MBA 2305

Assignment # 1

For ONLINE Review Class!
Join WhatsApp GROUP:
https://chat.whatsapp.com/KJUCnifPfKM9uePcgYb8aG

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester 232 (2nd Level)

Course: Business Mathematics **Due on: August 14, 2026**

(Assignment is to be presented in your 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. What is function? Can any relationship be a function? What criteria must be met in a relationship for being qualified as function? Give 2 examples against each of the following forms of functions:

i) Linear function
ii) Quadratic function
iii) Exponential function
iv) Polynomial function with degree 5
v) Rational function
vi) Logarithmic function
vii) Constant function

1.2. 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.

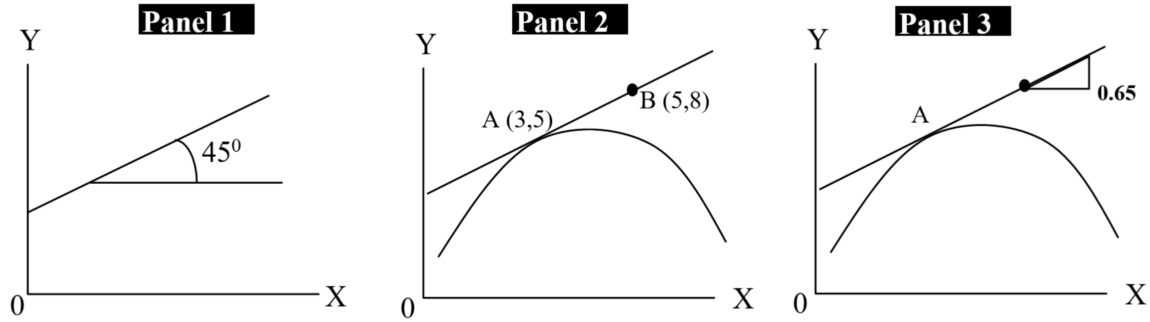
i) $Y= 5X+2$
ii) $Y=\ln X$
iii) $Y= 3X^2-7X+4$
iv) $Y=2e^{5X} + 3$

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

1.3. Write down X-intercept, Y-intercept, slope and the type of the following functions into table below and show them in graphs:

Sl.	Function	Type	Y-Intercept	X-intercept
a.	$Y=5X+25$			
b.	$C=100+.85Y$			
c.	$Y=13X^2+8X+50$			
d.	$Y=5X^2+10X+17$			

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. What is the value of $\ln 25 \times \log_5^{10} - \ln 100 + \log 30 - \log 3 = 1$

1.6. If A = {1, 2, 3, 4, 7}, 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. [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.

1.9. [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?

Assignment # 2

স্কুল অব বিজনেস

MBA 2305

Bangladesh Open University

MBA Program

Semester 232 (2^{nd} Level)

Course: Business Mathematics **Due on: September 25, 2026**

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

2.1. 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) $Y=5X^3+3X^2-10X+10$

2.2. 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) $Y=\ln X^2$

2.3. Suppose the cost function of a company is $C=6Q^2+ 5Q +100$. Find the following:

i) Marginal cost (MC) function
ii) Average cost (AC) function
iii) Average fixed cost at Q=1
iv) Average variable cost at Q=2

2.4. 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

i) $Y= 10X^2- 40X+100$
ii) $Y= -2X^2 - 16X + 70$

2.5. Suppose the demand Function is $P= 40- Q$ and cost function is $C = 10Q + 2Q^2$. Find the following:

i) Marginal revenue (MR) function
ii) Profit maximizing output level

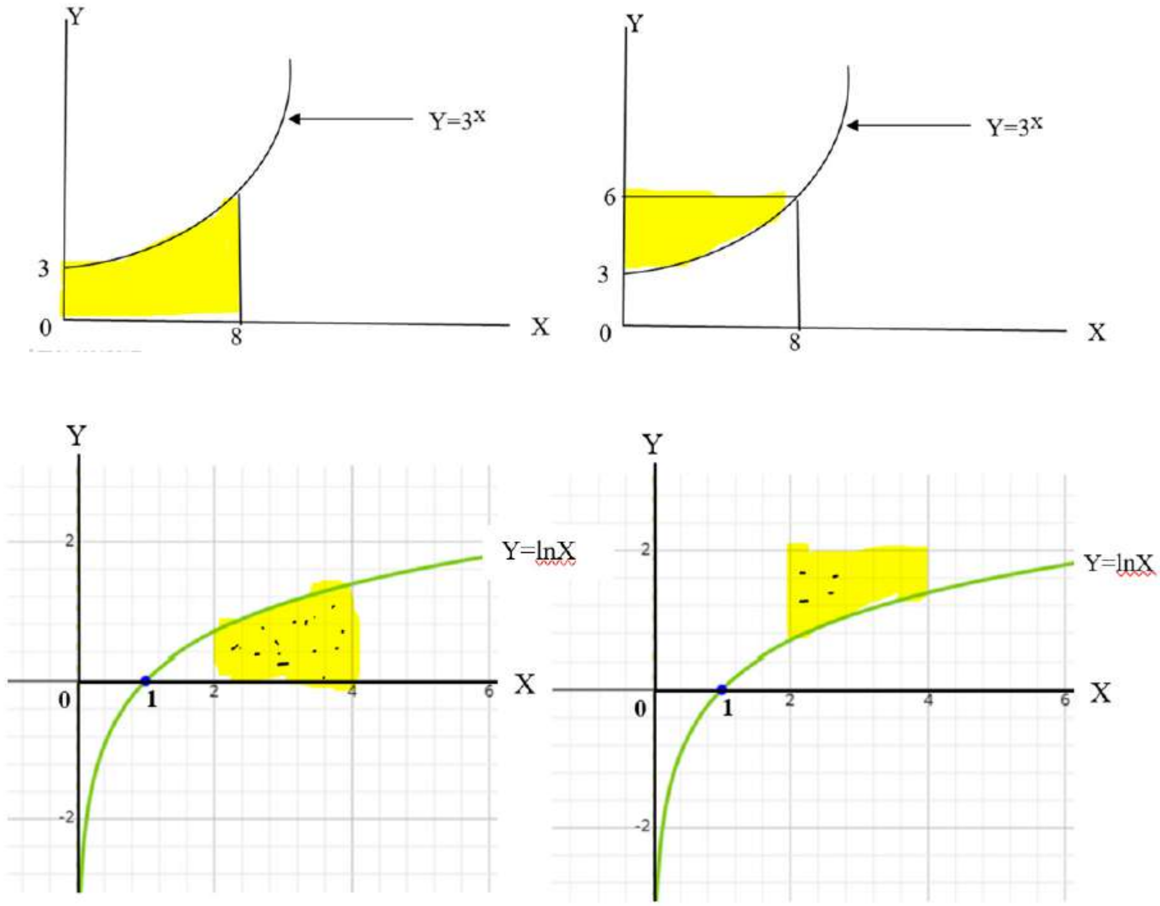
2.6. Find the slope and convexity/concavity of the following functions at X=2:

i) $Y=2X^2 – 16X + 50$
ii) $Y= X^2 + 8X + 15$

2.7. Evaluate:

$(i) \int (10X \quad + 5)dX$;
$(ii) \int (1/X^2 - 10)dX$;
$(iii) \int (e^{5X} - X^2)dX$;
$(iv) \int_0^5 (X^2 - 2X + 5)dX$

2.8. Find the value of yellow-shaded areas in the following graphs.



Assignment # 3

MBA 2305

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester 232 (2nd Level)

Course: Business Mathematics **Due on: October 23, 2026**

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

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

i. $A=\begin{bmatrix} 3 & 2 & 0 \\ 1 & 2 & 1 \\ 1 & 0 & 3 \end{bmatrix}$ 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. **SELF-CHECK Quiz 1** [Compulsory, Minimum Acceptable Score: 70%]

Please click on the following LINK or Scan QR Code for the QUIZ 1. It must be submitted online; otherwise, you assignment will not be evaluated. **Add the hardcopy of the Score Card with your assignment.**

https://testmoz.com/q/15516192

Assignment # 1

স্কুল অব বিজনেস

MBA 2307

Bangladesh Open University

MBA Program

Semester: 232 (2^{nd} Level)

Course: Business Statistics for Decision Making **Due on: August 14, 2026**

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/EyyaIv2YTMQCNnBRMpyEou*) if you haven't yet joined.*

<u>Questions</u>

1. (a) "Statistics is the mathematical science that deals with the collection, analysis, and presentation of data-data that can then be used as a basis for inference and induction." Comment.

   (b) What are the different types of statistics? Discuss the difference in descriptive and deferential statistics.

2. Identify which levels of measurement and example of data are the following statements and explain briefly.

   (a) The number of iPhones sold today at an Apple store in Dhaka.

   (b) A respondent of a survey indicates that he is a resident in the district Chattogram.

   (c) The Graduate Management Admission Test (GMAT) is a standardized test used by schools to determine the aptitude of individuals who are applying for MBA programs. The range of the GMAT score is 200-800. Brian has recently taken the exam and scored 720.

   (d) A respondent of a survey indicates that she is currently in her junior year at the University of Texas.

3. For each of the following, indicate whether the data are cross-sectional or time series:

   (a) Company quarterly profits

   (b) Percentage of American adults who work full time

   (c) Historical closing stock prices

   (d) Dhaka Stock Exchange Index

   (e) Eating habits by age group

4. (a) Explain the differences between graphs and diagrams.

(b) Explain frequency curve and ogive. How does these two differ?

(c) What is the difference between frequency polygon and frequency curve? Explain some important frequency curves.

(d) The following data represent the weights of some fishes caught from a pond.

1.5	2.8	4.6	5.7	2.3	1.7	1.8	1.9	2.0	2.2	2.4	3.5	3.6	4.2	5.0	5.8	4.0
3.6	4.2	1.8	2.0	2.5	2.6	2.7	1.8	2.5	2.6	3.4	3.5	3.0	3.0	2.9	2.0	2.5
3.0	3.5	1.6	1.0	1.5	1.0	0.8	0.7	0.6	1.0	1.8	1.6	1.7	1.8	1.0	1.0	1.8
4.2	4.0	1.0	1.2	1.4	0.6	0.7	0.5	0.6	0.7	0.8	1.7	2.2	2.4	3.0	3.0	3.6
4.2	4.3	1.9	2.2	3.6	3.0	3.8	3.0	2.2	2.5	2.6	2.7	2.8	2.0	2.0	2.0	3.0

Required:

(i) Prepare frequency table with the data of weights of fishes using suitable class interval.

(ii) Draw a frequency curve of the data.

(iii) Find number of fishes with weights less than 2 kg.

(iv) Find number of fishes of weights 3 kg and above

(v) Also draw an ogive of the data.

Assignment # 2

স্কুল অব বিজনেস

MBA 2307

Bangladesh Open University

MBA Program

Semester: 232 (2nd Level)

Course: Business Statistics for Decision Making **Due on: September 25, 2026**

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

1. (a) Define measure of central tendency and measure of location. Why they are so called? Write down different between measure of central tendency and measure of location.

   (b) The following data represent the distribution of daily wages of some workers:

Class interval of wages	<80	80-90	90-100	100-110	110-120	120-130	130+
No. of workers	5	45	48	52	35	20	45

   Required:

   (i) Find maximum wage of first 30 percent low paid workers.

   (ii) Find minimum wage of last 30 percent high paid workers.

   (iii) Find the average wage of major group of workers.

2. (a) What is meant by mean deviation? Show that mean deviation is least when deviation is measured from median.

   (b) Show that mean square deviation is minimum if deviation is measured from mean.

   (c) Given two frequency distributions as follows:

Class interval	20-25	25-30	30-35	35-40	40-45	45-50
Frequency, f_{1i}	4	17	32	18	10	6
Frequency, f_{2i}	15	18	21	33	47	12

   Required:

   Calculate co-efficient of variation and comment on it.

3. For each of the following scenarios indicate which is the predictor variable and which is the response variable.

   (a) A study examined consumption levels of oil and carbon dioxide emissions for a sample of counties.

   (b) Data were collected on job performance rating and hours of training for a sample of employees at a telecommunications repair facility.

   (c) Salary data as well as years of managerial experience were collected for a sample of executives in the high tech industry.

4. (a) What are the advantages of Spearman's rank correlation coefficient over Karl Pearson's correlation coefficient? Explain the method of calculating Spearman's correlation coefficient.

   (b) The following table gives the distribution of the total population and those who are wholly or partially blind among them.

Age	No. of Persons ('000)	Blind
0-10	100	55
10-20	60	40
20-30	40	40
30-40	36	40
40-50	24	36
50-60	11	22
60-70	6	18
70-80	3	15

Required:

Find out if there is any relation between age and blindness.

Assignment # 3

স্কুল অব বিজনেস

MBA 2307

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Business Statistics for Decision Making **Due on: October 23, 2026**

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

1. (a) What is regression analysis? How does it differ from correlation? Why there are, in general, two regression equations?

   (b) You are given the following sample data for variables x and y:

x (independent)	y (dependent)
1	16
7	50
3	22
8	59
11	63
5	46
4	43

Required:

(i) Construct a scatter plot for these data and describe what, if any, relationship appears to exits.

(ii) Compute the regression equation based on these sample data and interpret the regression coefficients.

(iii) Based on the sample data, what percentage of the total variation in the dependent variable can be explained by the independent variable?

2. (a) "Index Numbers are economic barometers" Explain.

   (b) Explain briefly: Time Reversal and Factor Reversal Tests of index number. Indicate whether the following index numbers satisfy one or other of these tests: Laspeyres', Paasche's, Marshall-Edgeworth's and Fisher's Ideal index numbers.

   (c) Calculate the price index numbers by (i) Paasche's method, (ii) Laspeyre's method, (iii) Bowley's method, (iv) Fisher's ideal formula.

Commodities	2019		2020	
	Price (Tk.)	Quantity (Kgs.)	Price (Tk.)	Quantity (Kgs.)
A	20	8	40	6
B	50	10	60	5
C	40	15	50	10
D	20	20	20	15

3. (a) Define normal distribution. Write down the chief characteristics of normal distribution.

(b) A recent survey of local cell phone retailers showed that of all smart phones sold last month, 64% of buyers also owned a tablet of laptop, 28% also owned an iPod type music player and 22% owned both.

Required:

(i) What is the probability that a smart phone buyer also owned a tablet/ laptop or a music player?

(ii) What is the probability that a smart phone buyer did not also own either a tablet/ laptop or a music player?

(iii) Is a smart phone buyer owning a tablet/laptop in addition to a music player mutually exclusive? Explain.

(c) A small manufacturing company recently instituted Six Sigma training for its employees. Two methods of training were offered: online and traditional classroom. Management was interested in whether the division in which employees worked affected their choice of method. Below is a table summarizing the data.

	Sales	Quality	Operations	Total
Traditional	16	10	8	34
Online	35	23	44	102
Total	51	33	52	136

Required :

(i) What is the probability that an employee chose online training?

(ii) What is the probability that an employee is in the quality division and chose online training?

(iii) What is the probability that an employee chose online training given that he/she is in the sales division?

4. (a) Explain clearly the meaning of Time series Analysis. Mention its important components. Explain these components with examples, indicating the importance of each component in business.

(b) The number of faculty-owned personal computers at the University of Ohio increased dramatically between 2011 and 2016:

Year	2011	2012	2013	2014	2015	2016
Number of PCs	50	110	350	1020	1950	3710

Required:

(i) Develop a linear estimating equation that best describes these data.

(ii) Develop a second-degree estimating equation that best describes these data.

(iii) Estimate the number of PCs that will be in use at the university in 2019, using both equations.

(iv) If there are 8,000 faculty members at the university, which equation is the better predictor? Why?

Assignment - 1	স্কুল অব বিজনেস	MBA 2308

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Organizational Behavior **Due on: August 14, 2026**

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/EyyaIv2YTMQCNnBRMpyEou*) if you haven't yet joined.*

Questions

1. (a) How do you analyze the behavioral pattern at the most recent organization you have been associated with? A manager needs a conceptual framework and a specific model for attaining the goals of understanding, predicting and controlling organizational behavior. Justify the statement.
   (b) Many managers believe that empowerment is the key to a successful total quality organization. What is the reason behind this statement? Defend your answer.
   (c) How does a learning organization differ from a traditional organization? What impact do these differences have on the way people are managed?
2. (a) Define values and their importance in the workplace. How do values vary across different cultures?
   (b) Define attitudes and discuss the components and types of attitudes. How is the A-B relationship measured, and what are the methods for measuring job satisfaction?
   (c) Define personality and its determinants. Discuss the Big Five model and its relevance to organizational behavior.
3. (a) Personality is a pattern of stable states and characteristics of a person that influences his or her behavior toward goal achievement. Comment.
   (b) As an HR manager, how would you manage an employee whose independent and assertive work style is influenced by their cultural background, especially when the employee consistently outperforms colleagues who work diligently but display less initiative and enthusiasm?
   (c) What are the major elements of the self-concept? How can this analysis contribute to a better understanding of organizational behavior? Illustrate through examples how is human personality influenced by situational factors?

Assignment - 2

স্কুল অব বিজনেস

MBA 2308

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Organizational Behavior **Due on: September 25, 2026**

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

1. (a) Define leadership and discuss the trait theory of leadership.
   (b) Explain behavioral theories of leadership and contingency theories of leadership.
   (c) Discuss contemporary issues in leadership, focusing on the trait foundation of leadership and inspirational approaches to leadership.

2. (a) What is conflict? Differentiate between functional and dysfunctional conflicts. Describe the conflict process?
   (b) Discuss conflict resolution techniques and conflict stimulation techniques.
   (c) Define negotiation and describe different bargaining strategies. What are some key issues in negotiation?

3. Read the following passage and answer the questions that follow:

   Case Study: Managing Workplace Conflict

   ABC Bank Ltd. in Bangladesh introduced a new digital banking system to improve customer service. However, conflicts soon arose between the Operations and IT departments. The Operations team blamed the IT department for frequent system failures, while the IT team argued that employees were not properly trained to use the new system. Instead of discussing the issues openly, both departments blamed each other, leading to poor communication, reduced teamwork, and delays in customer service.

   The HR Manager organized a conflict resolution meeting where both departments were encouraged to openly discuss their concerns and jointly identify solutions. After several meetings, communication improved, employees cooperated more effectively, and customer complaints declined.

   Questions:

   (a) What were the major causes of conflict in this case?
   (b) If you were the HR Manager, what strategies would you recommend to prevent similar conflicts in the future?

Assignment - 3

স্কুল অব বিজনেস

MBA 2308

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Organizational Behavior **Due on: October 23, 2026**

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

1. (a) How would you motivate a colleague who is self-demotivated and has a pessimistic approach in general?
   (b) Which do you think to be more conducive for the development of your organization Theory X or Theory Y, and why?
   (c) Under the motivation-hygiene theory, what would you categorize salary and interpersonal relations – as motivators or demotivators, and why?

2. (a) Distinguish between strong culture and weak culture. How does culture begin in an organization? Explain.
   (b) What factors 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 questions that follow:

   Case Study: Performance-Based Pay at PRAN-RFL Group

   PRAN-RFL Group, one of the largest manufacturing companies in Bangladesh, wanted to improve employee performance and retain talented young professionals. Traditionally, salary increments were given once a year based mainly on seniority. However, the management noticed that many employees lost motivation after receiving their annual increment, while high-performing young employees expected quicker recognition for their contributions.

   To address this issue, the company introduced a performance-based reward system. Instead of relying only on annual salary increments, employees could receive quarterly performance bonuses, spot awards, and fast-track salary reviews based on outstanding performance. Initially, employees welcomed the new system, and productivity increased. Many young employees appreciated the regular feedback and rewards.

