

শুন্ অৱ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (2nd Level)

Course: Business Statistics for Decision Making

Due on: August 15, 2025

Instructions for Assignment Submission

1. Answer all questions in your own handwriting on A4 size white paper.
2. Fill-in the cover page (see page#7 of Academic Calendar) of your assignment with care.
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Questions

1. (a) "Statistics is a method of decision making in the face of uncertainty on the basis of numerical data and calculated risks". Comment.
 (b) What are the two main branches of statistics? Explain briefly.
 (c) Define the terms "population" and "sample" with examples.
2. (a) What are the types of variables in statistics?
 (b) What are the four scales of measurement in statistics? Explain briefly.
 (c) A company ranks five candidates for promotion as 1st, 2nd, 3rd, 4th, and 5th. What scale is used? Can we calculate the average of these rankings?
 (d) If the sales of four regions are \$100K, \$150K, \$200K, and \$250K, what is the scale? Can you compute a ratio (e.g., one region's sales are double another)?
 (e) A survey asks participants to select their favorite brand (Nike, Adidas, Puma). What scale is this and what statistical operations are allowed?
 (f) A company records employee performance ratings on a scale of 1–5, where 1 = Poor and 5 = Excellent. What is the scale, and can we find the mean performance score?

3. (a) Present the following data of the marks of 60 applicants who were given a certain test for the purpose of selection to a post:

41	17	83	63	55	92	60	58	70	06
67	82	33	44	57	49	34	73	54	63
36	52	32	75	60	33	09	79	28	30
42	93	43	80	03	32	57	67	84	64
63	11	35	28	10	23	08	41	60	32
72	53	92	88	62	55	60	33	40	57

Make out a frequency distribution from the above data taking appropriate class interval.

- (b) Draw a suitable diagram for the following:

Items	Family A	Family B
Income	\$10000	\$12000
Food	\$3000	\$4000
Clothing	\$2500	\$2000
Education	\$500	\$3600
Others	\$3800	\$3000
Savings (deficit)	\$ + 200	\$ (600)

4. (a) What are the various measures of central tendency? Why are they called measures of central tendency?
- (b) Given below is the frequency distribution of the marks obtained by 90 students. Compute the arithmetic mean, median and mode.

Marks	No. of Students	Marks	No. of Students
20 – 29	5	60 – 69	18
30 – 39	12	70 – 79	10
40 – 49	15	80 – 89	9
50 – 59	20	90 – 99	4

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is a measures of dispersion? How can businesses use the measures of dispersion to make decisions?
- (b) Calculate the appropriate measure of variation from the following data:

Daily Wages (in dollar)	No. of Wage earners	Daily Wages (in dollar)	No. of Wage earners
Less than 85	14	91 – 93	18
85 – 87	62	Over 93	7
88 – 90	99		

- (c) Suppose that samples of polythene bags from two manufacturers A and B are tested by a prospective buyer for bursting pressure with the following results:

Bursting pressure(ibs)	Number of Bags	
	A	B
5.0 — 9.9	2	9
10.0 — 14.9	9	11
15.0 — 19.9	29	18
20.0 — 24.9	54	32
25.0 — 29.9	11	27
30.0 — 34.9	5	13

Which set of bags has the highest average bursting pressure? Which has more uniform pressure? If prices are the same, which manufacturer's bag would be preferred by the buyer? Why?

2. Following are the questions related to correlation analysis, designed to test deeper understanding through real-world or applied scenarios. Answer the following :
- (i) A company observes that when advertising spending increases, product sales also increase. Can we conclude that advertising causes the increase in sales based on correlation alone?
- (ii) A hospital finds a high correlation ($r = 0.85$) between patient age and blood pressure. What does this mean, and what should be the next step?
- (iii) An HR analyst finds a correlation of -0.6 between number of sick days taken and employee productivity. Should the company take disciplinary actions based on this correlation?

- (iv) The Bangladesh Open University finds a strong correlation ($r = 0.9$) between students' time spent studying and their test scores. Can they conclude that more studying leads to better scores?
- (v) A health study reports a correlation of 0.3 between physical activity and reduced cholesterol. Is this correlation strong enough to act on?
3. (a) Explain the concept of regression and point out its importance in business forecasting.
- (b) In trying to evaluate the effectiveness in its advertising campaign, a firm compiled the following information :

Year	2016	2017	2018	2019	2020	2021	2022	2023
Advertisement Expenditure (“000 \$)	12	15	15	23	24	38	42	48
Sales (Lakh \$)	5.0	5.6	5.8	7.0	7.2	8.8	9.2	9.5

Calculate the regression equation of sales on advertising expenditure. Estimate the probable sales when advertisement expenditure is \$60 thousand.

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What are time reversal and factor reversal tests?
- (b) Calculate Laspeyre's, Paasche's and the Fisher's ideal index from the following data:

Commodity	Price	Value	Price	Value
A	10	100	8	96
B	16	96	14	98
C	12	36	10	40
D	15	60	5	25

2. **Case Study:**

Background:

TechZone Electronics Ltd. is a mid-sized consumer electronics company that specializes in selling smart home gadgets in South Asia. Over the past three years, the company has experienced inconsistent sales patterns due to changing customer preferences and growing competition. In particular, sales spike during festival seasons and promotional campaigns. In order to plan effectively for 2025, the management decides to apply business forecasting techniques to estimate product demand, optimize inventory, and improve financial planning.

The company collects monthly sales data (in units) for its most popular product—SmartHome Voice Assistant—from January 2022 to December 2024.

Year	January	February	March	April	May	June	July	August	September	October	November	December
2022	350	370	400	420	480	500	700	720	650	600	620	700
2023	370	390	420	450	520	540	750	770	700	660	680	770
2024	390	410	440	470	560	580	800	820	750	700	730	800

Questions:

- (i) What pattern can be observed from the given sales data?
- (ii) What forecasting technique would be most appropriate for this data and why?
- (iii) Calculate the average monthly increase in sales for July over the three years.
- (iv) Forecast July 2025 sales using the trend method.
- (v) What are the benefits of using forecasting for TechZone?
- (vi) What are the limitations of the chosen forecasting method?
- (vii) How can TechZone improve the accuracy of its forecasting?

3. Case Study:

Background:

GlowUp Cosmetics Ltd., a rapidly growing skincare brand in South Asia, plans to launch a new line of organic facial creams. Before finalizing their product and marketing strategy, they want to conduct a market survey to understand customer preferences, price sensitivity, and packaging expectations.

However, GlowUp has over 200,000 customers across the country. Surveying every customer is impractical, so the company decides to use sampling techniques to gather insights efficiently and cost-effectively.

Questions:

- (i) Why is sampling necessary in this scenario?
- (ii) What type of sampling method should the company use if they want every customer to
- (iii) If the company wants to ensure that different age groups (e.g., 18–25, 26–40, 41–60) are properly represented in the survey, which sampling technique should they use?
- (iv) GlowUp has customer data organized by regions (North, South, East, West). They want to survey a few branches randomly from each region and survey all customers from those branches. What sampling method is being used?
- (v) Suppose GlowUp conducts a survey by selecting every 100th customer from a customer list. Which sampling technique is this?
- (vi) What are the advantages and disadvantages of Stratified Sampling in this context?
- (vii) If the company only surveys loyal customers who visited the store last month, which type of sampling is this, and what is its limitation?

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Course: Organizational Behavior

Due on: August 15, 2025

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Questions

1. (a) What is organizational behavior? Discuss the goal of organizational behavior.
 (b) What are the contributing disciplines to the organizational behavior field? Explain each.
 (c) How are organizational behavior concepts addressed in management functions? Describe.
2. (a) What is attitude? How can attitudes be changed?
 (b) Explain the barriers that prevent people from changing their attitudes.
 (c) What is job satisfaction? State the major characteristics of a job about which people have effective response to his/her job.
3. (a) What is personality? Explain the factors that determine an individual's personality.
 (b) Identify the key traits in the Big Five Personality Model.
 (c) How does personality relate to organizational behavior? Explain.

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Course: Organizational Behavior

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What are the characteristics of high achievers? Explain.
 (b) In your words, briefly explain Maslow's theory of motivation and relate it to Herzberg's two-factor theory of motivation.
 (c) Discuss the approaches of job design.
2. (a) What is team? Distinguish between work group and team.
 (b) Why do people join in a group? Explain.
 (c) Discuss the life cycle of a team.
3. Read the following passage and answer the question that follow:

What do they want?

Pat Riverer is vice president of manufacturing and operations of a medium-size pharmaceutical firm in the Midwest. Pat has a Ph.D in chemistry but has not been directly involved in research and new-product development for twenty years. From the "school of hard knocks" when it comes to managing operations, Pat runs a "tight ship." The company does not have a turnover problem, but it is obvious to Pat and other key management personnel that the hourly people are putting in only their eight hours a day. They are not working anywhere near their full potential. Pat is very upset with the situation because, with rising costs, the only way that the company can continue to prosper is to increase the productivity of its hourly people.

Pat called the human resources manager, Carmen Lopez, and laid it on the line: "What is it with our people, anyway? Your wage surveys show that we pay near the top in this region, our conditions are tremendous, and our fringes choke a horse. Yet these people still are not motivated. What in the world do they want?" "Carmen replied:" I have told you and the president time after time that money, conditions, and benefits are not enough. Employees also need other things to motivate theme. Also, I have been conducting some random confidential interviews with some of our hourly people, and they tell me that they are very discouraged because, no matter how hard they work, they get the same pay and opportunities for advancement as their coworkers who are just scraping by. "Pat then replied: "Okay, you are the motivation expert; what do we do about it? We have to increase their performance".

Questions:

- (a) Explain the "motivation problem" in this organization in term of the content model of Maslow and Herzberg.
- (b) Do you think this manager is internally or externally controlled? How?

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Course: Organizational Behavior

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is leadership? Explain the major qualities of a successful leader.
 (b) Describe the leadership style according to managerial grid.
 (c) Do you agree with the opinion that “Leaders are born, not made”? Why? Explain with criticism.
2. (a) Distinguish between strong culture and weak culture. How does culture begin in an organization? Explain.
 (b) What factors do determine the strength of the culture? Explain.
 (c) What is organizational change? Describe the sources of organizational change.
3. Read the following passage and answer the question that follow:

Who are the effective leaders?

In a search for effective leaders, 206 CEO respondents from Fortune 500 and Service 500 companies identified as the three top leaders Don Petersen (No. 1) at Ford, Lee Iacocca at Chrysler, and Jack Welch at General Electric. The overwhelming majority of those questioned felt that there is no leadership crisis in the United States. On the other hand, those holding another view pointed to the ineffectiveness of managers in competing in the global market; the excessive focus on short-term results, often at the expense of long-term company health; and the lack of investment in plants.

About two-thirds of the respondents thought that leadership can be taught, especially through job rotation, in-company training, and delegation of authority. But there was also the realization that latent leadership qualities have to be the foundation of leadership.

Although not on the basis of the survey, Fortune identified the following factors for successful business leadership:

- Trust in subordinates is the foundation for delegating authority. A manager gets things done through people.
- Leaders must provide a vision for the enterprise and inspire others to commit themselves to this vision.
- Leaders must take command in times of crisis. Even those who subscribe to participative management realize that at critical times they have to take charge.
- Taking risks is a part of business - not careless risk, but calculated ones. Probably those who have never failed (who played it safe) may not have managed well.

- Leaders need to be very competent in their fields and command the respect of employees.
- A top executive surrounded by "yes-Sayers" will get an incorrect view of what is really going on within and outside the organization. Thus, executives should invite dissenting views.
- Effective leaders see and understand the big picture. They simplify complex situations and problems so that they can be understood.

Questions:

- (a) Who were the leaders identified in the survey? Why do you think they have been effective?
- (b) What were the leadership characteristics identified by Fortune? Do you agree with the seven statements about the characteristics? Should other factors be taken into account?
- (c) Do you think that leadership can be taught? Explain.
- (d) How do the leadership characteristics relate to the managerial functions?

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Course: Human Resource Management

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Questions

1. (a) What do you mean by human resource management? Why is human resource management so important for every kind of organization?
(b) What are the core functions of human resource management (HRM)? Which two functions do you believe to be the most important for human resource management? Explain your answer and provide a workplace example to support your response.
(c) The business world has experienced numerous changes as a result of technology and globalization. It is important for the field of HRM to be prepared for these changes. In what ways have technology and globalization changed the work environment? Provide real workplace examples to support your answer, and explain the effects of these changes to HRM?
2. (a) What is HR planning? Is human resource planning only relevant to large companies or should small businesses do HR planning too?
(b) Can you suggest a process to use for human resource planning?
(c) State the human resource forecasting techniques. Discuss in brief the different employee forecasting techniques for human resource planning.

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Course: Human Resource Management

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What do you mean by job analysis? State the major uses of job analysis information.
(b) Explain the observation method and technical conference method of collecting job analysis information.
(c) What is job design? Explain the approaches of job design.
2. (a) What is recruitment? How does recruitment differ from selection?
(b) Discuss the process of recruitment.
3. (a) What is selection? Explain the process of selection. Do you think the interview was a structured, unstructured, or semi-structured interview adopted in the selection process?
(b) Describe the barriers to effective selection.
4. Read the following passage and answer the question that follows:

Salina Perveen, a graduate from the Department of Management, University of Dhaka received an interview card from the Bangladesh Bank to appear before a interview board on 4 May, 2017 at 10 a.m. . She was staying at Kalabagan in Dhaka. She thought that she could be able to reach Motijheel Bangladesh Bank office within 1 hour from her residence by a CNG transport. So, she started at 9a.m. and took a CNG transport. But due heavy traffic jam she could not reach due time. When she reported the reception, she was informed that she missed the call from the board and she had to wait till the last interviewee completed his/her the interview. At last her term came and she entered into the interview room and took her seat.

‘Why are you late?’ the chairperson of the board asked.

‘I did not come on time due to traffic jam’. She replied.

‘It’s regular feature of the city. Why did you not start early?’ Asked one member.

‘I started one hour before the time of interview. But today, traffic jam was unexpectedly heavy.’ Explained Salina.

‘You must know that sometimes it could happen. So, this shall not be an excuse’. Said one member.

‘OK. Let us start. But this would affect your rating’. Said the Chairperson.

Questions:

Explain what made Salina late and how she could avoid the situation.

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Course: Human Resource Management

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is career planning? Why should a human resources department be concerned about career planning? What advantages does a human resources department expect to receive from assisting career planning?
(b) Discuss the types of training methods and distinguish between on-the job and off-the job training. Explain the methods of off-the job training.
(c) Discuss the process of management development.
2. (a) What are the uses of performance appraisals? How do the results of performance appraisals affect other human resource management activities?
(b) Explain the steps of performance appraisal.
(c) Discuss the methods of job evaluation.
3. (a) What is compensation? Explain the objectives of compensation.
(b) Explain the methods of compensation.
(c) Discuss the determinant factors of compensation structure.
(d) Explain the compensation practices of Bangladesh.
4. Read the following passage and answer the questions that follow:

Changes, Changes

Jennifer, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages.

In addition to these changes, Jennifer believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Jennifer has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation.

Jennifer shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice.

Jennifer schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

Questions:

- (a) Point out which changes are occurring in the business that affect HRM.
- (b) What are some considerations the company and HR should be aware of when making changes related to this case study?
- (c) What would the initial steps be to start planning for these changes?
- (d) What would your role be in implementing these changes? What would Jennifer's role be?

শুন্ন অব বিজনেস
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Course: Managerial Economics

Due on: August 15, 2025

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Questions

1. Discuss the major components of the scope of managerial economics. How do these components assist in optimizing business operations?
2. Differentiate between managerial economics and conventional micro/macroeconomics. Support your answer with at least three business-relevant examples.
3. Define the law of demand. What are its assumptions and exceptions? Provide real-life business examples to support your answer.
4. EcoFresh Ltd. is a company that produces organic fruit juices. Recently, the firm increased the price of its flagship mango juice by 15%, but sales dropped significantly. At the same time, a rival company launched a similar juice at a lower price, attracting some of EcoFresh's customers. Meanwhile, the cost of raw mangoes increased due to poor harvests, affecting the company's production and supply capability. The management is now reassessing pricing, marketing, and sourcing strategies.

Based on the above situation, answer the following questions:

- (i) How would you evaluate the price elasticity of demand for EcoFresh's mango juice?
- (ii) How does the entry of the rival brand demonstrate the concept of cross-price elasticity?
- (iii) Which non-price factors might have contributed to the drop in EcoFresh's demand?
- (iv) Use the law of supply to explain how the poor mango harvest impacted EcoFresh's ability to meet market demand.

