

শুধু অব বিজ্ঞান
Bangladesh Open University
BBA Program
Semester: 231 (7th Level)

Course: Operations Management

Due on May 16, 2025

Instructions

- Answer all questions in your own handwriting on A4 size white paper.
- Fill in the cover page of your assignment with care.
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Questions	Bloom's Taxonomy Level
1. (a) How does operations management contribute to the overall success of a business? Explain. (b) What current challenges are faced in the field of operations management? (c) Explain why there is a lack of emphasis on operations management.	C1, C2
2. (a) Narrate how an operations strategy aligns with a company's overall corporate strategy. (b) How can organizations achieve a strategic fit between their operational activities and overall strategy? (c) Discuss the role that productivity measurement plays in evaluating operational success.	C1, C2
3. (a) Describe the major stages of the product design and development process. (b) How does economic analysis influence product development decisions? (c) How can organizations measure the effectiveness of their product development processes?	C1, C2

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Questions	Bloom's Taxonomy Level
1. (a) Explain the different types of processes in operations management. (b) Describe the key metrics used to measure process performance. (c) How can process throughput time be reduced for better efficiency? Explain.	C1, C2
2. (a) What is break-even analysis, and how is it used in process selection? (b) How do different facility layouts impact manufacturing efficiency? (c) What are the advantages and disadvantages of various production layout formats?	C1, C2
3. (a) How do services differ from manufacturing processes in terms of operations? (b) What is the service-system design matrix, and how does it help in structuring service operations? (c) How can behavioral science principles be applied to improve service encounters?	C1, C2

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Questions	Bloom's Taxonomy Level
1. (a) What critical factors do you consider in selecting a facility location? (b) What are the different methods used to determine optimal plant location? (c) How does facility location impact service operations and customer satisfaction?	C1, C2
2. (a) What are the primary purposes of inventory management? (b) Miako Limited manufactures microwave ovens for the commercial market. Currently, Miako is producing part 2104 in its fabrication shop for use in the adjacent unit assembly area. Next year's requirement for part 2104 is estimated at 20,000 units. Part 2104 is valued at Tk. 5,000 per unit, and the combined storage and handling cost is Tk. 800 per unit per year. The cost of preparing the order and making the production setup is Tk. 20,000. The plant operates 250 days per year. The assembly area completes 80 units per day, every working day, and the fabrication shop produces 160 units per day when it is producing part 2104. (i) Compute the economic order quantity. (ii) How many orders will be placed each year? (iii) If part 2104 could be purchased from another firm with the same costs as described, what would the order quantity be? (iv) If the average lead time to order from another firm is 10 working days and a safety stock level is set at 500 units, what is the reorder point?	C1, C2, C3
3. (a) What is the role of a manufacturing execution system in operations? (b) What are the key priority rules and techniques used in job scheduling? (c) How does personnel scheduling in service industries differ from manufacturing scheduling?	C1, C2

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Course: Project Appraisal and Management

Due on May 16, 2025

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Questions

1. (a) What is project? Identify the various elements of projects.
(b) Who are the key stakeholders of a project? Show the relationship among them.
2. (a) Discuss how organizational culture affects project management.
(b) Illustrates the strategic alignment between a firm's projects and its basic vision, objectives, strategies, and goals with concrete examples.
3. (a) List the various elements that a company must address when considering new project alternatives.
(b) How are financial models superior to other screening models? How are they inferior?
4. (a) Create a Work Breakdown Structure (WBS) for a term paper project or another school-related (event management) project you are working on.
(b) A five-year project has a projected net cash flow of Tk.15,000, Tk.25,000, Tk.30,000, Tk.20,000, and Tk.15,000 in the next five years. It will cost Tk.50,000 to implement the project. If the required rate of return is 20 percent, conduct a discounted cash flow calculation to determine the NPV.

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Questions

1. (a) What do you mean by cost estimation? Discuss on more common cost estimation methods.
- (b) What is project risk management? Describe the four possible alternatives that can adopt a project organization in deciding how to address project risk.
- (c) Briefly discuss the common forms of cost estimation for project work, including ballpark estimates, definitive estimates, parametric estimates, and learning curve.
2. (a) What is Gantt Chart? State the reasons for using Gantt Chart in projects?
- (b) Assume that overhead is charged on a flat-rate basis. Each member of the project is assigned an overhead charge of Tk. 1500/week. What would the fully loaded cost of labor be for an employee, given that she is assigned to the project for 200 hours at Tk. 100.50/hour?
- (c) Why was one of the earliest project tracking devices referred to as an S-curve? Do you see value in the desire to link budget and schedule to view project performance?
- (d) Write short notes on the following terms:
Activity; Early start; Early finish; Late start; Late finish; Forward pass; Backward pass; Node; AOA; AON; Float; PERT; CPM; Path; critical path?
3. Scheduling personnel of LEXUS Company Ltd. have decided to apply CPM method in preparing production schedule and furnished the following information:

Activity	Immediate Predecessor	Expected time
A	-	5
B	A	5
C	A	6
D	B,C	13
E	B	6
F	D	4
G	C	9
H	E,F,G	2

Using the given information:

- (i) Draw the network diagram using both AOA and AON Methods and calculate critical path;
- (ii) Calculate ES; EF; LS; LF and slack.