   After one year, however, some concerns emerged. Employees who did not receive frequent rewards felt that the system lacked transparency and fairness. Some managers found it difficult to evaluate performance objectively, while the HR department faced challenges in maintaining internal pay equity and controlling compensation costs. Senior employees also believed that experience was receiving less recognition than individual performance.

   The HR Director is now reviewing the compensation system to ensure that it motivates employees while maintaining fairness and organizational sustainability.

   Questions:

   (a) What are the advantages and disadvantages of introducing frequent performance-based rewards instead of annual salary increments?
   (b) How can the HR department ensure fairness and transparency in implementing a performance-based compensation system?
   (c) If you were the HR Director, what recommendations would you make to improve the compensation system while maintaining employee motivation and controlling organizational costs?

Assignment # 1

স্কুল অব বিজনেস

MBA 2309

Bangladesh Open University

MBA Program

Semester: 232 (2nd Level)

Course: Human Resource Management **Due on: August 14, 2026**

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/EyyaIv2YTMQCNnBRMpyEou*) if you haven't yet joined.*

Questions

1. (a) What do you mean by human resource management? Discuss in brief the major functions of human resource management.

   (b) Change is the law of nature. The software you are using is getting out-dated or your employees need upskilling. It is all part of the deal. Uncertainty can make your staff worried. Therefore, it is on you to make every transition possible in a comfortable manner. Explain your own views.

2. (a) What do you mean by human resource planning? Describe the process of human resource planning.

   (b) Discuss in brief the factors affecting forecasting demand of employees in your own organization.

3. **Read the following passage and answer the required questions:**

   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) Discuss the selection process of the organization to hire new employees for a higher-level post.

Assignment # 2

স্কুল অব বিজনেস

MBA 2309

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Human Resource Management **Due on: September 25, 2026**

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

1. Define the terms ‘Learning’, ‘Training’, and ‘Development’. Distinguish between on-the job and off-the job training. Explain the methods of off-the job training.

2. What is performance appraisal? Describe the steps of performance appraisal.

3. Read the flowing case and answer the required questions:

   Adam, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Roy's assigned mentor was not around hence, Adam was unable to make an official introduction for Roy to meet up with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy. Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy. Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly. One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how is he doing and if he has adapted well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy. On the very day, a buddy- Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor. Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect. The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week. Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Questions:

(a) On an HR practitioner point of view, what should Adam do to resolve the issue?

(b) Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something?

(c) What role does Roy's manager play in this issue and should he be implicated?

Assignment # 3

স্কুল অব বিজনেস

MBA 2309

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Human Resource Management **Due on: October 23, 2026**

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

1. Read the flowing case and answer the required questions:

Management and the Union united

The managing director of Sky Timber Industries Ltd, Akram Hossain, pushed his chair back from the gleaming Oak table. ‘Well, I guess that’s it. We are agreed that we stand united against the environmentalists and their opposition to logging the region’s old growth forests?’

‘Absolutely, Akram. The union is 100 per cent with you on this. If that mob os protesters is successful, it’s going to cost the jobs of hundreds of my members. Unemployment is already a major problem and I don’t want to see it get worse’, grumbled Abdur Rahman, Secretary of the United timber worker Union.

‘I agree Akram, these long-haired hippies and radicals from the big cities just don’t understand. The logging industry in this area generates more than Tk. 2 billion worth of business and supports more than 10,000 jobs. But what do the protesters care? All they worry about is that the habitat of some bug that no one has ever heard of might be threatened’.

‘Yeah!’ snapped Rahman, ‘that mob never thinks about the workers and their families and what’s going to happen to them’.

‘The one problem as I see it’, interrupted Jareen Ahmed, HR manager, ‘is that more than 70 per cent of the community is against us’.

‘So what?’ snapped Rahman. ‘The public are fools. They’ve been misled by all the environmentalist propaganda’.

‘You can say that again, Rahman. Their new releases are straight –out lies. It’s a disgrace ‘, added Akram angrily.

‘Look, if we don’t fight this together ‘, barked Akram, ‘there will be no Sky Timber Industries, no timber workers and no bloody union!’

Questions:

(a) If you were Jareen, what would you do?

(b) What ethical issues are raised in this case?

(c) Identify the key stakeholders and their interests.

Assignment - 1	স্কুল অব বিজনেস	MBA 2310

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Managerial Economics **Due on: August 14, 2026**

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/EyyaIv2YTMQCNnBRMpyEou*) if you haven't yet joined.*

Questions

1. What is managerial economics? Discuss its scope and objectives.

2. Differentiate between positive economics and normative economics with suitable examples.

3. Suppose Bangladesh experiences a significant increase in per capita income. Which industries are likely to benefit the most? Justify your answer using the concept of income elasticity.

4. ABC Lifestyle Ltd. is a Bangladeshi company selling three product categories:
   - Premium imported chocolates
   - Basic rice and lentils
   - Low-cost instant noodles

   Recently, Bangladesh has experienced steady economic growth, increasing average household income by nearly 15%.

   Within six months, the company observed:
   - Sales of premium chocolates increased by 35%.
   - Sales of rice remained almost unchanged.
   - Sales of instant noodles declined by 18%.

   The management now wants to redesign its product portfolio and marketing strategy.

   Based on the above situation, answer the following questions:

   (a) Classify each product according to income elasticity.
   (b) Explain why the demand for each product changed.
   (c) Explain how income elasticity helps firms forecast future demand.

Assignment - 2

স্কুল অব বিজনেস

MBA 2310

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Managerial Economics **Due on: September 25, 2026**

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

1. Define an indifference curve. Discuss the properties of indifference curves.

2. Differentiate between short-run and long-run production functions.

3. Discuss the relationship among total product (TP), average product (AP), and marginal product (MP) with a suitable diagram.

4. The following data show labor input and total product.

Labour	Total Product
0	0
1	15
2	34
3	54
4	70
5	80
6	84
7	83

Calculate marginal product and average product.

Assignment - 3

স্কুল অব বিজনেস

MBA 2310

Bangladesh Open University
MBA Program
Semester: 232 (2nd Level)

Course: Managerial Economics **Due on: October 23, 2026**

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

1. Define the total cost function. Explain the relationship among total cost, fixed cost, and variable cost.

2. Given the following total cost function:
   $TC=150+12Q+0.8Q^2$
   Find the fixed cost, variable cost, marginal cost, and average variable cost.

3. Compare perfect competition and monopoly market structure.

4. Choosing the Right Market Structure:

   Suppose, FreshSip Beverages Ltd. plans to launch a new fruit juice brand in Bangladesh. The management has conducted market research and identified three possible business strategies.

   Option A: Produce standardized bottled water identical to many existing brands. The market has numerous sellers, customers can easily switch brands, and prices are largely determined by the market.

   Option B: Develop a unique fruit juice using a patented production process. No close substitutes exist, and competitors cannot easily enter the market because of legal protection.

   Option C: Introduce premium fruit juices with attractive packaging, organic ingredients, and extensive advertising. Several competing brands already exist, but each differentiates its products through branding and quality.

   The company must choose the most appropriate market structure for its new product while ensuring long-term profitability.

   Based on the above situation, answer the following questions:

   (a) Identify the market structure represented by each option.
   (b) Justify your answer using the characteristics of each market structure.
   (c) Which option is likely to face the highest level of competition? Why?

Assignment # 1

স্কুল অব বিজনেস

MBA 4330

Bangladesh Open University

MBA Program

Semester 232 (4th Level- Major in Finance & Banking)

Course: Corporate Finance **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) "A company can maximize its profits without maximizing its shareholders' wealth." Do you agree? Justify your answer by discussing the objectives of corporate finance.

   (b) Three entrepreneurs in Bangladesh plan to establish separate businesses. Rahim opens a local grocery shop alone, Karim starts an accounting consultancy with two friends, and Nabila launches a technology startup that aims to expand internationally and attract foreign investors. Identify the most appropriate form of business organization for each entrepreneur, justify your choice and compare the costs and benefits of each form in terms of ownership, liability, taxation, financing, and continuity.

   (c) Imagine you have just been appointed as a member of a company's board of directors. What key responsibilities would you perform to ensure good corporate governance?

2. (a) One of the implicit assumptions we made in calculating the external funds needed was that the company was operating at full capacity. If the company is operating at less than full capacity, how will this affect the external funds needed? Explain.

   (b) Suppose a company is preparing its five-year financial plan. The management team decides to begin by forecasting future sales before estimating costs, investments, and financing needs. As a financial consultant, explain why sales forecasts serve as the foundation of long-term financial planning.

   (c) The CEO of Mahmud Company wants to know how fast the company can grow using only internally generated funds. Given that the company earns a 13% ROE and follows a 21% dividend payout policy, calculate the sustainable growth rate and discuss its significance for long-term financial planning.

3. (a) "Financial Planning is an iterative process. Plans are created, examined, and modified over and over". Do you agree with this statement? Explain.

   (b) You have recently been appointed as the Chief Financial Officer (CFO) of Grenoble Enterprises. The CEO has asked you to prepare a cash budget for May, June, and July to ensure that the company maintains sufficient liquidity while meeting all operational and financial obligations. The following information is available:

   Sales were $50,000 in March and $60,000 in April. Forecast sales are: May: $70,000, June: $80,000, July: $100,000. The company begins May 1 with a cash balance of $5,000 and wishes to maintain a minimum cash balance of $2,300. Additional information is: 20% of sales are cash sales. 60% of sales are collected one month after the sale. The remaining 20% are collected two months after the sale. Other monthly cash receipts amount to $2,400. Cash purchases are expected to be: May: $50,000, June: $70,000, July: $80,000. Monthly rent is $3,000. Wages and salaries equal 10% of the previous month's sales. A $3,000 cash dividend will be paid in June. A $1,600 loan repayment (principal and interest) is due in June. New production equipment costing $6,000 will be purchased in July. Taxes of $1,200 must be paid in June.

   Required:

   (i) Prepare a monthly cash budget for May, June, and July.

   (ii) Identify any month(s) in which the company may experience a cash shortage or surplus

   (iii) Recommend appropriate financing or cash management strategies to maintain the desired minimum cash balance.

4. (a) A manufacturing company plans to expand its operations by acquiring expensive machinery. Instead of purchasing the equipment outright, the management is considering a leasing arrangement. As a financial consultant, evaluate whether leasing is an effective financing option and discuss how it can contribute to the company's capital structure.

   (b) "Leasing and borrowing both provide financing for acquiring assets, but they are not always interchangeable." Discuss this statement by comparing the two financing methods and explaining whether they are perfect substitutes.

   (c) Why might a firm choose to engage in a sale and leaseback transaction? Give two reasons.

Assignment # 2	স্কুল অব বিজনেস	MBA 4330

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in Finance & Banking)

Course: Corporate Finance **Due on: September 25, 2026**

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

1. (a) What are stock purchase warrants? What are the similarities and key differences between the effects of warrants and those of convertibles on the firm's capital structure and its ability to raise new capital?

   (b) Explain why convertible securities often carry lower interest or dividend rates than similar products with no conversion feature.

   (c) "Stock price volatility can both create opportunities and increase risks for holders of callable, convertible bonds." Critically discuss this statement by explaining the impact of increased stock price volatility on the bond's value.

   (d) Dinoo Mathur wishes to determine whether the $1,000 price asked for Stanco Manufacturing's bond is fair in light of the theoretical value of the attached warrants. The $1,000-par-value, 30-year, 11.5%-coupon-interest-rate bond pays annual interest and has 10 warrants attached for purchase of common stock. The theoretical value of each warrant is $12.50. The interest rate on an equal-risk straight bond is currently 13%.

   Required:

   (i) Find the straight value of Stanco Manufacturing's bond.
   (ii) Calculate the implied price of all warrants attached to Stanco's bond.
   (iii) Calculate the implied price of each warrant attached to Stanco's bond.

2. (a) What is meant by an efficient market? What are the three forms of efficient market?

   (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) Under what circumstances might you want to buy a call option and a put option? Which one has greater *potential* profit? Why?

3. (a) A company acquires a competitor, and the merger creates additional value for the combined business. However, the acquiring company's shareholders express dissatisfaction with the transaction. Explain how an acquisition that increases overall value can still be considered a poor deal for the acquirer.

   (b) Valdez Coffee Company is considering the cash acquisition of Mountain Creamery, Inc., for $750,000. The acquisition is expected to result in incremental cash flows of $100,000 in the first year, and this amount is expected to grow at a 6 percent compound rate. In the absence of the acquisition, Valdez expects net cash flows (after capital expenditures) of $600,000 this year, and these are expected to grow at a 6 percent compound rate forever. At present, suppliers of capital require a 14 percent overall rate of return for Valdez Coffee Company. However, Mountain Creamery is much riskier, and the acquisition of it will raise the company's overall required return to 15 percent.

Required:

(i) Should Valdez Coffee Company acquire Mountain Creamery, Inc.?

(ii) Would your answer be the same if the overall required rate of return stayed the same?

(iii) Would your answer be the same if the acquisition increased the surviving company's growth rate to 8 percent forever?

4. (a) Adiv Finance Corporation has received a request from a customer to lease a fire truck. If the cost of the vehicle is Tk. 3,000,000, determine the monthly lease payments based on the following parameters: lease term is 5 years, interest rate is 10%, and estimated salvage value at the end of the lease is Tk. 500,000. Determine the monthly payment assuming that payments are made at the end of the month.

(b) Are poison pills good or bad for stockholders? How do you think acquiring firms can get around poison pills?

(c) 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	$75,000
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 this company's Z-score, and what does it mean?

Assignment # 3

স্কুল অব বিজনেস

MBA 4330

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Corporate Finance **Due on: October 23, 2026**

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

1. Roushan Marine Products, a manufacturing company, just issued a 10.5% coupon interest rate, Tk. 1,000-par, 16-year bond paying annual interest and having 25 warrants attached for the purchase of the firm's stock. The bonds were initially sold for their Tk. 1,000 par value. When issued, similar-risk straight bonds were selling to yield a 11% rate of return. The straight value of the bond would be the present value of its payments discounted at the 11% yield on similar-risk straight bonds.

   Required:

   (a) Calculate the implied price of the warrant.

   (b) One of the implicit assumptions we made in calculating the external funds needed was that the company was operating at full capacity. If the company is operating at less than full capacity, how will this affect the external funds needed? Explain.

2. Appollo Corporation is considering a merger with the Marco Company. Marco is a publicly traded company, and its current beta is 1.30. Marco has been barely profitable, so it has paid an average of only 20% in taxes during the last several years. In addition, it uses little debt, having a debt ratio of just 25%. If the acquisition were made, Appollo would operate Marco as a separate, wholly owned subsidiary. Appollo would pay taxes on a consolidated basis, and the tax rate would therefore increase to 35%. Appollo also would increase the debt capitalization in the Marco subsidiary to 40% of assets, which would increase its beta to 1.47. Appollo's acquisition department estimates that Marco, if acquired, would produce the following net cash flows to Appollo's shareholders: Year Net Cash Flows (Tk.) 1 600,000 2 620,000 3 750,000 4 250,000 5 and beyond Constant growth at 6%. These cash flows include all acquisition effects. The market risk premium is 6%. The risk-free rate is 8%.

   Required:

   (a) What discount rate should be used to discount the estimated cash flows?

   (b) What is the taka value of Marco to Appollo?

3. Mahmud Pharmaceuticals Ltd. intends to acquire a new automated packaging system costing $8,500,000. The equipment has a useful life of six years with an estimated salvage value of $230,000. Depreciation will be calculated using the straight-line method. The corporate tax rate is 32%. The company can either purchase the new automated packaging system by obtaining a six-year bank loan for the full purchase price at an interest rate of 11% with equal annual repayments, or take a Lease with an annual lease payment of $1,750,000. Lease payments are fully tax-deductible.

   Required:

   (a) Determine the annual after-tax cash outflows under each financing alternative.

   (b) Recommend the better financing option with supporting calculations.

Assignment # 1

স্কুল অব বিজনেস

MBA 4331

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Investment Analysis and Portfolio Management **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Divide your life from ages today to 60 into 5-year segments and forecast the likely saving or borrowing patterns during each period and make a summary plan of your investment. Do you think that the expected saving-borrowing pattern and investment plan would be differ by age, occupation, lifestyle and investment plan? Justify your answer.

   (b) Draw a properly labeled graph of the security market line (SML) and indicate where you would expect the following investments to fall along that line. Discuss your reasoning.

   (i) Common stock listed as A-category in DSE;
   (ii) T-bonds/T- bills;
   (iii) Corporate bonds;
   (iv) Common stock listed as Z-category in DSE.

2. Find general information for Grameenphone PLC (GP) and Square Pharmaceuticals PLC (SQURPHARMA), two leading companies listed in the telecommunications and pharmaceutical industries, respectively.

   Required:

   (i) On which stock exchange(s) are these companies traded?
   (ii) Compare their sales (revenue) and earnings growth over the last three years.
   (iii) How have their share prices performed over the past six months (assuming ending price of 30th January to 30th June, 2026)?
   (iv) What are the major factors influencing the recent performance of each company's stock?
   (v) Based on publicly available research reports and market opinions, are analysts recommending investors buy, hold, or sell these stocks?
   (vi) Which company would you recommend for a long-term investor? Justify your answer with financial and market information.

3. What is portfolio? As an investor, why do you hold diversified portfolios?

4. Using the monthly ending share prices of Grameenphone PLC (GP) and Square Pharmaceuticals PLC (SQURPHARMA) listed on the Dhaka Stock Exchange (DSE) Ltd., complete the following tasks. Assume that the monthly percentage price returns are calculated using the closing prices on 30 January, 28 February, 31 March, 30 April, 31 May, and 30 June 2026.

   Required:

   (a) Collect the monthly ending share prices of GP and SQURPHARMA from 30 January 2026 to 30 June 2026 and compute the monthly percentage price return for each stock.

   (b) Calculate the average (mean) monthly return and the standard deviation of monthly returns for each stock.

   (c) Compute the covariance and correlation coefficient between the monthly returns GP and SQURPHARMA. Interpret the relationship between the two stocks.

   (d) Assume an equally weighted portfolio (50% GP and 50% SQURPHARMA). Compute the average monthly return, and the standard deviation (risk) of the portfolio.

   (e) Prepare a risk–return scatter diagram and plot the risk and return of GP, SQURPHARMA, and the equally weighted portfolio using horizontal axis (X-axis): Standard deviation of monthly returns (Risk) and vertical axis (Y-axis): Average monthly return.

   (f) Based on your calculations, discuss whether portfolio diversification has reduced investment risk compared with investing in either stock individually. Support your answer using the calculated returns, standard deviations, and correlation coefficient.

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance)

Course: Investment Analysis and Portfolio Management **Due on: September 25, 2026**

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

Questions

1. (a) You expect a risk free return (RFR) of 10 percent and the market return (RM) of 14 percent. Compute the expected return for the following stocks, and plot them on an SML graph.

Stock	Beta $E(R_i)$
U	0.85
N	1.25
D	–0.20

(b) You ask a stockbroker what the firm's research department expects for these three stocks. The broker responds with the following information:

Stock	Current Price	Expected Price	Expected Dividend
U	22	24	0.75
N	48	51	2.00
D	37	40	1.25

Plot your estimated returns on the graph from Part a, and indicate what actions you would take with regard to these stocks. Explain your decisions.

2. What is the arbitrage pricing theory (APT) and how is it similar and different from the capital asset pricing model (CAPM)?

3. With proper citations, review the related literature that was identified by researchers on the relationship between stock prices and various monetary variables that are influenced by monetary policy.

4. Present the graph of the business cycle and identify the different stages. Explain which industry groups typically perform well in the different stages. Discuss the reasons of performance.

5. What is the difference between a true growth company and a growth stock?

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance)

Course: Investment Analysis and Portfolio Management **Due on: October 23, 2026**

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

Questions

1. What are the five major classes of bond portfolio management strategies?
2. What are three techniques for constructing a passive index portfolio?
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 portfolios are being considered for investment. During the period under consideration, RFR = 0.07.