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Course: Managerial Economics

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. What is market equilibrium? How is it established through the interaction of demand and supply?
2. What is the difference between short-run and long-run production? How do these time frames affect cost structures?
3. Differentiate between total revenue, average revenue, and marginal revenue. How do these concepts guide pricing decisions?
4. Pushpo Kitchen, a mid-sized meal delivery startup, has been rapidly expanding its operations in metropolitan areas. Initially, demand for its healthy meal options exceeded supply, and prices were kept high to balance demand. However, as more competitors entered the market offering similar products at lower prices, Pushpo Kitchen began losing customers. In response, it increased production, hired more staff, and opened new kitchens. Unfortunately, the firm started facing rising marginal and average costs due to inefficient use of resources. Despite selling more units, overall profit margins dropped. The management is now struggling to determine the most efficient output level and pricing strategy to restore market equilibrium and profitability.
 - (i) How did Pushpo Kitchen initially achieve market equilibrium, and what factors disrupted it as competition increased?
 - (ii) Identify and explain the shifts in demand and supply that occurred in this scenario. How did these shifts affect pricing and output?
 - (iii) How did Pushpo Kitchen' cost structure change with expansion? Explain using the concepts of marginal cost, average cost, and total cost.

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Course: Managerial Economics

Due on: October 31, 2025

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1. Discuss the concept of profit maximization. How does it guide managerial decision-making in different business environments?
2. Discuss the characteristics of perfect competition, monopolistic competition, monopoly, and oligopoly.
3. Why do firms in perfect competition have no control over price? What strategies can they use to survive?
4. What are the key barriers to entry in monopoly and oligopoly, and how do they impact firm strategy?

শুভ্র অথ বিজ্ঞান
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Semester 222 (2nd Level)



Course: Business Mathematics

Due on: August 15, 2025

(Assignment is to be presented in own handwriting on A4 size white pages)

Note: Answer all the questions and submit to the coordinator of your tutorial center on or before due date.

VIDEO Tutorial



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

1.1. Identify the type of the following functions:

- i) $Y = (X+2)(3X-3)$
- ii) $Y = 5^{(2X)}$
- iii) $Y = e^{\ln X}$
- iv) $Y = \ln x^2$
- v) $Y = 5X^3 + 3X^2 - 10X + 10$

1.2. What is intercept? Find the X-intercept and Y-intercept of the following functions:

- i) $Y = 10X + 6$
- ii) $Y = 5X^2 + 15X + 4$
- iii) $Y = 12e^X + 3$ [Y-intercept only]

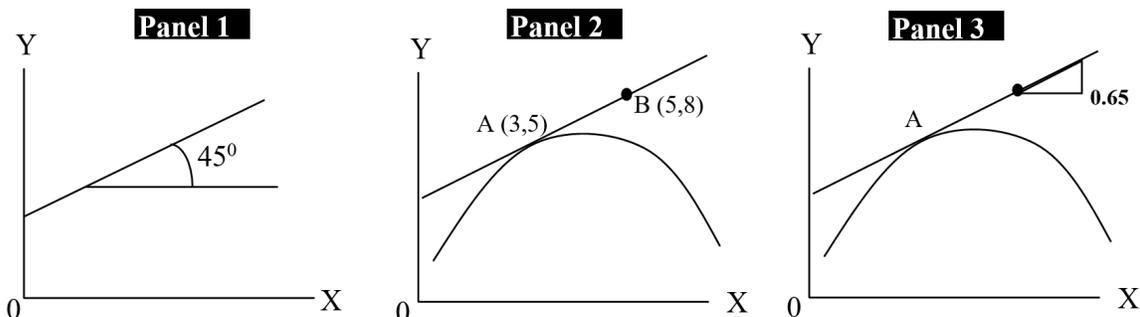
1.3. Draw the graphs of the following functions. You may use Symbolab or any other online application to check the accuracy of the shapes of the graphs.

- i) $Y = 5X + 2$
- ii) $Y = \ln X$
- iii) $Y = 3X^2 - 7X + 4$
- iv) $Y = 2e^{5X} + 3$



<https://www.symbolab.com/graphing-calculator>

1.4. Find the equation of the line in Panel 1, the slope of the curve at point A in Panel 2 and slope of the curve at point A in Panel 3.



- 1.5. Prove that $\ln 25 \times \log_5^{10} - \ln 100 + \log 30 - \log 3 = 1$ [do not use calculator].
- 1.6. If $A = \{1, 2, 3, 4\}$, $B = \{2, 4, 6, 8\}$ and $C = \{3, 4, 5, 6\}$, Find –
 (i) $A \cup B$, (ii) $B \cup B$, (iii) $(A \cup B) \cup C$, (iv) $A \cup (B \cup C)$.
- 1.7. By using Venn Diagram, prove the following –
 (i) $A \cap (B \cap C) = (A \cap B) \cap C$ (ii) $(A \cup B)^c = A^c \cap B^c$
- 1.8. What is the difference between differentiation and derivative? Differentiate the following functions with respect to X:
 i) $Y = 6X + 3$
 ii) $Y = 7X^2 + 6X + 5$
 iii) $Y = (X + 2)(3X - 3)$
 iv) $Y = 5^{(2X)} + 6$
 v) $Y = e^{\ln X}$
 vi) $Y = \ln x^2$
 vii) $Y = 5X^3 + 3X^2 - 10X + 10$
- 1.9. Find which of the following are increasing or decreasing functions at $X = 2$:
 i) $Y = 2X + 5$
 ii) $Y = 3X^2 + 6X + 5$
 iii) $Y = 3e^{X+2} + 10$
 iv) $Y = \ln X^2$

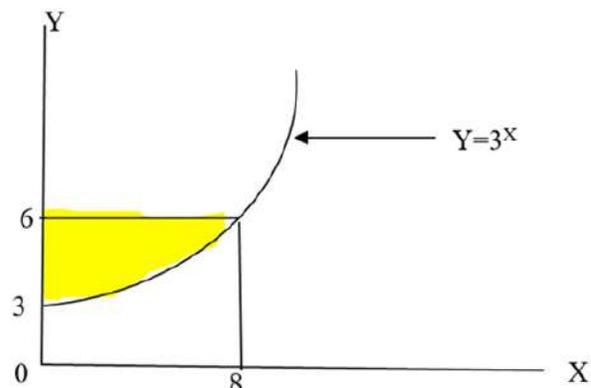
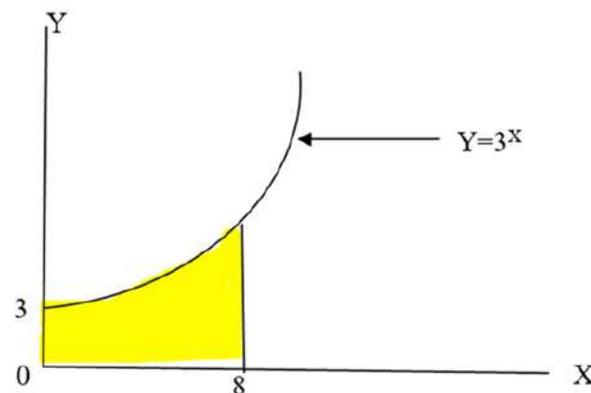
স্কুল অব বিজনেস
Bangladesh Open University
 BBA Program
 Semester 222 (2nd Level)

Course: Business Mathematics

Due on: September 26, 2025

(Assignment is to be presented in own handwriting on A4 size white pages)

- 2.1. Suppose the cost function of a company is $C=6Q^2+5Q+100$. Find the following:
- Marginal cost (MC) function
 - Average cost (AC) function
 - Average fixed cost at $Q=1$
 - Average variable cost at $Q=2$
- 2.2. Find the critical points of the following functions and identify the nature of the critical points (maximum, minimum or point of inflection). Find the slope and convexity/concavity of the following functions at $X=2$
- $Y=10X^2-40X+100$
 - $Y=-2X^2-16X+70$
- 2.3. Suppose the demand Function is $P=40-Q$ and cost function is $C=10Q+2Q^2$. Find the following:
- Marginal revenue (MR) function
 - Profit maximizing output level
- 2.4. Find the slope and convexity/concavity of the following functions at $X=2$:
- $Y=2X^2-16X+50$
 - $Y=X^2+8X+15$
- 2.5. Evaluate:
- $\int (10X+5)dX$;
 - $\int (1/X^2-10)dX$;
 - $\int (e^{5X}-X^2)dX$;
 - $\int_0^5 (X^2-2X+5)dX$
- 2.6. Find the value of yellow-shaded areas in the following graphs.



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Course: Business Mathematics

Due on: October 31, 2025

(Assignment is to be presented in own handwriting on A4 size white pages)

3.1. Find AB following matrices. Is AB a symmetric matrix?

$$i. A = \begin{bmatrix} 3 & 2 & 0 \\ 1 & 2 & 1 \\ 1 & 0 & 3 \end{bmatrix} \quad ii. B = \begin{bmatrix} 1 & 3 & 2 \\ 0 & 1 & 1 \\ 2 & 2 & 3 \end{bmatrix}$$

3.2. Given the following equation system with variables X, Y and Z.

$$2X + 2Y + Z + 3 = 0$$

$$X + 3Y - 2Z = 1$$

$$3X - Y - Z = 2$$

Find the following:

- (i) Value of the co-efficient matrix.
- (ii) Solve the equation system for X, Y & Z by using inverse matrix.
- (iii) Solve the equation system for X, Y & Z by Cramer's Rule.
- (iv) Prove that results in 2.11 (ii) and (iii) are same.

3.3. [PERMUTATION] Find the number of arrangements that can be made out of the letters of the word "PERMUTATION" where first letter will be always P and last letter will be N.

3.4. [COMBINATION] A group of 11 students is to be formed from 35 students of MAT100 Course where there are one renowned singer, two debaters and a national cricket player. How many different ways this can be done so as always to (i) include 1 singer and 1 debater; and (ii) exclude singer and debaters?

3.5. **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, your assignment will not be evaluated. **Add the hardcopy of the Score Card with your assignment.**

<https://testmoz.com/q/14738542>



শুন্ অৰ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Compensation Management

Due on: August 15, 2025

Instructions for Assignment Submission

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7. Preserve the photocopy of each assignment so that you can claim its marks if your marksheet shows "Not submitted" or "Zero" in assignment(s).
8. Join the WhatsApp group (<https://chat.whatsapp.com/HYdKDyXsP5r0keXB2AWWim>) if you haven't yet joined.

Questions

1. (a) What do you understand by compensation? Explain the views of compensation from the perspectives of society, stockholders, managers and employees.
 (b) What are the things that form pay people received form work? Categorize the things and describe with the help of a diagram.
 (c) Discuss the four policy issues in the pay model.
2. (a) What is the strategic choice in decision making? How can you make a strategic choice about compensation that support your business strategy? Explain.
 (b) How can you develop a total compensation strategy? Discuss in detail.
 (c) How do virtuous and vicious circles influence in making strategic pay decisions? Illustrate with appropriate diagrams.
3. (a) What is internal alignment? Describe the issues that need to be addressed for internal alignment.
 (b) If you follow the institutional model for your organization what consequences you are supposed to face in preparing internally align structure.
 (c) What is just-wage doctrine? What is your opinion about its applications in present day?

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Compensation Management

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Job analysis has been considered the cornerstone of human resource management. How does it support managers in making pay decisions.
(b) Describe the major decisions that are involved in job analysis.
(c) How would you make decision whether to use job-based or person-based structure?
2. (a) Why are contents, value, and external market link considered for job evaluation?
(b) Briefly discuss the different approaches of job evaluation. Think of several employees in your areas such as college, hospital, and bank. What approach would you expect them to use for job evaluation? Justify your opinion.
3. (a) What is the focuses of pay mix decisions in attaining external competitiveness?
(b) Describe the factors that shape the external competitiveness.
(c) Can you think of any companies that follow a lag and/or lead policy? Why do they believe it pays to pay differently? Can you think of any companies that follow performance-driven and/or work-life balance policies? What is your opinion to do so? Illustrate.

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MBA Program
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Course: Compensation Management

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) How would you design a survey for setting pay for garment workers? How would you design a survey for setting pay for financial managers? Will the technique used for data collection differ about on which level of employees you want to make decision? Why or why not? Justify.
- (b) Contrast pay ranges and grades with bands. Why would you use either? Does their use assist or hinder the achievement of internal alignment or external competitiveness?
2. (a) How is an earning-at-risk plan different from an ordinary gain-sharing or profit-sharing plan? How do might earning-at-risk plans affect attraction and retention of employees?
- (b) When might you use a group incentive plan rather than an individual incentive plan?
3. Read the following passage and answer the questions that follow:

Hunter Hunts for College Grads

Woody Hunter had been an HRM analyst with Control Data Corporation (CDC) for three years but was recently reassigned to the college recruitment staff. The basic duties in his new job were to visit college and university campuses and interview seniors in order to identify individuals who could fill entry-level positions at CDC in accounting, engineering, and marketing.

After three months' traveling on the road, Woody received a report summarizing his performance to date. The figures showed he had conducted 540 preliminary interviews on 18 different campuses. Woody had had follow-up interviews with 136 of these students, or approximately 25 percent. Based on these second interviews, Woody recommended to his supervisor that 71 candidates be invited for company-paid visits to appropriate CDC manufacturing and administrative facilities where new college graduates were needed. All of Woody's selectees were offered visits.

What concerned Woody and his supervisor was this statistic: Only four of the seventy-one candidates accepted the CDC invitation. Based on over seven years of recruiting experience with CDC, Woody's supervisor said that the company traditionally had better than a 60 percent acceptance rate. Woody's boss knew there was something seriously wrong. He asked Woody to summarize how he described opportunities at CDC to the recruits.

"I ask the students if they have read the CDC literature in the placement office," replied Woody. "Most usually have, but if they haven't I highlight what we do at CDC, the kind of entry-level positions we have to fill, and the kind of people we're looking for. But I know that these students have heard similar propaganda from a dozen other big company recruiters. So I emphasize the things CDC has that other don't. One thing I never fail to mention is our benefit package. It is superior to anybody else's. I tell students about our tuition-reimbursement plan, our comprehensive health insurance program, and our pension system. I tell them that our pension plan vests after only five years. I point out that the employee pays nothing into it-that all the costs are paid by CDC. Most important, I emphasize that they can retire at age fifty-five and receive 80 percent of the salary they were making in their last year. There's not a pension plan anywhere that attractive. I even take the time to show the students how, with inflation figured in, they can probably expect a pension of \$200,000 or \$300,000 a year if they come to work for CDC."

Questions

- (a) What role do you think benefits play in the employment decision of a new college graduate?
- (b) What role do you think the beginning salary plays in the employment decision of a new college graduate?
- (c) What suggestions would you make that might improve Woody's acceptance ratio?

শুন্ অৱ বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: International Human Resource Management

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Define International Human Resource Management (IHRM). Explain the international human resource model developed by Morgan.
(b) What is an expatriate? How is an expatriate created? Explain with a diagram.
(c) Explain the Laurent's steps to truly international HRM.
2. (a) Why do organizational structure change? Discuss the stages of internationalization.
(b) What is matrix organization? Why is matrix structure unmanageable? Explain with a diagram.
(c) "Different countries take different paths". Explain.
3. (a) What do you mean by international joint venture? Explain the HR implications of international joint venture.
(b) What do you mean by cross boarder alliance, merger, and acquisition? Discuss with examples.
(c) Discuss the phases and implication of merger and acquisition.

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Course: International Human Resource Management

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is international staffing? Discuss the determinants of staffing choices.
(b) Explain the advantages and disadvantages of using PCNs, HCNs, and TCNs.
2. (a) What are the roles of international training and development? Explain.
(b) Discuss the components of effective pre-departure training programs.
3. Go through the case and answer the questions below the case.

No Matter Where You Turn

John Carlos is a twenty-six-year-old white male who honorably discharged from the service four years ago. Since that time, John has been attending a local college studying personnel management. Entering his last semester, John decided that he should be preparing for his job search. Putting together the necessary materials, he mailed his ‘resumes’ to a number of companies. Six weeks later, he received a positive response from the Saturn Corporation, a large supplier of defense machinery to the federal government.

Interviewing for the position of personnel assistant, John knew that he had sound qualifications. He learned, however, that he was competing with Beverly Simpson, a twenty- two- year – old white female college classmate. During the interview process, it was determined that both John and Beverly were equally qualified. John, however, was given performance and was subsequently offered the job. Beverly, on the other hand, filed a suit against Saturn claiming that she was a victim of sex discrimination.

Questions

- (a) Do you believe that the Saturn Corporation discriminated against Beverly in giving preference to John? Discuss.
- (b) As a personnel specialist at Saturn, what explanation would you give to Beverly in view of ensuring HR quality management?