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1. “The traditional form of organization is not suitable for the management of projects.”
Comment.
2. Describe and evaluate the various forms of project organization.
3. What is ‘performance analysis’? What are the dimensions along which monitoring is done in ‘performance analysis’?
4. Discuss the pre-requisites for successful project implementation.
5. What is the difference between economic rate of return and book return on investment?
6. “The optimal capital budget for the firm as a whole can be drawn up only when capital investment decisions are completely centralized.” Comment.
7. What are the advantages of conducting a performance review? What problems are encountered in performance review and how can they be overcome?

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Course: Business Ethics

Due on May 16, 2025

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1. (a) How does the study of business ethics extend across various aspects of professional life, and what are its practical applications in real-world business scenarios?
(b) Narrate the concept of Kant's ethics. How is it marked in an organizational context? Explain.
2. (a) Assume you are working in a multinational company where both male and female employees play significant roles. However, sometimes employees are judged based on their race, region, religion, or gender, regardless of their quality of work. As a manager, how would you create an environment that promotes morality and ensures fairness in the workplace?
(b) Differentiate between Utilitarianism and Universalism using examples.
(c) How do the economic, social, political, and legal environments in Bangladesh influence ethical issues in business and society?
3. (a) How can ethical approaches be categorized, and what are the key principles that define each category? Discuss.
(b) Discuss different philosophical models of ethics using examples. Which one you prefer most and why?

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-
1. (a) How can businesses in Bangladesh contribute to social responsibility while facing challenges like economic pressure and competition?
(b) In what ways can businesses build trust and strengthen relationships with customers by adopting socially responsible practices?
(c) What are the key barriers Bangladeshi companies face in implementing effective social responsibility initiatives, and how can they overcome these challenges to create sustainable impact?
 2. (a) What role do global organizations, such as the United Nations or the World Bank, play in shaping the social responsibility practices of international businesses?
(b) How can multinational companies adapt their social responsibility strategies to meet the needs and expectations of local communities while maintaining global standards? Explain using examples.
 3. (a) How are social responsibility and ethics related, and can a business be considered ethical without being socially responsible, or vice versa?
(b) What are the key differences in measuring social responsibility and ethics, and how can businesses align both to achieve sustainable success?

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1. PRAN, one of Bangladesh's largest food and beverage companies, has become a household name with its wide range of products — from fruit juices to packaged snacks. However, as the brand grew, so did its plastic footprint. Most of PRAN's products came in single-use plastic packaging, contributing to the country's mounting plastic waste problem. Environmental groups began raising concerns about the lack of sustainable packaging. In response, PRAN announced a "Green Pack" initiative, pledging to reduce plastic use by 30% over the next five years. The company introduced recyclable packaging for some products and started a "Plastic Return Program," encouraging customers to return used plastic bottles in exchange for discounts. While these initiatives received praise, critics argued that the company could do more by adopting biodegradable packaging or investing in research for sustainable alternatives.

Question:

What additional steps can PRAN take to strengthen its sustainability efforts, and how can it encourage consumer participation in reducing plastic waste?

2. Ha-Meem Group, one of Bangladesh's largest ready-made garments (RMG) manufacturers, has been a major player in supplying clothing to global fashion brands. However, like many in the industry, the company has faced ethical concerns. In 2010, a tragic fire at one of Ha-Meem's factories claimed several lives, bringing global attention to the unsafe working environments in Bangladesh's RMG sector. In the aftermath, Ha-Meem Group pledged to improve factory safety standards by installing modern fire prevention systems, conducting regular safety drills, and ensuring compliance with international labor standards. The company also participated in the Accord on Fire and Building Safety in Bangladesh, which pushed for better safety conditions across the industry. Despite these improvements, recent reports suggest that workers still face issues such as long hours, limited breaks, and

inadequate wages. Labor rights groups argue that while physical safety has improved, workers' rights regarding fair pay and reasonable working hours remain overlooked.

Question:

What comprehensive strategies can Ha-Meem Group adopt to improve both workplace safety and workers' rights, ensuring long-term ethical practices in the competitive RMG industry?