Portfolio	Return	Beta	σ_i
P	0.15	1.0	0.05
Q	0.20	1.5	0.10
R	0.10	0.6	0.03
S	0.17	1.1	0.06
Market	0.13	1.0	0.04

Required:

(a) Compute the Sharpe measure for each portfolio and the market portfolio.

(b) Compute the Treynor measure for each portfolio and the market portfolio.

(c) Rank the portfolios using each measure, explaining the cause for any differences you find in the rankings.

Assignment # 1

স্কুল অব বিজনেস

MBA 4332

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Bank Management and Financial Services **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

<u>Questions</u>

1. (a) Evaluate the strategic rationale for banks transforming into universal financial-service conglomerates. Discuss the benefits and risks of financial conglomeration from the perspectives of customers, banks, regulators, and the economy.

   (b) How has digital transformation accelerated the convergence of banking and other financial services? Do you believe universal banking enhances financial stability or increases systemic risk? Support your argument with real-world examples.

   (c) In 2038, fintech companies account for over 70% of retail financial transactions in a country. Customers prefer fintech platforms because they offer faster services, lower fees, and personalized financial advice using AI. Traditional banks are losing customers but still dominate corporate lending.

   Questions:

   (i) Why are customers shifting from traditional banks to fintech companies?
   (ii) What competitive strategies should traditional banks adopt?
   (iii) Should banks collaborate with fintech firms or compete against them? Justify your answer.
   (iv) How should regulators ensure financial stability in this environment?
   (v) What management changes should banks implement today to remain competitive?

2. (a) "Why should banks and other corporate financial firms be concerned about their level of profitability and risk exposure?"

   (b) Suppose that a bank is expected to pay an annual dividend of BDT4 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) A bank reports that the total amount of its net loans and leases outstanding is BDT936 million, its assets total BDT1,324 million, its equity capital amounts to BDT110 million, and it holds BDT1,150 million in deposits, all expressed in book value. The estimated market values of the bank's total assets and equity capital are BDT1,443 million and BDT130 million, respectively. The bank's stock is currently valued at BDT60 per share with annual per-share earnings of BDT2.50. Uninsured deposits amount to BDT243 million and money-market borrowings total BDT132 million, while nonperforming loans currently amount to BDT43 million and the bank just charged off BDT21 million in loans. Calculate as many of the risk measures as you can from the foregoing data.

3. (a) Is a zero Interest-Sensitive Gap always the best strategy for a commercial bank? Why or why not? Can a bank intentionally maintain a positive or negative gap to increase profitability? Under what economic conditions?

   (b) How can incorrect gap management threaten a bank's profitability and financial stability? Should regulators monitor banks' interest-sensitive gaps more closely during periods of volatile interest rates? Defend your opinion.

   (c) National Bank reports interest-sensitive assets of BDT870 million and interest-sensitive liabilities of BDT625 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?

Assignment # 2

স্কুল অব বিজনেস

MBA 4332

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Bank Management and Financial Services **Due on: September 25, 2026**

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

1. (a) Following rumors about the banking sector, thousands of customers rush to withdraw their deposits. Meanwhile, businesses continue requesting loans, and the bank must also meet regulatory reserve requirements.

Questions:

(i) Identify the different sources of liquidity demand faced by the bank.

(ii) Which source represents the most immediate liquidity risk?

(iii) How should the bank prioritize its liquidity management?

(iv) What role can the central bank play in this situation?

(v) What long-term policies should the bank adopt to avoid similar crises?

(b) Suppose that a bank faces the following cash inflows and outflows during the coming week: (i) deposit withdrawals are expected to total BDT33 million, (ii) customer loan repayments are expected to amount to BDT108 million, (iii) operating expenses demanding cash payment will probably approach BDT51 million, (iv) acceptable new loan requests should reach BDT294 million, (v) sales of bank assets Concept Check are projected to be BDT18 million, (vi) new deposits should total BDT670 million, (vii) borrowings from the money market are expected to be about BDT43 million, (viii) non deposit service fees should amount to BDT27 million, (ix) previous bank borrowings totaling BDT23 million are scheduled to be repaid, and (x) a dividend payment to bank stockholders of BDT140 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 BDT19 million in hot money deposits and other IOUs against which it will hold an 80 percent liquidity reserve, BDT54 million in vulnerable funds against which it plans to hold a 25 percent reserve, and BDT112 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 BDT117 million, but have recently reached BDT132 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, BDT3,502 million; cash and deposits held at other banks, BDT633 million; Federal funds sold BDT48 million; U.S. government securities, BDT185 million; Federal funds purchased, BDT62 million; demand deposits, BDT988 million; time deposits, BDT2,627 million; and total assets, BDT4,446 million. How many liquidity indicators can be calculated from these figures?

   (b) Sonali Bank PLC has experienced rapid growth in deposits during the last quarter. Bangladesh Bank has instructed all scheduled banks to maintain the required Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR). The bank's Treasury Division is concerned about maintaining sufficient liquidity while maximizing profitability.

   Questions:

   (i) What is the principal goal of money position management in a commercial bank?

   (ii) Why is maintaining adequate liquidity important for banks in Bangladesh?

   (iii) How do CRR and SLR influence a bank's money position?

   (iv) If you were the Treasurer of Sonali Bank, what strategies would you adopt to maintain both liquidity and profitability?

   (v) What challenges might arise if Bangladesh Bank tightens monetary policy?

   (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 BDT600 million in loans 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 loans simply replace securities, 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 BDT5,100 + 600 = BDT5,700.

Assignment # 3

স্কুল অব বিজনেস

MBA 4332

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Bank Management and Financial Services **Due on: October 23, 2026**

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

1. (a) Following severe flooding, Rajshahi Krishi Unnayan Bank (RAKUB) launches a special agricultural loan program for farmers to restore crop production. The government encourages banks to support the agricultural sector through concessional lending.

Questions:

(i) How can agricultural lending contribute to rural economic development?

(ii) What factors should the bank consider before approving agricultural loans?

(iii) What challenges do banks face in agricultural financing in Bangladesh?

(iv) Should the government provide guarantees for agricultural loans? Justify your answer.

(v) How can technology improve agricultural credit monitoring?

(b) A young entrepreneur applies for a BDT 2 crore SME loan to establish a food processing factory in Gazipur. The applicant has a good business idea but limited collateral. Financial statements show positive projected cash flows, while the industry is experiencing moderate growth.

Questions:

(i) What are the three major questions a lender should consider before approving this loan?

(ii) Evaluate the application using the 6 Cs of Credit.

(iii) Which of the 6 Cs should receive the greatest emphasis? Why?

(iv) Would you approve the loan? Support your decision.

(v) What additional information would you request before making the final decision?

2. (a) A private commercial bank conducts its annual loan review. Out of 500 corporate loans:

- 40 loans show declining cash flow.
- 25 borrowers have violated loan covenants.
- 15 loans are overdue by more than 90 days.

The Board asks the Credit Committee to recommend corrective actions.

Questions:

(i) Which loans should receive immediate attention? Why?

(ii) What procedures should the loan review committee follow?

(iii) How can early loan review reduce future non-performing loans?

(iv) What role does Bangladesh Bank play in monitoring credit quality?

(v) Recommend three actions to strengthen the bank's credit portfolio.

(b) Crockett Manufacturing and Service Company is a well-established manufacturer of household appliances in Bangladesh. To finance its short-term working capital needs, the company has approached its principal commercial bank for a secured line of credit. The company currently holds an inventory of dryers and washing machines with an estimated market value of BDT 25 million, which it expects to sell over the next six months. In addition, Crockett reports accounts receivable amounting to BDT 12.65 million from reputable retail dealers.

The lending bank follows standard collateral lending guidelines, under which inventory is generally accepted at 30–50% of its market value, while accounts receivable are accepted at 50–80% of their value, depending on their quality and collectability.

Questions:

(i) Based on the bank's collateral lending guidelines, determine the minimum and maximum amount of loan or line of credit that Crockett Manufacturing is likely to receive.

(ii) Explain how the quality and liquidity of inventory and accounts receivable influence the amount of credit the bank is willing to extend.

(iii) If a significant portion of the accounts receivable becomes overdue, how would this affect the firm's borrowing capacity? Explain your reasoning.

(iv) As the credit manager of the bank, what additional information would you require before approving the loan application?

(v) Recommend two strategies Crockett Manufacturing could adopt to improve its borrowing capacity and strengthen its relationship with the lender.

Assignment # 1

স্কুল অব বিজনেস

MBA 4333

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Development of Financial Markets and Institutions **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. Bangladesh is planning to attract more foreign investment to accelerate economic growth. However, investors are concerned about the efficiency of the country's financial system.
   (a) Identify the components of the financial system involved in this scenario.
   (b) Explain how financial institutions facilitate investment.
   (c) Discuss how globalization can influence the country's financial markets.
   (d) Suggest two measures to improve market efficiency.

2. A manufacturing company needs Tk. 500 million for expansion. It can either borrow from a bank or issue securities directly to investors.
   (a) Which financing method involves financial intermediation?
   (b) Distinguish between direct and indirect financing.
   (c) Explain the role of financial markets in this process.
   (d) Recommend the most suitable option with justification.

3. Inflation in Bangladesh rises to 10% due to excessive money supply. Bangladesh Bank decides to take corrective measures.
   (a) Which monetary policy should Bangladesh Bank adopt?
   (b) Explain any two monetary policy tools applicable here.
   (c) How would the policy affect interest rates?
   (d) What impact may the policy have on commercial banks?

Assignment # 2

MBA 4333

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Development of Financial Markets and Institutions **Due on: September 25, 2026**

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

1. (a) A commercial bank experiences a temporary shortage of liquidity due to unexpected withdrawals. Which money market instruments can help the bank?
   (b) The Treasury is selling 91-day T-bills with a face value of $10,000. If the investor holds them until maturity, calculate the yield.

2. An investor purchased a bond with a 7% coupon rate. Later, market interest rates increased to 10%.
   (a) What will happen to the bond's market value?
   (b) Explain the relationship between bond prices and interest rates.
   (c) How might the investor respond to this situation?
   (d) Evaluate the risks associated with bond investments.

3. A Bangladeshi importer must pay $5,00,000 after three months. The importer fears depreciation of the Taka.
   (a) What exchange rate risk does the importer face?
   (b) Which foreign exchange transaction can reduce this risk?
   (c) Explain how the transaction works.
   (d) Assess its advantages and limitations.

Assignment # 3

স্কুল অব বিজনেস

MBA 4333

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Finance & Banking)

Course: Development of Financial Markets and Institutions **Due on: October 23, 2026**

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

1. (a) Differentiate between the Primary Stock Market and the Secondary Stock Market.
   (b) Explain the roles played by various Stock Market Participants (e.g., brokers, dealers, institutional investors) in ensuring market liquidity.
   (c) Suppose the central bank decides to raise interest rates to combat rising inflation. Evaluate the likely short-term and long-term impacts of this monetary policy shift on the performance of the Stock Market.

2. An investor expects the share price of a company to rise substantially in the near future.
   (a) Which option strategy would be appropriate?
   (b) Explain the characteristics of a call option.
   (c) Compare options and futures contracts.
   (d) Discuss the risks associated with options trading.

3. **Case Study:**

   Mr. Rahman, a 35-year-old bank officer in Dhaka, has recently become concerned about his financial future after retirement. He wants to build a retirement fund that will provide a stable income after the age of 60. At the same time, he wishes to earn a reasonable return on his savings while maintaining moderate risk.

   After consulting a financial advisor, he is considering investing in a pension fund and a mutual fund. He also purchases a life insurance policy to ensure financial protection for his family in case of unforeseen events. Meanwhile, the government is encouraging long-term savings and investment through various financial institutions, including pension funds, insurance companies, mutual funds, and investment banks.

   Mr. Rahman is now trying to determine which financial institutions and investment vehicles best suit his financial goals.

   Questions:

   (a) Identify the financial institutions involved in the case.
   (b) Explain how a pension fund can help Mr. Rahman achieve his retirement objectives.
   (c) Compare pension funds and mutual funds in terms of objectives, risk, liquidity, and returns.
   (d) If you were the financial advisor, which combination of financial products would you recommend to Mr. Rahman? Justify your answer.

Assignment - 1	স্কুল অব বিজনেস	MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: Business Research Methods **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Imagine you are a consultant for a commercial bank experiencing declining customer loyalty. Formulate an appropriate research problem and suggest the most suitable research strategy.

   (b) A Multinational company dealing in pesticides hires a qualified business management graduate to expand its marketing activities. Most of the company's current employees are qualified chemists with a science background. During their first review meeting, the management graduate says that the "company should be involved in market research to get a better perspective of the problem at hand". On hearing this, one of the science graduates laughs and says, "There is no such thing as marketing or business research; research is combined with science alone." What would be your response? Explain.

   (c) A restaurant manager notices that customers often complain about slow service, but the staff insists they are working efficiently.

   Questions:

   (i) Would you recommend observation or a survey to investigate the problem? Justify your answer.

   (ii) Which research approach (qualitative or quantitative) would be more appropriate? Explain.

2. (a) Consider any research problem of interest to you. Structure it in terms of an appropriate hypothesis to be tested. Also mention the possible errors and recommendations associated with your hypothesis. Illustrate your answer with the help of a suitable example.

(b) A mobile banking company has introduced a new app with additional features. However, customer complaints have increased, and many users continue to use the older version of the application. Management wants to determine the reasons before redesigning the app.

Required:

(i) Define the research problem.
(ii) Formulate appropriate research question(s).
(iii) List the possible alternative answers.
(iv) Identify the unit(s) of analysis and variables of interest.

3. (a) Suppose you are researching employee job satisfaction in a multinational company with offices in Dhaka, Chattogram, Rajshahi, Khulna, and Sylhet. How would you design the sampling procedure to ensure fair representation from all locations?

(b) A list of 3000 voters of a ward in a city was examined to measure the accuracy of the age of individuals. A random sample of 300 names was taken, which revealed that 5 I citizens were shown with wrong ages. Estimate the proportion of voters who have a wrong description of age. Estimate the standard error of the estimate if the sampling is done (i) with replacement, (ii) without replacement.

4. (a) A researcher proposes the following study:

"The Effects of Social Media on University Students."

After reviewing the proposal, the supervisor comments:

- The research problem is too broad.
- The objectives are unclear.
- The methodology is inappropriate.
- The proposal lacks ethical considerations.

Required:

(i) Critically evaluate the supervisor's comments.
(ii) Suggest specific revisions for each weakness.
(iii) Explain how these changes would improve the overall proposal.

(b) A researcher proposes the following study:

"The Effect of Social Media Usage on Academic Performance of University Students."

However, the proposal contains no theoretical framework, and the hypotheses are based only on the researcher's personal opinions.

Required:

(i) Critically evaluate the weaknesses of the study.
(ii) Explain why a theoretical framework is essential for developing research hypotheses.
(iii) Suggest an appropriate theoretical framework and formulate suitable hypotheses.

Assignment - 2

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: September 25, 2026**

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

1. A manufacturing company surveyed **1,200 employees** regarding job satisfaction, work environment, compensation, and career development. During data entry, the research team discovered duplicate questionnaires, missing values, and inconsistent responses.

   Required:

   (i) Explain how editing should be performed before analysis.
   (ii) Develop a simple coding scheme for the questionnaire responses.
   (iii) Describe how the data could be classified and tabulated.
   (iv) Recommend appropriate methods for presenting the findings to senior management.

2. (a) A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

   What is the approximate standard deviation for years of teaching experience for this population?

   (b) Suppose we want to compare the mean lifetimes of two kinds of 9–volt batteries based on the following lifetime (in hours)

Brand A	6.9, 11.2, 14.0, 13.2, 9.1, 13.9, 16.1, 9.3, 2.4, 6.4, 18.0, 11.5
Brand B	15.5, 11.1, 16.0, 15.8, 18.2, 13.7, 18.3, 9.0, 17.2, 17.8, 13.0, 15.1

   Using the Mann-Whitney U test, test the hypothesis that there is no difference in the mean lifetime of the two kinds of batteries. You may choose a 5 per cent level of significance.

3. (a) Your organization is surveying to determine the consumption pattern of food items by households in Chittagong. You are the head of the computer division responsible for editing the raw data from the questionnaires and analyzing the same. A filled-out set of questionnaires has been sent to you. List out the points on which you would like to concentrate while editing the raw data.

(b) Define the population and Sampling unit for selecting a simple random sample in each of the following cases.

(i) Fifty voters of a constituency.

(ii) Twenty-five stocks from the Dhaka Stock Exchange.

(iii) Twenty students enrolled in University 'I'

(iv) One hundred depositors of a branch of a bank.

4. Suppose that a researcher is interested in consumer's attitude nutritional diet of a ready-to-eat cereal.

X_1: the amount of protein per standard serving

Like a pretest, the researcher obtains consumers' interval-scaled evaluation of the ten concept descriptions, on a preference rating scale ranging from 1, dislike extremely, up to 9, like extremely well. The data is given below:

Rater	Preference rating (Y)	Protein X_1	
1	3	4	$\sum Y = 43 \quad \bar{Y} = 4.3$
2	7	9	$\sum X_1 = 43 \quad \bar{X}_1 = 4.3$
3	2	3	
4	1	1	$\sum YX_1 = 247$
5	6	3	
6	2	4	$\sum X_1^2 = 255$
7	8	7	
8	3	3	
9	9	8	
10	2	1	

(i) Fit a linear regression model of Y on X_1.

(ii) Test the validity of the equation statistically.

(iii) What do you think of the strength of association?

5. An NGO conducted a study on women's entrepreneurship in rural Bangladesh. The research report was comprehensive, but community leaders had difficulty understanding the findings because the report contained too many technical terms. The NGO wanted to present the results to local stakeholders.

Required:

(i) Explain how the report could be made more user-friendly.

(ii) Recommend appropriate methods of presenting the findings to a non-technical audience.

(iii) Discuss how technology can help communicate research findings effectively.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: October 23, 2026**

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

1. A researcher records whether 25 consecutive bank customers use Mobile Banking (M) or Traditional Banking (T).

   The observations are:

   M, M, M, T, M, M, T, T, M, M, M, T, M, M, M, M, T, M, T, M, M, T, M, M, M

   Required:

   Using the Runs Test, examine whether the arrangement of Mobile Banking and Traditional Banking users is random at the 5% significance level.

2. In a farm experiment, two different treatments, A and B, were applied to four and five randomly selected plots, respectively. The yield from these plots is given below. Use an appropriate test to conclude that the two treatments do not affect the yield significantly.

   Treatment A: 17, 12, 16, 10
   Treatment B: 15, 8, 14, 9, 13

3. What are the limitations of regression analysis for forecasting? How can multiple regression be used to forecast some industries' sales?

4. During the online final examination period, a university's Learning Management System (LMS) crashed for several hours, preventing students from submitting their examinations on time. Students protested, and the university administration appointed a committee to investigate the incident.

   Required:

   (i) Prepare a descriptive report of the incident.
   (ii) Explain whether the report answers all the essential descriptive reporting questions.
   (iii) Recommend additional information that should be included before the report is submitted to the Vice-Chancellor.

5. A university prepared an Annual Graduate Employability Report. The report presents statistics on graduates' employment rates, salary levels, and employer feedback but does not analyze the reasons behind low employability or recommend strategies for improvement.

   Required:

   (i) Determine whether the report follows a descriptive approach or a problem-solving approach. Justify your answer.
   (ii) Critically evaluate the strengths and weaknesses of the report.
   (iii) If you were asked to rewrite the report, prepare a suitable contents outline.
   (iv) Explain the stages you would follow to improve the report's quality and usefulness.

Assignment # 1

স্কুল অব বিজনেস

MBA 4318

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: E-Marketing **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Explain how advances in internet and information technology offer benefits and challenges to consumers, businesses, marketers, and society in Bangladesh.