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Course: International Human Resource Management

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) State the objectives of international compensation? Explain the key components of an international compensation program.
- (b) Discuss the challenges faced in training of expatriate managers.
- (c) What is international industrial relations? Explain the key issues in international industrial relations program.
2. (a) What factors do contribute to re-entry shock? Explain.
- (b) What are the elements of a good mentoring system for international assignees?
- (c) What aspects would you include in a pre-repatriation program? Explain.
3. (a) What factors are associated with expatriate performance? Discuss.
- (b) Explain the strategies for better understanding and measuring job performance.
4. Go through the case and answer the questions below the case.

Watson Public Ltd Company is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of **Employee Equality**.

The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B) incorrect labelling of material, not dispatching the material on time, etc.

The management views the case as there are loopholes in the system of various departments and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to the system but it relates to the employees. When investigated he come to know that the reason behind the casual approach by employees in work is

- The company hired new employees for a higher-level post without considering the potential internal candidates.
- The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Questions:

- (a) Narrate the case with a suitable title for the case. Justify your title.
- (b) Which sources are the best for the organization? Internal or External? Why?

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Career Management

Due on: August 15, 2025

Instructions for Assignment Submission

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8. Join the WhatsApp group (<https://chat.whatsapp.com/HYdKdyXsP5r0keXB2AWWim>) if you haven't yet joined.

Questions

1. (a) What do you mean by career management? Describe the model of career management.
(b) Describe the effect of career exploration on career management.
2. (a) Why is it important to monitor and appraise your career? Why should career appraisal be conducted periodically?
(b) Describe the obstacles to effective career exploration. How can you overcome these obstacles in the future?
3. (a) What is career strategy? Discuss the types and guidelines of career strategies.
(b) Do you think that you are presently experiencing career indecision? If you are, what do you see as the primary cause(s)?

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Course: Career Management

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Describe the stages of career development.
(b) What factors are responsible for a mid-life crisis? Does everybody experience a mid-life crisis? Why or why not?
2. (a) To what extent have your educational and/or prior work experiences given you a realistic picture of what it would be like to enter a new organization?
(b) Why is it important for organizations to help their employees manage their careers over the entire life cycle? Do you believe that employers have a moral obligation to assist employees in managing their careers and dealing with related demands?
3. Go through the case and answer the question below the case:

Case of The Corporate Policy Change

Located in the beautiful Adirondack Mountains of upstate New York, Be Our Guest Family Resort (BOGF – fictitious name) was recently sold to an East Coast hotel chain. Previously, BOGF had been a family-owned business, and the owners treated all employees like an extended family. BOGF is well known for its friendly, top-notch accommodations. In the summer and fall, BOGF offers families a variety of outdoor activities, including six tennis courts, an 18-hole golf course, a lake for boating and fishing, an indoor/outdoor pool, and horseback riding. During the winter and spring, downhill and cross-country skiing are the outdoor activities of choice at BOGF. Other activities available throughout the year include bowling and an on-site movie theater. BOGF also has four restaurants and a tavern.

Because BOGF provides many amenities, it has a large year-round staff, many of whom have worked for the company for up to 15 years. In fact, BOGF often hired members from multiple generations of the same family. BOGF has a focused mission that is made clear to all its employees – to provide a premium vacation experience to all who come to BOGF. This means that the customer comes first. Employees are asked to do all they can to keep customer satisfaction high. This focus encourages customers to schedule return visits to BOGF and also to tell their friends about their vacations at BOGF. BOGF employees know that their town relies almost exclusively on the tourism generated by the resort, because few other substantial businesses are located in the immediate area.

BOGF has a “home-grown” mentality regarding the advancement of its human resources. Many of the hotel and restaurant managers grew up working summers as valets, house

cleaners, and wait staff. This human resource policy was initiated by the small town and privately held atmosphere of BOGF. The policy also allowed the employees to have a variety of experiences and to learn firsthand what customers expect from a top-of-the line resort. Many children of BOGF employees attend a local university that has a hotel administration major. This education allowed the young adults to come back to their hometown and work. Yet, the acquisition of BOGF will cause its human resource policies to soon change.

The Mansion Corporation (fictitious name), a well-known hotel and restaurant conglomerate, has recently purchased BOGF. The Mansion's human resource strategies are dramatically different from those of the BOGF. The Mansion attracts "star" quality employees from other hotels and provides them with high level administrative positions. These positions may be offered at any one of a number of the Mansion's resort holdings. The Mansion is very generous with offering relocation packages to lure potential employees away from their current employer.

The Mansion's policy regarding human resource selection is more of the "buy" rather than the "make" approach. The Mansion fills its skill gaps by hiring needed personnel from outside the company. In fact, the Mansion has recently hired a CFO and chief technologist from competitors. Both employees and their families moved from the Midwest to the Mansion's headquarters in Virginia. Many of the hotel's general managers are from either top hotel or restaurant chains. The general premise the Mansion operates under is that it is more cost-efficient to bring in the "best and the brightest." This allows the Mansion to hire the skills it needs when and where it may need those skills. The Mansion plans to make this policy known to BOGF's personnel as part of its Introduction to the Mansion's Human Resources Policies package. The policy becomes effective January 1. The Mansion does not intend to discuss the effect of this policy with BOGF employees unless asked.

Questions:

- (a) What effect, if any, will this policy change have on BOGF's personnel?
- (b) What effect, if any, will this policy change have on BOGF's culture?
- (c) If asked, how might the Mansion communicate this policy change to BOGF employees? What type of career management systems are most compatible with the Mansion's human resource strategy?
- (d) If you were an employee of the BOGF community, what might you do given this human resource policy change?

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Career Management

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What policies and practices can an organization adapt in response to work family issues?
 (b) Describe the sources of stress in two-career relationship.
 (c) What are the different types of work-family conflict? Explain.
2. (a) What do you mean by socialization? Explain the contents of organizational socialization.
 (b) Discuss the organizational actions taken during establishment period.
 (c) What do you understand by career plateau and obsolescence? Explain the reasons for career plateau.

3. Go through the case and answer the question below the case:

ABC is a pharmaceutical company in Bangladesh. Most of the employees were not satisfied with the company's career management system. There occurred much delay in receiving a promotion.

Usually employees received a promotion when a manager retired or died. Even when job vacancies occurred, the HR department hired a replacement from some other companies and so very few employees received a promotion. Employee turnover was low because of lucrative compensation benefits and high job security. Top management was concerned about the negative attitude reflected by the nickname "Stagnant Company" and hired a consulting firm to develop a career planning program.

After several months, the consultants formulated a detailed plan and introduced a special office of career counseling in the HR department. Initially, employees responded positively and made extensive use of the counseling and career service available to them.

After a few months, the career counselor asked the HR department for a transfer into any other part of the HR department. When asked why, the counselor said that employees were not using the service and the job of counselor had become lonely and boring. The HR manager gave the counselor an assignment to discover why the program had failed and what might be done to revive it.

Questions:

- (a) What explanations can you offer to explain the initial enthusiasm for career planning assistance followed by an almost total avoidance by employees?
- (b) Assuming part of the problem was due to lack of support of middle and first-line management, what recommendations would you make?

শুন্ অৱ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Training & Development

Due on: August 15, 2025

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Questions

1. (a) What is training? Do you find any differences between training and development? How?
 (b) Why is training needed in an organization? Illustrate.
 (c) Explain the factors that influence the training and development.
 (d) State the issues that are usually included in a training policy. Do you think the issues can be applied irrespective of any organization? Why or why not? Justify.
2. (a) What issues are related to training need analysis? Discuss.
 (b) How will you assess that your employees need training? Which method do you think is most useful in this purpose? Why?
 (c) Describe the approaches of training needs assessment. Which approach do you prefer and why?
3. (a) What do you understand by training design? If you want to design a training program for your organization what issues will you consider in this regard?
 (b) What constraints may you face in designing a training program? Illustrate.
 (c) Describe the theory of transfer of training pronounced by Gagne-Briggs. To what extent is this theory useful for train-up the employees in an organization? Discuss.

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Training & Development

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is learning? Explain the components of learning.
(b) Explain the taxonomy of learning pronounced by Benjamin Blooms. How does this taxonomy assist an organization for providing learning to the employees?
(c) Explain the classical conditioning theory of learning. Do you think this theory has implication in the organization? Why or why not? Justify.
2. (a) What is training method? How will you identify the best method for training employees of your organization? Illustrate.
(b) What is role playing method of training? How can you make the role play method effective for increasing employees' efficiency?
(c) How can you make a perfect match between training methods and training outcomes? Explain.
3. (a) Describe the necessary skills that a trainer should have to be a successful trainer.
(b) "The trainer's styles can be categorized in different ways although each trainer has a unique style". Why? Do you agree this statement?
(c) What roles does a trainer play in providing training to the trainees? Discuss.

শুন্ অৱ বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in HRM)

Course: Training & Development

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What do you understand by management development? Why is management development important to the organization? Illustrate.
- (b) What sources are available to enhance the skills and abilities of managerial people? Discuss.
- (c) Explain the different methods that are followed for training of executive level management.
2. (a) What is training evaluation? State the principles of evaluation of training.
- (b) Explain the training evaluation model given by Phillip.
- (c) What is training audit? Discuss the process of training audit.
2. Read the following passage and answer the questions that follow:

Development results at Prime Bank Limited

Lamia Hossain, training and development manager for Prime Bank Ltd, had a PhD in the social sciences in the area of human resource management and a firm belief that every operating person should be 'people'-oriented. Accordingly, she had 'sold' the idea to Prime bank's former senior management team that human relations, communications, team building, and similar courses were a prerequisite for improved organizational performance.

Given a free hand, Lamia had hired expensive development consultants and saw to it that all managers and most executives were exposed to 'people ' orientation.

After the dismissal of the former senior management team, Lamia was called into the office of Nova Airlines' new HR manager, Karim Khan.

'Well Lamia', Karim began, 'I have some disturbing news. It would appear from the consultant's market research report that all our competitors are leading us in terms of customer satisfaction, innovation and level of management sophistication. We have lost our position in the marketplace and Managing Director wants corrective action now. All this wonderful people development programmes you've been pushing has been a disaster. I regret I'm going to have to let you go. There is no place in the new Nova Airlines for activities or people who do not add value. I'm sorry Lamia , but there is no alternative.'

With that, Karim pressed a button and a tall, grey- haired figure entered the room. It was the outplacement consultant. Lamia's career with Prime Bank was over! Lamia suddenly realized that she was wet with perspiration.

Questions:

- (a) Critique Lamia's approach to training and development.
- (b) What approach to development should Lamia have taken?
- (c) What would you do now if you were Lamia?
- (d) What responsibility should management take in this situation?
- (e) If you were Karim, how would you have handled this situation?

শুন্ন অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: Business Research Methods

Due on: August 15, 2025

Instructions for Assignment Submission

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8. Join the WhatsApp group (<https://chat.whatsapp.com/HYdKDyXsP5r0keXB2AWWim>) if you haven't yet joined.

Questions

1. (a) An automobile manufacturer is conducting research in an attempt to predict the type of car design consumers will desire in the year 2029. Is this basic or applied research? Why? Explain.
- (b) Suppose you are the manager of a retail chain facing a sudden drop in sales. How would business research help you identify the root cause and formulate an effective solution?
2. (a) Imagine you are a marketing manager in a company planning to launch a new mobile app. Using the steps of the research process, describe how you would approach a research study to assess market readiness.
- (b) Assume you are researching customer preferences for online food delivery services. Describe how you would design each step of the research process to ensure accuracy, validity, and actionable results.
3. (a) Differentiate between exploratory, descriptive, and causal research designs. Place each of them within the broader research process with appropriate examples of when and why they are used.
- (b) Indicate which type of business research (exploratory, descriptive, or causal) is illustrated by each of the items below. Explain your answers.
 - (i) Establishing the relationship between advertising and sales in the beer industry.
 - (ii) Ranking the key factors new college graduates are seeking in their first career position.
 - (iii) Discovering the ways that people who live in apartments actually use vacuum cleaners, and identifying cleaning tasks for which they do not use a vacuum.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Explain why a proper *problem definition* is essential for conducting useful business research.
(b) For each of the following variables, indicate whether it should be considered continuous or categorical, and justify your answer:
 - (i) Whether or not a university played in a football bowl game during 2019.
 - (ii) The average wait time a customer has before being served in a full-service restaurant.
 - (iii) Letter grades of A, B, C, D, or F.
 - (iv) The job satisfaction of a company's salespeople.
 - (v) A consumer's age.
2. Prepare a research proposal to study employee satisfaction in an organization you are familiar with. Your proposal should include the key sections: background, problem statement, research objectives, methodology, and expected outcomes. [1,500–3,000 words]
3. Describe the instruments you will use to collect primary data from different sources, and explain the reasons for choosing each.

Bangladesh Open University

MBA Program

Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Distinguish between concept, construct, and variables with examples.
(b) Indicate whether the following measures use a nominal, ordinal, interval, or ratio scale:
 - (i) Prices on the stock market.
 - (ii) Marital status, classified as “married” or “never married”.
 - (iii) Professorial rank: assistant professor, associate professor, or professor.
 - (iv) Grades: A, B, C, D, or F.
2. (a) Briefly describe the steps involved in the sampling design process.
(b) Explain stratified sampling with examples.
3. (a) In testing a hypothesis, what will you do if you want to make a decision using the p-value?
(b) A marketing agency provides you with the following information about the age groups of the sample informants and their likings for a particular model of sector which a company plans to introduce:

	<i>Age group of informants</i>			<i>[Table Value of Chi-square test at 5% level of significance =5.99]</i>
	Below 20	20-39	40-59	
Liked	140	640	80	
Disliked	65	320	120	

Based on the above data, can it be concluded that the model appeal is independent of the age group of the informants?

4. (a) What are the typical contents of the prefatory pages in a research report?
(b) Outline the chapters you have planned to include in your research report(Master Paper). Provide a brief explanation of the purpose of each chapter.
(c) Provide an in-text citation and the corresponding reference in APA style for one of the sources mentioned in the background section of your research proposal.

শুন্ন অব বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in IDE)

Course: Economic Development and Planning

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. What is development economics? What are the main objectives of economic development in developing countries?
2. How is economic development measured? What are the key challenges faced by developing countries in achieving economic development?
3. How do you think the Marxian model of economic growth is realistic?
4. Discuss the possible uses and limitations of Harod-Domar model for developing countries.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in IDE)

Course: MBA: Economic Development and Planning

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. Explain how do the process of cumulative causation analyse backwardness of a developing country.
2. How do we determine which countries are more developed and which less?
3. What are the main features and effects of an industrialization based on protection from imports?
4. Explain rationale and policy characteristics of labour-intensive and capital intensive industrialization.

Bangladesh Open University
MBA Program
Semester: 212 (4th Level- Major in IDE)

Course: MBA: Economic Development and Planning

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. Explain how the cost-benefits analysis of a project to society may differ from the cost-benefits to the private entrepreneur.
2. “The logical framework approach provides a powerful set of tools for designing projects and project evaluations”. Explain.
3. Explain the primary functions of the state in promoting economic and social development.
4. How does investment from the private sector support and enhance the development initiatives undertaken by the public sector in a country?

শুণ অব বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in IDE)

Course: International Trade and Finance

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. Tariffs can have varied effects depending on the size and openness of an economy.
 - (a) Distinguish between partial and general equilibrium analysis of tariffs.
 - (b) Illustrate with diagrams how a tariff affects a large country differently from a small country.
2. Export subsidies and import quotas are common non-tariff barriers.
 - (a) Define both tools with real-world examples.
 - (b) Discuss whether Bangladesh should implement or avoid these policies in light of its development goals.

শুধু অথ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in IDE)

Course: International Trade and Finance

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. International Cartels are controversial actors in global trade.
 - (a) What is an international cartel?
 - (b) Discuss with examples (such as OPEC) how cartels influence pricing, production, and trade flows.

2. Merchant banking and international payment systems play vital roles in cross-border trade.
 - (a) Explain the major functions of a merchant bank in international finance.
 - (b) Describe the commonly used methods of international payments (Letter of Credit, Bill of Exchange, etc.) and their relative advantages/disadvantages for exporters and importers.

শুণ অব বিজ্ঞেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in IDE)

Course: International Trade and Finance

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. The Uruguay Round and WTO significantly changed global trade governance.
 - (a) What were the major objectives and outcomes of the Uruguay Round?
 - (b) How has the formation of the WTO influenced trade among developing countries?
 - (c) Evaluate Bangladesh's role and benefits from WTO membership, with examples.

2. Balance-of-Payments (BoP) serves as a barometer of a country's external financial position.
 - (a) Explain the components and accounting structure of BoP.
 - (b) Discuss the meaning of BoP equilibrium and disequilibrium.
 - (c) Suggest and explain at least three policy tools used to correct BoP deficits.