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- 1 (a) Trace the evaluation of investment management over the years, highlighting the important developments.
(b) “There is a trade-off between risk and return.” Explain this statement.
(c) Describe briefly the important investment avenues available to foreign investors in Bangladesh.
- 2 An investor analyzed a stock for a one-year holding period. There is fifty-fifty chance that the stock currently selling at Tk. 60 will sell for tk. 55 or 70 by the year-end. The investor can borrow on 40 percent margin from his bank at 10 percent per annum.
(i) What are the investor's expected holding period yield and risk if he buys 100 shares and does not borrow?
(ii) What would be his expected yield and risk if he buys 200 shares paying 60 percent of the cost with borrowed funds?
- 3 (a) What is the significance of economic forecasting in fundamental analysis?
(b) Explain the concept of industry life cycle. Describe the different stages in the industry life cycle.
- 4 Write short notes on:
Japanese candlestick charts; Trend reversal; Support and resistance patterns; Exponential moving average; MACD; RSI; Run test; Competitive market hypothesis.

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1. Explain the concept and process of portfolio analysis.
2. Given the following historical data for stock X and Y, calculate covariance and correlation coefficient of the two stocks.

Year	Annual returns (percent)				
	1	2	3	4	5
Stock X	6.2	3.6	4.5	2.8	1.3
Stock Y	-8.5	-10.7	12.5	-5.6	9.4

3. Briefly describe the results of empirical tests of semi-strong form market efficiency.
4. Suppose an analyst has provided you the following estimates in respect of equity shares of Century, Esco0rts and ACC.

Security	C	E	A
Expected Monthly Return (%)	5	4	9
Standard deviation (%)	8	7	17
Correlation coefficients of returns between	C and E = 0.4	C and A = 0.6	E and A = 0.3

Assuming that equal amounts of the available funds will be invested in the three stocks, estimate the portfolio's mean return and standard deviation.

5. Consider a portfolio of four securities with the following characteristics:

Security	Weighting	α_i	β_i	Residual variance (percent) σ^2_{ei}
1	0.10	-0.28	0.91	23
2	0.15	0.76	0.87	60
3	0.20	2.52	1.17	52
4	0.10	-0.16	0.97	86
5	0.25	1.55	1.07	67
6	0.20	0.47	0.86	82

Calculate the return and risk of the portfolio under single index model, if the return on market index is 14.5 percent and the standard deviation of return on market index is 16 percent.

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- 1 What is optimal portfolio? Discuss the process of optimal portfolio.
- 2 “When an investor is assumed to use riskless lending and borrowing in his investment activity, the shape of the efficient frontier transforms into a straight line.” Illustrate.
- 3 3. The following data are available to you as a portfolio manager:

Security	Estimated return (per cent)	Beta	Standard deviation (per cent)
1	32	2.10	50
2	30	1.80	35
3	25	1.65	42
4	20	1.30	26
5	18	1.15	29
6	15	0.85	18
7	14	0.75	20
8	12	0.50	17
Market index	16	1.00	25
Govt. security	7.5	0	0

- (a) In terms of security market line, which of the securities listed above are undervalued?
 - (b) Assuming that a portfolio is constructed investing equal proportion of funds in each of the above securities, what is the expected return and risk of such a portfolio.
4. Explain Fama's net selectivity measure.
 5. Given the following information:

Risk free rate of return = 6 percent, and Market return = 12 percent	Portfolios			
	A	B	C	D
Beta	1.10	0.8	1.8	1.4
Return (percent)	14.5	11.25	19.75	18.5
Standard deviations (percent)	20.0	17.5	26.3	24.5

- i. Calculate Sharp ratio and comment which portfolio perform better according to SR
 - ii. Calculate Treynor ratio and comment which portfolio perform better according to TR
- Calculate Jensen ratio and comment which portfolio perform better according to JR

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Course: Retailing Management

Due on May 16, 2025

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1. (a) If you are a convenience store retail manager near your locality with limited product categories, how can you add value to the products your consumers buy?
(b) Analyze the changing retail industry in Bangladesh considering the latest technological system adopted by diverse food and beverage companies.

 2. (a) What competitive pressures are confronting traditional grocery stores in an area like Kawran Bazar? What options do these stores have to ease the pressure?
(b) Why are retailers in these sectors in Bangladesh, i.e., Shawpno as a limited-assortment supermarket, Chaldal.Com as an online grocery retailer, and Pran-RFL Best Buy as an extreme value discount store, growing so rapidly? Argue your ideas from which retailers they are getting these additional sales.
(c) Assume you are responsible for the store activities of the renowned drugstore in Bangladesh, 'Lazz Pharma.' Identify its unique characteristics as a specialty store targeted at your consumer.

