous regulatory, state, and healthcare industry requirements, other facets of the system had been developed for administrative reasons. The existing performance appraisal system was based on a combination of job descriptions and a graphic rating scale performance appraisal form. To complete an appraisal on employees, supervisors and managers scored employee performance on formal weighted criteria and then summarized the information. These summaries were reviewed by upper management for consistency. The overall performance appraisal process was paper-intensive, slow, and frustrating because it required a many different steps.

A steering committee was formed to oversee the process of changing to a better performance appraisal system. The committee established that it was crucial for the new system to better fit the needs of those using it. Also, the committee wanted the system to use more technology and less paper. Based on these general objectives, brainstorming was conducted to find bottlenecks and identify what the ideal automated process would look like. At this point, the committee understood the current systems and what key users wanted. After reviewing literature on performance appraisal systems, surveying other hospitals, and looking at software packages, the committee decided it would have to design its own system. The option chosen consisted of moving the numerical criteria scores from the individual pages of the job description to a summary sheet that provided for scoring up to six employees on one form. Then total scores were calculated by the computer. Also, written comments were moved to a summary sheet dealing only with exceptions to standards. The most difficult part proved to be the design of the database. It had to be designed from scratch and had to interface with existing HR systems. A software program was written to do the calculations using data already in place, and another program was written to do the calculations. The new process reduced the paperwork from 20 to 7 pages

per employee. Supervisors and managers were given the option of using computerized comment sheets. Another time-saver was the ability to use the system to record and document noteworthy employee performance incidents, both positive and negative in nature, as they occurred throughout the year. This documentation feature eliminated the need for a separate note-keeping system that many managers had been using.

To implement the new performance appraisal system, training for supervisors and managers was crucial. When the training program was developed for the new system, all 97 supervisors and managers were required to attend. During the training, attendees were given a sample package with appraisal forms, a user manual, and directions for using the on-line performance appraisal forms. To determine if the original goals had been met, the committee developed an evaluation form. After the new appraisal system had been in use, an evaluation revealed that 90% of the supervisors and managers felt that the process had indeed been streamlined. The new process was viewed as easier to understand, a significant reduction in paper had occurred, arithmetic errors were prevented, and the appraisal information was clearer and more concise.

The next year the committee reconvened to examine the first year of operation and identify areas for improvement. Since then minor revisions have been made in the performance appraisal system, updates on computer hardware and software were undertaken, and data screens have been simplified for management users.

Recently Wellstar has been accredited by The Joint Commission International (JCI), a U.S based accreditation body dedicated to improving health care quality and safety around the world. The accreditation is an international gold standard for hospitals. Health-care accreditation requirements necessitate using a competency management program focusing on employee development and education.

Questions:


- (a) Explain why the revised performance appraisal system at Wellstar Hospital is more efficient.
- (b) Do you think the performance appraisal system at Wellstar is aligned with its corporate profile and appropriate for all levels of employees?
- (c) Considering accreditation requirements which focus on employee development and education, what are your suggestions for changes in the performance appraisal format?

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course: Electronic Commerce

Submit by: April 24, 2026

Instructions for Assignment Submission

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1. Rahim Traders, a traditional retail business in Bogura, plans to sell products online using Facebook, a website, and a mobile app. The firm also intends to purchase raw materials from suppliers through an online platform.
 - a) Identify and explain the types of e-commerce involved in Rahim Traders' activities.
 - b) Which type of e-commerce would be most suitable for expanding its international business? Justify your answer.
2. EduWeb Bangladesh plans to launch an online learning platform using websites, hyperlinks, multimedia content, and cloud-based resources.
 - a) Explain how the World Wide Web differs from the Internet.
 - b) Analyze the role of the World Wide Web in expanding digital education services.
3. A commercial bank in Bangladesh uses online banking software where customers request services through browsers and servers process transactions centrally.
 - a) Describe the client/server model of computing.
 - b) Explain how client/server applications operate on the Internet.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course Title: Electronic Commerce

Submit by: June 19, 2026

1. In recent years, B2C electronic commerce has transformed the way businesses interact with customers.
 - a) Explain the concept of Business-to-Consumer (B2C) electronic commerce.
 - b) Evaluate its significance in the modern digital economy.
2. "Customer relationship management (CRM) plays a vital role in the success of B2C e-commerce."
 - a) Explain the role of CRM in B2C e-commerce.
 - b) How does CRM enhance business value and customer satisfaction? Illustrate your answer with relevant examples.
3. Mr. Rahman runs a medium-sized retail business and plans to transform it into an e-business. Before doing so, he wants to clearly understand different business models and how his own business fits into them.
 - a) What is meant by a business model?
 - b) Describe Mr. Rahman's business in terms of an appropriate business model.
4. How does an IOS provide a competitive advantage according to Porter's Five Forces model? Focus specifically on "Bargaining Power of Suppliers" and "Threat of New Entrants."