   (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) What is your observation regarding the term "Consumer Engagement to Content Marketing" in social networking sites in Bangladesh? Explain your ideas.

2. (a) Assume that you are the marketing manager of Shohoz.com, which is the market leader in distributing online tickets. How will you focus your company's electronic strategy and performance on your customers at the same time? Explain critically.

   (b) In what ways, as the marketing manager of Shohoz.com, do you consider the E-Marketing techniques of your company to contribute to its strategic E-Business Model? Discuss briefly.

   (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) What is a napkin plan? Give some real-life examples of such plans in the context of Bangladesh.

   (b) Bikroy.com is the largest Bangladeshi online marketplace, simplifying buying and selling vehicles, finding properties, getting jobs or recruiting employees, buying and selling mobile phones, purchasing electronic products, and much more. Construct a seven-step E-marketing plan of Bikroy.com, considering all these factors for its target customer.

Assignment # 2

স্কুল অব বিজনেস

MBA 4318

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: E-Marketing **Due on: September 25, 2026**

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

1. (a) What do you mean by Big Data?
   (b) As a marketing executive of bKash Bangladesh, 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 bKash Bangladesh.

2. (a) Why are millennials and kids important market segments for e-marketers? Describe the traits of the millennial generation in Bangladesh.
   (b) How can an e-marketer utilize Social Media information to segment customers based on activities, interests, and opinions as the psychographic variable workably? Discuss your assumptions.
   (c) Why would an e-marketer, for example, "Shwapno," a food and grocery company want to create or nurture a Website for building a community in Bangladesh? Discuss your ideas on how Shwapno is differentiating its offerings on the internet.

3. (a) What benefits are offered by Chaldal.com in terms of product benefits to its customers? Identify its attributes in an e-marketing perspective.
   (b) Discuss the branding decisions for Chaldal.com as an e-marketing website.
   (c) If Chaldal.com wants to add new product categories such as handloom-based fashion accessories and artifacts, how would it apply new product mix strategies in integrating offline and online offerings? Explain your answer rationally.

Assignment # 3	স্কুল অব বিজনেস	MBA 4318

Bangladesh Open University
MBA Program
Semester: 232 (4^{th} Level- Major in Marketing)

Course: E-Marketing **Due on: October 23, 2026**

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

1. (a) Which pricing strategy would you use to introduce a new product for wireless Web access? Why?
   (b) Internet technology allows a company to price the same product differently for different customers. What do you think 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?
   (c) "Segmented pricing can be effective when the market is segmentable". Discuss this argument focusing on the global ride-sharing service "Uber Bangladesh".

2. (a) How are restaurant retailers in Bangladesh utilizing Facebook and YouTube platforms for content marketing?
   (b) What is marketing public relations (MPR) regarding a website? With examples, discuss some widely used online sales promotion tools of any website you are attached.
   (c) "Facebook 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 Bangladesh in the last few years.

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

The Tale of Daraz: Shaping Bangladesh's Digital Future

Darazin Bangladesh is far more than a tale of online shopping; it's a blueprint for building an entire ecosystem. A decade ago, e-commerce was a novelty, a realm of cautious experiments and unproven promises. Today, it's a normalized part of daily life. Daraz was built with quiet, compounding investments in the unglamorous plumbing of the digital world. The journey began under challenging conditions, with low consumer trust and limited logistics. But Daraz, as the single largest high-tech industry investment in the local market, bet early that if trust, predictability, and a simple user experience lined up, habits would follow.

This "pipes first" approach is evident in innovations like its in-house logistics service, Daraz Express (DEX), which has grown to become one of the country's most advanced logistics networks, delivering products to remote districts from Rangpur to Cox's Bazar. The company's introduction of Digibox, a locally made, IoT-enabled solution for automated parcel storage and handover, further streamlined last-mile delivery. Daraz has also taken proactive steps to develop a holistic infrastructure, such as securing its own courier service license to extend logistics services to external parties and obtaining NOC approval for a Payment Service Provider (PSP) license to advance digital payment adoption.

The less visible, but equally profound, shift has been the empowerment of local entrepreneurs. Daraz's ecosystem provides a lifeline for small and medium-sized enterprises (SMEs), giving them access to a nationwide market previously out of reach. Through its free e-learning platform, Daraz University, thousands of sellers—many from rural and semi-urban backgrounds have been trained in digital literacy, marketing, and online operations. These efforts have democratized business opportunities and significantly lowered the barriers to entry for entrepreneurs nationwide. Beyond learning and training, Daraz’s strategic initiatives extend to its advertising solution, Daraz Marketing Solutions (DMS), which provides brands and SMEs with first-party data and on-site placements, ensuring a shorter path from impression to conversion.

The growth story also has a vital people component with more than 550,000 individuals working in the industry. The "dWomen" initiative, launched in mid-2024, is a comprehensive program aimed at empowering female employees of Daraz and setting a new standard for inclusivity in the corporate landscape. The program features "SheShines," which celebrates the achievements of outstanding female employees, an "Employee Dialogue Forum" for open discussion, and a mentorship program to guide junior female colleagues. This commitment to gender equity is a smart people strategy that drives success and innovation.

Bangladesh’s e-commerce market is now valued at approximately Tk91,260 crore, with millions of customers and thousands of entrepreneurs connected to its growth. But online sales still account for only 3%-5% of total retail. The immense opportunity ahead requires a continued focus on two key enablers; digital literacy and long-term investment. Just as the garments industry relied on infrastructure and a skilled workforce, e-commerce needs continued support to widen digital access, train new talent, and build a lasting foundation of trust.

Daraz today is not only a household name but also the preferred online destination for global and local brands. Recent onboarding of major brands like Hisense, Honor, Crocodile BD, New Zealand Dairy has strengthened our position as the go-to platform for authentic, high-quality products. This scale demonstrates our foresightful strategy, balancing rapid expansion with trust and sustainability. Daraz has demonstrated what’s possible when an enabling infrastructure, a bold vision, and patient execution converge. The job now is to make that direction national, not just corporate. Its commitment remains clear: to build a resilient and sustainable e-commerce ecosystem that benefits consumers, entrepreneurs and partners alike, and help shape e-commerce as a national engine of growth.

Questions:

(a) Assume you are the marketing manager of Daraz. Discuss the success factors of Darazin approaching e-marketing information systems.

(b) As the market leader in online market place, how is Daraz implementing differentiation and positioning strategies to develop its website to reach more customers in the staying maturity stage of its product life cycle? Analyze your observation critically.

(c) “Daraz 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.

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations **Due on: August 14, 2026**

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 the assignment(s).*
8. *Join the WhatsApp group (*https://chat.whatsapp.com/HOdR4M0VUN07m7EIx7Ljt0*) if you have not yet joined.*

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 hypothetical 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?

Assignment - 2

স্কুল অব বিজনেস

MBA: 4319

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations **Due on: September 25, 2026**

(Assignment is to be presented in your 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.

   (c) 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.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4319

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Marketing for Non-Profit Organizations **Due on: October 23, 2026**

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

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

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:

(i) 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.

(ii) 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.

(iii) 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.

(iv) 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.

(v) Microfinance Assistance – Some microfinance support programs are also seen. Interest-free microloans are offered to facilitate the establishment of small enterprises.

(vi) 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?

Assignment # 1

স্কুল অব বিজনেস

MBA 4320

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Integrated Marketing Communication **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Discuss the role of digital and social media in Integrated Marketing Communication. How has digitalization changed the traditional communication process?

   (b) "Integrated Marketing Communication is not merely about combining promotional tools; it is about delivering a unified brand experience." Discuss this statement with appropriate examples.

2. (a) Coca-Cola uses emotional storytelling during Ramadan and sports-themed campaigns during international tournaments. To what extent do these campaigns reflect the concept of message strategy and audience segmentation? Explain.

   (b) Why is it important for marketers to understand the hierarchy-of-effects model while designing advertising campaigns?

3. Daraz Bangladesh is preparing its annual "11.11 Campaign" and intends to communicate a consistent message across television, social media, influencers, and outdoor advertising.

   (a) Explain the factors that should be considered while selecting communication channels and media vehicles for the campaign.

   (b) Discuss how the integration of different media channels can contribute to campaign effectiveness and customer engagement.

Assignment # 2 **MBA 4320**

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Integrated Marketing Communication **Due on: September 25, 2026**

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

1. (a) Foodpanda Bangladesh frequently uses social media influencers, app notifications, and promotional discounts to communicate with customers. Analyze how these tools contribute to relationship building and customer engagement.

   (b) Why is understanding buyer behavior important in developing communication objectives and message appeals? Explain with examples.

2. (a) bKash has become one of the leading mobile financial service providers in Bangladesh. Explain how IMC can help maintain brand equity and customer loyalty in a highly competitive environment.

   (b) Discuss the ethical and social responsibilities that marketers should consider while building and managing brands. Illustrate your answer with suitable examples.

3. Assume, you are the communication manager of a newly established online learning platform named "LearnPro" that targets university students and young professionals.

   (a) Identify the major components that should be included in an IMC campaign plan to effectively position the brand.

   (b) Explain how message strategy, media selection, and digital communication tools can work together to achieve the communication objectives of LearnPro.

Assignment # 3

স্কুল অব বিজনেস

MBA 4320

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in Marketing)

Course: Integrated Marketing Communication **Due on: October 23, 2026**

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

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

Over the last decade, bKash has emerged as the leading mobile financial service provider in Bangladesh. Although the company enjoys strong brand recognition, increasing competition from Nagad and other digital payment platforms has made customer engagement and loyalty more challenging. To reinforce its position and promote digital transactions, bKash launched an integrated marketing campaign titled "*Cashless Bangladesh*".The campaign targeted young professionals, university students, and small business owners. The company used television commercials, YouTube advertisements, Facebook campaigns, and influencer marketing featuring popular content creators and celebrities. Promotional offers such as cashback and discount partnerships with restaurants and online shopping platforms were introduced to encourage transactions.

To enhance customer interaction, bKash launched a social media campaign with the hashtag *#PayWithbKash*, encouraging users to share stories about how digital payments simplified their daily lives. Interactive quizzes and contests were organized on Facebook, while point-of-sale materials and QR code displays were provided to partner merchants across the country. As a result, the campaign generated significant online engagement and contributed to increased digital transactions among younger consumers. However, many consumers in rural areas and older age groups still preferred cash-based transactions and were less responsive to digital communication efforts.

Questions:

(a) Analyze the IMC tools used by bKash in the "Cashless Bangladesh" campaign. How have these tools contributed to customer engagement and brand building?

(b) If bKash intends to attract rural consumers and older age groups, what changes should be made to its advertising message and media strategy? Justify your recommendations.

(c) Assume that you are the marketing manager of Nagad Bangladesh. How would you design an IMC plan to strengthen its competitive position against bKash?

Assignment # 1	স্কুল অব বিজনেস	MBA 4321

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Consumer Behavior **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Explain the statement: "Sales determine profit, and consumers' actions determine sales." Discuss its significance for business organizations.

   (b) Describe a recent important purchase that you made, like a mobile phone. To what extent can your purchase be described by the consumer decision-making process? How would you explain the deviation?

2. (a) Define a consumer behavior model. Explain the methods of model development with a diagram.

   (b) Summarize different influences on buying behavior as shown in the Allport consumer behavior model.

   (c) How may theory be useful to science? Discuss the criteria of a sound theory of buyer behavior with examples.

3. (a) Describe and criticize the Andreasen model of consumer behavior.

   (b) Discuss the importance of cultural study to a marketer.

   (c) Interview four members of one of the following subcultures. Identify the major ways, if any, that their consumption-related behaviors are unique because of their membership in that subcultural group.

   (i) Occupational subculture
   (ii) Singles subculture
   (iii) Subculture based on Age

4. (a) Identify and explain the reasons responsible for social change. Explain the ways in which modernization affects social organizations.

   (b) Interview a salesperson from one of the following product categories. Ascertain his perception of the social classes or status of his customers. Determine if his sales approach differs with different classes.

      (i) Cosmetics
      (ii) Women's dresses
      (iii) Toiletries

   (c) Briefly discuss the patterns of buying behavior among people across various social classes. What are the marketing implications of social class as a determinant of buying behavior?

Assignment # 2

স্কুল অব বিজনেস

MBA 4321

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Consumer Behavior **Due on: September 25, 2026**

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

1. (a) Define family and household. Identify and explain different types of family. Interview one individual from each stage in the family life cycle. Determine and report the extent to which these individuals conform to the descriptions provided in this text.

   (b) What are the bases and forms of social stratification? Discuss.

2. (a) Describe how the presence of children affects family consumption. Identify and explain the influences on children's behavior.

   (b) Explain both Gestalt and cognitive theories of perception. Identify and explain the basic modes of perception.

3. (a) Find and cut two newspaper advertisements, one that is based on an aggressive personality and the other based on detached personality. Discuss how the advertisement copy and illustration each contributed to the personality of the advertisement. Also, discuss what you feel might have been the marketer's rationale for using each personality to position each product.

   (b) Prepare a report for your supervisor (assuming you are as an assistant marketing manager at an ice cream manufacturing company) discussing how you could use the multi-attribute attitude model to segment the market of your product.

Assignment # 3

স্কুল অব বিজনেস

MBA 4321

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in Marketing)

Course: Consumer Behavior **Due on: October 23, 2026**

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

1. Undertake a study to measure housewives' satisfaction and dissatisfaction with household appliance purchases. Determine what actions they took for purchases with which they were satisfied as well as dissatisfied.

2. ***Case Study:*** Amazon Fashion, a dominant player in online retail, is strategically deploying artificial intelligence to transform the entire shopping lifecycle from discovery to delivery. Beyond basic recommendations, Amazon uses AI to tackle the industry's biggest hurdles: indecision, sizing uncertainty, and high return rates. Fashion enthusiast Marium is shopping for an event outfit and shoes. As she browses, deep-learning algorithms analyze not just her past purchases but also real-time browsing signals—dwell time, hover patterns, and cart additions—to generate hyper-personalized suggestions. This turns passive scrolling into an interactive discovery journey, helping Marium find a dress that feels tailor-made for her taste.

   When she needs sizing clarity, an NLP-powered chatbot provides instant, context-aware answers, removing the friction of waiting for human support. More impressively, the virtual try-on feature lets Marium upload a photo of her feet to visualize shoes from every angle. This immersive tool reduces cognitive dissonance—the anxiety of buying sight-unseen—while the social sharing option lets her crowdsource opinions from friends, blending AI assistance with human validation. Behind the scenes, AI-driven demand forecasting ensures popular items remain in stock, while dynamic pricing adjusts in real-time based on trends. Marium completes her purchase feeling informed, reassured, and excited—a stark contrast to traditional online shopping anxiety. Crucially, AI here functions not just as a tool but as a silent shopping companion—anticipating needs, reducing risk, and mimicking the social reassurance once found only in physical stores or peer groups. By embedding intelligence at every touchpoint, Amazon Fashion doesn't just sell products; it sells confidence, convenience, and a deeply personalized experience that keeps customers returning.

   Questions:

   (a) In what ways can AI act as a digital reference group during the online shopping process? Provide examples from the case.

   (b) How does Amazon use AI to build customer confidence, and which specific features contribute to a more assured purchase decision?

   (c) What are the potential limitations or risks of relying heavily on AI for personalization and try-on features, and how might these affect the overall customer experience?

Assignment - 1

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: Business Research Methods **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Imagine you are a consultant for a commercial bank experiencing declining customer loyalty. Formulate an appropriate research problem and suggest the most suitable research strategy.

   (b) A Multinational company dealing in pesticides hires a qualified business management graduate to expand its marketing activities. Most of the company's current employees are qualified chemists with a science background. During their first review meeting, the management graduate says that the "company should be involved in market research to get a better perspective of the problem at hand". On hearing this, one of the science graduates laughs and says, "There is no such thing as marketing or business research; research is combined with science alone." What would be your response? Explain.

   (c) A restaurant manager notices that customers often complain about slow service, but the staff insists they are working efficiently.

   Questions:

   (i) Would you recommend observation or a survey to investigate the problem? Justify your answer.

   (ii) Which research approach (qualitative or quantitative) would be more appropriate? Explain.

2. (a) Consider any research problem of interest to you. Structure it in terms of an appropriate hypothesis to be tested. Also mention the possible errors and recommendations associated with your hypothesis. Illustrate your answer with the help of a suitable example.

(b) A mobile banking company has introduced a new app with additional features. However, customer complaints have increased, and many users continue to use the older version of the application. Management wants to determine the reasons before redesigning the app.

Required:

(i) Define the research problem.
(ii) Formulate appropriate research question(s).
(iii) List the possible alternative answers.
(iv) Identify the unit(s) of analysis and variables of interest.

3. (a) Suppose you are researching employee job satisfaction in a multinational company with offices in Dhaka, Chattogram, Rajshahi, Khulna, and Sylhet. How would you design the sampling procedure to ensure fair representation from all locations?

(b) A list of 3000 voters of a ward in a city was examined to measure the accuracy of the age of individuals. A random sample of 300 names was taken, which revealed that 5 I citizens were shown with wrong ages. Estimate the proportion of voters who have a wrong description of age. Estimate the standard error of the estimate if the sampling is done (i) with replacement, (ii) without replacement.

4. (a) A researcher proposes the following study:

"The Effects of Social Media on University Students."

After reviewing the proposal, the supervisor comments:

- The research problem is too broad.
- The objectives are unclear.
- The methodology is inappropriate.
- The proposal lacks ethical considerations.

Required:

(i) Critically evaluate the supervisor's comments.
(ii) Suggest specific revisions for each weakness.
(iii) Explain how these changes would improve the overall proposal.

(b) A researcher proposes the following study:

"The Effect of Social Media Usage on Academic Performance of University Students."

However, the proposal contains no theoretical framework, and the hypotheses are based only on the researcher's personal opinions.

Required:

(i) Critically evaluate the weaknesses of the study.
(ii) Explain why a theoretical framework is essential for developing research hypotheses.
(iii) Suggest an appropriate theoretical framework and formulate suitable hypotheses.

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: MBA: Business Research Methods **Due on: September 25, 2026**

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

1. A manufacturing company surveyed **1,200 employees** regarding job satisfaction, work environment, compensation, and career development. During data entry, the research team discovered duplicate questionnaires, missing values, and inconsistent responses.

   Required:

   (i) Explain how editing should be performed before analysis.

   (ii) Develop a simple coding scheme for the questionnaire responses.

   (iii) Describe how the data could be classified and tabulated.

   (iv) Recommend appropriate methods for presenting the findings to senior management.

2. (a) A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

   What is the approximate standard deviation for years of teaching experience for this population?

   (b) Suppose we want to compare the mean lifetimes of two kinds of 9–volt batteries based on the following lifetime (in hours)

Brand A	6.9, 11.2, 14.0, 13.2, 9.1, 13.9, 16.1, 9.3, 2.4, 6.4, 18.0, 11.5
Brand B	15.5, 11.1, 16.0, 15.8, 18.2, 13.7, 18.3, 9.0, 17.2, 17.8, 13.0, 15.1

   Using the Mann-Whitney U test, test the hypothesis that there is no difference in the mean lifetime of the two kinds of batteries. You may choose a 5 per cent level of significance.

3. (a) Your organization is surveying to determine the consumption pattern of food items by households in Chittagong. You are the head of the computer division responsible for editing the raw data from the questionnaires and analyzing the same. A filled-out set of questionnaires has been sent to you. List out the points on which you would like to concentrate while editing the raw data.

(b) Define the population and Sampling unit for selecting a simple random sample in each of the following cases.

(i) Fifty voters of a constituency.

(ii) Twenty-five stocks from the Dhaka Stock Exchange.

(iii) Twenty students enrolled in University 'I'

(iv) One hundred depositors of a branch of a bank.