শুন্ন অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: Business Research Methods

Due on: August 15, 2025

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

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2. Prepare a research proposal to study employee satisfaction in an organization you are familiar with. Your proposal should include the key sections: background, problem statement, research objectives, methodology, and expected outcomes. [1,500–3,000 words]
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Bangladesh Open University MBA Program Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

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 - (iii) Professorial rank: assistant professor, associate professor, or professor.
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(b) Explain stratified sampling with examples.
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Based on the above data, can it be concluded that the model appeal is independent of the age group of the informants?

4. (a) What are the typical contents of the prefatory pages in a research report?
(b) Outline the chapters you have planned to include in your research report(Master Paper). Provide a brief explanation of the purpose of each chapter.
(c) Provide an in-text citation and the corresponding reference in APA style for one of the sources mentioned in the background section of your research proposal.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: E-Marketing

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Why do you think E-marketing is a rapidly growing sector in Bangladesh? Why is it considered bigger beyond the web-based technology?
- (b) "Consumers have more power in product choice compared to sellers due to the Internet proliferation opportunities". Do you agree or disagree with this statement? Rationalize your answer.
- (c) How are inbound marketing practices related to e-marketing in any reputed organization in Bangladesh? Explain your ideas.
2. (a) Suppose you are appointed as a marketing manager of a fashion clothing house based online such as Aarong, Nabarupa Limited, serving young people in Bangladesh living in urban areas. Explain the activity level business e-business model and business process e-business model, and rationalize your ideas regarding which one will suit your business context.
- (b) "Samsung," the market leader in the smart phone sector, depends heavily on implementing enterprise-level e-business models. How does Samsung activate the various tools of e-commerce based on this model? Justify thoroughly.
- (c) Are you familiar with Web Analytics? Discuss a few issues of web analytics that could be applied to the Bangladesh Open University's website for students' benefit.

3. (a) Foodpanda is an online food and grocery delivery platform that connects users with local restaurants and shops. Users can order food and other items online through their website or mobile application. Construct a seven-step E-marketing plan for Foodpanda, considering all these factors for its target customer.
- (b) Visit the Bangladesh Open University website through your computer or smartphone. Describe how well you think the site fulfills the marketing objectives of the university. Suggest improvements.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: E-Marketing

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) "Big data describes large and diverse datasets that are huge in volume and rapidly grow in size over time". Discuss this statement in light of Shawpno Superstore's aims for customer satisfaction.
(b) As a marketing executive of Bikroy.com, what online research method(s) would you use to test a new product concept? Why?
(c) "Data mining, customer profiling, RFM analysis, and report generating are the four important methods of analysis that e-marketers can apply to information in the data warehouse system". Explain this statement regarding Bikroy.com.
2. (a) Why are Generation Z essential market segments for e-marketers? Describe the traits of this generation in Bangladesh.
(b) "Behavior segmentation is largely dominated by benefit and usage segments in a society". Discuss this assumption regarding the bKash users' desired benefits in Bangladesh.
(c) How do the organic food product producers (honey, mustard oil, butter, tea, spices) position Facebook brand pages among the targeted online customers to position themselves online? What are the benefits and problems you may encounter?
3. (a) How does Daraz.com create its value propositions online with consumers as co-partners? Write this issue considering the benefits offered to customers and the product attributes it provides from an e-marketing perspective.
(b) Discuss how Daraz.com increases its brand relationship intensity through the social media platform in Bangladesh as an e-marketing website.
(c) If Daraz.com wants to add new product categories such as pet foods, how would it apply new product mix strategies in integrating offline and online offerings? Explain your answer rationally.

শুন্ অৱ বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: E-Marketing

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Ajkerdeal is an e-commerce site that provides value to its customers through product discounts. Identify how information technology affects costs to set the price, as an internal factor of this organization?
- (b) "The competition, market factors, price demand relationship (i.e., elastic or inelastic), and customer behavior all affect a firm's pricing strategies online and offline". Justify this statement in terms of external factors affecting the pricing system of the products available on Ajkerdeal.com.
- (c) Internet technology allows a company to price the same product differently for different customers. What would be the advantages and disadvantages of US Bangla Airlines offering the same ticket at one price to a customer and at a different price to another later?
2. (a) How are the financial service company such as: bKash Limited in Bangladesh, such as, utilizing Face book and YouTube platforms for content marketing?
- (b) Are you familiar with vlogs and permission marketing? Share your experience regarding popular tourist organizations' advertising approach on these two Face book terms.
- (c) "Face book Brand Pages are coordinating Integrated Marketing Communication plans based on common values, ideas, friendships, and so forth". Rationalize your answer to this statement based on the online business practices in restaurants in Bangladesh in the last few years.
3. **Read the following case carefully and answer the questions that follow:**

Pathao Courier: Fast and reliable e-commerce delivery in Bangladesh

Pathao, founded in 2015 by Hussain Elius, Shifat Adnan, and Fahim Saleh, began as a delivery service for Bangladeshi e-commerce firms. It embarked on its ride-sharing journey when the concept was still relatively new in Bangladesh. The game-changer for Pathao came in December 2016 with the launch of its app, and there was no looking back. Starting in Dhaka and later expanding to Chittagong and Sylhet in Bangladesh and Kathmandu in Nepal, Pathao's ride-sharing service quickly gained momentum. But it did not stop there; the company diversified its offerings to include services like Pathao Food, Pathao Parcel, Pathao Courier, Pathao Shop, Pathao Tong, and Pathao Pharma. In 2018, Pathao introduced Pathao Food, an online food delivery service that rapidly became the largest in Bangladesh.

Pathao Courier expanded nationwide, and Pathao Parcel allowed users to send small parcels within Dhaka city. Pathao Courier offers fast, safe, and affordable delivery to all 64 districts nationwide by enhancing e-commerce delivery across Bangladesh to meet the growing demands of merchants and customers. Pathao Courier's efficient delivery service ensures products' fast and safe delivery from nearly 200,000 Pathao merchants to customers. Utilizing advanced technology such as a merchant panel and real-time tracking, Pathao Courier offers same-city delivery within 24 hours. These features have made Pathao Courier highly popular with both merchants and customers.

Pathao Courier Service ensures quality delivery at affordable prices. Pathao Courier ensures that every item reaches customers in perfect condition, from secure product collection to timely delivery. As a trusted delivery partner in Bangladesh's e-commerce sector, Pathao Courier is committed to providing the fastest, safest service at a low cost. Pathao Courier is always here with the growth of e-commerce businesses in Bangladesh. Pathao's advanced logistics and delivery solutions help merchants boost sales and customer satisfaction by ensuring the safe and fast delivery of products to a broad customer base. With Pathao customer service ready to address any query or concern, Pathao Courier has become the most trusted partner for customers and merchants. This also offers a variety of payment options, including cash on delivery and digital payments, to cater to diverse customer needs, smooth and convenient shopping experience.

In November 2022, Pathao re-launched its ride-hailing service by cars in a revamped model that allowed the user to set their fare instead of going with the fare decided by a pre-established algorithm. Pathao Car's daily transaction volume increased three times since the innovative model was launched, and also helped Pathao gain much ground against the market leader, Uber. Founded in 2015, Pathao is building a digital infrastructure that creates opportunities, empowers people, and enriches lives. With over 10 million users, 300,000 Pathao Heroes and delivery agents, 200,000 merchants, and 10,000 restaurants, this platform has created over 500,000 job opportunities in Bangladesh, contributing significantly to the country's digital economy. In a world where tech ecosystems outside the West are gaining momentum, Pathao stands tall as a symbol of Bangladesh's growing presence on the global tech stage. As a company that started with just four individuals, Pathao has grown into a team of over 500 employees, solidifying its status as a pioneer in Bangladesh's vibrant startup ecosystem.

Questions:

- (a) Assume you are the marketing manager of Pathao Courier. Discuss the success factors of Pathao's approaching to e-marketing information system.
- (b) As the market leader in e-commerce logistics, how is Pathao Courier implementing differentiation and positioning strategies to develop its website to reach more customers in staying maturity stage of its product life cycle? Analyze your observation critically.
- (c) "Pathao Courier can deliver more customer value by embracing the latest E-Marketing enhanced product development strategies in Bangladesh". Are you supporting this argument? Why or why not? Justify your assumptions rationally.

Bangladesh Open University MBA Program Semester: 222 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Define non-profit marketing and explain its significance in addressing social issues. Compare it with for-profit marketing.
- (b) Discuss three ethical dilemmas unique to non-profit organizations, using examples from Bangladesh.
- (c) Your friend says non-profits should put "doing good" ahead of marketing.
 - (i) To counter this argument, use two different examples from the Bangladesh context and explain why marketing is important for the success of non-profits.
 - (ii) List five important differences between the non-profit and for-profit sectors that affect how they market themselves.
2. (a) An NGO in Bangladesh that helps people in rural areas get an education says that market research is "too expensive." How would you get them to see how useful it is?
- (b) Perform a SWOT analysis for a made-up non-profit that works to fight climate change in coastal Bangladesh.
3. (a) Describe the steps involved in planning a marketing campaign. Take the dengue awareness campaign in Dhaka as an example.
- (b) What does it mean to plan a portfolio? How can a health NGO use this method to balance its programs, like vaccinations and nutrition?
4. (a) Assume you are the marketing manager for a disaster relief NGO, BDPC (Bangladesh Disaster Preparedness Center).
Now, break down the Bangladeshi donor market into groups. Which group will most likely make regular donations for disaster management and quick response? Why?
- (b) Identify at least three famous people (celebrities) who could be the face of a campaign for maternal health. What factors would you use to choose the best one?

শুণ অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations

Due on: September 26, 2025

(Assignment is to be presented in own handwriting on A4 size white pages)

1. (a) A community library in Dhaper Haat, Gaibandha, gets money from some businesses. It has to cut its budget due to some constraints. The board wants to start charging people to be members to find newer avenues of getting money. Discuss the pros and cons of this idea. What other options can the board employ for gathering funds?
(b) Compare earned-income strategies (e.g., fee-based services, social enterprises) for a Bangladeshi arts non-profit.
Develop a grant proposal outline for a non-governmental organization specializing in training young people, emphasizing the important data requirements.
2. (a) Assess the key performance indicators (KPIs) a non-profit should utilize to gauge its fundraising success, such as the cost per dollar raised and the donor retention rate.
(b) What strategies can a small environmental non-governmental organization employ to exploit local business partnerships? Give a plan of action with steps.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations

Due on: October 31, 2025

(Assignment is to be presented in own handwriting on A4 size white pages)

Case Study:

Anjuman-e-Mufidul Islam, Bangladesh – A Paragon of Social Welfare

Anjuman-e-Mufidul Islam Bangladesh is among the nation's oldest and most esteemed non-profit organizations. During British colonial rule in 1885, a group of benefactors established it intending to provide humanitarian aid, education, and healthcare to the underprivileged, irrespective of their religion, sect, or creed. Over the years, it has evolved into a prominent social welfare organization under the slogan "Service to Humanity."

Essential Non-profit Activities:

- a. **Healthcare Services** – The organization devises and implements various healthcare-related services for underprivileged individuals. Free medical care caps, eye treatment and surgical camps, and ambulances are included. The establishment runs hospitals and clinics that provide economically disadvantaged individuals with complimentary or discounted medical services. Regular eye camps offer complimentary cataract operations and vision care services. Emergency ambulance services are accessible for critical patients.
- b. **Educational Support** – Aunjuman-e-Mofidul Islam in Bangladesh also provides educational support. It manages orphanages and educational establishments, offering refuge, nourishment, and education for disadvantaged children. Financial assistance is provided to deserving students from economically disadvantaged backgrounds.
- c. **Disaster and Relief Provisions** – Concentrating on the Disaster Relief and Humanitarian Aid sector, the organization delivers emergency relief to afflicted individuals during natural disasters such as floods, cyclones, and other calamities. The charity also gives food, clothes, and vital necessities during these times. During winter, it conducts warm clothing drives. Blankets and warm apparel are allocated to people experiencing homelessness throughout winter. Most of these items are sourced from individuals who provide warm clothing, while cash donations facilitate the purchase of warm garments for those in need.
- d. **Poverty Alleviation Activities** – Anjuman-e-Mofidul Islam prioritizes poverty alleviation. Occupational training programs further mitigate this. Skill development programs such as sewing, handicrafts, and computer training assist jobless persons in securing livelihoods.
- e. **Microfinance Assistance** – Some microfinance support programs are also seen. Interest-free microloans are offered to facilitate the establishment of small enterprises.
- f. **Funeral, Corpse Carriage, and Burial Services** – The organization also provides burial and funeral services and transports corpses in refrigerated vehicles. Freezing vehicles are supplied to transport bodies from a specified location to the cemetery. The group offers free funeral services for anyone unable to purchase them, including coffins and graves.

Challenges and Impacts of the Activities of Anjuman-e-Mufidul Islam

For decades, Anjuman-e-Mufidul Islam has assisted millions, especially the impoverished and underprivileged. Their healthcare and education programs have significantly impacted many lives. Like other organizations, it has financial limitations, increasing operating expenses, and the need for updated infrastructure. Anjuman-e-Mufidul Islam, Bangladesh, continues to be a bastion of benevolence and community service. Its century-long commitment to humanitarian efforts illustrates how non-profit groups may effectuate significant change.

Questions:

- (a) What impact does Anjuman-e-Mufidul Islam's lengthy history have on its legitimacy and level of community trust?
- (b) In order to guarantee sustainable funding, what strategies could the organization implement?
- (c) How can technology be incorporated to enhance the quality of its healthcare and educational services?
- (d) Would you like to propose any alterations or supplementary programs for the organization? What would those be? How should these be planned and executed?

শুন্ অৱ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Integrated Marketing Communication

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Sinthia is the brand manager for Tide laundry detergent, marketed by Procter & Gamble. She is making the brand-level fundamental decisions in communicating with her audience with an integrated marketing communication campaign. Briefly chalk out what the IMC plan for her brand should look like.
 (b) "In a noisy market, IMC can become the voice of the marketer than cuts through the clutter", discuss the role of IMC in light of this statement.
2. (a) Grameenphone uses rural folk music in its village campaigns and sleek digital ads for urban youth. Can it be called strategic communication adaptation? Why or why not?
 (b) Why is an understanding of advertising theories important in the advertising management process?
3. You are the brand manager for a new eco-friendly bottled water company named "ABC" that wants to launch in the Bangladeshi urban market. To ensure alignment across all advertising and communication agencies, you are preparing a creative brief as part of the IMC planning process.
 (a) What are the key elements that should be included in the creative brief to ensure consistency and effectiveness of the IMC campaign?
 (b) Using "ABC" as an example, explain how a well-crafted creative brief can influence the creative strategy and media planning.

শুধু অব বিজ্ঞান

Bangladesh Open University

MBA Program

Semester: 222 (4th Level- Major in Marketing)

Course: Integrated Marketing Communication

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What do you understand by evoked set?
(b) Examine the consumer decision-making process; need recognition-information search-evaluation of alternatives-purchase decision-post purchase evaluation. Think of a recent.
2. A new hair care oil brand in Bangladesh decides to use multiple promotional tools under an Integrated Marketing Communications (IMC) approach, including influencer partnerships, digital advertising, product giveaways, public relations, and in-store promotions.

Based on this scenario:

Identify and describe the various promotional tools being used in the above example. Explain how these tools work together to create an effective IMC strategy.

3. (a) What are the main types of advertising appeals, and how can each be used effectively to influence consumer behavior?
(b) Explain the ethical issues associated with brand management.

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Integrated Marketing Communication

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. Read the case carefully and answer the questions below:

FreshSip, a mid-sized fruit juice company in Bangladesh, was known for its quality but had limited brand recall in urban areas. Facing stiff competition from multinational brands, FreshSip decided to launch a 6-month integrated marketing communication (IMC) campaign called "Taste the Change", aimed at repositioning itself as a trendy, health-conscious beverage for young urban consumers aged 18–35. The campaign involved:

- TV and social media ads showing young people choosing FreshSip over carbonated drinks.
- Influencer partnerships with local fitness trainers and lifestyle vloggers.
- Point-of-sale branding in supermarkets and convenience stores.
- Interactive digital contests encouraging users to share their healthy lifestyle moments with FreshSip.

The IMC team used consistent messaging, bright visuals, and the hashtag # Taste The Change across all platforms. Sales increased by 20% in the target cities within four months, and the brand saw a 35% boost in social media engagement.

Required:

- (a) Evaluate the effectiveness of using influencers and digital contests in targeting urban youth. What factors should be considered in selecting the right influencers for such a campaign?
- (b) If FreshSip plans to expand the campaign to semi-urban or rural areas, what modifications should be made in the advertising message and media strategy? Justify your recommendations.

