

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 2nd

Course Title: Management Information System

Submit by: March 07, 2025

Instructions for Assignment Submission

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

- Describe the business (enterprise) functions and the major processes and procedures within that functional area. Identify what MIS exist (if any) to support these areas.
- A garment manufacturing company has the strategic goal of "no stock outs." It has many retail outlets distributed throughout Asia. Their outlet counters have POS terminals connected to their central computer system. They track the movements of various products from different retail outlets and decide "outlet stock replenishment strategy" for each individual outlet based on the movement of products, so that the fast-moving items are never out-of-stock. What would be the impact of this inventory tracking on the organisational strategy? In which "era" should the company be placed? Explain.
- In planning, an impact model is one in which IT opportunities for strategic advantage are identified and will then lead business strategy. Alignment models are where the organisation will identify IT support for business strategies. Select two of the SISP methodologies introduced in the previous section and compare and contrast these. Would you classify them as impact or alignment models? Using this classification, Plant's e-commerce strategy (as described in the previous module) would be an "impact" model and the seven "S" model would be an "alignment" model. Try to apply these two models to your own organisation. What do you see as their strengths and weaknesses?

4. **Case : Puma Goes Omni**

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

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

Russia, Canada, China, India, Switzerland, Germany, France, the United Kingdom, and a European site that serves multiple countries in multiple languages, this presents quite a challenge. Puma's Global Head of E-Commerce, Tom Davis, has overseen a major restructuring of its e-commerce business. Puma was not fully prepared to compete with Adidas, Nike, and other sports apparel companies in a global market that was rapidly shifting away from mature Western markets and desktop commerce. To coordinate market rollouts and ensure a unified brand image, Puma's regional e-commerce teams needed oversight. A command center took over brand strategy and investment decisions, leaving daily operational and locality-based decision-making to the regional teams. Unified content and product strategies were developed in addition to a centralized product database. One central website replaced multiple e-commerce sites on different platforms. The company developed new content and product strategies and launched a centralized product database. Demand ware, Puma's main e-commerce platform, was used to simplify managing global e-commerce operations from a central digital platform, though several other e-commerce platforms are still used. The goal was to achieve a consistent and cohesive brand building strategy so that the teams would all be on the same page.

Puma assigned the overhaul of its website to Viget, a web design firm. It created templates to unite several Puma sites into one and unify the look across numerous categories and content types. A dozen category sites now complement Puma.com, with a custom-built content management system (CMS) ensuring that consistent Puma branding and navigation are maintained across all sub-sites and pages. Category managers can customize home pages outside of the template layout. The flexibility to roll out local, regional, or global campaigns is thus built into the website design. What's more, the CMS integrates with a language translation tool, a Storefinder tool that helps visitors locate Puma stores, and Puma's product inventory manager. These design changes have improved site visualization and navigation, prompting customers to spend twice as much time on the site and raising the order rate by 7.1%. Other features like the ability to design Puma shoes from the ground up using a built-in web app across all of its sites have made Puma's online presence even more compelling. The Viget team then turned to the mobile site, first incorporating Storefinder into the interface. Using the GPS capability of the mobile device, Puma stores nearest to the user can be located, along with address and contact information. Users experience the same content and appearance as Puma.com and each of the category sites, managed by the same CMS. Viget also rebuilt Puma's mobile site using responsive design features. Puma also incorporated mobile into its omni-channel marketing strategy. For instance, it developed PUMATRAC, an iPhone app that automatically analyzes environmental conditions to give runners feedback on how these variables impact their performance. The app offers multiple options to share statistics and routes with other runners. In addition to focusing on unifying its branding efforts and e-commerce websites, Puma has also streamlined its e-commerce teams. In the past, Puma maintained nine independent e-commerce teams on five continents. Currently, it is working towards teams divided into the three major segments that comprise the majority of its sales—North America, Europe, and Asia-