4. Suppose that a researcher is interested in consumer's attitude nutritional diet of a ready-to-eat cereal.

X_1: the amount of protein per standard serving

Like a pretest, the researcher obtains consumers' interval-scaled evaluation of the ten concept descriptions, on a preference rating scale ranging from 1, dislike extremely, up to 9, like extremely well. The data is given below:

Rater	Preference rating (Y)	Protein X_1
1	3	4
2	7	9
3	2	3
4	1	1
5	6	3
6	2	4
7	8	7
8	3	3
9	9	8
10	2	1

$$\sum Y = 43 \quad \bar{Y} = 4.3$$

$$\sum X_1 = 43 \quad \bar{X}_1 = 4.3$$

$$\sum YX_1 = 247$$

$$\sum X_1^2 = 255$$

(i) Fit a linear regression model of Y on X_1.

(ii) Test the validity of the equation statistically.

(iii) What do you think of the strength of association?

5. An NGO conducted a study on women's entrepreneurship in rural Bangladesh. The research report was comprehensive, but community leaders had difficulty understanding the findings because the report contained too many technical terms. The NGO wanted to present the results to local stakeholders.

Required:

(i) Explain how the report could be made more user-friendly.

(ii) Recommend appropriate methods of presenting the findings to a non-technical audience.

(iii) Discuss how technology can help communicate research findings effectively.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: October 23, 2026**

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

1. A researcher records whether 25 consecutive bank customers use Mobile Banking (M) or Traditional Banking (T).

   The observations are:

   M, M, M, T, M, M, T, T, M, M, M, T, M, M, M, M, T, M, T, M, M, T, M, M, M

   Required:

   Using the Runs Test, examine whether the arrangement of Mobile Banking and Traditional Banking users is random at the 5% significance level.

2. In a farm experiment, two different treatments, A and B, were applied to four and five randomly selected plots, respectively. The yield from these plots is given below. Use an appropriate test to conclude that the two treatments do not affect the yield significantly.

   Treatment A: 17, 12, 16, 10
   Treatment B: 15, 8, 14, 9, 13

3. What are the limitations of regression analysis for forecasting? How can multiple regression be used to forecast some industries' sales?

4. During the online final examination period, a university's Learning Management System (LMS) crashed for several hours, preventing students from submitting their examinations on time. Students protested, and the university administration appointed a committee to investigate the incident.

   Required:

   (i) Prepare a descriptive report of the incident.
   (ii) Explain whether the report answers all the essential descriptive reporting questions.
   (iii) Recommend additional information that should be included before the report is submitted to the Vice-Chancellor.

5. A university prepared an Annual Graduate Employability Report. The report presents statistics on graduates' employment rates, salary levels, and employer feedback but does not analyze the reasons behind low employability or recommend strategies for improvement.

   Required:

   (i) Determine whether the report follows a descriptive approach or a problem-solving approach. Justify your answer.
   (ii) Critically evaluate the strengths and weaknesses of the report.
   (iii) If you were asked to rewrite the report, prepare a suitable contents outline.
   (iv) Explain the stages you would follow to improve the report's quality and usefulness.

Assignment # 1

স্কুল অব বিজনেস

MBA 4322

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Compensation Management **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What do you understand by compensation? Why is it necessary to understand the views of compensation from different perspectives? How do different perspectives affect the views regarding compensation decisions?

   (b) List all forms of pay you receive from your organization. Compare your list to someone else's list who is working in another organization of the same nature. Do you find any similarities or differences between the payments? What is your opinion about the similarities or differences?

   (c) Describe the components of the pay model.

2. (a) What is compensation strategy? Describe how the pay model guides an organization in making strategic pay decisions.

   (b) As a manager of the HR department, how will you develop a total compensation strategy? Discuss in detail with proper justifications.

   (c) Describe the impact of the virtuous and vicious circles of compensation in the context of Bangladesh.

3. (a) Why is internal alignment important from the perspective of strategic compensation decisions? Illustrate.

   (b) Describe the different strategic choices in designing internal structures.

   (c) A typical structure within universities is lecturer, assistant professor, associate professor and professor. Is it egalitarian or hierarchical? What behavior faculty do you believe this structure influences? How does this structure add value?

Assignment # 2

MBA 4322

স্কুল অব বিজনেস

Bangladesh Open University
MBA Program
Semester: 232 (4th Level- Major in HRM)

Course: Compensation Management **Due on: September 25, 2026**

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

1. (a) What do you understand by job analysis? Why is it important? Describe the activities that need to be performed in the process of job analysis.

   (b) What information is considered essential for job analysis and how this information to be collected? Explain.

   (c) How would you make decisions regarding the use of job-based or person-based structures? Discuss.

2. (a) How will you define job evaluation from the perspective of job content and job value? How is job content linked with the external market? Explain.

   (b) Suppose you are working in a manufacturing organization. What are the compensable factors required in the organization to evaluate jobs? How do you identify these factors? Should the mission of your organization be reflected in your factors? Why or why not? Discuss.

3. (a) What are the pros and cons of having employees involved in compensation decisions? Describe the ways of involving employees with this decision.

   (b) How can a manager ensure that job evaluation or competency-based plans support a customer-centered strategy?

Assignment # 3

স্কুল অব বিজনেস

MBA 4322

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Compensation Management **Due on: October 23, 2026**

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

1. (a) What is external competitiveness? Why is external competitiveness important?
   (b) Describe the factors that shape an organization's external competitiveness.
   (c) What is relevant market? What difference does it make in determining people's pay? Illustrate with justification.

2. Read the passage given below and answer the questions that follow:

Perk Up

Last year, and in three of the five preceding years, Smithson Industries lost millions of dollars. Although a large conglomerate, Smithson has found these losses hard to accept and has sought to place a freeze on wage increases for its executives. However, after conferring with the president of the corporation, the chairman of the board has decided to offer nonfinancial incentives. His reasoning was that the competition was headhunting, and to make such a blatant no-increase statement might cause the more-promising executives to leave the organization. This, he felt, would be extremely detrimental. He believed that when times were tough, as they had been, that is when excellent man-agers are needed. Losing them now could only snowball the decline.

Accordingly, the board of directors has voted to provide each executive with a membership in the local health spa. While considered a permanent perk and in lieu of a raise this year, the board rationalized that managing the corporation in the months ahead would be extremely stressful and that this membership would be a means of reducing the stress while enabling the executives to become healthier.

Unfortunately, however, the perk was not enough. Grumbling about the chain of events, two executives jumped ship. The ones that stayed did so because of their time invested in the company's pension. How-ever, they too were upset over the board's decision.

Questions:

(a) How could this perk have been offered or marketed better to these executives?
(b) What do you believe is the reason why most of the executives did not find the perk rewarding?
(c) Faced with a similar dilemma, what would you have done if you had been the chairman of the board? What would you do now that the executives are upset?

Assignment - 1

স্কুল অব বিজনেস

MBA: 4323

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: International Human Resource Management **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What is international human resource management and how it is different from domestic human resource management?

   (b) What are the factors that moderate differences between domestic and international HRM.

2. (a) What are the paths a firm typically goes through as it grows internationally? Explain with a diagram.

   (b) What is matrix organization? Explain with the help of a diagram.

3. (a) What do you mean by cross boarder alliance, merger and acquisition? Discuss with diagrams.

   (b) Discuss the phases and implication of merger and acquisition.

Assignment - 2

স্কুল অব বিজনেস

MBA: 4323

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in HRM)

Course: International Human Resource Management **Due on: September 25, 2026**

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

1. (a) What is international staffing? Discuss different approaches to international staffing.
   (b) Explain the advantages and disadvantages of using PCNs, HCNs, and TCNs,
2. (a) Explain the various issues involved in international staff selection.
   (b) Discuss the criteria used in the selection of expatriate.
3. (a) State the objectives of international compensation? Explain the key components of an international compensation program.
   (b) Describe the main differences in the Going Rate and Balance Sheet approaches to international compensation.
   (c) What issues arise when considering the benefits of international compensation? Explain.
4. Go through the case and answer the questions below the case.

   Leon Poon, Dean of Business administration at university college, stood to speak before the University's remuneration committee. "I propose that we do away with the present system of standard pay rates for staff irrespective of discipline. The Business School is suffering because we cannot offer competitive remuneration packages. We are constantly losing our best people. This year we have lost two senior lecturers in Accounting and one Associate Professor in Marketing.

   'We have to have more flexibility. The Business School generates more money for this university than any other school, yet we cannot reward our people because of the rigid system we are forced to follow. I cannot see the logic in paying a senior lecturer in Accounting the same rate as a senior lecturer in Social Work. They do not bear any relationship to each other. Yet, I am forced to pay my staff at below-market rates so that other schools can pay their staff rates above what their jobs are worth. It is extremely unfair and is preventing our school from attracting and keeping the best talent.

   'We also need to have more flexibility in how we reward performance. At the moment, everyone regardless of their performance, gets an automatic step increase until they hit the top of their pay range. This is crazy. We should be able to discriminate and give more to those who are performing, and less (or may be no pay rise) to those who are not contributing. It is time for the university to change. We should no longer be locked into such as antiquated remuneration system.'

Professor Millie Orman, Dean of Social Work, rose to address the committee. ‘I am very disheartened to hear my colleague’s comments. What he proposes strikes at the heart of the university’s collegial system. What Professor Poon wants is to create the dog-eat-dog world of the free market. What will it so to the university if a senior lecturer in Accounting is paid more than a senior lecturer in Social Work? I note that only one senior lecturer in Accounting has PH.D., yet all my senior lecturers have terminal degrees. Where is the justice in paying them less?

‘As for pay for performance, this is just a management ploy to turn colleague against colleague. How is performance to be measured? I doubt that Professor Poon can offer us an objective measure of academic performance. I do not believe, it is possible to accurately assess the work of academics. So much of what we do is intangible. Trying to link pay to performance is a manipulative technique. All it will do is breed discontent and increase disputes over pay. Under the present system, the good people get promoted. The others do not.

I strongly recommend to the committee that it should ignore Professor Poon’s recommendations. I suggest instead we develop a program to educate the community on our plight and press the government for more money.

Questions:

Who do you agree with? Why? Explain elaborately.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4323

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in HRM)

Course: International Human Resource Management **Due on: October 23, 2026**

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

1. (a) What are the roles of HRM in international training and development? Explain.
   (b) Discuss the components of effective pre-departure training programs.
   (c) Discuss the challenges faced by the expatriate managers.

2. (a) Discuss the major factors associated with appraisal of expatriate managerial performance.
   (b) 'One of the dangers of performance appraisal is that, because the focus is so much on a particular individual, the teamwork aspect gets lost. In an international location, it is perhaps desirable to focus more on how the PCN has settled in and is operating as part of a team rather than as an individual at the possible detriment of the team.' Do you agree with this statement? Explain.

3. (a) Identify a number of HRM problems that typically arise with expatriate assignments.
   (b) Why is management succession frequently an issue for family-owned firms?
   (c) What is international industrial relations? Explain the key issues of international industrial relations program.

4. Go through the case and answer the questions below the case.

   WOMAN CEO MANAGES BY THE TEXTBOOK

   The demand for managers with an international background is great. Consider Marisa Bellisario, one of the most sought-after executives in Europe in 1984. She was the first woman to head a major industrial firm in Italy, the state-controlled ITALTEL Societa Italiana. This company is the biggest Italian firm making telecommunications equipment. Bellisario's background, however, is international. After receiving her degree in economics and business administration from Turin University, she worked at Olivetti in the electronics division. When Olivetti sold its data processing unit to General Electric, she spent time in Miami working on GE's worldwide marketing strategy for computers. She left GE to head corporate planning at Olivetti. As the CEO at ITALTEL, she turned the company around, showing a small profit. (The firm had experienced huge losses in the past). Her managerial approach has been characterized as "straight out of the textbook", and companies such as GTE Corporation, IBM, AT &T, and other European and Japanese firms are interested in recruiting her.

   Questions:

   (a) Why was Ms. Bellisario a much-sought-after CEOP? What was her career path?
   (b) What special problems may she have encountered as a woman heading a major company in Italy?
   (c) If she was successful managing by the textbook, why do some managers still think that management cannot be taught?

Assignment - 1

স্কুল অব বিজনেস

MBA: 4324

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Career Management **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What do you mean by career and career management? Why is there a need to understand career management?
   (b) "Career management is an ongoing process." Justify the statement.
   (c) Describe the models of career management.

2. (a) What are the sources of career indecision?
   (b) Describe the major career strategies.
   (c) State the guidelines for an effective career appraisal.

3. (a) Point out some guidelines for effective occupational decision making.
   (b) Define realistic job preview. What should be the proper actions for an individual during the entry process into an organization?
   (c) Explain the statement "Occupational choice is a matching process."

Assignment - 2

স্কুল অব বিজনেস

MBA: 4324

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Career Management **Due on: September 25, 2026**

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

1. (a) What is career development? Explain with examples.

   (b) Discuss the functions of career development.

   (c) Describe the stages of career development.

2. (a) What policies and practices can an organization adopt in response to work family issues?

   (b) Describe the sources of stress in a two-career relationship.

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

Case Study: Career Development at XYZ Pharmaceuticals Ltd.

XYZ Pharmaceuticals Ltd. is a well-known pharmaceutical company in Bangladesh with more than 1,500 employees. The company offers competitive salaries, bonuses, and job security, resulting in low employee turnover. However, many employees are dissatisfied with their career growth because promotions are rare and usually based on seniority rather than performance. In addition, the company often recruits experienced managers from outside instead of promoting qualified internal employees.

To improve employee morale, the HR department introduced a Career Development Program that included career counseling, training, mentoring, and individual development plans. At first, employees actively participated in these activities and expected better promotion opportunities.

After a few months, however, participation declined significantly. Employees believed that although the company encouraged career development, promotion decisions had not changed. Department managers rarely discussed career goals with employees, and external recruitment for senior positions continued. As a result, employees gradually lost confidence in the program, and the HR department began reviewing the reasons for its failure.

Questions:

(a) Why did employees initially participate enthusiastically in the Career Development Program but later lose interest?

(b) How did the company's promotion and recruitment practices affect employees' motivation and trust?

(c) What recommendations would you make to improve the effectiveness of the Career Development Program?

Assignment - 3	স্কুল অব বিজনেস	MBA: 4324

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Career Management **Due on: October 23, 2026**

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

1. (a) What strategies can an employer take to improve senior employees' job?
   (b) State the various types of career management practices and programs.
   (c) How can an organization help employees in their late career?
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 questions below the case:

Case Study: Career Development Challenges at Delta Bank Limited, Bangladesh

Delta Bank Limited is one of the fastest-growing private commercial banks in Bangladesh, employing more than 4,000 people across its branches and corporate offices. The bank offers competitive salaries, attractive bonuses, provident funds, and excellent job security. As a result, employee turnover is relatively low.

Despite these benefits, employee satisfaction surveys over the past three years have consistently revealed dissatisfaction with career growth opportunities. Many employees believe that promotions depend more on seniority and personal relationships than on performance. Promotion opportunities are limited because managerial positions become vacant only when senior employees retire, resign, or are transferred. Moreover, when vacancies arise for senior positions, the bank frequently recruits experienced managers from other commercial banks instead of promoting internal employees.

These practices have reduced employee motivation, particularly among young officers and assistant managers. Many talented employees feel that their careers have reached a dead end. Informally, employees have begun referring to Delta Bank as "The Waiting Bank," reflecting the perception that career advancement requires waiting many years rather than demonstrating competence.

Concerned about declining employee engagement and innovation, senior management hired a leading HR consulting firm to redesign the bank's career management system. Based on the consultants' recommendations, the bank established a Career Development Centre within the Human Resource Division. The centre offered career counseling, competency assessments, mentoring, individual development plans, and workshops on leadership development.

Initially, employees enthusiastically participated in counseling sessions and development workshops. Hundreds of employees registered for career planning activities, and feedback during the first three months was highly positive.

However, within six months, participation declined sharply. Appointments with career counselors became rare, workshops were cancelled due to insufficient attendance, and mentoring sessions were frequently postponed. Eventually, the Career Development Manager requested reassignment to another HR function, explaining that employees had lost confidence in the program because they saw no actual changes in promotion practices or career opportunities.

The Managing Director instructed the HR Director to investigate the reasons behind the declining participation and recommend strategies to rebuild employees' trust in the career development system.

Questions:

(a) Why did employees initially show strong interest in the Career Development Centre but later stop participating? Discuss the possible organizational and psychological factors responsible for this change.

(b) How did the bank's promotion and recruitment practices contribute to the failure of the career development initiative? Explain using relevant HRM concepts.

(c) If you were the HR Director of Delta Bank Limited, what recommendations would you make to establish an effective career management system and regain employees' trust?

(d) What role should branch managers and departmental supervisors play in supporting employees' career development? Discuss with suitable examples.

Assignment # 1

স্কুল অব বিজনেস

MBA 4325

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in HRM)

Course: Training & Development **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What do you understand by training? How is training different from development? Describe the factors that influence the training and development practices of an organization.

   (b) Assume, you are working as a training coordinator of an organization. What problems you encounter in providing training to employees? How can you solve these problems?

   (c) What is training policy? What issues you think essential to be included in a training policy?

2. (a) What do you understand by assessment of training need? Who should be included in the employees training need assessment process? Justify your opinion.

   (b) How will you understand that your employees need training?

   (c) Describe the approaches to training. Which approach you find is more suitable? Explain with logic.

3. (a) What is learning? State the principles of learning.

   (b) Explain the hierarchy of learning pronounced by Benjamin Bloom. Do you think this model is useful in providing training for the employees? How? Put arguments on your opinion.

   (c) Describe the operant conditioning theory of learning. How does this theory work? In which situation, operant conditioning theory seems appropriate? Explain.

Assignment # 2

MBA 4325

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in HRM)

Course: Training & Development **Due on: September 25, 2026**

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

1. (a) What is training design? What factors a manager should consider in designing a training program? Discuss with logic.
   (b) How can you facilitate the transfer of training? Illustrate.
   (c) Discuss the different approaches to training design.

2. (a) To be a good trainer, what qualities should a trainer possess? Do you think these qualities may vary with the level of employees s/he wants to train? Why, justify your argument.
   (b) Describe the training styles pronounced by Gilley. Do you think the prescribed styles are suitable for any of the employees (who belong to high, mid or low level) irrespective of any organization? How?

3. (a) What do you understand by training method? How will you identify the best method of training to train the employees? Discuss.
   (b) Discuss the concept 'training through role playing'. What measures will you undertake to make the role playing method of training effective? Illustrate.
   (c) How will you match the training methods with training outcomes? Describe with appropriate justifications.

Assignment # 3

MBA 4325

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in HRM)

Course: Training & Development **Due on: October 23, 2026**

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

1. (a) Do you think technological integration assists in providing training to employees more effectively? How? Explain.
   (b) As a trainee do you think distance learning is better than face-to-face learning? What is your opinion? Justify.

2. (a) What is training evaluation? As a manager of HRD do you think training evaluation should be conducted? Provide justifications on your opinion.
   (b) What is the difference between cost-effectiveness evaluation and cost-benefit evaluation of training? When would you use them and why?
   (c) Explain the various types of training evaluation designs.

2. Read the following passage and answer the questions that follow:

We Do It Our Way

John Michaels has decided that, in order to ensure a properly staffed Cardiac Surgery Unit, the hospital would have to provide its own training program. Jim and Judy have agreed that three nurses currently assigned to the area should be sent for a retraining of their skills and should then be utilized as in-house trainers. These nurses have agreed to assume the new duties and have also persuaded Dr. William Aorta, the chief cardiac surgery doctor, to participate.

Working with Dr. Aorta, Sally, Bonnie, and Jean were able to establish the procedures that he uses. They have also recently attended another hospital's training program and are ready to begin training the new nurses. Each, incidentally, has been certified by the State Board of Examiners as a qualified trainer.