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Electronic Commerce

Submit by: July 10, 2026

1. a) The "Invisible Product" Scenario: If you were selling a purely digital service (like a meditation app), how would you use Personalization to make the product feel like a physical, essential part of a user's daily routine?
- b) The "Zero-Budget" Challenge: You have \$0 for advertising but need to launch a new eco-friendly water bottle. Which organic internet marketing techniques would you stack to create a movement?
2. Read the following passage and answer the questions that follow:

Case Study: Legal and Ethical Issues in E-Commerce

ShopEase Bangladesh Ltd. is a fast-growing e-commerce platform offering electronics, clothing, and household goods across the country. The company collects customer information such as names, phone numbers, home addresses, browsing history, and payment details to improve user experience and targeted advertising.

Recently, ShopEase introduced a new feature where third-party sellers can access limited customer data to arrange faster deliveries and promotional offers. However, many customers were not clearly informed about this data-sharing policy.

At the same time, several small online retailers complained that ShopEase promotes its own branded products at the top of search results, even when independent sellers offer similar products at lower prices. This practice has reduced the visibility and sales of smaller sellers.

Moreover, during a major sales campaign, ShopEase advertised discounts of "up to 70%," but investigations revealed that some product prices were increased just before the sale to show misleading higher discounts.

A consumer rights organization filed a complaint against ShopEase alleging:

- Violation of customer data privacy
- Misleading advertising practices
- Unfair competition with small sellers

The company defended itself by stating that such practices are common in the digital marketplace and necessary for business growth.

Questions:

- a) Identify the main legal and ethical issues involved in the ShopEase case.
- b) Explain how data privacy laws (such as consumer protection or digital security laws in Bangladesh) may apply to ShopEase's actions.
- c) Analyze whether promoting the company's own products over third-party sellers is ethically justifiable
- d) Discuss the possible long-term impacts of unethical practices on an e-commerce company's reputation and profitability.
- e) If you were a compliance officer at ShopEase, what steps would you recommend to ensure legal and ethical operations?

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Corporate Finance

Submit by: April 24, 2026

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1.
 - a) What is the goal of the firm and, therefore, of all managers and employees? Discuss how one measures the achievements of this goal.
 - b) What is an agency relationship? How can shareholders reduce the potential for agency problems?
 - c) As an investor, do you think that some managers are paid too much? Do their rewards come at your expense?
2.
 - a) Why should firms draw up financial plans? Why is it necessary to designate a plug in a financial planning model?
 - b) Financial ratio analysis is often divided into five areas: liquidity, activity, debt, profitability, and market ratios. Differentiate each of these areas of analysis from the others. Which is of the greatest concern to creditors?
 - c) Mahdi Nautical Company expects sales of \$2.4 million next year and the same amount the following year. Sales are spread evenly throughout the year. Based on the following information, prepare a forecast income statement and balance sheet for the year-end:

Cash: Minimum of 4 percent of annual sales.

Accounts receivable: 60-day average collection period based on annual sales.

Inventories: Turnover of eight times a year.

Net fixed assets: \$500,000 now. Capital expenditures equal to depreciation.

Accounts payable: One month's purchases.

Accrued expenses: 3 percent of sales.

Bank borrowings: \$50,000 now. Can borrow up to \$250,000.

Long-term debt: \$300,000 now, payable \$75,000 at year end.

Common stock: \$100,000. No additions planned.

Retained earnings: \$500,000 now.

Net profit margin: 8 percent of sales.

Dividends: None.

Cost of goods sold: 60 percent of sales. Purchases: 50 percent of cost of goods sold. Income taxes: 50 percent of before-tax profits.