শুন্ অৱ বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Consumer Behavior

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) What is cultural symbolism? Explain the types of cultural symbolism with an example.
 (b) When purchasing a pair of formal shoes for yourself, which subcultures should you consider, and how might they influence your decision-making process?
2. Which generational cohort (e.g., Baby Boomers, Gen X, Millennials, Gen Z) represents the most promising target market for each of the following Bangladeshi products or services? Justify your answer based on consumer behavior and psychographic insights.
 - i) Online learning platform subscription – 10 Minute School
 - ii) Organic skincare brand – Skin Café
 - iii) Smart home security solutions – Walton Smart Home Series
3. (a) Define cross-cultural study. How does knowledge of cross-cultural studies help a multinational marketer?
 (b) Discuss the factors that determine the degree of conformity to group norms. Give Examples.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Consumer Behavior

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. Maliha, a 30-year-old working professional in Dhaka, is looking to enroll in a professional certificate course to boost her career in digital marketing.

Applying the Howard-Sheth Model, explain the steps Maliha is likely to follow in making her enrollment decision.

2. (a) Show how family consumption patterns alter over dissimilar stages of the family life cycle. Give examples.
(b) “The social influences influence family consumption outline.” Explicate the statement with examples.
3. (a) What do you understand by the term ‘Consumer Ethnocentrism’? What brands in our country, Bangladesh, are trying to position their products on this concept? Defend your answer.
(b) How does perception influence consumer behavior? Why is brand perception important? Explain using examples.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Marketing)

Course: Consumer Behavior

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

Read the following passage and answer the questions that follow:

Maya, a young professional in Dhaka, is preparing for an upcoming wedding and realizes she needs a new dress. Her current wardrobe lacks a suitable option, and she wants to look her best for the occasion. Recognizing the need for a stylish and elegant outfit, she begins browsing online fashion retailers. She reads reviews, seeks recommendations from friends and social media influencers, and considers factors like fabric quality, price, and brand reputation.

After evaluating various options, Maya narrows down her choices to two dresses: one is a classic design from a well-known brand, while the other is a trendy piece from a boutique. She compares them based on style, fit, and customer reviews. The boutique dress appeals to her style, offering a modern design with intricate details that resonate with her fashion preferences.

Considering her budget, Maya takes advantage of a limited-time discount and free shipping offer to make the purchase. She places the order online, excited about her choice and the savings she achieved.

Upon receiving the dress, Maya is delighted with its quality and fit. She wears it to the wedding and receives numerous compliments. The dress not only meets her expectations but also boosts her confidence, making her feel special on the occasion. She shares her positive experience on social media, tagging the boutique and recommending it to her followers, expressing her satisfaction, and reinforcing her purchase decision.

Questions:

- (a) How did Maya's personal preferences and lifestyle influence her evaluation of alternatives during the dress selection process?
- (b) In what ways did Maya's post-purchase behavior demonstrate satisfaction and reinforce her purchase decision?

শুন্ন অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: Business Research Methods

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) An automobile manufacturer is conducting research in an attempt to predict the type of car design consumers will desire in the year 2029. Is this basic or applied research? Why? Explain.
- (b) Suppose you are the manager of a retail chain facing a sudden drop in sales. How would business research help you identify the root cause and formulate an effective solution?
2. (a) Imagine you are a marketing manager in a company planning to launch a new mobile app. Using the steps of the research process, describe how you would approach a research study to assess market readiness.
- (b) Assume you are researching customer preferences for online food delivery services. Describe how you would design each step of the research process to ensure accuracy, validity, and actionable results.
3. (a) Differentiate between exploratory, descriptive, and causal research designs. Place each of them within the broader research process with appropriate examples of when and why they are used.
- (b) Indicate which type of business research (exploratory, descriptive, or causal) is illustrated by each of the items below. Explain your answers.
 - (i) Establishing the relationship between advertising and sales in the beer industry.
 - (ii) Ranking the key factors new college graduates are seeking in their first career position.
 - (iii) Discovering the ways that people who live in apartments actually use vacuum cleaners, and identifying cleaning tasks for which they do not use a vacuum.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Explain why a proper *problem definition* is essential for conducting useful business research.
(b) For each of the following variables, indicate whether it should be considered continuous or categorical, and justify your answer:
 - (i) Whether or not a university played in a football bowl game during 2019.
 - (ii) The average wait time a customer has before being served in a full-service restaurant.
 - (iii) Letter grades of A, B, C, D, or F.
 - (iv) The job satisfaction of a company's salespeople.
 - (v) A consumer's age.
2. Prepare a research proposal to study employee satisfaction in an organization you are familiar with. Your proposal should include the key sections: background, problem statement, research objectives, methodology, and expected outcomes. [1,500–3,000 words]
3. Describe the instruments you will use to collect primary data from different sources, and explain the reasons for choosing each.

Bangladesh Open University

MBA Program

Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Distinguish between concept, construct, and variables with examples.
 (b) Indicate whether the following measures use a nominal, ordinal, interval, or ratio scale:
 - (i) Prices on the stock market.
 - (ii) Marital status, classified as “married” or “never married”.
 - (iii) Professorial rank: assistant professor, associate professor, or professor.
 - (iv) Grades: A, B, C, D, or F.
2. (a) Briefly describe the steps involved in the sampling design process.
 (b) Explain stratified sampling with examples.
3. (a) In testing a hypothesis, what will you do if you want to make a decision using the p-value?
 (b) A marketing agency provides you with the following information about the age groups of the sample informants and their likings for a particular model of sector which a company plans to introduce:

	Age group of informants			[Table Value of Chi-square test at 5% level of significance =5.99]
	Below 20	20-39	40-59	
Liked	140	640	80	
Disliked	65	320	120	

Based on the above data, can it be concluded that the model appeal is independent of the age group of the informants?

4. (a) What are the typical contents of the prefatory pages in a research report?
 (b) Outline the chapters you have planned to include in your research report(Master Paper). Provide a brief explanation of the purpose of each chapter.
 (c) Provide an in-text citation and the corresponding reference in APA style for one of the sources mentioned in the background section of your research proposal.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis

Due on: August 15, 2025

Instructions for Assignment Submission

1. Answer all questions in your own handwriting on A4 size white paper.
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Questions

1. (a) Write what you understand by corporate financial reporting.
(b) What are the six interrelated considerations involved in financial reporting problems, and how do they interact to impact the quality of financial information?
(c) Briefly describe the basic controversies related to measuring assets and liabilities at historical cost versus current value.
2. (a) Discuss the main theme and limitations of the going concern concept and the monetary concept.
(b) Describe the components of the accounting equation with examples.
(c) Explain why the full disclosure convention is so important.
3. (a) Under the indirect method, how do companies adjust net income to net cash flows from operating activities?
(b) The condensed financial statements of Ness Company for 2021 and 2022 are as follows.

Ness Company Balance Sheets December 31 (in thousands)		<u>2022</u>	<u>2021</u>
Current assets			
Cash and cash equivalents	Tk. 330	Tk. 360	
Accounts receivable (net)	470	400	
Inventory	460	390	
Prepaid expenses	<u>130</u>	<u>160</u>	
Total current assets	<u>1,390</u>	<u>1,310</u>	
Investments	10	10	
Property, plant, and equipment (net)	410	380	
Other assets	<u>530</u>	<u>510</u>	
Total assets	<u>Tk.2,340</u>	<u>Tk.2,210</u>	
Current liabilities	Tk. 820	Tk. 790	
Long-term liabilities	480	380	
Stockholders' equity—common	<u>1,040</u>	<u>1,040</u>	
Total liabilities and stockholders' equity	<u>Tk.2,340</u>	<u>Tk.2,210</u>	

Ness Company
Income Statements
For the Year Ended December 31 (in thousands)

	<u>2022</u>	<u>2021</u>
Net sales	<u>Tk.3,800</u>	<u>Tk.3,460</u>
Expenses		
Cost of goods sold	970	890
Selling and administrative expenses	2,400	2,330
Interest expense	<u>10</u>	<u>20</u>
Total expenses	<u>3,380</u>	<u>3,240</u>
Income before income taxes	420	220
Income tax expense	<u>168</u>	<u>88</u>
Net income	<u>Tk. 252</u>	<u>Tk. 132</u>

Required:

Compute the following ratios for 2022 and 2021.

- (i) Inventory turnover. (Inventory on December 31, 2020, was Tk.340.)
 - (ii) Profit margin.
 - (iii) Return on assets. (Assets on December 31, 2020, were Tk.1,900.)
 - (iv) Return on common stockholders' equity. (Stockholders' equity—common on December 31, 2020, was Tk.900.).
 - (v) Times interest earned.
4. (a) Describe the methods for recognizing income from contracts covering a long period.
- (b) On March 1, 2021, Sheltech Construction Company contracted to construct a factory building for Altex Manufacturing Company for a total contract price of TK.8,400,000. The building was completed by October 31, 2023. The annual contract costs incurred, estimated costs to complete the contract, and accumulated billings to Altex for 2021, 2022, and 2023 are given below.

	<u>2021</u>	<u>2022</u>	<u>2023</u>
Contract costs incurred during the year	TK.2,880,000	TK.2,230,000	TK.2,190,000
Estimated costs to complete the contract at 12/31	3,520,000	2,190,000	–0–
Billings to Altex during the year	3,200,000	3,500,000	1,700,000

Required:

Using the percentage-of-completion method, prepare schedules to compute the profit or loss to be recognized as a result of this contract for the years ended December 31, 2021, 2022, and 2023. (Ignore income taxes).

Bangladesh Open University
MBA Program
Semester: 222 (4th Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Explain how to report and analyze inventory.
(b) Assume that Tesla acquires property on the outskirts of Dhaka, Bangladesh, for a factory site. Tesla paid Tk.2,000,000 for the site and agreed to assume unpaid property taxes of Tk.42,000 as well as an unpaid mortgage loan of Tk.210,000. The city also assessed the company Tk.38,000 for sewers, street pavement, and water mains. Tesla will be using the site as a manufacturing facility for its Cyber truck.

Additional costs related to the property are as follows.

Real estate commissions paid to Asset Real Estate	Tk.120,000
Title search and title transfer fees	4,000
Costs related to demolition of an old warehouse on the land	10,000
Salvage value related to demolition of the building	1,000
Costs of surveying and grading of property	30,000
Cost of landscaping (useful life of 20 years)	101,000

Required:

- (i) What amount should be reported for the cost of the land and any land improvements?
(ii) Pass necessary journal entries.
2. (a) Describe the accounting treatment for the disposal of property, plant, and equipment.
(b) Hatil Furniture Company started construction of a combination office and warehouse building for its own use at an estimated cost of Tk.5,000,000 on January 1, 2025. Hatil expected to complete the building by December 31, 2025. Hatil has the following debt obligations outstanding during the construction period.

Construction loan—12% interest, payable semiannually, issued December 31, 2024	Tk.2,000,000
Short-term loan—10% interest, payable monthly, and principal payable at maturity on May 30, 2026	1,400,000
Long-term loan—11% interest, payable on January 1 of each year; principal payable on January 1, 2029	1,000,000

Required:

(Carry all computations to two decimal places.)

- (i) Assume that Hatil completed the office and warehouse building on December 31, 2025, as planned, a total cost of Tk.5,200,000, and the weighted-average amount of accumulated expenditures was Tk.3,600,000. Compute the avoidable interest on this project.
(ii) Compute the depreciation expense for the year ended December 31, 2026. Hatil elected to depreciate the building on a straight-line basis and determined that the asset has a useful life of 30 years and a salvage value of Tk.300,000.

3. (a) Under what conditions is it appropriate for a business to use the composite method of depreciation for its plant assets? What are the advantages and disadvantages of this method?
- (b) On January 1, 2024, Jafree Machinery & Tools, a small machine-tool manufacturer, acquired for Tk.1,260,000 a piece of new industrial equipment. The new equipment had a useful life of 5 years, and the salvage value was estimated to be Tk.60,000. Jafree estimates that the new equipment can produce 12,000 machine tools in its first year. It estimates that production will decline by 1,000 units per year over the remaining useful life of the equipment.

The following depreciation methods may be used: (1) straight-line, (2) double-declining-balance, (3) sum-of-the-years'-digits, and (4) units-of-output. For tax purposes, the class life is 7 years. Use the MACRS tables for computing depreciation.

Required:

- (i) Which depreciation method would maximize net income for financial statement reporting for the 3-year period ending December 31, 2026? Prepare a schedule showing the amount of accumulated depreciation at December 31, 2026, under the method selected. Ignore present value, income tax, and deferred income tax considerations.
- (ii) Which depreciation method (MACRS or optional straight-line) would minimize taxable income for the 3-year period ending December 31, 2026? Determine the amount of accumulated depreciation at December 31, 2026. Ignore present value considerations.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

Read the following case carefully and answer the questions that follow:

On December 31, 2024, IDLC Finance PLC signs a 10-year, non-cancelable lease agreement to lease a storage building from Modern Structures Limited. The following information pertains to this lease agreement.

1. The agreement requires equal rental payments of Tk.718,300 beginning on December 31, 2024.
2. The fair value of the building on December 31, 2024, is Tk.5,251,760.
3. The building has an estimated economic life of 12 years, a guaranteed residual value of Tk.100,000, and an expected residual value of Tk.70,000. IDLC depreciates similar buildings on the straight-line method.
4. The lease is nonrenewable. At the termination of the lease, the building reverts to the lessor.
5. IDLC's incremental borrowing rate is 8% per year. The lessor's implicit rate is not known by IDLC.

Questions:

- (a) Prepare the journal entries on the lessee's books to reflect the signing of the lease agreement and to record the payments and expenses related to this lease for the years 2024, 2025, and 2026. IDLC's fiscal year-end is December 31.
- (b) Suppose the same facts as above, except that IDLC incurred legal fees resulting from the execution of the lease of Tk.50,000, and received a lease incentive from Modern to enter the lease of Tk.1,000. How would the initial measurement of the lease liability and right-of-use asset be affected under this situation?
- (c) Suppose that in addition to the Tk.718,300 annual rental payments, IDLC is also required to pay Tk.50,000 for insurance costs each year on the building directly to the lessor, Modern Structures Limited. How would this executory cost affect the initial measurement of the lease liability and right-of-use asset?
- (d) Return to the original facts in the problem. Now suppose that, at the end of the lease term, IDLC took good care of the asset and Modern agrees that the fair value of the asset is actually Tk.100,000. Record the entry for IDLC at the end of the lease to return control of the storage building to Modern (assuming the accrual of interest on the lease liability has already been made).

শুন্ অৰ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Strategic Management Accounting

Due on: August 15, 2025

Instructions for Assignment Submission

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8. Join the WhatsApp group (<https://chat.whatsapp.com/HYdKDyXsP5r0keXB2AWWim>) if you haven't yet joined.

Questions

1. (a) What is Strategic Management Accounting (SMA)?
 (b) How does Strategic Management Accounting differ from traditional Management Accounting?
 (c) What is Six Sigma and how is it relevant to Strategic Management Accounting?
 (d) Define Value Chain Analysis and its importance in Strategic Management Accounting.
2. (a) How is the break-even point and target profit calculated?
 (b) What is the role of sales mix in CVP analysis for multi-product companies?
 (c) How can CVP analysis help in choosing a cost structure (fixed vs variable costs)?
 (d) Steve and Linda Hom live in Bartlesville, Oklahoma. Two years ago, they visited - Thailand. Linda, a professional chef, was impressed with the cooking methods and the spices used in Thai food. Bartlesville does not have a Thai restaurant, and the Homs are contemplating opening one. Linda would supervise the cooking, and Steve would leave his current job to be the maître d'. The restaurant would serve dinner Tuesday through Saturday.

Steve has noticed a restaurant for lease. The restaurant has seven tables, each of which can seat four. Tables can be moved together for a large party. Linda is planning on using each table twice each evening, and the restaurant will be open 50 weeks per year.

The Homs have drawn up the following estimates:

Average revenue, including beverages and desserts	\$ 45	per meal
Average cost of food	15	per meal
Chef's and dishwasher's salaries	5,100	per month
Rent (premises, equipment)	4,000	per month
Cleaning (linen, premises)	800	per month
Replacement of dishes, cutlery, glasses	300	per month
Utilities, advertising, telephone	2,300	per month

Required:

- (i) Compute the *annual* breakeven number of meals and sales revenue for the restaurant.
 - (ii) Compute the number of meals and the amount of sales revenue needed to earn operating income of \$75,600 for the year.
 - (iii) How many meals must the Homs serve each night to earn their target profit of \$75,600?
 - (iv) What factors should the Homs consider before they make their decision as to whether to open the restaurant?
3. (a) In what ways can the choice between absorption and variable costing affect managerial decision-making, particularly in short-term pricing and production decisions?
- (b) To what extent is absorption costing aligned with external financial reporting standards, and does this alignment justify its use for internal decision-making purposes?
- (c) Puleva Milenario SA, a company located in Toledo, Spain, manufactures and sells two models of luxuriously finished cutlery – Alvaro and Bazan. Present revenue, cost and sales data on the two products appear below. All currency amounts are stated in terms of Spanish pesetas (e.g., 400 ptas represents 400 Spanish pesetas).