 3. (a) What benefits and negative experiences may you find of a private bank branch as an in-store retailer compared to 'Bkash' as a mobile retailer or m-commerce while cash transactions in any emergency case?
(b) Which of the following categories of merchandise do you think could be sold most successfully through an Internet channel: jewelry, TV sets, computer software, high-fashion apparel, pharmaceuticals, health care products such as toothpaste, shampoo, and cold remedies? Why?

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1. (a) “Loyalty is more than simply liking one retailer over another”- justify this statement by focusing on the popular lifestyle retail brand ‘Aarong’ regarding the steps undertaken to develop customer loyalty.
 - (b) How does ‘Aarong’ maintain its Customer Relationship Management (CRM) programs through its official Facebook Brand page as a retail business strategy?
 - (c) Tasty Treat is a fast food retail brand owned by PRAN-RFL Group in Bangladesh. This retail brand is known for its fast food, traditional and birthday cakes, pastries, desserts, savoury items, cookies, biscuits, and sweets. As a marketing manager of Tasty Treat, discuss the sequence of seven steps that retailers of PRAN-RFL go through to develop a strategic plan.
 2. (a) Do you think ‘Dhaka New Market’ is suitable as an urban retail location? Why or why not?
 - (b) Analyze the characteristics of the ‘Bashundhara City Shopping Complex’ as the shopping centre described in your textbook.
 - (c) Shwapno is the largest retail chain in Bangladesh, and ACI Limited owns it. It has a distribution network reaches over 35,000 households daily and operates 59 Outlets all over Bangladesh. Along with regular grocery items and convenience products, recently, it has included crockeries and lifestyle products as comparison products. Moreover, organic vegetables and exclusive baby care items are offered in the same outlet as the speciality shopping products.
 Now, match and discuss the three location-type retailer’s decisions: convenience shopping, comparison shopping, and speciality shopping, consistent with the shopping behaviour of Shwapnos’ consumers.
 3. (a) Over the past 20 years, hundreds of restaurants and roadside food carts have sprawled across the city. Young and tech-savvy people started exploring foods from around the world through social media platforms like YouTube and Facebook. Now, if you want to introduce a food cart specializing in kebabs and burgers in any area in Dhaka city, what considerations will you consider when evaluating your store locations?
 - (b) In the above situation, how could you decide about these characteristics that affect your food carts’ sales: 1) the traffic flow and accessibility, (2) parking, and (3) visibility.

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1. (a) Aarong Dairy's supply chain management system connects the dairy company to suppliers, farmers, and stores. The system uses technology to plan production, track inventory, and communicate with suppliers. Explain how Aarong Dairy's efficient supply chain system can increase a retailer's level of product availability and decrease its inventory investment.
 - (b) How does information flow in any supply chain that is applying data warehouse, vendor-managed Inventory (VMI), and collaborative planning, forecasting, and replenishment (CPFR)?
 - (c) Pathao Courier is the fastest courier service near any client, ensuring safe product delivery right on time. As a distribution head of this organization, how would you manage the merchandise flow by implementing Pathao Couriers' distribution or fulfilment centre? Write down the steps sequentially.
 2. (a) Describe one customer relationship management (CRM) program that you have participated in as a customer. Which of the following types of retailers do you think would benefit most from instituting a CRM program: (a) restaurants, (b) private banks, (c) automobile dealers, or (d) consumer electronics retailers? Why?
 - (b) "Grameenphone" operates a CRM program that focuses on building relationships with better customers in all outlets. Some customers who do not receive the same benefits as the retailer's best customers may be upset because they are treated differently. What can "Grameenphone" as the retailers do to minimize this adverse reaction?
 - (c) Assume a showroom of "Bata Bangladesh" is your favourite place to buy shoes for your family. How does this retailer create customer loyalty and satisfaction, encourage repeat visits, and establish an emotional bond by providing personal attention and memorable experiences with you by identifying its best consumers?
 3. (a) How does the online food ordering platform "Foodpanda" apply dynamic pricing, promotional markdowns, coupons, and quantity discounts for the diverse food retailers in Dhaka city?

- (b) Between the high/low pricing strategy and an everyday low-pricing (EDLP) strategy, “Walton Group” implements a high/low pricing strategy on the last Friday of each month for refrigerators in all showrooms. Mention the advantages and disadvantages of this pricing strategy compared to EDLP pricing regarding “Walton Group”.
- (c) “Additional issues need to be considered when pricing services relative to products”-justifying this statement, argue your ideas to match supply and demand and the difficulties that customers have in determining service quality of “Walton Electronics” pricing.