3. a) Taxes are an important consideration in the leasing decision. Which is more likely to lease: a profitable corporation in a high tax bracket or a less profitable one in a low tax bracket? Why?
- b) Why might a firm choose to engage in a sale and leaseback transaction? Give two reasons.
- c) Wolfson Corporation has decided to purchase a new machine that costs \$5.1million. The machine will be depreciated on a straight-line basis and will be worthless after four years. The corporate tax rate is 35 percent. The Sur Bank has offered Wolfson a four-year loan for\$5.1 million. The repayment schedule is four-year principal repayments of \$1,275,000 and an interest charge of 9 percent on the outstanding balance of the loan at the beginning of each year. Both principal repayments and interest are due at the end of each year. Cal Leasing Corporation offers to lease the same machine to Wolfson. Lease payments of \$1.5 million per year are due at the beginning of each of the four years of the lease.

Required:

- i. Should Wolfson lease the machine or buy it with bank financing?
- ii. What is the annual lease payment that will make Wolfson indifferent to whether it leases the machine or purchases it?

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course Title: Corporate Finance

Submit by: June 19, 2026

1. a) Discuss situations where convertible securities and warrants can be profitably used to meet a financing requirement.
- b) If the risk of a stock increases, what is likely to happen to the price of call options of the stock? To the price of a put option? Explain.
- c) Explain why convertible securities often carry lower interest or dividend rates than similar products with no conversion feature.
- d) Asad & Company's common stock has a present market price per share of \$28. A six-month call option has been written on the stock with an exercise price of \$30. Presently, the option has a market value of \$3.

At the end of six months, you estimate the market price of the stock to be \$24 per share with a probability of .1, \$28 with a probability of .2, \$32 with a probability of .4, \$37 with a probability of .2, and \$43 with a probability of .1.

Required:

- i. What is the expected value of the share price six months hence? What is the expiration value of the option if the expected value of the share price should prevail?
 - ii. What is the expected value of the option price at expiration; assume that the option is held to this time? Why does it differ from the option value determined in part a?
 - iii. Presently, what is the theoretical value of the option? Why does it have a positive value?
2. a) Explain why a swap is effectively a series of forward contracts. Suppose a firm enters into a swap agreement with a swap dealer. Describe the nature of the default risk faced by both parties.
 - b) Discuss why a futures contract is more common than a forward contract.
 - c) Sun & Fun Sports Equipment must decide whether to obtain \$1,000,000 of financing by selling common stock at its current price of \$40 per share or by selling convertible bonds. The firm currently has 250,000 shares of common stock outstanding. Convertible bonds can be sold for their \$1,000 par value and would be convertible at \$45. The firm expects its earnings available to common stockholders to be \$700,000 each year over the next several years.
 - i. Calculate the number of shares the firm would need to sell to raise the \$1,000,000.

- ii. Calculate the earnings per share resulting from the sale of common stock.
 - iii. Calculate the number of shares outstanding once all bonds have been converted.
 - iv. Calculate the earnings per share associated with the bond financing after conversion.
 - v. Which of the financing alternatives would you recommend the company adopt? Why?
- 3.
- a) Can an acquisition that is value-increasing be a bad deal for the acquirer?
 - b) How can foreign currency hedging create firm value? Explain.
 - c) What is the exchange rate? Describe the factors affecting the exchange rate.
 - d) Discuss the various types of contractual entry modes used to cross the border for business purposes.
 - e) Discuss the risk management techniques used to reduce the financial risk within an organization.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Corporate Finance

Submit by: July 10, 2026

1. a) What types of actions might the management of a firm take to fight a hostile acquisition bid from an unwanted suitor? How do the target firm shareholders benefit from the defensive tactics of their management team? How are the target firm shareholders harmed by such actions? Explain
 - b) Are poison pills good or bad for stockholders? How do you think acquiring firms can get around poison pills?
 - c) Acquiring firm stockholders seem to benefit little from takeovers. Why is this finding a puzzle? What are some of the reasons offered for it?
2. Plant, Inc., is considering making an offer to purchase Palmer Corp. Plant's vice president of finance has collected the following information:

	Plant	Palmer
Price-earnings ratio	14.5	10
Shares outstanding	1,500,000	750,000
Earnings	\$4,200,000	\$960,000
Dividends	1,050,000	470,000

Plant also knows that securities analysts expect the earnings and dividends of Palmer to grow at a constant rate of 4 percent each year. Plant management believes that the acquisition of Palmer will provide the firm with some economies of scale that will increase this growth rate to 6 percent per year.