	Alvaro	Bazan
Selling price per unit -----	400 ptas	600 ptas
Variable expenses per unit -----	240 ptas	120 ptas
Number of units sold monthly -----	200units	80 units

Fixed expenses are 66,000 ptas per month.

Required:

- (i) Assuming the sales mix above, do the following:
 - Prepare a contribution format income statement showing both Peseta and Percent columns for each product and for the company as a whole.
- (ii) The company has developed another product, Cano, that company plans to sell for 800 ptas each. At this price, the company expects to sell 40 units per month of the product. The variable expenses would be 600 ptas per unit. The company's fixed expenses would not change.
 - Prepare another contribution format income statement, including the Cano product (sales of the other two products would not change.)

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Strategic Management Accounting

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) To what extent does ABC support strategic decision-making, such as product mix optimization or customer profitability analysis?
- (b) Can Activity-Based Costing lead to better performance evaluation and control? If so, what are the risks associated with this approach?
- (c) Tiptop Flight School offers flying lessons at a small municipal airport. The school's owner and manager has been attempting to evaluate performance and control costs using a variance report that compares the planning budget to actual results. A recent variance report appears below:

Tiptop Flight School			
Variance Report			
For the Month Ended July 31			
	Planning Budget	Actual Results	Variances
Lessons.....	150	155	
Revenue.....	<u>\$33,000</u>	<u>\$33,900</u>	\$900 (F)
Expenses:			
Instructor wages.....	9,750	9,870	120 (U)
Aircraft depreciation.....	5,700	5,890	190 (U)
Fuel.....	2,250	2,750	500 (U)
Maintenance.....	2,330	2,450	120 (U)
Ground facility expenses.....	1,550	1,540	10 (F)
Administration.....	<u>3,390</u>	<u>3,320</u>	<u>70 (F)</u>
Total expense.....	<u>24,970</u>	<u>25,820</u>	<u>850 (U)</u>
Net operating income.....	<u>\$8,030</u>	<u>\$8,080</u>	<u>\$ 50 (F)</u>

After several months of using such variance reports, the owner has become frustrated. For example, she is quite confident that instructor wages were very tightly controlled in July, but the report shows an unfavorable variance.

The planning budget was developed using the following formulas, where q is the number of lessons sold:

	Cost Formulas
Revenue.....	\$220 q
Instructor wages.....	\$65 q
Aircraft depreciation.....	\$38 q
Fuel.....	\$15 q
Maintenance.....	\$530 + \$12 q
Ground facility expenses.....	\$1,250 + \$2 q
Administration.....	\$3,240 + \$1 q

Required:

- (i) Should the owner feel frustrated with the variance reports? Explain.
 - (ii) Prepare a flexible budget performance report for the school for July.
 - (iii) Evaluate the school's performance for July.
2. (a) How does a company's focus on improving profit margin versus asset turnover affect its overall ROI, and what trade-offs might arise from prioritizing one over the other?
- (b) In what ways can Return on Investment (ROI) as a performance measure lead to suboptimal decisions by managers, particularly in decentralized organizations?
- (c) Financial data for Joel de Paris, Inc., for last year follow:

**Joel de Paris, Inc.
Balance Sheet**

	Beginning Balance	Beginning Balance
Assets		
Cash.....	\$ 140,000	\$ 120,000
Accounts Receivable.....	450,000	530,000
Inventory.....	320,000	380,000
Plant and equipment, net.....	680,000	620,000
Investment in Buisson, S.A.....	250,000	280,000
Land (undeveloped).....	<u>180,000</u>	<u>170,000</u>
Total assets.....	<u>\$ 2,020,000</u>	<u>\$ 2,100,000</u>
Liabilities and Stockholders' Equity		
Accounts payable.....	\$ 360,000	\$ 310,000
Long-term debt.....	1,500,000	1,500,000
Stockholders' equity.....	<u>160,000</u>	<u>290,000</u>
Total assets.....	<u>\$ 2,020,000</u>	<u>\$ 2,100,000</u>

**Joel de Paris, Inc.
Income Statement**

Sales		\$ 4,050,000
Operating expenses		3,645,000
Net operating income		405,000
Interest and taxes:		
Interest expense	\$ 150,000	
Tax expense	110,000	260,000
Net income		\$ 145,000

The company paid dividends of \$ 15,000 last year. The "Investment in Buisson, S.A.", on the balance sheet represents an investment in the stock of another company.

Required:

- (i) Compute the company's margin, turnover, and return on investment (ROI) for last year.
- (ii) The board of directors of Joel de Paris, Inc., has set a minimum required rate of return of 15%. What was the company's residual income last year?

3. (a) How can transfer pricing affect the performance evaluation of decentralized divisions, and what risks arise from using inappropriate transfer pricing methods?
- (b) What are the advantages and disadvantages of using market-based transfer prices compared to cost-based methods?
- (c) Sako Company's Audio Division produces a speaker that is used by manufacturers of various audio products. Sales and cost data on the speaker follow:

Selling price per unit on the intermediate market	\$ 60
Variable costs per unit	\$ 42
Fixed cost per unit (bases on capacity)	\$ 8
Capacity in units	25,000

Sako Company has a Hi-Fi Division that could use this speaker in one of its products. The Hi-Fi Division will need 5,000 speakers per year. It has received a quote of \$ 57 per speaker from another manufacturer. Sako Company evaluates division managers on the basis of divisional profits.

Required:

Assume that the Audio Division is now selling only 20,000 speakers per year to outside customers.

- (i) From the standpoint of the Audio Division, what is the lowest acceptable transfer price for speakers sold to the Hi-Fi Division?
- (ii) From the standpoint of the Hi-Fi Division, what is the highest acceptable transfer price for speakers acquired from the Audio Division?
- (iii) If left free to negotiate without interference, would you expect the division managers to voluntarily agree to the transfer of 5,000 speakers from the Audio Division to the Hi-Fi Division? Why or why not?
- (iv) From the standpoint of the entire company, should the transfer take place? Why or why not.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Strategic Management Accounting

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Why is it important to distinguish between relevant and irrelevant costs in managerial decision-making, and what are the risks of including irrelevant costs?
 - (b) XYZ Ltd. manufactures widgets at a variable cost of \$15 per unit and sells them for \$25. Fixed manufacturing overhead is \$50,000 per month. A foreign customer offers to buy 2,000 units at \$18 per unit. There's idle capacity, and no extra fixed costs will be incurred. Should the company accept the order?
 - (c) A component costs \$12 to make internally (Variable cost \$8, Fixed cost \$4). A supplier offers it at \$10 per unit. If outsourced, \$1 of fixed costs can be avoided per unit. Should the company make or buy 5,000 units?
2. At the beginning of 2022, Auner Company is considering whether to continue to make a product or to buy the finished product from a supplier. The following data have been gathered:
 - Expected sales (in units) for the next 4 years are as follows:
 - 2022: 40,000
 - 2023: 46,000
 - 2024: 54,000
 - 2025: 47,000
 - If the company continues to make the product, it will have to invest now in some robotic equipment for \$700,000. Given the rapid advances in technology, management anticipates only a \$35,000 salvage value for the investment in 4 years. Management estimates that the robotic equipment will last 4 years.
 - With the new robotic equipment, the variable product costs (direct materials, direct labor, and variable overhead) are expected to drop from the current \$20 per unit to \$14.80 per unit. The outside supplier has quoted \$21 per unit. The relevant analysis is $\$21 - \$14.80 = \$6.20$ per unit. The \$20 current cost is irrelevant since that will not be the amount in the future.
 - Of the applied annual fixed overhead, only \$36,000 per year would be eliminated if Auner Company stops making the product. If the company makes the product, the company will incur extra net cash costs annually as follows: $0.7 \times 36,000 = \$25,200$
 - Annual corporate salaries are \$42,000. All executives are expected to remain with the company regardless of whether Auner Company buys the product from the outside supplier.

- Auner Company's cost of capital is 10%. Assume that, unless specified, all annual cash flows and tax payments are at year-end.
- The tax rate is 30%.
- The robotic equipment can be depreciated using an accelerated method that will result in higher tax cash savings. Tax savings are calculated by multiplying the annual allowed depreciation deductions by the tax rate. Management has calculated the cash tax savings from depreciation as follows: \$67,368 in year 1, \$90,720 in year 2, \$28,476 in year 3, and \$12,936 in year 4.
- Since the robotic equipment will be fully depreciated in 4 years, the entire salvage value will be taxed at 30%; the net cash benefit will be $0.7 \times \$35,000 = \$24,500$.
- The annual estimated product cash savings of making versus buying are:
 - Year 1: $40,000 \times \$6.20 \times 0.7 = \$173,600$
 - Year 2: $46,000 \times \$6.20 \times 0.7 = \$199,640$
 - Year 3: $54,000 \times \$6.20 \times 0.7 = \$234,360$
 - Year 4: $47,000 \times \$6.20 \times 0.7 = \$203,980$
- Management has provided the following analyses:

Year	Cost	Salvage Value	Cost Savings	Extra Overhead If Make	Depreciation Cash Tax Savings	Annual Cash Flows	PV Factor	Present Value
0	700,000	—				700,000	1	700,000
1		—	173,600	-25,200	67,368	215,768	0.909	196,133
2		—	199,640	-25,200	90,720	265,160	0.826	219,022
3		—	234,360	-25,200	28,476	237,636	0.751	178,465
4		24,500	203,980	-25,200	12,936	216,216	0.683	147,676
Net present value								\$41,295

Questions:

- Based on the net present value, should the company make the investment in the robotic equipment?
- What is the payback period?
- Is the internal rate of return higher, lower, or the same as the cost of capital for this decision?
- Discuss three intangible costs and benefits that management should consider.
- Discuss three feasibility factors that management should consider.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Accounting Information Systems

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Discuss how the elements of efficiency, effectiveness, and flexibility are crucial to the design of an information system.
(b) Discuss the difference between the financial reporting system and the general ledger system.
(c) How does an organization's structure influence its information systems? Provide examples of how different organizational structures (e.g., centralized vs. decentralized) affect the flow of accounting information.
2. (a) Provide an example of how an AIS can enhance decision-making and describe the multi-step activities involved in the process.
(b) Define transaction processing and its role in accounting. How do transaction processing systems support the accuracy and efficiency of financial reporting?
(c) Discuss the key differences between manual and computer-based accounting systems. What advantages and challenges do computer-based accounting systems bring to transaction processing?
3. (a) What are some common ethical issues that accountants face in business? Discuss how these ethical dilemmas can impact the accuracy and integrity of accounting information.
(b) What are internal control concepts and techniques in the context of accounting information systems? How do internal controls ensure the accuracy and security of financial data?

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Accounting Information Systems

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Describe the conceptual system of the revenue cycle. How does it differ from the physical systems used to process revenue cycle transactions?
(b) What are the key components of a manual revenue cycle system, and how do they compare with computer-based revenue cycle systems?
2. (a) Describe the conceptual payroll system and its role in ensuring accurate compensation and benefits. How does it function within the broader expenditure cycle?
(b) Explain the role of the fixed asset system in managing an organization's assets. How do physical and computer-based fixed asset systems differ?
3. (a) What are the key components of the financial reporting system (FRS)? How does it help in preparing accurate financial statements?
(b) Identify the factors that influence the Management Reporting System (MRS). How do organizational size, industry, and technology impact the design and use of the MRS?

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in AIS)

Course: Accounting Information Systems

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Compare and contrast the flat-file approach with the database approach. How do these approaches differ in terms of data storage, retrieval, and management in accounting systems?
(b) Explain the elements of the database environment. How do users, data, and database management systems (DBMS) interact to support accounting processes?
2. (a) What is the REA (Resources, Events, Agents) approach to business processes? How does this approach help in designing accounting information systems?
(b) What is the difference between REA models and ER (Entity-Relationship) diagrams? How are REA models more suitable for accounting applications?
3. (a) Describe the steps involved in the system development life cycle (SDLC). Why is SDLC important in the context of accounting information systems?
(b) Discuss personal computer controls and their importance in protecting the security and integrity of accounting information processed on personal computers.

**Bangladesh Open University
MBA Program**

Semester: 222 (4th Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Distinguish between accountability and interperiod equity.
 (b) Why do governmental fund financial statements use a different basis of accounting and measurement focus than the Governmental Activities column of the government-wide financial statements? Also, which basis of accounting and which measurement focus applies to each?
 (c) Explain how general purpose governments differ from special purpose governments and give a few examples of each type of government.
2. (a) Describe the fiduciary activities of a state or local government and explain how accounting and financial reporting for fiduciary activities differ from those for governmental and business-type activities.
 (b) Dhaka City borrowed Tk1,000,000 secured by a 5-year mortgage note. The cash from the note was used to purchase a building for vehicle and equipment maintenance. Show how these two transactions should be recorded in the General Fund and governmental activities general journals.
 (c) Which fund category uses the modified accrual basis of accounting? What are the recognition rules for revenues and expenditures under the modified accrual basis of accounting?

3. A county government and a legally separate organization—the Sports Stadium Authority—entered into an agreement under which the authority issued revenue bonds to construct a new stadium. Although the intent is to make debt service payments on the bonds from a surcharge on ticket sales, the county agreed to annually advance the Sports Stadium Authority the required amounts to make up any debt service shortfalls and has done so for several years. Accordingly, the county has recorded a receivable from the authority and the authority has recorded a liability to the county for all advances made under the agreement. Ticket surcharge revenues that exceed TK 1,500,000 are to be paid to the county and to be applied first toward interest and then toward principal repayment of advances. Both parties acknowledge, however, that annual ticket surcharge revenues may never exceed TK1,500,000, since to reach that level would require an annual paid attendance of 3,000,000. Considering that season ticket holders and luxury suite renters are not included in the attendance count, it is quite uncertain if the required trigger level will ever be reached. The authority has twice proposed to raise the ticket surcharge amount, but the county in both cases vetoed the proposal. Thus, the lender in this transaction (the county) has imposed limits that appear to make it infeasible for the borrower (the authority) to repay the advances. Consequently, the authority’s legal counsel has taken the position that the authority is essentially a pass-through agency with respect to the advances in that the authority merely receives the advances and passes them on to a fiscal agent for debt service payments. Moreover, they note that the bonds could never have been issued in the first place without the county’s irrevocable guarantee of repayment, since all parties knew from the beginning that the authority likely would not have the resources to make full debt service payments. Based on the foregoing considerations, the authority’s legal counsel has rendered an opinion that the liability for the advances can be removed from the authority’s accounts. The county tacitly agrees that the loans (advances) are worthless, since it records an allowance for doubtful loans equal to the total amount of the advances. Still, the county board of commissioners refuses to remove the receivable from its accounts because of its ongoing rights under the original agreement for repayment.

Required:

Assume you are the independent auditor for the authority, and provide a written analysis of the facts of this case, indicating whether or not you concur with the authority’s decision to no longer report the liability to the county for debt service advances.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations

Due on: Sept. 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Explain the differences among these accounts: (1) Estimated Revenues used by state and local governments, (2) Other Appropriations Realized used by federal agencies in their budgetary track, and (3) Fund Balance with Treasury used by federal agencies in their proprietary track.
- (b) “The FASAB sets standards for federal agencies that relate to external financial reporting, much like the GASB sets standards for state and local governments for external financial reporting.” Do you agree or disagree with this statement? Explain.
- (c) The Department of Environmental Protection (DEP), a federal government agency, is responsible for implementing environmental policies and maintaining sustainable programs. For the third quarter of the fiscal year, DEP engaged in the following transactions under the accrual basis of accounting, in accordance with the Federal Accounting Standards Advisory Board (FASAB) guidelines.

Transactions:

1. DEP received an appropriation of TK8,000,000 for environmental research and development activities.
2. It signed a contract to purchase lab equipment worth TK2,000,000. No payment was made yet.
3. Salaries and wages of TK1,500,000 were incurred and paid.
4. Office supplies amounting to TK300,000 were ordered; TK250,000 of supplies were received and paid for.
5. DEP earned TK500,000 in exchange revenue by providing specialized testing services to other federal agencies.
6. At the end of the quarter, depreciation of TK100,000 on government-owned vehicles was recorded.

Required:

- (i) Identify the type of fund and accounting basis used by the federal government for these transactions.
- (ii) Record the above transactions in the appropriate journal format for a federal agency.

2. The Central City Community Hospital (CCCH) is a nonprofit entity primarily funded through government grants and contracts. Recently, CCCH received a federal grant of TK4,000,000 to provide maternal health services in underserved communities.

To comply with federal grant requirements and to plan future service delivery, CCCH needs to identify and allocate allowable, direct, and indirect costs accurately. It is also considering implementing an activity-based costing (ABC) system to better understand cost drivers and improve resource allocation.