Pacific—as well as a global unit that operates at a level above these regional segments. At the same time, the company hopes to pursue a strategy that is flexible and focused more on the precise local needs in individual markets, even though it has moved to fewer individual e-commerce teams. For example, Puma found that in the Asia-Pacific region, traditional paid media advertising was very ineffective compared to social marketing, particularly that featuring compelling influencers like Usain Bolt and Kylie Jenner. The company's shift in strategy in that region has led to a 10% increase in sales in 2016, making it the company's strongest segment. Overall, Puma's approach has worked across all its segments, improving conversion rates from 10% to 20% and boosting average order value by 12%. Centralizing its e-commerce operations under a single site also helps Puma better collect customer data to personalize marketing and develop more appealing products. Over the past several years Puma has gained invaluable omni-channel experience, racked up social marketing accomplishments, and laid the groundwork for resurgent e-commerce success. But it hasn't been easy. Implementing a successful omni-channel strategy is a monumental task. In 2013 and 2014, Puma's profits sagged, and the company claimed its growing marketing budget was the reason while insisting that its strategy would pay dividends in the future. Puma knows it cannot compete on price with mass merchandisers such as Amazon and Zappos, and it cannot control Puma product presentation in those venues. External loss of brand control necessitates superior product content, product information management, and shopping experience internally, precisely the skills it has been nurturing. Puma's ability to adapt its strategy to individual areas has also helped the company advance into in India, where Puma received permission from the Indian government to open a portal after the country changed its rules regarding foreign direct investment. (Puma had formerly only been able to sell products wholesale, as opposed to traditional retail and e-commerce directly to the consumer), and China, a growing market where Puma has traditionally had minimal presence. In 2015, Puma finally began to see results from its innovative advertising, product development, and centralization efforts as its earnings rebounded to beat analysts' estimates. Puma CEO Bjorn Gulden believes that 2015 represented a turning point for the Puma brand back to profitability. In 2016, Puma ranked behind only Nike and New Balance in e-commerce footwear, ahead of brands like Adidas and Reebok, which spend much larger amounts on advertising, and its quarterly earnings reflect that strength. Puma reported third-quarter earnings of €39.5m, nearly double the €20m it recorded in the same period of 2015, and projected its 2016 yearly earnings to come in at the high end of expectations. Puma's e-commerce strategy has been the main driver of that success.

Questions:

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

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1. In 2002 most countries of the European Union moved to the Euro as a common currency.
 - a. What impact do you think this will have on business in Europe and business globally?
 - b. What do you see as the people issues in the adoption of a common currency?
 - c. Would you support the adoption of a global currency? Why or why no.
2. Assume that you were in a position to advise the CEO of a 24-hour convenience store chain in your local market with respect to e-business. What would you advise him with regard to a strategy of Simple Rules?
 - a. Using each of the five rules, give examples that could have been applied in this particular scenario.
 - b. Now try to apply Simple Rules to your own environment. Can you identify five?
3. Assume that you are working for a national rail transportation service for both passengers and freight country-wide. Develop an outline table identifying possible missions, objectives and measures for each of the four perspectives.
 - a. Now look at the customer perspective, and identify six KPIs which could be used for customer satisfaction and appropriate measurements that might be applied.
 - b. If you were now to look at a local metro or light rail system designed essentially for commuter transport, what differences would this make to your KPIs?
4. Read carefully the case bellow and answer the questions below.

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

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

Today Walmart's greatest threat is Amazon.com, often called the "Walmart of the Web." Amazon sells not only books but just about everything else people want to buy—DVDs, video and music streaming downloads, software, video games, electronics, apparel, furniture, food, toys, and jewelry. The company also produces consumer electronics—notably the Amazon Kindle e-book reader, Kindle Fire tablet, Echo and Tap speakers, and Fire TV set-top box. No other online retailer can match Amazon's breadth of selection, low prices, and fast, reliable shipping. For many years, Amazon has been the world's largest e-commerce retailer with the world's largest and most powerful online selling machine. Moreover, Amazon has changed the habits and

expectations of consumers in ways to which Walmart and other retailers must adapt. Instead of a “push” model, where merchandisers have a large degree of control of what items they stock and sell, retailers must adapt to a “pull” model, where shoppers are more empowered than ever. According to Brian Yarbrough, a retail analyst at Edward Jones in St. Louis, Amazon and online retailing is probably the biggest disrupter of retail since Walmart itself. Walmart was founded as a traditional, offline, physical store in 1962, and that’s still what it does best. But it is being forced to compete in e-commerce as well. Seven years ago, only one-fourth of all Walmart customers shopped at Amazon.com, according to data from researcher Kantar Retail. Today, however, half of Walmart customers say they’ve shopped at both retailers. Online competition and the profits to be reaped from e-commerce have become too important to ignore. Walmart’s traditional customers—who are primarily bargain hunters making less than \$50,000 per year—are becoming more comfortable using technology. More affluent customers who started shopping at Walmart during the recession are returning to Amazon as their finances improve. Amazon has started stocking merchandise categories that Walmart traditionally sold, such as vacuum bags, diapers, and apparel, and its revenue is growing much faster than Walmart’s. In 2015, Amazon had sales of more than \$113 billion. If more people want to do even some of their shopping online, Amazon has some clear-cut advantages. Amazon has created a recognizable and highly successful brand in online retailing. The company has developed extensive warehousing facilities and an extremely efficient distribution network specifically designed for web shopping. Its premium shipping service, Amazon Prime, provides fast “free” two-day shipping at an affordable fixed annual subscription price (\$99 per year), often considered to be a weak point for online retailers. According to the Wall Street Journal, Amazon’s shipping costs are lower than Walmart’s, ranging from \$3 to \$4 per package, while Walmart’s online shipping can run \$5 to \$7 per parcel. Walmart’s massive supply chain needs to support more than 11,000 physical stores worldwide, which Amazon doesn’t have to worry about. Shipping costs can make a big difference for a store like Walmart where popular purchases tend to be low cost items like \$10 packs of underwear. It makes no sense for Walmart to create a duplicate supply chain for e-commerce. However, Walmart is no pushover. It is an even larger and more recognizable brand than Amazon. Consumers associate Walmart with the lowest price, which Walmart has the flexibility to offer on any given item because of its size. The company can lose money selling a hot product at extremely low margins and expect to make money on the strength of the large quantities of other items it sells. Walmart also has a significant physical presence, and its stores provide the instant gratification of shopping, buying an item, and taking it home immediately as opposed to waiting when ordering from Amazon. Seventy per cent of the U.S. population is within five miles of a Walmart store, according to company management. Walmart has steadily increased its investment in its online business, spending between \$1.2 billion and \$1.5 billion annually in 2015 and the next few years on e-commerce, including fulfillment centers