- a) What is the value of Palmer to Plant?
- b) What would Plant's gain be from this acquisition?
- c) If Plant were to offer \$20 in cash for each share of Palmer, what would the NPV of the acquisition be?
- d) What is the most Plant should be willing to pay in cash per share for the stock of Palmer?
- e) If Plant were to offer 225,000 of its shares in exchange for the outstanding stock of Palmer, what would the NPV be?
- f) Should the acquisition be attempted? If so, should it be as in (c) or as in (e)?
- g) Plant's outside financial consultants think that the 6 percent growth rate is too optimistic and a 5 percent rate is more realistic. How does this change your previous answers?

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Managerial Economics

Submit by: April 24, 2026

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1. Explain the nature and scope of managerial economics. Why is decision-making considered the central focus of managerial economics?
2. Define price elasticity of demand. Explain its different types with suitable examples from real business situations.
3. Choose any product commonly used by university students (e.g., mobile internet packages, fast food, ride-sharing services).
 - Identify factors affecting its demand elasticity.
 - Explain whether the demand is elastic or inelastic and justify your reasoning.
4. A smartphone company in Bangladesh increases the price of one of its popular models by 10%, and sales fall by 25%.
 - Calculate the price elasticity of demand.
 - Interpret the result and suggest whether the firm should increase or decrease prices to maximize revenue.

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 231, Level: 4th

Course Title: Managerial Economics

Submit by: June 19, 2026

1. Explain the essence of ordinal approach to utility analysis.
2. Define an indifference curve. Explain the main properties of indifference curves with appropriate diagrams.
3. Explain the effects of changes in income on consumer equilibrium using indifference curve analysis. Illustrate with a diagram.
4. Define consumer equilibrium using the indifference curve approach. State the conditions necessary for equilibrium.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 231, Level: 4th

Course Title: Managerial Economics

Submit by: July 10, 2026

1. Define a production function. Distinguish between short-run production function and long-run production function.
2. Define Total Product (TP), Average Product (AP), and Marginal Product (MP). Explain the relationship among them.
3. Explain the different forms of market structures and their underlying assumptions.
4. **Case Study: Pricing Dilemma at FreshBite Food Services**

FreshBite Food Services is a fast-growing healthy meal delivery company operating in a large metropolitan city. The company mainly serves university students and young professionals by providing affordable, ready-to-eat nutritious meals. Over the last two years, FreshBite has built a strong customer base due to its competitive pricing strategy and convenient mobile app ordering system. Recently, the company has been facing rising operational costs. The prices of raw materials such as vegetables, cooking oil, and packaging materials have increased significantly due to inflation and supply chain disruptions. At the same time, delivery costs have risen because of higher fuel prices. As a result, the profit margin per meal has dropped by nearly 30%.

The management team is now considering whether to increase the price of their meal packages. However, they are concerned that most of their customers are students who are highly price-sensitive. A small increase in price might lead to a significant fall in demand. The marketing department has conducted a survey and found that if FreshBite increases its meal price by 10%, the demand may decrease by approximately 15%. At the same time, the company has noticed that some customers are willing to pay extra for premium features such as customized diet plans, faster delivery, and organic ingredients. This has led managers to consider a possible price discrimination strategy, where they could introduce different pricing tiers for different customer segments.

Another issue facing FreshBite is production capacity. During peak hours, the kitchen operates at full capacity, and adding more labor in the short run has not increased output significantly. Managers believe this may be due to the law of diminishing marginal returns. The CEO must now make a strategic decision: whether to increase prices, introduce premium packages, improve operational efficiency, or expand production capacity in the long run. This situation highlights several key concepts of managerial economics, including demand elasticity, cost analysis, production efficiency, and profit maximization.

Questions:

- a) Based on the information given, calculate the price elasticity of demand and explain what it implies for FreshBite's pricing decision.
- b) Identify and explain the managerial economics concepts involved in this case (such as elasticity, production theory, and cost considerations).
- c) What strategies should FreshBite adopt to maximize profit in both the short run and the long run? Justify your answer using economic reasoning.