Available Data (Quarterly):

- Salaries for medical staff directly involved in maternal care: TK1,200,000
- Administrative staff salaries: TK400,000
- Medical supplies used directly in care: TK350,000
- Utilities and general maintenance: TK150,000
- Training expenses (required by grant): TK100,000
- IT and billing services (shared across departments): TK200,000
- Estimated indirect cost rate: 25% of direct labor costs

Required:

- (a) Classify the above costs into direct, indirect, and unallowable categories based on federal grant guidelines (e.g., OMB Uniform Guidance).
 - (b) Determine the total allowable cost that can be charged to the grant.
 - (c) Using the activity-based costing approach, explain how CCCH might assign IT and billing services more accurately across departments.
3. The State Department of Public Health (SDPH) is responsible for administering federal and state health grants, managing immunization programs, and maintaining emergency reserves. During the first quarter of the fiscal year, SDPH engaged in several cash-related activities requiring effective planning and control mechanisms.

Key Events:

1. The department received a federal grant of TK5,000,000, which was deposited into the state treasury's centralized cash pool.
2. SDPH transferred TK2,000,000 of the grant to local county health offices based on program needs.
3. A cash budget revealed a temporary cash surplus of TK1,500,000 for two months, which SDPH invested in short-term Treasury bills.
4. An audit revealed unauthorized disbursements totaling TK75,000, prompting a review of internal controls over cash.
5. The department uses electronic fund transfers (EFT) for intergovernmental disbursements and has agreements with local banks for deposit and reconciliation services.

Required:

- (a) Prepare a cash flow plan for the first quarter, identifying inflows, outflows, and investment decisions.
- (b) Discuss internal control measures that SDPH should implement to prevent unauthorized disbursements.
- (c) Explain the importance of temporary investments in managing idle cash and the criteria SDPH should consider when selecting such investments.

Bangladesh Open University MBA Program

Semester: 222 (4th Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. Green Valley State University (GVSU) is a governmentally owned public university operating under GASB standards. The university receives state appropriations, student tuition, federal grants, and donor contributions. It maintains and reports on multiple funds including Current Funds, Loan Funds, Endowment Funds, Plant Funds, and Agency Funds.

During the fiscal year, GVSU engaged in the following transactions:

Key Transactions:

1. Collected TK30 million in tuition and fees, of which TK2 million was for the summer term beginning in the next fiscal year.
2. Received an unrestricted state appropriation of TK20 million.
3. Disbursed TK5 million in student loans from the university's loan fund.
4. Received a TK3 million donation restricted to purchasing laboratory equipment.
5. Recognized investment income of TK500,000 on its endowment fund, which is to be added to the principal (per donor instructions).
6. Used TK7 million from the plant fund to construct a new science building.
7. Held TK800,000 in custodial funds for various student organizations.

Required:

- (a) Classify each transaction into the appropriate fund: Unrestricted/Restricted Current Funds, Loan Funds, Endowment Funds, Plant Funds, or Agency Funds.
 - (b) Record journal entries for at least three of the transactions using fund accounting principles.
 - (c) Prepare a Statement of Revenues, Expenses, and Changes in Net Position for GVSU, highlighting unrestricted vs. restricted funds (summary format is acceptable).
 - (d) Explain the difference in financial reporting requirements between governmentally owned and non-governmentally owned universities (GASB vs. FASB).
2. (a) Explain the structure and purpose of Voyage Accounts in shipping companies.
 - (b) Explain the preparation and use of Operating Ratio and other performance indicators for transport operations.
 - (c) Explain the differences in accounting treatment between own fleet and hired fleet in road transport businesses.

3. The Shantipur Pourashava, a second-class municipality in Bangladesh, is responsible for providing services such as water supply, waste management, road maintenance, and street lighting. The Pourashava prepares an annual budget and maintains various books of accounts and registers, following the guidelines issued by the Local Government Division (LGD).

During the current fiscal year, the following transactions and activities took place:

Key Activities and Transactions:

1. The Pourashava collected holding taxes of BDT 15,00,000, of which BDT 2,00,000 was for arrears.
2. Received a block grant of BDT 10,00,000 from the central government for road development.
3. Spent BDT 8,00,000 on street lighting and sanitation services.
4. Purchased a garbage collection vehicle worth BDT 12,00,000 using the development fund.
5. Maintains the following registers: Cash book, General ledger, Advance and deposit register, Fixed asset register, and Grant utilization register.

Required:

- (a) Identify and explain the differences between the accounting system of Shantipur Pourashava and a typical business organization.
- (b) Classify each transaction under revenue or development fund, and suggest the appropriate journal entries.
- (c) Discuss the budgeting process followed by Pourashavas and the legal framework that governs it.
- (d) Explain the importance of maintaining registers like the Grant Utilization Register and Fixed Asset Register in ensuring financial accountability.

শুন্ন অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: Business Research Methods

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) An automobile manufacturer is conducting research in an attempt to predict the type of car design consumers will desire in the year 2029. Is this basic or applied research? Why? Explain.
- (b) Suppose you are the manager of a retail chain facing a sudden drop in sales. How would business research help you identify the root cause and formulate an effective solution?
2. (a) Imagine you are a marketing manager in a company planning to launch a new mobile app. Using the steps of the research process, describe how you would approach a research study to assess market readiness.
- (b) Assume you are researching customer preferences for online food delivery services. Describe how you would design each step of the research process to ensure accuracy, validity, and actionable results.
3. (a) Differentiate between exploratory, descriptive, and causal research designs. Place each of them within the broader research process with appropriate examples of when and why they are used.
- (b) Indicate which type of business research (exploratory, descriptive, or causal) is illustrated by each of the items below. Explain your answers.
 - (i) Establishing the relationship between advertising and sales in the beer industry.
 - (ii) Ranking the key factors new college graduates are seeking in their first career position.
 - (iii) Discovering the ways that people who live in apartments actually use vacuum cleaners, and identifying cleaning tasks for which they do not use a vacuum.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Explain why a proper *problem definition* is essential for conducting useful business research.
(b) For each of the following variables, indicate whether it should be considered continuous or categorical, and justify your answer:
 - (i) Whether or not a university played in a football bowl game during 2019.
 - (ii) The average wait time a customer has before being served in a full-service restaurant.
 - (iii) Letter grades of A, B, C, D, or F.
 - (iv) The job satisfaction of a company's salespeople.
 - (v) A consumer's age.
2. Prepare a research proposal to study employee satisfaction in an organization you are familiar with. Your proposal should include the key sections: background, problem statement, research objectives, methodology, and expected outcomes. [1,500–3,000 words]
3. Describe the instruments you will use to collect primary data from different sources, and explain the reasons for choosing each.

Bangladesh Open University

MBA Program

Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Distinguish between concept, construct, and variables with examples.
 (b) Indicate whether the following measures use a nominal, ordinal, interval, or ratio scale:
 - (i) Prices on the stock market.
 - (ii) Marital status, classified as “married” or “never married”.
 - (iii) Professorial rank: assistant professor, associate professor, or professor.
 - (iv) Grades: A, B, C, D, or F.
2. (a) Briefly describe the steps involved in the sampling design process.
 (b) Explain stratified sampling with examples.
3. (a) In testing a hypothesis, what will you do if you want to make a decision using the p-value?
 (b) A marketing agency provides you with the following information about the age groups of the sample informants and their likings for a particular model of sector which a company plans to introduce:

	Age group of informants			[Table Value of Chi-square test at 5% level of significance =5.99]
	Below 20	20-39	40-59	
Liked	140	640	80	
Disliked	65	320	120	

Based on the above data, can it be concluded that the model appeal is independent of the age group of the informants?

4. (a) What are the typical contents of the prefatory pages in a research report?
 (b) Outline the chapters you have planned to include in your research report (Master Paper). Provide a brief explanation of the purpose of each chapter.
 (c) Provide an in-text citation and the corresponding reference in APA style for one of the sources mentioned in the background section of your research proposal.

শুন্ অৰ বিজ্ঞান
Bangladesh Open University
MBA Program
Semester 222 (4th Level- Major in Finance)

Course: Corporate Finance

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) What is financial management all about? Explain why judging the efficiency of any financial decision requires the existence of a goal.
- (b) What are the important difference between a corporation and all other organizational forms?
- (c) Corporate managers work for the owners of the corporation. Consequently, they should make decisions that are in the interests of the owners, rather than their own. What strategies are available to shareholders to help ensure that managers are motivated to act this way?
2. (a) What is the financial manager's objective in evaluating pro-forma statements? Explain.
- (b) How can the two "bottom lines" of the cash budget be used to determine the firm's short-term borrowing and investment requirements?
- (c) What is the significance of the "plug" figure, *external financing required*? Differentiate between strategies associated with positive values and with negative values for external financing required.
- (d) Mahdi Enterprises needs to plan its cash requirements and short-term investment opportunities for the months of June, July, and August. The following data are available. The beginning balance is -\$28,000 for June and the minimum required cash balance is \$30,000. All amounts are shown in thousands of dollars.

	June			July			August		
	Pessi- mistic	Most likely	Opti- mistic	Pessi- mistic	Most likely	Opti- mistic	Pessi- mistic	Most likely	Opti- mistic
Total cash receipts	\$250	\$370	\$430	\$245	\$305	\$395	\$265	\$335	\$412
Total cash disbursements	260	310	405	255	285	375	280	300	396

- (i) Prepare a scenario analysis of Mahdi Enterprises.
 - (ii) Identify the financial need/surplus for each month under the different scenarios. If needed, where could the funds be obtained? What should be done with a surplus of cash?
3.
 - (a) How does a financial lease differ from an operating lease? How does a full-service (or maintenance) lease differ from a net lease?
 - (b) Is it possible for a lease to be treated as an operating lease for accounting purposes and as a non-tax lease for tax purposes?
 - (c) 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?
 - (d) Explain why the after-tax borrowing rate is the appropriate discount rate to use in lease evaluation.

Bangladesh Open University
MBA Program

Semester: 222 (4th Level- Major in Finance)

Course: Corporate Finance

Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Why would an investor want to invest in warrants as opposed to common stock? Explain.
- (b) Differentiate between a hybrid security and a derivative security. What happens to the price of a convertible bond if interest rates increase?
- (c) Suppose you are evaluating a callable, convertible bond. If the stock price volatility increases, how will this affect the price of the bond? A warrant with six months until expiration entitles its owner to buy 10 shares of the issuing firm's common stock for an exercise price of \$31 per share. If the current market price of the stock is \$15 per share, will the warrant be worthless?
2. (a) Explain what the following sentence means: The market portfolio is a fence that protects the sheep from the wolves, but nothing can protect the sheep from themselves.
- (b) Explain why, if some investors are subject to systematic behavioral biases, while others pick efficient portfolios, the market portfolio will not be efficient.
- (c) What is a call option? A put option? Under what circumstances might you want to buy each? Which one has greater *potential* profit? Why?
3. (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) Willow Enterprises is considering the acquisition of Steadfast Corp. in a stock swap transaction. Currently, Willow's stock is selling for \$45 per share. Although Steadfast's shares are currently trading at \$30 per share, the firm's asking price is \$60 per share.
 - (i) If Willow accepts Steadfast's terms, what is the *ratio of exchange*?
 - (ii) If Steadfast has 15,000 shares outstanding, how many new shares must Willow issue to consummate the transaction?
 - (iii) If Willow has 110,000 shares outstanding before the acquisition and earnings for the merged company are estimated to be \$450,000, what is the *EPS* for the merged company?

- (c) Many corporate merger is made with the motive of increasing “growth.” What does this growth refer to? Can you increase growth without increasing the overall risk of the surviving company? Why is it that so many acquisition opportunities look good before the merger but later prove to be “dogs”?
- (d) Jon Fulkerson has also received a credit application from Seether, LLC, a private company. An abbreviated portion of the financial information provided by the company is shown below:

Total assets	\$63,000
EBIT	7,900
Networking capital	4,200
Book value of equity	18,000
Accumulated retained earnings	16,000
Total liabilities	57,000

Required: What is the Z-score for this company?

শুণ অব বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Corporate Finance

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. A financial ratio by itself tells us little about a company because financial ratios vary a great deal across industries. There are two basic methods for analyzing financial ratios for a company: Time trend analysis and peer group analysis. In time trend analysis, you find the ratios for the company over some period, say five years, and examine how each ratio has changed over this period. In peer group analysis, you compare a company's financial ratios to those of its peers. Why might each of these analysis methods be useful? What does each tell you about the company's financial health?
2. Luxe Foods is contemplating acquisition of Valley Canning Company for a cash price of \$180,000. Luxe currently has high financial leverage and therefore has a cost of capital of 14%. As a result of acquiring Valley Canning, which is financed entirely with equity, the firm expects its financial leverage to be reduced and its cost of capital to drop to 11%. The acquisition of Valley Canning is expected to increase Luxe's cash inflows by \$20,000 per year for the first 3 years and by \$30,000 per year for the following 12 years.
 - (i) Determine whether the proposed cash acquisition is desirable. Explain your answer.
 - (ii) If the firm's financial leverage would actually remain unchanged as a result of the proposed acquisition, would this alter your recommendation in part (i)? Support your answer with numerical data.
3. Fez Fabulous Fabrics wishes to acquire a \$100,000 multifaceted cutting machine. The machine is expected to be used for eight years, after which there is an \$20,000 expected residual value. If Fez were to finance the cutting machine by signing an eight-year "true" lease contract, annual lease payments of \$16,000 would be required, payable in advance. The company could also finance the purchase of the machine with a 12 percent term loan, having a payment schedule of the same general configuration as the lease payment schedule. The asset falls in the five-year property class for cost recovery (depreciation) purposes, and the company has a 35 percent tax rate. What is the present value of cash out flows for each of these alternatives, using the after-tax cost of debt as the discount rate?

Which alternative is preferred? Why?

শুণ অব বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Investment Analysis and Portfolio Management

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) Define the different meaning of investment. Identify your investment objectives based on your age, occupation, and saving-borrowing pattern. Discuss why it is different from your classmates.
 (b) At the beginning of last year, you invested \$4,000 in 80 shares of the Chang Corporation. During the year, Chang paid dividends of \$5 per share. At the end of the year, you sold the 80 shares for \$59 a share. Compute your total HPY on these shares and indicate how much was due to the price change and how much was due to the dividend income.
2. Why is a policy statement important for investment decision? Explain based on your own life.
3. Why do most assets of the same type show positive covariance of returns with each other? Would you expect positive covariance of returns between different types of assets such as returns on Treasury bills, City Bank Limited, First Janata Bank Mutual Fund and Grameenphone Ltd. listed in DSE? Why or why not?
4. You are the lead manager of a large mutual fund. You have become aware that several equity analysts who have recently joined your management team are interested in understanding the differences between the capital asset pricing model (CAPM) and arbitrage pricing theory (APT). In particular, they are interested in how these two asset-pricing models can help them perform better security analysis.
 - (a) Explain what the CAPM and APT attempt to model. What are the main differences between these two asset-pricing models?
 - (b) Under what circumstances would the APT be preferred over the CAPM as a tool for selecting stocks for the fund portfolio?

5. Based on five years of monthly data, you derive the following information for the companies listed:

Company	Estimated returns	a_i (Intercept)	σ_i	r_{iM}
Intel	20%	0.22	12.10%	0.72
Ford	15	0.10	14.60	0.33
Anheuser Busch	19	0.17	7.60	0.55
Merck	10	0.05	10.20	0.60
S&P 500		0.00	5.50	1.00

- Compute the beta coefficient for each stock.
- Assuming a risk-free rate of 8 percent and an expected return for the market portfolio of 15 percent, compute the expected (required) return for all the stocks and plot them on the SML.
- Plot the estimated returns for the next year on the SML and indicate which stocks are undervalued or overvalued.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Investment Analysis and Portfolio Management Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

Questions

1. There has been considerable growth in recent years in the use of economic analysis in investment management. Further significant expansion may lie ahead as financial analysts develop greater skills in economic analysis and these analyses are integrated more into the investment decision-making process. The following questions address the use of economic analysis in the investment decision-making process:
 - (a) Differentiate among leading, lagging, and coincident indicators of economic activity, and give an example of each.
 - (b) Indicate whether the leading indicators are useful for achieving above-average investment results. Briefly justify your conclusion.
2. Is there a difference between the returns for alternative industries during specific time periods? Mention the research result that have mentioned in your textbook.
3. Identify the industry name that is familiar in Dhaka Stock Exchange and prepare a table listing the variables that influence the earnings multiplier for an industry as your choice and the market index series for the recent passing year.
4. Mention the different tenets of Warren Buffett.
5. Assume that you purchased an 8 percent, 20-year, \$1,000 par, semiannual payment bond priced at \$1,012.50 when it has 12 years remaining until maturity. Compute:
 - (i) Its promised yield to maturity
 - (ii) Its yield to call if the bond is callable in three years with an 8 percent premium

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Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Investment Analysis and Portfolio Management

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

Questions

1. Why has passive portfolio management strategies increased in use over time?
2. Distinguish among the Sharpe ratio, the Treynor measure and Jensen's alpha as a performance measures.
3. Case: Technical Analysis of Fu Wang Food Ltd.