With everything seemingly going as planned, Sally asked Bonnie, "Do you have any idea how we'll set this up? We know what to do and how to do it, but where and using what type of training approach is best?"

Before Bonnie had a chance to answer, Jean chimed in: "I overheard your concerns, Sally, and I think I have a solution. You see, my brother is the training director for Bethlehem Steel, and he has given me some advice. He suggests that we consider removing the trainees from the unit initially, for the formal education part of the session. Then we should provide actual hands-on experience for the nurses, each of us taking the trainee under our wing for six weeks while we perform the actual nursing duties."

"That sounds great, Jean," said Sally, "but what about the costs? This hospital will not go for six nurses working in a unit where only three are needed."

"You may be right, Sally, but they have to make that decision."

Questions:

(a) What types of training programs have been identified in the case?

(b) How would you structure the sessions? What types of training do you believe would work best? Why?

(c) Do you believe that the cost of Jean's proposed training method would be prohibitive? Discuss.

(d) Justify your types of training (question 2) with regard to cost and benefit.

Assignment - 1

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: Business Research Methods **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Imagine you are a consultant for a commercial bank experiencing declining customer loyalty. Formulate an appropriate research problem and suggest the most suitable research strategy.

   (b) A Multinational company dealing in pesticides hires a qualified business management graduate to expand its marketing activities. Most of the company's current employees are qualified chemists with a science background. During their first review meeting, the management graduate says that the "company should be involved in market research to get a better perspective of the problem at hand". On hearing this, one of the science graduates laughs and says, "There is no such thing as marketing or business research; research is combined with science alone." What would be your response? Explain.

   (c) A restaurant manager notices that customers often complain about slow service, but the staff insists they are working efficiently.

   Questions:

   (i) Would you recommend observation or a survey to investigate the problem? Justify your answer.

   (ii) Which research approach (qualitative or quantitative) would be more appropriate? Explain.

2. (a) Consider any research problem of interest to you. Structure it in terms of an appropriate hypothesis to be tested. Also mention the possible errors and recommendations associated with your hypothesis. Illustrate your answer with the help of a suitable example.

(b) A mobile banking company has introduced a new app with additional features. However, customer complaints have increased, and many users continue to use the older version of the application. Management wants to determine the reasons before redesigning the app.

Required:

(i) Define the research problem.
(ii) Formulate appropriate research question(s).
(iii) List the possible alternative answers.
(iv) Identify the unit(s) of analysis and variables of interest.

3. (a) Suppose you are researching employee job satisfaction in a multinational company with offices in Dhaka, Chattogram, Rajshahi, Khulna, and Sylhet. How would you design the sampling procedure to ensure fair representation from all locations?

(b) A list of 3000 voters of a ward in a city was examined to measure the accuracy of the age of individuals. A random sample of 300 names was taken, which revealed that 5 I citizens were shown with wrong ages. Estimate the proportion of voters who have a wrong description of age. Estimate the standard error of the estimate if the sampling is done (i) with replacement, (ii) without replacement.

4. (a) A researcher proposes the following study:
"The Effects of Social Media on University Students."
After reviewing the proposal, the supervisor comments:

- The research problem is too broad.
- The objectives are unclear.
- The methodology is inappropriate.
- The proposal lacks ethical considerations.

Required:

(i) Critically evaluate the supervisor's comments.
(ii) Suggest specific revisions for each weakness.
(iii) Explain how these changes would improve the overall proposal.

(b) A researcher proposes the following study:
"The Effect of Social Media Usage on Academic Performance of University Students."
However, the proposal contains no theoretical framework, and the hypotheses are based only on the researcher's personal opinions.

Required:

(i) Critically evaluate the weaknesses of the study.
(ii) Explain why a theoretical framework is essential for developing research hypotheses.
(iii) Suggest an appropriate theoretical framework and formulate suitable hypotheses.

Assignment - 2

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: September 25, 2026**

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

1. A manufacturing company surveyed **1,200 employees** regarding job satisfaction, work environment, compensation, and career development. During data entry, the research team discovered duplicate questionnaires, missing values, and inconsistent responses.

   Required:

   (i) Explain how editing should be performed before analysis.
   (ii) Develop a simple coding scheme for the questionnaire responses.
   (iii) Describe how the data could be classified and tabulated.
   (iv) Recommend appropriate methods for presenting the findings to senior management.

2. (a) A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

   What is the approximate standard deviation for years of teaching experience for this population?

   (b) Suppose we want to compare the mean lifetimes of two kinds of 9–volt batteries based on the following lifetime (in hours)

Brand A	6.9, 11.2, 14.0, 13.2, 9.1, 13.9, 16.1, 9.3, 2.4, 6.4, 18.0, 11.5
Brand B	15.5, 11.1, 16.0, 15.8, 18.2, 13.7, 18.3, 9.0, 17.2, 17.8, 13.0, 15.1

   Using the Mann-Whitney U test, test the hypothesis that there is no difference in the mean lifetime of the two kinds of batteries. You may choose a 5 per cent level of significance.

3. (a) Your organization is surveying to determine the consumption pattern of food items by households in Chittagong. You are the head of the computer division responsible for editing the raw data from the questionnaires and analyzing the same. A filled-out set of questionnaires has been sent to you. List out the points on which you would like to concentrate while editing the raw data.

(b) Define the population and Sampling unit for selecting a simple random sample in each of the following cases.

(i) Fifty voters of a constituency.
(ii) Twenty-five stocks from the Dhaka Stock Exchange.
(iii) Twenty students enrolled in University 'I'
(iv) One hundred depositors of a branch of a bank.

4. Suppose that a researcher is interested in consumer's attitude nutritional diet of a ready-to-eat cereal.

X_1: the amount of protein per standard serving

Like a pretest, the researcher obtains consumers' interval-scaled evaluation of the ten concept descriptions, on a preference rating scale ranging from 1, dislike extremely, up to 9, like extremely well. The data is given below:

Rater	Preference rating (Y)	Protein X_1	$\sum Y = 43 \overline{Y} = 4.3$
1	3	4	
2	7	9	$\sum X_1 = 43 \overline{X}_1 = 4.3$
3	2	3	
4	1	1	$\sum YX_1 = 247$
5	6	3	
6	2	4	$\sum X \frac{2}{1} = 255$
7	8	7	
8	3	3	
9	9	8	
10	2	1	

(i) Fit a linear regression model of Y on X_1.
(ii) Test the validity of the equation statistically.
(iii) What do you think of the strength of association?

5. An NGO conducted a study on women's entrepreneurship in rural Bangladesh. The research report was comprehensive, but community leaders had difficulty understanding the findings because the report contained too many technical terms. The NGO wanted to present the results to local stakeholders.

Required:

(i) Explain how the report could be made more user-friendly.
(ii) Recommend appropriate methods of presenting the findings to a non-technical audience.
(iii) Discuss how technology can help communicate research findings effectively.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: MBA: Business Research Methods **Due on: October 23, 2026**

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

1. A researcher records whether 25 consecutive bank customers use Mobile Banking (M) or Traditional Banking (T).

   The observations are:

   M, M, M, T, M, M, T, T, M, M, M, T, M, M, M, M, T, M, T, M, M, T, M, M, M

   Required:

   Using the Runs Test, examine whether the arrangement of Mobile Banking and Traditional Banking users is random at the 5% significance level.

2. In a farm experiment, two different treatments, A and B, were applied to four and five randomly selected plots, respectively. The yield from these plots is given below. Use an appropriate test to conclude that the two treatments do not affect the yield significantly.

   Treatment A: 17, 12, 16, 10
   Treatment B: 15, 8, 14, 9, 13

3. What are the limitations of regression analysis for forecasting? How can multiple regression be used to forecast some industries' sales?

4. During the online final examination period, a university's Learning Management System (LMS) crashed for several hours, preventing students from submitting their examinations on time. Students protested, and the university administration appointed a committee to investigate the incident.

   Required:

   (i) Prepare a descriptive report of the incident.
   (ii) Explain whether the report answers all the essential descriptive reporting questions.
   (iii) Recommend additional information that should be included before the report is submitted to the Vice-Chancellor.

5. A university prepared an Annual Graduate Employability Report. The report presents statistics on graduates' employment rates, salary levels, and employer feedback but does not analyze the reasons behind low employability or recommend strategies for improvement.

   Required:

   (i) Determine whether the report follows a descriptive approach or a problem-solving approach. Justify your answer.
   (ii) Critically evaluate the strengths and weaknesses of the report.
   (iii) If you were asked to rewrite the report, prepare a suitable contents outline.
   (iv) Explain the stages you would follow to improve the report's quality and usefulness.

Assignment # 1

স্কুল অব বিজনেস

MBA 4337

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in IDE)

Course: International Trade and Finance **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. Define international trade and explain its importance in the world economy.

2. Classical trade theories provide the foundation for modern international economics.
   (a) Explain the theory of absolute advantage with an example.
   (b) Explain the theory of comparative advantage with an example.
   (c) Compare the policy implications of absolute and comparative advantages for a developing economy.

3. Explain the main ideas of the mercantilist thesis of trade and discuss the limitations of mercantilism in the context of modern international trade.

Assignment # 2

স্কুল অব বিজনেস

MBA 4337

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in IDE)

Course: International Trade and Finance **Due on: September 25, 2026**

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

1. The Balance of Payments records a country's economic transactions with the rest of the world.
   (a) Define Balance of Payments and explain its major components.
   (b) Explain the causes of Balance-of-Payment's disequilibrium and suggest policy measures to correct it.

2. Terms of trade is an important indicator of a country's external trade position.
   (a) Define terms of trade and explain its importance.
   (b) Discuss the factors that may cause deterioration in the terms of trade of developing countries.

3. Regional trade can create opportunities for developing economies, but it may also expose structural weaknesses.
   (a) Discuss Bangladesh's trade relationship with SAARC countries.
   (b) Suggest policy measures to improve Bangladesh's trade competitiveness in regional and global markets.

Assignment # 3

MBA 4337

স্কুল অব বিজনেস

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in IDE)

Course: International Trade and Finance **Due on: October 23, 2026**

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

1. **Read the following case carefully and answer the questions that follow:**

International trade depends not only on production and demand, but also on smooth transportation, shipping routes and global supply-chain stability. Bangladesh's export sector, especially the readymade garments (RMG) industry, depends heavily on timely shipment to major markets such as the European Union and North America. Since Bangladesh also imports fuel, raw materials, capital machinery, food items and intermediate goods, disruption in major shipping routes can affect trade costs, export competitiveness, import prices and inflation.

Since late 2023, attacks on commercial vessels in the Red Sea and Gulf of Aden have disrupted one of the world's most important shipping routes. Around 12 percent of global trade and nearly 30 percent of global container traffic normally pass through this route. Due to security risks, many major shipping lines diverted vessels away from the Red Sea and Suez Canal route and used the longer route around Africa's Cape of Good Hope. This rerouting adds about 3,500 km or more to some voyages and may increase delivery time by at least 10 days, and sometimes up to three weeks.

For Bangladesh, the effect is stronger on exports than imports. Reports suggest that more than 70 percent of Bangladesh's export-laden containers, mostly RMG shipments bound for the EU, the US East Coast and Canada, normally cross the Red Sea, while only around 8 to 10 percent of imports use this route. As a result, freight charges, surcharges, insurance-related costs and lead times have increased, creating pressure on RMG exporters. Delayed delivery may lead to order deferral, price renegotiation, costly air freight or buyers shifting orders to competitor countries such as Vietnam and Indonesia.

Although many Bangladeshi garment exports are shipped on a Free-on-Board (FOB) basis, where the foreign buyer usually pays the ocean freight, exporters are still indirectly affected. Buyers may demand discounts, reduce future orders or shift sourcing to other countries. On the import side, the effect is less about immediate shortages and more about higher costs and macroeconomic pressure. Higher freight and insurance costs, paid in foreign currency, may pressure foreign exchange reserves, weaken the taka, increase import costs and keep inflation elevated.

Questions:

(a) Explain how disruption in an important international shipping route may affect the export and import trade of Bangladesh.

(b) Discuss how higher freight charges and longer lead time may reduce the competitiveness of Bangladesh's readymade garments exports in the global market.

(c) Suggest and explain at least three policy measures that Bangladesh may adopt to reduce the negative impact of global shipping disruptions.

Assignment - 1

স্কুল অব বিজনেস

MBA: 4334

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in IDE)

Course: Economic Development and Planning **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. What do you understand by sustainable development?

2. The higher economic growth patterns achieved by developing countries in comparison with developed countries mean that the world is on its way to "convergence". Discuss.

3. Discuss the prediction of Marxian model of capitalistic development.

4. Analyze how Bangladesh's economic development over the last two decades has transformed the country's economy and society. In your discussion, examine both the positive outcomes (such as poverty reduction, digital transformation, and industrial growth) and the disruptive effects (such as environmental degradation, urban congestion, income inequality, and labor market changes). Suggest policies to ensure sustainable and inclusive development.

5. "Investment is considered the prime mover of an economy." Critically analyze this statement in the context of Bangladesh. Identify the major challenges Bangladesh faces in attracting investment and recommend policy measures to improve the investment climate.

Assignment - 2

স্কুল অব বিজনেস

MBA: 4334

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in IDE)

Course: MBA: Economic Development and Planning **Due on: September 25, 2026**

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

1. Discuss the Classical models of growth and it's relevance for the developing countries.
2. Explain the distinctive contributions of dual gap analysis to the theory of development.
3. Describe the salient features of structural adjustment policies.
4. Compare the roles of human capital and physical capital in Bangladesh's economic development. Which form of capital do you believe will have a greater impact on achieving the country's long-term development goals? Support your arguments with relevant examples and economic reasoning.
5. Evaluate Bangladesh's progress toward achieving the Sustainable Development Goals (SDGs). Discuss the indicators used to monitor progress and assess the country's achievements and remaining challenges in areas such as poverty reduction, quality education, gender equality, climate action, and sustainable economic growth. Recommend strategies to accelerate SDG implementation.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4334

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in IDE)

Course: MBA: Economic Development and Planning **Due on: October 23, 2026**

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

1. "A development strategy which ignores the agriculture sector will fall." Discuss.

2. What does input-output table show? What are the major purposes of the input-output analysis?

3. Is there any correlation between democracy and economic performance? Discuss.

4. How do you define governance? Discuss the characteristics of economic and political good governance.

5. Critically examine the statement, "All prices are political," in the context of Bangladesh. Using examples such as fuel prices, electricity tariffs, rice, edible oil, fertilizer, gas, and public transportation fares, analyze how government interventions, subsidies, taxation, import policies, and international events influence market prices. Do you agree that political decisions play a significant role in determining prices? Justify your answer with appropriate examples.

Assignment - 1

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: Business Research Methods **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Imagine you are a consultant for a commercial bank experiencing declining customer loyalty. Formulate an appropriate research problem and suggest the most suitable research strategy.

   (b) A Multinational company dealing in pesticides hires a qualified business management graduate to expand its marketing activities. Most of the company's current employees are qualified chemists with a science background. During their first review meeting, the management graduate says that the "company should be involved in market research to get a better perspective of the problem at hand". On hearing this, one of the science graduates laughs and says, "There is no such thing as marketing or business research; research is combined with science alone." What would be your response? Explain.

   (c) A restaurant manager notices that customers often complain about slow service, but the staff insists they are working efficiently.

   Questions:

   (i) Would you recommend observation or a survey to investigate the problem? Justify your answer.

   (ii) Which research approach (qualitative or quantitative) would be more appropriate? Explain.

2. (a) Consider any research problem of interest to you. Structure it in terms of an appropriate hypothesis to be tested. Also mention the possible errors and recommendations associated with your hypothesis. Illustrate your answer with the help of a suitable example.

(b) A mobile banking company has introduced a new app with additional features. However, customer complaints have increased, and many users continue to use the older version of the application. Management wants to determine the reasons before redesigning the app.

Required:

(i) Define the research problem.
(ii) Formulate appropriate research question(s).
(iii) List the possible alternative answers.
(iv) Identify the unit(s) of analysis and variables of interest.

3. (a) Suppose you are researching employee job satisfaction in a multinational company with offices in Dhaka, Chattogram, Rajshahi, Khulna, and Sylhet. How would you design the sampling procedure to ensure fair representation from all locations?

(b) A list of 3000 voters of a ward in a city was examined to measure the accuracy of the age of individuals. A random sample of 300 names was taken, which revealed that 5 I citizens were shown with wrong ages. Estimate the proportion of voters who have a wrong description of age. Estimate the standard error of the estimate if the sampling is done (i) with replacement, (ii) without replacement.

4. (a) A researcher proposes the following study:

"The Effects of Social Media on University Students."

After reviewing the proposal, the supervisor comments:

- The research problem is too broad.
- The objectives are unclear.
- The methodology is inappropriate.
- The proposal lacks ethical considerations.

Required:

(i) Critically evaluate the supervisor's comments.
(ii) Suggest specific revisions for each weakness.
(iii) Explain how these changes would improve the overall proposal.

(b) A researcher proposes the following study:

"The Effect of Social Media Usage on Academic Performance of University Students."

However, the proposal contains no theoretical framework, and the hypotheses are based only on the researcher's personal opinions.

Required:

(i) Critically evaluate the weaknesses of the study.
(ii) Explain why a theoretical framework is essential for developing research hypotheses.
(iii) Suggest an appropriate theoretical framework and formulate suitable hypotheses.

Assignment - 2	স্কুল অব বিজনেস	MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: September 25, 2026**

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

1. A manufacturing company surveyed **1,200 employees** regarding job satisfaction, work environment, compensation, and career development. During data entry, the research team discovered duplicate questionnaires, missing values, and inconsistent responses.

   Required:

   (i) Explain how editing should be performed before analysis.
   (ii) Develop a simple coding scheme for the questionnaire responses.
   (iii) Describe how the data could be classified and tabulated.
   (iv) Recommend appropriate methods for presenting the findings to senior management.

2. (a) A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

   What is the approximate standard deviation for years of teaching experience for this population?

   (b) Suppose we want to compare the mean lifetimes of two kinds of 9–volt batteries based on the following lifetime (in hours)

Brand A	6.9, 11.2, 14.0, 13.2, 9.1, 13.9, 16.1, 9.3, 2.4, 6.4, 18.0, 11.5
Brand B	15.5, 11.1, 16.0, 15.8, 18.2, 13.7, 18.3, 9.0, 17.2, 17.8, 13.0, 15.1

   Using the Mann-Whitney U test, test the hypothesis that there is no difference in the mean lifetime of the two kinds of batteries. You may choose a 5 per cent level of significance.

3. (a) Your organization is surveying to determine the consumption pattern of food items by households in Chittagong. You are the head of the computer division responsible for editing the raw data from the questionnaires and analyzing the same. A filled-out set of questionnaires has been sent to you. List out the points on which you would like to concentrate while editing the raw data.

(b) Define the population and Sampling unit for selecting a simple random sample in each of the following cases.

   (i) Fifty voters of a constituency.
   (ii) Twenty-five stocks from the Dhaka Stock Exchange.
   (iii) Twenty students enrolled in University 'I'
   (iv) One hundred depositors of a branch of a bank.

4. Suppose that a researcher is interested in consumer's attitude nutritional diet of a ready-to-eat cereal.

   X_1: the amount of protein per standard serving

   Like a pretest, the researcher obtains consumers' interval-scaled evaluation of the ten concept descriptions, on a preference rating scale ranging from 1, dislike extremely, up to 9, like extremely well. The data is given below:

Rater	Preference rating (Y)	Protein X_1	
1	3	4	$\sum Y = 43 \quad \overline{Y} = 4.3$
2	7	9	$\sum X_1 = 43 \quad \overline{X}_1 = 4.3$
3	2	3	
4	1	1	$\sum YX_1 = 247$
5	6	3	
6	2	4	$\sum X_1^2 = 255$
7	8	7	
8	3	3	
9	9	8	
10	2	1	

   (i) Fit a linear regression model of Y on X_1.
   (ii) Test the validity of the equation statistically.
   (iii) What do you think of the strength of association?