**Required:**

Analyze the above price chart, its pattern and mathematical indication (RSI, MACD) considering the shaded area and finger icons.

4. The following are the monthly rates of return for Madison Cookies and for Sophie Electric during a six-month period.

Month	Madison Cookies	Sophie Electric
1	-4%	7%
2	6%	-2%
3	-7%	-10%
4	12%	15%
5	-2%	-6%
6	5%	2%

Compute the following.

- (a) Average monthly rate of return R_i for each stock
- (b) Standard deviation of returns for each stock
- (c) Covariance between the rates of return
- (d) The correlation coefficient between the rates of return
- (e) Calculate the expected rate of return and standard deviation combining both stock considering equal investment.
- (f) What level of correlation did you expect? How did your expectations compare with the computed correlation? Would these two stocks be good choices for diversification? Why or why not?

শুন্ অৰ বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Bank Management and Financial Services

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. (a) What is a bank? How does a bank differ from most other financial-service providers? Why are some banks reaching out to become one-stop financial-service conglomerates? Is this a good idea, in your opinion?
- (b) What is happening to banking's share of the financial marketplace and why? What kind of banking and financial system do you foresee for the future if present trends continue?
- (c) What do you think the financial - services industry will look like 20 years from now? What are the implications of your projections for its management today?
2. (a) Why should banks and other corporate financial firms be concerned about their level of profitability and exposure to risk?
- (b) Suppose that a bank is expected to pay an annual dividend of \$4 per share on its stock in the current period and dividends are expected to grow 5 percent a year every year, and the minimum required return-to-equity capital based on the bank's perceived level of risk is 10 percent. Can you estimate the current value of the bank's stock?
- (c) To what different kinds of risk are banks and their financial-service competitors subjected today? What items on a bank's balance sheet and income statement can be used to measure its risk exposure? To what other financial institutions do these risk measures seem to apply?

- (d) A bank reports that the total amount of its net loans and leases outstanding is \$936 million, its assets total \$1,324 million, its equity capital amounts to \$110 million, and it holds \$1,150 million in deposits, all expressed in book value. The estimated market values of the bank's total assets and equity capital are \$1,443 million and \$130 million, respectively. The bank's stock is currently valued at \$60 per share with annual per-share earnings of \$2.50. Uninsured deposits amount to \$243 million and money - market borrowings total \$132 million, while nonperforming loans currently amount to \$43 million and the bank just charged off \$21 million in loans. Calculate as many of the risk measures as you can from the foregoing data.
3. (a) How do you measure the dollar interest-sensitive gap? The relative interest-sensitive gap? What is the interest-sensitivity ratio?
- (b) What is it that a bank or other lending institutions wishes to protect from adverse movements in interest rates?
- (c) National Bank reports interest-sensitive assets of \$870 million and interest-sensitive liabilities of \$625 million during the coming month. Is the bank asset sensitive or liability sensitive? What is likely to happen to the bank's net interest margin if interest rates rise? If they fall?
- (d) How do you measure the dollar interest-sensitive gap? The relative interest-sensitive gap? What is the interest-sensitivity ratio?
- (e) Stilwater Bank and Trust Company has an average asset duration of 3.25 years and an average liability duration of 1.75 years. Its liabilities amount to \$485 million, while its assets total \$512 million. Suppose that interest rates were 7 percent and then rise to 8 percent. What will happen to the value of the Stilwater Bank's net worth as a result of a decline in interest rates?

Bangladesh Open University
MBA Program**Semester: 222 (4th Level- Major in Finance)****Course: Bank Management and Financial Services****Due on: September 26, 2025****(Answer all the questions in own handwriting on A4 size white pages)**

1. (a) What are the principal sources of liquidity demand for a financial firm?
 - (b) Suppose that a bank faces the following cash inflows and outflows during the coming week: (i) deposit withdrawals are expected to total \$33 million, (ii) customer loan repayments are expected to amount to \$108 million, (iii) operating expenses demanding cash payment will probably approach \$51 million, (iv) acceptable new loan requests should reach \$294 million, (v) sales of bank assets Concept Check are projected to be \$18 million, (vi) new deposits should total \$670 million, (vii) borrowings from the money market are expected to be about \$43 million, (viii) non deposit service fees should amount to \$27 million, (ix) previous bank borrowings totaling \$23 million are scheduled to be repaid, and (x) a dividend payment to bank stockholders of \$140 million is scheduled. What is this bank's projected net liquidity position for the coming week?
 - (c) Suppose that a thrift institution's liquidity division estimates that it holds \$19 million in hot money deposits and other IOUs against which it will hold an 80 percent liquidity reserve, \$54 million in vulnerable funds against which it plans to hold a 25 percent reserve, and \$112 million in stable or core funds against which it will hold a 5 percent liquidity reserve. The thrift expects its loans to grow 8 percent annually; its loans currently stand at \$117 million, but have recently reached \$132 million. If reserve requirements on liabilities currently stand at 3 percent, what is this depository institution's total liquidity requirement?
2. (a) What is the liquidity indicator approach to liquidity management? First National Bank posts the following balance sheet entries on today's date: Net loans and leases, \$3,502 million; cash and deposits held at other banks, \$633 million; Federal funds sold \$48 million; U.S. government securities, \$185 million; Federal funds purchased, \$62 million; demand deposits, \$988 million; time deposits, \$2,627 million; and total assets, \$4,446 million. How many liquidity indicators can be calculated from these figures?
 - (b) What is the principal goal of money position management? First National Bank finds that its net transactions deposits average \$140 million over the latest reserve computation period. Using the reserve requirement ratios imposed by the Federal Reserve as given in the textbook, what is the bank's total required legal reserve?

- (c) What are sweeps accounts? Why have they led to a significant decline in the total legal reserves held at the Federal Reserve banks by depository institutions operating in the United States?
3. The liquidity manager for the Bank of Your Dreams needs cash to meet some unanticipated loan demand. The loan officer has \$600 million in loans that he wants to make. Use the simplified balance sheet provided in the previous problem to answer the following questions:
- (a) If asset conversion is used and securities are sold to provide money for the loans, what happens to the size of the Bank of Your Dreams?
 - (b) If liability management is used to provide funds for the loans, what happens to the size of the Bank of Your Dreams?
 - (c) Since securities are simply replaced by loans there will be no change in size.
 - (d) In this case, the size of the bank would increase by the amount of total new loans. Thus, Total assets would increase to $\$5,100 + 600 = \$5,700$.

শুণ অব বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 222 (4th Level- Major in Finance)

Course: Bank Management and Financial Services

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. (a) In what ways does the lending function affect the economy of its community or region? What factors appear to influence the growth and mix of loans held by a lending institution?
- (b) What is the CAMELS rating and how is it used? What three major questions or issues must a lender consider in evaluating nearly all loan requests?
- (c) Explain the meaning of the following terms: character, capacity, cash, collateral, conditions, and control.
2. (a) What are the principal parts of a loan agreement? What is each part designed to do?
- (b) What is loan review? How should a loan review be conducted?
- (c) Under which of the six Cs of credit discussed in this chapter does each of the following pieces of information belong?
- (d) Crockett Manufacturing and Service Company holds a sizeable inventory of dryers and washing machines, which it hopes to sell retail dealers over the next six months. These appliances have a total estimated market value currently of \$25 million. The firm also reports accounts receivable currently amounting to \$12,650,000. Under the guidelines for taking collateral discussed in this chapter, what is the minimum size loan or credit line Crockett is likely to receive from its principal lender? What is the maximum size loan or credit line Crockett is likely to receive?
3. Under which of the six Cs of credit discussed in this chapter does each of the following pieces of information belong?
 The particular C of credit represented by each piece of information presented in this problem was as follows:
 - (a) First National Bank discovers there is already a lien against the fixed assets of one of its customers asking for a loan.
Collateral
 - (b) Xron Corporation has asked for a type of loan its lender normally refuses to make.
Control
 - (c) John Selman has an excellent credit rating.
Character

(d) Smithe Manufacturing Company has achieved higher earnings each year for the past six years.

Cash

(e) Consumers Savings Association's auto loan officer asks a prospective customer, Harold Ikels, for his driver's license.

Capacity

(f) Merchants Center National Bank is concerned about extending a loan for another year to Corrin Motors because a recession is predicted in the economy.

Conditions

(g) Wes Velman needs an immediate cash loan and has gotten his brother, Charles, to volunteer to cosign the note should the loan be approved.

Character

(h) ABC Finance Company checks out Mary Earl's estimate of her monthly take home pay with Mary's employer, Bryan Sims Doors and Windows.

Cash

(i) Hillsoro Bank and Trust would like to make a loan to Pen-Tab Oil and Gas Company but fears a long-term decline in oil and gas prices.

Conditions

(j) First State Bank of Jackson seeks the opinion of an expert on the economic outlook in Mexico before granting a loan to a Mexican manufacturer of auto parts.

Control

(k) The history of Members Manufacture and Distributing Company indicates the firm has been through several recent changes of ownership and there has been a substantial shift in its principal suppliers and customers in recent years.

Capacity

(l) Home and Office Savings Bank has decided to review the insurance coverages maintained by its borrowing customer, Plainsman Wholesale Distributors.

Collateral

শুন্ অৱ বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 212 (4th Level- Major in Finance)

Course: Development of Financial Markets and Institutions

Due on: August 15, 2025

Instructions for Assignment Submission

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Questions

1. What are the main components of the financial system in Bangladesh? Briefly explain their roles.
2. What roles do financial institutions play in the economic development of a country?
3. What are the primary roles and functions of Bangladesh Bank as the central bank of the country?
4. In response to rising inflation and currency depreciation, Bangladesh Bank has adopted a tighter monetary policy by increasing the policy interest rate (repo rate). This has led to increased lending rates in commercial banks, which discouraged private investment and consumer borrowing. At the same time, Bangladesh Bank aims to control the money supply and stabilize the exchange rate. Small businesses and households are facing higher loan costs, while the banking sector struggles with liquidity shortages. There is growing debate on whether monetary tightening is helping or hurting the economy.

Based on the above situation, answer the following questions:

- (a) Why did Bangladesh Bank adopt a tighter monetary policy in this scenario? What are the intended outcomes?
- (b) How does increasing interest rates affect investment, consumption, and business activity in Bangladesh?
- (c) In this situation, what alternatives to monetary tightening could Bangladesh Bank consider to manage inflation?

শুধু অব বিজ্ঞান
Bangladesh Open University
MBA Program
Semester: 212 (4th Level- Major in Finance)

Course: Development of Financial Markets and Institutions Due on: September 26, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. Who are the major participants in the money market? Describe the role of central banks, commercial banks, and corporations.
2. How does the money market contribute to maintaining liquidity in the financial system?
3. What are the main types of bond securities? How are government bonds used as a tool for managing public debt?
4. Nova Textiles Ltd., a Bangladeshi garment exporter, has recently been facing exchange rate volatility. The value of the Bangladeshi Taka (BDT) depreciated significantly against the US Dollar, raising the firm's revenue in local currency but also increasing the cost of imported raw materials. Meanwhile, the firm is unsure whether to hold onto its foreign currency earnings or convert them immediately. Nova Textiles also noticed that other exporters are using hedging instruments like forward contracts to reduce risk. The company's finance team is evaluating options to manage exchange rate risk, while the central bank is monitoring foreign reserves and intervening in the foreign exchange market to stabilize the currency.

Based on the above situation, answer the following questions:

- (a) How does the depreciation of the Bangladeshi Taka affect Nova Textiles Ltd.'s exports and imports?
- (b) What strategies can firm like Nova Textiles adopt to manage exchange rate fluctuations effectively?
- (c) Why is understanding the foreign exchange rate mechanism important for businesses engaged in international trade?

শ্রুত এব বিজ্ঞেয়
Bangladesh Open University
MBA Program
Semester: 212 (4th Level- Major in Finance)

Course: Development of Financial Markets and Institutions

Due on: October 31, 2025

(Answer all the questions in own handwriting on A4 size white pages)

1. What are the main functions of a stock exchange? Describe the role of the Dhaka Stock Exchange (DSE) Limited in Bangladesh.
2. What is an initial public offering (IPO)? Why do companies issue shares through IPOs?
3. What are derivative securities? Briefly explain futures, options, swaps, and forward contracts.
4. What are "other financial institutions" and how do they differ from traditional commercial banks?

শুন্ন অব বিজনেস
Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: Business Research Methods

Due on: August 15, 2025

Instructions for Assignment Submission

1. Answer all questions in your own handwriting on A4 size white paper.
2. Fill-in the cover page (see page#7 of Academic Calendar) of your assignment with care.
3. Submit the assignment to the study centre coordinator or his/her delegate and ensure his/her signature on your Assignment Acknowledgement Form (see page#8 of Academic Calendar).
4. Don't make spiral binding. Instead, make soft binding.
5. If it is noticed that your assignment is copied from another student's assignment, your assignment will automatically be cancelled.
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. Preserve the photocopy of each assignment so that you can claim its marks if your marksheet shows "Not submitted" or "Zero" in assignment(s).
8. Join the WhatsApp group (<https://chat.whatsapp.com/HYdKDyXsP5r0keXB2AWWim>) if you haven't yet joined.

Questions

1. (a) An automobile manufacturer is conducting research in an attempt to predict the type of car design consumers will desire in the year 2029. Is this basic or applied research? Why? Explain.
- (b) Suppose you are the manager of a retail chain facing a sudden drop in sales. How would business research help you identify the root cause and formulate an effective solution?
2. (a) Imagine you are a marketing manager in a company planning to launch a new mobile app. Using the steps of the research process, describe how you would approach a research study to assess market readiness.
- (b) Assume you are researching customer preferences for online food delivery services. Describe how you would design each step of the research process to ensure accuracy, validity, and actionable results.
3. (a) Differentiate between exploratory, descriptive, and causal research designs. Place each of them within the broader research process with appropriate examples of when and why they are used.
- (b) Indicate which type of business research (exploratory, descriptive, or causal) is illustrated by each of the items below. Explain your answers.
 - (i) Establishing the relationship between advertising and sales in the beer industry.
 - (ii) Ranking the key factors new college graduates are seeking in their first career position.
 - (iii) Discovering the ways that people who live in apartments actually use vacuum cleaners, and identifying cleaning tasks for which they do not use a vacuum.

Bangladesh Open University
MBA Program
Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: September 26, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Explain why a proper *problem definition* is essential for conducting useful business research.
(b) For each of the following variables, indicate whether it should be considered continuous or categorical, and justify your answer:
 - (i) Whether or not a university played in a football bowl game during 2019.
 - (ii) The average wait time a customer has before being served in a full-service restaurant.
 - (iii) Letter grades of A, B, C, D, or F.
 - (iv) The job satisfaction of a company's salespeople.
 - (v) A consumer's age.
2. Prepare a research proposal to study employee satisfaction in an organization you are familiar with. Your proposal should include the key sections: background, problem statement, research objectives, methodology, and expected outcomes. [1,500–3,000 words]
3. Describe the instruments you will use to collect primary data from different sources, and explain the reasons for choosing each.

Bangladesh Open University MBA Program Semester: 222 (4th Level)

Course: MBA: Business Research Methods

Due on: October 31, 2025

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Distinguish between concept, construct, and variables with examples.
(b) Indicate whether the following measures use a nominal, ordinal, interval, or ratio scale:
 - (i) Prices on the stock market.
 - (ii) Marital status, classified as “married” or “never married”.
 - (iii) Professorial rank: assistant professor, associate professor, or professor.
 - (iv) Grades: A, B, C, D, or F.
2. (a) Briefly describe the steps involved in the sampling design process.
(b) Explain stratified sampling with examples.
3. (a) In testing a hypothesis, what will you do if you want to make a decision using the p-value?
(b) A marketing agency provides you with the following information about the age groups of the sample informants and their likings for a particular model of sector which a company plans to introduce:

	Age group of informants			[Table Value of Chi-square test at 5% level of significance =5.99]
	Below 20	20-39	40-59	
Liked	140	640	80	
Disliked	65	320	120	

Based on the above data, can it be concluded that the model appeal is independent of the age group of the informants?

4. (a) What are the typical contents of the prefatory pages in a research report?
(b) Outline the chapters you have planned to include in your research report(Master Paper). Provide a brief explanation of the purpose of each chapter.
(c) Provide an in-text citation and the corresponding reference in APA style for one of the sources mentioned in the background section of your research proposal.