5. An NGO conducted a study on women's entrepreneurship in rural Bangladesh. The research report was comprehensive, but community leaders had difficulty understanding the findings because the report contained too many technical terms. The NGO wanted to present the results to local stakeholders.

   Required:

   (i) Explain how the report could be made more user-friendly.
   (ii) Recommend appropriate methods of presenting the findings to a non-technical audience.
   (iii) Discuss how technology can help communicate research findings effectively.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: MBA: Business Research Methods **Due on: October 23, 2026**

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

1. A researcher records whether 25 consecutive bank customers use Mobile Banking (M) or Traditional Banking (T).

   The observations are:

   M, M, M, T, M, M, T, T, M, M, M, T, M, M, M, M, T, M, T, M, M, T, M, M, M

   Required:

   Using the Runs Test, examine whether the arrangement of Mobile Banking and Traditional Banking users is random at the 5% significance level.

2. In a farm experiment, two different treatments, A and B, were applied to four and five randomly selected plots, respectively. The yield from these plots is given below. Use an appropriate test to conclude that the two treatments do not affect the yield significantly.

   Treatment A: 17, 12, 16, 10
   Treatment B: 15, 8, 14, 9, 13

3. What are the limitations of regression analysis for forecasting? How can multiple regression be used to forecast some industries' sales?

4. During the online final examination period, a university's Learning Management System (LMS) crashed for several hours, preventing students from submitting their examinations on time. Students protested, and the university administration appointed a committee to investigate the incident.

   Required:

   (i) Prepare a descriptive report of the incident.
   (ii) Explain whether the report answers all the essential descriptive reporting questions.
   (iii) Recommend additional information that should be included before the report is submitted to the Vice-Chancellor.

5. A university prepared an Annual Graduate Employability Report. The report presents statistics on graduates' employment rates, salary levels, and employer feedback but does not analyze the reasons behind low employability or recommend strategies for improvement.

   Required:

   (i) Determine whether the report follows a descriptive approach or a problem-solving approach. Justify your answer.
   (ii) Critically evaluate the strengths and weaknesses of the report.
   (iii) If you were asked to rewrite the report, prepare a suitable contents outline.
   (iv) Explain the stages you would follow to improve the report's quality and usefulness.

Assignment # 1	স্কুল অব বিজনেস	MBA 4326

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What do you understand by financial reporting? Discuss its objectives and importance for investors, creditors, and other stakeholders.

   (b) Explain the qualitative characteristics of useful financial information. How do relevance and faithful representation improve decision-making?

   (c) Why is the harmonization of international accounting standards significant? Explain.

2. (a) Analyze the relationship between fundamental accounting assumptions and the measurement and recognition of financial elements.

   (b) Discuss the meaning and significance of the business entity concept.

   (c) On January 1, 2025, Abdullah Company had total assets of Tk.8,00,000 and total liabilities of Tk.3,00,000. If total assets increased by Tk.1,20,000 during 2025 and total liabilities decreased by Tk.60,000, what is the amount of owner's equity at December 31, 2025?

3. (a) Discuss the appropriate treatment in the income statement for the following items:
   (i) Loss on discontinued operations, (ii) Noncontrolling interest allocation, (iii) Earnings per share, and (iv) Gain on sale of equipment.

   (b) Presented below is information related to Apex PLC. for the year 2025.

Net sales	Tk.1,300,000	Write-off of inventory due to obsolescence	Tk.80,000
Cost of goods sold	780,000	Depreciation expense omitted by accident in 2024	55,000
Selling expenses	65,000	Casualty loss	50,000
Administrative expenses	48,000	Cash dividends declared	45,000
Dividend revenue	20,000	Retained earnings at December 31, 2024	980,000
Interest revenue	7,000	Effective tax rate of 34% on all items	

Required:

(i) Prepare a multiple-step income statement for 2025. Assume that 60,000 shares of common stock are outstanding for the entire year.

(ii) Prepare a separate retained earnings statement for 2025.

4. (a) Briefly explain the objective and scope of IAS 16.

(b) On November 1, 2024, Key Company contracted Peel Construction Co. to construct a building for Tk.14,00,000 on land costing Tk.1,00,000 (purchased from the contractor and included in the first payment). Key made the following payments to the construction company during 2025.

January 1	March 1	May 1	December 31	Total
Tk. 2,10,000	Tk. 3,00,000	Tk. 5,40,000	Tk. 4,50,000	Tk. 15,00,000

Peele Construction completed the building, ready for occupancy, on December 31, 2025. Key had the following debt outstanding at December 31, 2025.

Specific Construction Debt	
1.15%, 3-year note to finance purchase of land and construction of the building, dated December 31, 2024, with interest payable annually on December 31	Tk. 7,50,000
Other Debt	
2.10%, 5-year note payable, dated December 31, 2021, with interest payable annually on December 31	Tk. 5,50,000
3.12%, 10-year bonds issued December 31, 2020, with interest payable annually on December 31	Tk. 6,00,000

Required:

(i) What is the amount of interest to capitalize?

(ii) What entries are made to record the cost of the building in 2025?

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis **Due on: September 25, 2026**

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

1. (a) Some believe that accounting depreciation measures the decline in the value of property, plant, and equipment. Do you agree? Explain.

(b) Hosaf Company acquired a plant asset at the beginning of year 1. The asset has an estimated service life of 5 years. An employee has prepared depreciation schedules for this asset using three different methods to compare the results of using one method with the results of using other methods. You are to assume that the following schedules have been correctly prepared for this asset using (1) the straight-line method, (2) the sum-of-the-years'-digits method, and (3) the double-declining-balance method.

Year	Straight-Line	Sum-of-the-Years'-Digits	Double-Declining-Balance
1	Tk.9,000	Tk.15,000	Tk.20,000
2	9,000	12,000	12,000
3	9,000	9,000	7,200
4	9,000	6,000	4,320
5	9,000	3,000	1,480
Total	Tk.45,000	Tk.45,000	Tk.45,000

Required:

(i) What is the cost of the asset being depreciated?

(ii) What amount, if any, was used in the depreciation calculations for the residual value for this asset?

(iii) Which method will produce the highest charge to income in years 1 and 4?

(iv) Which method will produce the highest book value for the asset at the end of year 3?

(v) If the asset is sold at the end of year 3, which method would yield the highest gain (or lowest loss) on disposal of the asset?

2. (a) Explain why the percentage of completion method is superior to the completed contract method.

(b) On January 1, 2023, Prime Builders Ltd. entered into a contract with Eastern Textiles Ltd. to construct a manufacturing plant for a total contract price of Tk. 12,000,000. The project was completed on December 31, 2025.

The annual contract costs incurred, estimated costs to complete the contract, and billings to Eastern Textiles Ltd. are as follows:

	2023	2024	2025
Contract costs incurred during the year	Tk. 3,200,000	Tk.2,800,000	Tk. 2,500,000
Estimated costs to complete at December 31	4,000,000	2,500,000	–0–
Billings during the year	3,800,000	4,500,000	3,700,000

Required:

Using the Percentage-of-Completion Method, prepare schedules to determine:

(i) The estimated total contract cost for each year.

(ii) The percentage of completion at the end of each year.

(iii) The cumulative revenue to be recognized each year.

(iv) The revenue recognized during each year.

(v) The gross profit (or loss) recognized during each year (2023, 2024, and 2025).

(Ignore income taxes).

3. (a) Explain the difference between pretax financial income and taxable income.

(b) Zenith Company reports pretax financial income of Tk. 7,00,000 for 2025. The following items cause taxable income to be different than pretax financial income.

1. Depreciation on the tax return is greater than depreciation on the income statement by Tk. 1,60,000.
2. Rent collected on the tax return is greater than rent recognized on the income statement by Tk. 2,20,000.
3. Fines for pollution appear as an expense of Tk. 1,10,000 on the income statement.

Zenith's tax rate is 30% for all years, and the company expects to report taxable income in all future years. There are no deferred taxes at the beginning of 2025.

Required:

(i) Compute taxable income and income taxes payable for 2025.

(ii) Prepare the journal entry to record income tax expense, deferred income taxes, and income taxes payable for 2025.

(iii) Prepare the income tax expense section of the income statement for 2025, beginning with the line "Income before income taxes."

(iv) Compute the effective income tax rate for 2025.

Assignment # 3	স্কুল অব বিজনেস	MBA 4326

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course Title: Corporate Financial Reporting and Analysis **Due on: October 23, 2026**

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

1. The comparative financial statements of Delta Manufacturing Ltd. for the years 2024 and 2025 are presented below.

Delta Manufacturing Ltd.
Balance Sheets
December 31 (Amounts in thousands)

Assets	**2025**	**2024**
Cash	Tk. 180	Tk. 150
Accounts Receivable	420	360
Inventory	500	440
Prepaid Expenses	100	80
Total Current Assets	1,200	1,030
Property, Plant & Equipment (Net)	800	720
Total Assets	Tk. 2,000	Tk. 1,750
Liabilities and Equity		
Accounts Payable	300	260
Short-term Notes Payable	200	180
Total Current Liabilities	500	440
Long-term Debt	400	350
Common Stockholders' Equity	1,100	960
Total Liabilities and Equity	Tk. 2,000	Tk. 1,750

Delta Manufacturing Ltd.
Income Statements
For the Year Ended December 31, 2025
(Amounts in thousands)

Net Sales	Tk. 4,000
Cost of Goods Sold	2,400
Gross Profit	1,600
Operating Expenses	900
Operating Income	700
Interest Expense	50
Income Before Tax	650
Income Tax Expense	195
Net Income	Tk. 455

Required:

(a) Compute and interpret the following ratios for 2025:
   (i) Current Ratio.
   (ii) Inventory Turnover Ratio.
   (iii) Profit Margin Ratio.
   (iv) Return on Assets (ROA).
   (v) Return on Common Stockholders' Equity (ROE).

(b) Show all necessary calculations and briefly comment on the company's liquidity, profitability, and efficiency based on the computed ratios.

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

BSRM, as lessee, signed a lease agreement for equipment for 5 years, beginning December 31, 2023. Annual rental payments of Tk. 4,00,000 are to be made at the beginning of each lease year (December 31). The taxes, insurance, and maintenance costs are the obligation of the lessee. The interest rate used by the lessor in setting the payment schedule is 9%; BSRM's incremental borrowing rate is 10%. BSRM is unaware of the rate being used by the lessor. At the end of the lease, BSRM has the option to buy the equipment for Tk. 10, considerably below its estimated fair value at that time. The equipment has an estimated useful life of 7 years, with no salvage value. BSRM uses the straight-line method of depreciation on similar owned equipment.

Questions:

(a) Prepare the journal entry or entries, with explanations, that should be recorded on December 31, 2023, by BSRM.

(b) Prepare the journal entry or entries, with explanations, that should be recorded on December 31, 2024, by BSRM. (Prepare the lease amortization schedule for all five payments.)

(c) Prepare the journal entry or entries, with explanations, that should be recorded on December 31, 2025, by BSRM.

(d) What amounts would appear on BSRM's December 31, 2025, balance sheet relative to the lease arrangement?

Assignment # 1

স্কুল অব বিজনেস

MBA 4327

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in AIS)

Course: Strategic Management Accounting **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Define Strategic Management Accounting.
   (b) What are the objectives of Strategic Management Accounting (SMA)?
   (c) How does SMA differ from traditional management accounting?
   (d) What are the limitations of SMA?

2. (a) Explain why examining cost behavior is important when using cost-volume-profit analysis.
   (b) What is meant by the term *operating leverage*? How is operating leverage relevant to cost-volume-profit analysis?
   (c) For each of the following independent situations, compute the required calculations.
      (i) Basic Company has fixed costs of \$50,000 and breakeven sales of \$250,000. What is the projected income at \$400,000 sales?
      (ii) Pride Company has sales of \$500,000 and a margin of safety of \$200,000. The contribution margin is 15%. What are fixed costs?
      (iii) Fixed costs are \$12,800. The sales price is \$16 per unit and the variable cost percentage is 60%. What are sales dollars at breakeven, and how many units are required to break even?
      (iv) Fixed costs are \$6,600. The variable cost per unit is \$7. At breakeven, there were 300 units sold. How much will the next unit sold, unit #301, contribute to operating income and what is the sales price per unit?
      (v) If the variable cost per unit of \$15 represents a 30% variable cost percentage, what is the contribution margin per unit and the sales price per unit?

3. (a) Why might there be a difference in operating income in a contribution margin income statement compared to a traditional income statement?

   (b) Contribution margin is the same as gross profit. Do you agree? If you do not agree, explain why not.

   (c) Game Source manufactures video games that it sells for $43 each. The company uses a fixed manufacturing overhead allocation rate of $5 per game. Assume all costs and production levels are exactly as planned. The following data are from Game Source's first two months in business during 2018:

	October	November
Sales	1,500 units	2,900 units
Production	2,500 units	2,500 units
Variable manufacturing cost per game	$ 17	$ 17
Sales commission cost per game	7	7
Total fixed manufacturing overhead	12,500	12,500
Total fixed selling and administrative costs	11,500	11,500

Required:

(i) Compute the product cost per game produced under absorption costing and under variable costing.

(ii) Prepare monthly income statements for October and November, including columns for each month and a total column, using these costing methods:
   (a) absorption costing.
   (b) variable costing.

(iii) Is operating income higher under absorption costing or variable costing in October? In November? Explain the pattern of differences in operating income based on absorption costing versus variable costing.

(iv) Determine the balance in Finished Goods Inventory on October 31 and November 30 under absorption costing and variable costing. Compare the - differences in inventory balances and the differences in operating income. Explain the differences in inventory balances based on absorption costing versus variable costing.

Assignment # 2

স্কুল অব বিজনেস

MBA 4327

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in AIS)

Course: Strategic Management Accounting **Due on: September 25, 2026**

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

1. (a) There is a saying, "It is better to be approximately right than precisely wrong." Discuss how that saying could be applied to ABC if a company uses the wrong assignment of costs and drivers.

(b) Traditional cost accounting systems typically distort product costs by over costing the complex products and under costing the simple products. ABC systems have been introduced primarily to correct this problem. Do you agree? If you do not fully agree, indicate why you disagree. Be specific.

(c) Duckhorn Housecleaning provides housecleaning services to its clients. The company uses an activity-based costing system for its overhead costs. The company has provided the following data from its activity-based costing system.

Activity Cost Pool	*Total Cost*	*Total Activity*
Cleaning................	$645,576	72,700 hours
Job support	$129,546	5,400 jobs
Client support	$ 20,900	760 clients
Other......................	$110,000	Not applicable
Total......................	$906,022	

The "Other" activity cost pool consists of the costs of idle capacity and organization-sustaining costs.

One particular client, the Lumbard family, requested 31 jobs during the year that required a total of 62 hours of housecleaning. For this service, the client was charged $1,620

Required:

(i) Compute the activity rates (i.e., cost per unit of activity) for the activity cost pools.

(ii) Using the activity-based costing system, compute the customer margin for the Lumbard family.

(iii) Assume the company decides instead to use a traditional costing system in which all costs are allocated to customers on the basis of cleaning hours. Compute the margin for the Lumbard family.

2. (a) What is a flexible budget performance report?

(b) How does the static budget affect cost and efficiency variances?

(c) Piedmont Computer Company has created a standard cost card for the PCC model tablet computer, with overhead allocated based on direct labor hours:

Direct materials	$ 300 per tablet
Direct labor	3 hours per tablet at $26 per hour
Variable overhead	3 hours per tablet at $5 per hour
Fixed overhead	$ 54,000 per month

During the month of September, Piedmont Computer Company incurred the following costs while manufacturing 1,100 PCC model tablets:

Direct materials	$ 341,000
Direct labor	88,000
Variable overhead	17,600
Fixed overhead	56,320

Required:

(i) Prepare a flexible budget for September for 900, 1,000, and 1,100 PCC model tablets. The tablet has a standard sales price of $675. List variable costs separately.

(ii) Using 1,000 PCC model tablets for the static budget, prepare a flexible budget performance report for September. Total sales revenue for the month was $767,800. The company sold 1,100 tablets.

(iii) What insights can the management of Piedmont Computer Company draw from the performance report?

3. Financial data for Redstone Company for last year appear below:

Redstone Company
Statements of Financial Position

	Beginning Balance	*Ending Balance*
Assets:		
Cash	$120,000	$160,000
Accounts receivable	110,000	100,000
Inventory	50,000	60,000
Plant and equipment (net)	180,000	160,000
Investment in Balsam Company	50,000	60,000
Land (undeveloped)	120,000	120,000
Total assets	$630,000	$660,000
Liabilities and owners' equity:		
Accounts payable	$70,000	$90,000
Long-term debt	500,000	500,000
Owners' equity	60,000	70,000
Total liabilities and owners' equity	$630,000	$660,000

Redstone Company
Income Statement

Sales		$1,222,000
Less operating expenses		1,099,800
Net operating income		122,200
Less interest and taxes:		
Interest expense	$60,000	
Tax expense	20,000	80,000
Net income		$ 42,200

The company paid dividends of $32,200 last year. The “Investment in Balsam Company” on the statement of financial position represents an investment in the stock of another company.

Required:

(i) Compute the company's margin, turnover, and return on investment for last year.

(ii) The Board of Directors of Redstone has set a minimum required return of 25%.

(iii) What was the company's residual income last year?

Assignment # 3

স্কুল অব বিজনেস

MBA 4327

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in AIS)

Course: Strategic Management Accounting **Due on: October 23, 2026**

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

1. Division B has asked Division A of the same company to supply it with 6,000 units of part L763 this year to use in one of its products. Division B has received a bid from an outside supplier for the parts at a price of $17.00 per unit. Division A has the capacity to produce 30,000 units of part L763 per year. Division A expects to sell 27,000 units of part L763 to outside customers this year at a price of $18.00 per unit. To fill the order from Division B, Division A would have to cut back its sales to outside customers. Division A produces part L763 at a variable cost of $9.00 per unit. The cost of packing and shipping the parts for outside customers is $1.00 per unit. These packing and shipping costs would not have to be incurred on sales of the parts to Division B.

   Required:

   (a) What is the range of transfer prices within which both the Divisions' profits would increase as a result of agreeing to the transfer of 6,000 parts this year from Division B to Division A?

   (b) Is it in the best interests of the overall company for this transfer to take place? Explain.

2. Jiambalvo Company produces a single product. The cost of producing and selling a single unit of this product at the company's normal activity level of 40,000 units per month is as follows:

Direct materials	$38.80
Direct labor..	$9.70
Variable manufacturing overhead	$2.30
Fixed manufacturing overhead.........................	$18.10
Variable selling & administrative expense.......	$1.70
Fixed selling & administrative expense	$8.80

   The normal selling price of the product is $81.10 per unit.

   An order has been received from an overseas customer for 3,000 units to be delivered this month at a special discounted price. This order would have no effect on the company's normal sales and would not change the total amount of the company's fixed costs. The variable selling and administrative expense would be $0.20 less per unit on this order than on normal sales. Direct labor is a variable cost in this company.

   Required:

   (i) Suppose the company has ample idle capacity to produce the units required by the overseas customer and the special discounted price on the special order is $75.30 per unit. By how much would this special order increase (decrease) the company's net operating income for the month?

(ii) Suppose the company is already operating at capacity when the special order is received from the overseas customer. What would be the opportunity cost of each unit delivered to the overseas customer?

(iii) Suppose the company does not have enough idle capacity to produce all of the units for the overseas customer and accepting the special order would require cutting back on production of 1,000 units for regular customers. What would be the minimum acceptable price per unit for the special order?

3. (a) Why are net present value and internal rate of return considered discounted cash flow methods?

(b) Hughes Manufacturing, Inc. has a manufacturing machine that needs attention. The company is considering two options. Option 1 is to refurbish the current machine at a cost of $2,600,000. If refurbished, Hughes expects the machine to last another eight years and then have no residual value. Option 2 is to replace the machine at a cost of $3,800,000. A new machine would last 10 years and have no residual value. Hughes expects the following net cash inflows from the two options:

Year	Refurbish Current Machine	Purchase New Machine
1	$ 1,760,000	$ 2,970,000
2	440,000	490,000
3	360,000	410,000
4	280,000	330,000
5	200,000	250,000
6	200,000	250,000
7	200,000	250,000
8	200,000	250,000
9		250,000
10		250,000
Total	$ 3,640,000	$ 5,700,000

Hughes uses straight-line depreciation and requires an annual return of 10%.

Required:

(i) Compute the payback, the ARR, the NPV, and the profitability index of these two options.

(ii) Which option should Hughes choose? Why?

Assignment # 1

স্কুল অব বিজনেস

MBA 4328

Bangladesh Open University

MBA Program

Semester: 232 (4th Level- Major in AIS)

Course: Accounting Information Systems **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Explain the differences between data and information, and why this distinction matters for AIS.
   (b) How do an organization's business processes and lines of business affect the design of its AIS? Give some examples of how differences among organizations are reflected in their AIS.
   (c) How can the value of the information produced by an accounting information system be determined? What would a measurement and verification expert think about quantification and verification of such information?
2. (a) Give three examples each of the advantages and the disadvantages of an ERP system with a centralized database. How can you increase the chance of a successful ERP implementation?
   (b) Some accounting students believe that they do not need to study information systems to be good accountants. What are the disadvantages of this point of view? What are the advantages of accountants being involved in designing and preparing reports that measure more than just financial performance?
   (c) Compare and contrast traditional centralized transaction processing with blockchain-based distributed transaction processing, and evaluate which is more suitable for a bank's payment system.
3. (a) Explain the differences between the logical view and the physical view of data. Why is 'good data' important to accounting information systems, and what characteristics define good data quality?
   (b) Discuss the process of designing a relational database for a university's student registration system, including key entities, attributes, and relationships.

Assignment # 2

স্কুল অব বিজনেস

MBA 4328

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in AIS)

Course: Accounting Information Systems **Due on: September 25, 2026**

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

1. **Designing a Database for Green Valley Pharmacy Chain**

   Green Valley Pharmacy operates 12 branches across Dhaka. Each branch currently keeps its own inventory and sales records in separate spreadsheet files, making it difficult for head office to get a consolidated view of stock levels, sales trends, and supplier performance. Management wants to build a centralized relational database and eventually a data warehouse for analytics.

   Questions:

   (a) Identify at least four entities that should be included in the relational database design (e.g., customers, products, suppliers, sales).

   (b) For two of these entities, list plausible attributes and identify a suitable primary key.

   (c) Explain how ETL would be used to move data from the 12 branch spreadsheets into a central data warehouse.

   (d) What benefits would Green Valley Pharmacy gain from having a data warehouse compared to relying on individual branch spreadsheets?

2. (a) Explain each element of the fraud triangle with a brief example relevant to a Bangladeshi business.

   (b) Distinguish between input fraud, processor fraud, and output fraud, giving an example of each.

   (c) Evaluate the effectiveness of the COSO internal control framework in preventing fraud in small and medium enterprises (SMEs) in Bangladesh.

3. (a) Describe what a man-trap is. Explain how it contributes to information security.

   (b) Explain why an organization would want to use all of the following information security controls: firewalls, intrusion prevention systems, intrusion detection systems, honeypots, and a CIRT.

Assignment # 3

স্কুল অব বিজনেস

MBA 4328

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level- Major in AIS)

Course: Accounting Information Systems **Due on: October 23, 2026**

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

1. (a) Design a revenue cycle information system for an online retailer in Bangladesh, describing the flow of information from sales order entry through cash collection, and identify at least three key controls.

   (b) Identify two threats in the production cycle and a corresponding control for each.

2. (a) How can an REA diagram be used to generate a company's financial statements?

   (b) Discuss the benefits and challenges of implementing an REA-based database design in a real-world organization transitioning from a traditional accounting system.

3. Rupali Furniture House sells custom-made furniture to retail and corporate clients. Currently, sales staff take orders on paper forms, credit checks are informal (based on personal relationships), inventory availability is checked by phone calls to the warehouse, and invoices are prepared manually up to two weeks after delivery, leading to delayed cash collection and frequent disputes over quantities delivered.

   Questions:

   (a) Map out the current revenue cycle process at Rupali Furniture House and identify weaknesses at each stage (sales order entry, shipping, billing, cash collection).

   (b) Recommend an improved, systemized revenue cycle process, including any documents/system features to introduce.

   (c) What specific controls would you introduce to reduce billing delays and disputes over delivered quantities?

   (d) How might real-time inventory checking reduce order fulfillment problems?

Assignment # 1

স্কুল অব বিজনেস

MBA 4329

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) What is meant by "interperiod equity," and what is its consequence for financial reporting?

   (b) A town privatized its sanitation department, selling all its plant and equipment to a private corporation. The corporation agreed to hire most of the department's managers and other employees and was given an exclusive franchise, for a limited number of years, to offer the same service as previously provided by the town. When it operated the department, the town charged local residents fees based on the amount of trash collected. It set the scale of fees at a level intended to enable it to break even—to cover all its operating and capital costs, including interest on capital assets.Do you believe that the objectives of financial accounting and external reporting of the private sanitation company should be any different from those of the town? Explain.

2. (a) Upon examining the balance sheet of a large city, you notice that the total assets of the general fund far exceed those of the combined total of the city's ten separate special revenue funds. Moreover, you observe that there are no funds for public safety, sanitation, health and welfare, and general administration—all important functions of the government. Why do you suppose the city hasn't attempted to "even out" the assets in the funds? Why does it not maintain funds for each of its major functional areas?

(b) As the auditor of Clearwater County, you learn that various assets are subject to spending constraints. Indicate and explain how each of the following constraints would affect the county's reported fund balance

(i) Per a bond agreement, the county must maintain a cash balance equal to six months' interest—Tk.300,000.

(ii) The county council voted to set aside in a special bank account Tk.30,000 per year to pay for the county's centennial anniversary celebration, which will take place in five years. The current balance in the bank account is Tk.120,000.

(iii) Legislation imposed by the state in which the county is located requires all counties to maintain a cash reserve equal to 5 percent of the prior year's expenditures. The required amount for the current year is Tk.60,000.

(iv) The county has goods on order of Tk.80,000, for which it will have to make payment early in the following fiscal year.

(v) The county maintains an inventory of supplies of Tk.70,000.

3. (a) When bonds are issued for capital projects, premiums are generally not accounted for as the mirror image of discounts. Why not?

(b) What is arbitrage? Why does the Internal Revenue Service place strict limits on the amount of arbitrage that a municipality can earn?

Assignment # 2

স্কুল অব বিজনেস

MBA 4329

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations **Due on: Sept. 25, 2026**

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

1. (a) A political official boasts that the year-end excess of revenues over expenditures was significantly greater than was budgeted. Are "favorable" budget variances necessarily a sign of efficient and effective governmental management? Explain.

   (b) Dhaka Township began Year 1 with a balance of Tk.10 million in its bridge repair fund, a capital projects fund. The fund balance is classified as restricted. At the start of the year, the governing council appropriated Tk.6 million for the repair of two bridges. Shortly thereafter, the town signed contracts with a construction company to perform the repairs at a cost of Tk.3 million per bridge.

   During the year, the town received and paid bills from the construction company as follows:

   - Tk.3.2 million for the repairs on Bridge 1. The company completed the repairs, but owing to design changes approved by the town, the cost was Tk.0.2 million greater than anticipated. The town did not encumber the additional Tk.0.2 million.
   - Tk.2.0 million for the repairs, which were not completed, on Bridge 2.At the start of the following year, the governing council reappropriated the Tk.1 million to complete the repairs on Bridge 2. During that year, the town received and paid bills totaling Tk.0.7 million. The construction company completed the repairs, but the final cost was less than anticipated—a total of only Tk.2.7 million.

   (i) Prepare journal entries to record the events and transactions over the two-year period. Include entries to appropriate, reappropriate, encumber, and reencumber the required funds; to record the payment of the bills; and to close the accounts at the end of each year.

   (ii) Determine the restricted fund balance at the end of the second year. Is it equal to the initial fund balance less the total cost of the repairs?

2. The board of trustees of an independent school district is contemplating several policy changes and other measures, all of which it intends to implement within the fiscal year that ends August 31, 2023. It requests your advice on how the changes would affect the reported general fund revenues. For each of the proposals, indicate the impact on revenues and provide a brief explanation. Address the impact on both the fund and the government-wide financial statements.

(i) Allow a three-month grace period for the payment of property taxes. District property taxes for the fiscal year ending August 31 are currently payable in 10 installments. The final installment is due on August 31. The proposed change would give taxpayers a three-month grace period before interest and penalties are assessed. The district estimates that the change would affect Tk.2 million in receipts.

(ii) Sell a parcel of land that the district purchased three years earlier for Tk.450,000. Current market value is Tk.500,000. 4. Request that a donation be advanced from December 2022 to August 2023. An alumnus of a district high school has indicated a willingness to donate to the district laboratory equipment having a fair market value of Tk.400,000, along with real estate having a fair market value of Tk.300,000. The district intends to use the equipment in student labs. It plans to sell the real estate as soon as possible and, in fact, has an acceptable offer from a buyer.

Assignment # 3

স্কুল অব বিজনেস

MBA 4329

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level-Major in AIS)

Course: Accounting for Governmental and Non-Profit Organizations **Due on: October 23, 2026**

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

1. (a) A foundation promises to donate Tk.1 million to a local public broadcasting station (a not-for-profit organization) in one year. When, and in what amount, should the station recognize revenue? The station applies a discount rate of 10 percent to all pledges. Would your response be the same if the foundation pledged to donate the funds only if and when the station agreed to carry a particular program? Why do many not-for-profits object to the standards pertaining to revenue recognition of pledges?

   (b) A museum received gifts of two valuable paintings. It recorded the value of one as an asset and recognized the corresponding revenue. It gave no accounting recognition to the other. What might be a legitimate explanation for such an apparent inconsistency?

2. (a) What are auxiliary enterprises? How are they accounted for?

   (b) Windom College, a not-for-profit institution, engaged in the following transactions during its fiscal year ending June 30, 2023. Prepare appropriate journal entries, indicating the types of funds (by restrictiveness) in which they would be recorded.

   (i) The college collected Tk.86,400,000 in student tuition. Of this amount Tk.6,000,000 was applicable to the summer semester, which ran from June 1 to August 30, and Tk.400,000 was applicable to the fall semester that began the following September.

   (ii) It received a contribution of Tk.1,000,000 in stocks and bonds to establish an endowed chair in chemistry. Income from the chair must be used to supplement the salary of a professor of chemistry.

   (iii) During the year, the chemistry chair endowment earned interest and dividends of Tk.50,000, all of which was used to supplement the salary of the chair holder.

   (iv) The fair value of the investments of the chemistry chair endowment declined by Tk.80,000.

   (v) Using funds restricted for this purpose, the college purchased Tk.150,000 of equipment for intercollegiate athletics. Intercollegiate athletics is accounted for as an auxiliary enterprise. The college charged depreciation of Tk.30,000.

   (vi) The annual alumni campaign yielded Tk.1,800,000 in pledges. The college estimated that 2 percent would be uncollectible. During the year the college collected Tk.1,500,000 on the pledges.

3. (a) Why might analysts be concerned if a government has an unusually high ratio of intergovernmental revenues to total revenues relative to a comparable government? Why might they be concerned if the same ratio is unusually low?

   (b) A special-purpose government is established to operate parking garages. Will it have to prepare both government-wide and fund statements? Explain.

Assignment - 1	স্কুল অব বিজনেস	MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4^{th} Level)

Course: Business Research Methods **Due on: August 14, 2026**

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/HOdR4M0VUN07m7EIx7Ljt0*) if you haven't yet joined.*

Questions

1. (a) Imagine you are a consultant for a commercial bank experiencing declining customer loyalty. Formulate an appropriate research problem and suggest the most suitable research strategy.

   (b) A Multinational company dealing in pesticides hires a qualified business management graduate to expand its marketing activities. Most of the company's current employees are qualified chemists with a science background. During their first review meeting, the management graduate says that the "company should be involved in market research to get a better perspective of the problem at hand". On hearing this, one of the science graduates laughs and says, "There is no such thing as marketing or business research; research is combined with science alone." What would be your response? Explain.

   (c) A restaurant manager notices that customers often complain about slow service, but the staff insists they are working efficiently.

   Questions:

   (i) Would you recommend observation or a survey to investigate the problem? Justify your answer.

   (ii) Which research approach (qualitative or quantitative) would be more appropriate? Explain.

2. (a) Consider any research problem of interest to you. Structure it in terms of an appropriate hypothesis to be tested. Also mention the possible errors and recommendations associated with your hypothesis. Illustrate your answer with the help of a suitable example.

(b) A mobile banking company has introduced a new app with additional features. However, customer complaints have increased, and many users continue to use the older version of the application. Management wants to determine the reasons before redesigning the app.

Required:

(i) Define the research problem.
(ii) Formulate appropriate research question(s).
(iii) List the possible alternative answers.
(iv) Identify the unit(s) of analysis and variables of interest.

3. (a) Suppose you are researching employee job satisfaction in a multinational company with offices in Dhaka, Chattogram, Rajshahi, Khulna, and Sylhet. How would you design the sampling procedure to ensure fair representation from all locations?

(b) A list of 3000 voters of a ward in a city was examined to measure the accuracy of the age of individuals. A random sample of 300 names was taken, which revealed that 5 I citizens were shown with wrong ages. Estimate the proportion of voters who have a wrong description of age. Estimate the standard error of the estimate if the sampling is done (i) with replacement, (ii) without replacement.

4. (a) A researcher proposes the following study:
"The Effects of Social Media on University Students."
After reviewing the proposal, the supervisor comments:

- The research problem is too broad.
- The objectives are unclear.
- The methodology is inappropriate.
- The proposal lacks ethical considerations.

Required:

(i) Critically evaluate the supervisor's comments.
(ii) Suggest specific revisions for each weakness.
(iii) Explain how these changes would improve the overall proposal.

(b) A researcher proposes the following study:
"The Effect of Social Media Usage on Academic Performance of University Students."
However, the proposal contains no theoretical framework, and the hypotheses are based only on the researcher's personal opinions.

Required:

(i) Critically evaluate the weaknesses of the study.
(ii) Explain why a theoretical framework is essential for developing research hypotheses.
(iii) Suggest an appropriate theoretical framework and formulate suitable hypotheses.

Assignment - 2

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: September 25, 2026**

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

1. A manufacturing company surveyed **1,200 employees** regarding job satisfaction, work environment, compensation, and career development. During data entry, the research team discovered duplicate questionnaires, missing values, and inconsistent responses.

   Required:

   (i) Explain how editing should be performed before analysis.

   (ii) Develop a simple coding scheme for the questionnaire responses.

   (iii) Describe how the data could be classified and tabulated.

   (iv) Recommend appropriate methods for presenting the findings to senior management.

2. (a) A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

   What is the approximate standard deviation for years of teaching experience for this population?

   (b) Suppose we want to compare the mean lifetimes of two kinds of 9–volt batteries based on the following lifetime (in hours)

Brand A	6.9, 11.2, 14.0, 13.2, 9.1, 13.9, 16.1, 9.3, 2.4, 6.4, 18.0, 11.5
Brand B	15.5, 11.1, 16.0, 15.8, 18.2, 13.7, 18.3, 9.0, 17.2, 17.8, 13.0, 15.1

   Using the Mann-Whitney U test, test the hypothesis that there is no difference in the mean lifetime of the two kinds of batteries. You may choose a 5 per cent level of significance.

3. (a) Your organization is surveying to determine the consumption pattern of food items by households in Chittagong. You are the head of the computer division responsible for editing the raw data from the questionnaires and analyzing the same. A filled-out set of questionnaires has been sent to you. List out the points on which you would like to concentrate while editing the raw data.

(b) Define the population and Sampling unit for selecting a simple random sample in each of the following cases.

   (i) Fifty voters of a constituency.
   (ii) Twenty-five stocks from the Dhaka Stock Exchange.
   (iii) Twenty students enrolled in University 'I'
   (iv) One hundred depositors of a branch of a bank.

4. Suppose that a researcher is interested in consumer's attitude nutritional diet of a ready-to-eat cereal.

   X_1: the amount of protein per standard serving

   Like a pretest, the researcher obtains consumers' interval-scaled evaluation of the ten concept descriptions, on a preference rating scale ranging from 1, dislike extremely, up to 9, like extremely well. The data is given below:

Rater	Preference rating (Y)	Protein X_1	
1	3	4	$\sum Y = 43 \bar{Y} = 4.3$
2	7	9	$\sum X_1 = 43 \bar{X}_1 = 4.3$
3	2	3	
4	1	1	$\sum YX_1 = 247$
5	6	3	
6	2	4	$\sum X\frac{2}{1} = 255$
7	8	7	
8	3	3	
9	9	8	
10	2	1	

   (i) Fit a linear regression model of Y on X_1.
   (ii) Test the validity of the equation statistically.
   (iii) What do you think of the strength of association?

5. An NGO conducted a study on women's entrepreneurship in rural Bangladesh. The research report was comprehensive, but community leaders had difficulty understanding the findings because the report contained too many technical terms. The NGO wanted to present the results to local stakeholders.

   Required:

   (i) Explain how the report could be made more user-friendly.
   (ii) Recommend appropriate methods of presenting the findings to a non-technical audience.
   (iii) Discuss how technology can help communicate research findings effectively.

Assignment - 3

স্কুল অব বিজনেস

MBA: 4316

Bangladesh Open University

MBA Program

Semester: 232 (4th Level)

Course: MBA: Business Research Methods **Due on: October 23, 2026**

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

1. A researcher records whether 25 consecutive bank customers use Mobile Banking (M) or Traditional Banking (T).

   The observations are:

   M, M, M, T, M, M, T, T, M, M, M, T, M, M, M, M, T, M, T, M, M, T, M, M, M

   Required:

   Using the Runs Test, examine whether the arrangement of Mobile Banking and Traditional Banking users is random at the 5% significance level.

2. In a farm experiment, two different treatments, A and B, were applied to four and five randomly selected plots, respectively. The yield from these plots is given below. Use an appropriate test to conclude that the two treatments do not affect the yield significantly.

   Treatment A: 17, 12, 16, 10
   Treatment B: 15, 8, 14, 9, 13

3. What are the limitations of regression analysis for forecasting? How can multiple regression be used to forecast some industries' sales?

4. During the online final examination period, a university's Learning Management System (LMS) crashed for several hours, preventing students from submitting their examinations on time. Students protested, and the university administration appointed a committee to investigate the incident.

   Required:

   (i) Prepare a descriptive report of the incident.
   (ii) Explain whether the report answers all the essential descriptive reporting questions.
   (iii) Recommend additional information that should be included before the report is submitted to the Vice-Chancellor.

5. A university prepared an Annual Graduate Employability Report. The report presents statistics on graduates' employment rates, salary levels, and employer feedback but does not analyze the reasons behind low employability or recommend strategies for improvement.

   Required:

   (i) Determine whether the report follows a descriptive approach or a problem-solving approach. Justify your answer.
   (ii) Critically evaluate the strengths and weaknesses of the report.
   (iii) If you were asked to rewrite the report, prepare a suitable contents outline.
   (iv) Explain the stages you would follow to improve the report's quality and usefulness.