and technology. Walmart has constructed one of the world's largest private cloud computing centers, which provides the computing horsepower Chapter 10 E-commerce: Digital Markets, Digital Goods 439 for Walmart to increase the number of items available for sale on Walmart.com from 1 million three years ago to 10 million today. In the spring of 2015 the company opened four new fulfillment centers around the country, each of which is more than 1 million square feet. To further counter Amazon, Walmart introduced its own "free" two-day shipping program called Shipping Pass, similar to Amazon Prime but costing only \$49 per year. New technology will also give Walmart more expertise in improving the product recommendations for web visitors to Walmart.com, using smart phones as a marketing channel, and personalizing the shopping experience. Walmart has been steadily adding new applications to its mobile and online shopping channels and is expanding its integration with social networks such as Pinterest. A Pay With Cash program enables the 25 percent of Walmart customers who don't have credit cards or bank accounts to order their products online and then pay for them in cash at their nearest Walmart store. Walmart's online and digital development division @WalmartLabs acquired the recipe technology start-up Yumprint in order to expand its online grocery delivery services. Management hopes that Yum print will help Walmart customers more easily make shopping lists from recipes they find in Yumprint before they shop. Walmart is also trying to improve links between its store inventory, website, and mobile phone apps so that more customers can order online and pick up their purchases at stores. Shoppers can order items online and pick them up from lockers in local stores without waiting in line. Walmart's lockers are similar to Amazon's recent deal with Staples and 7-Eleven to do the same. The idea is to be able to offer Walmart products anywhere a consumer prefers to shop, whether that's online, in stores, or on the phone. The company is rethinking its in-store experience to draw more people into its stores. More than half of Walmart customers own smartphones. Walmart has designed its mobile app to maximize Walmart's advantage over Amazon: its physical locations. About 140 million people visit a Walmart store each week. The company started testing the app's in-store mode, which detects when a customer is in a physical store. When the mode is activated, customers can check their wish lists, locate items of interest in the store, and see local promotions. The app's "Scan & Go" feature lets customers scan items as they shop so they can move quickly through self-checkout. Shoppers can add items to their lists using voice or by scanning bar codes. The Walmart website uses software to monitor prices at competing retailers in real time and lower its online prices if necessary. The company is also doubling inventory sold from third-party retailers in its online marketplace and tracking patterns in search and social media data to help it select more trendy products. This strikes directly at Amazon's third-party marketplace, which accounts for a significant revenue stream for Amazon. Additionally, Walmart is expanding its online offerings to include upscale items like \$146 Nike sunglasses and wine refrigerators costing more than \$2,500 to attract customers who never set foot in a Walmart store. A

new Product Content Collection System will facilitate vendors sending their product catalogs to Walmart, and the product information will then be available online. Walmart's commitment to e-commerce is not designed to replicate Amazon's business model. Instead, CEO Doug McMillon is crafting a strategy that gives consumers the best of both worlds—what is called an omnichannel approach to retailing. Walmart's management believes the company's advantage is that it is not a pure-play e-commerce retailer and that customers want some real interaction with physical stores as well as digital. Walmart will sell vigorously through the web and also in its physical stores, retaining its hallmark everyday low prices and wide product assortment in both channels and using its large network of stores as distribution points. Walmart will closely integrate online shopping and fulfillment with its physical stores so that customers can shop however they want, whether it's ordering on their mobile phones for home delivery, through in-store pickup, or by wandering down the aisles of a Walmart superstore. Walmart is aiming to be the world's biggest omnichannel retailer. Amazon is working on expanding its selection of goods to be as exhaustive as Walmart's. Amazon has allowed third-party sellers to sell goods through its website for a number of years, and it has dramatically expanded product selection via acquisitions such as its 2009 purchase of online shoe shopping site Zappos.com to give the company an edge in footwear. Amazon has been building its grocery offerings, with Amazon Prime, Prime Now, Prime Pantry, and Amazon Fresh offering delivery times as short as an hour in some cases. Amazon has opened a retail bookstore in Seattle and plans more in other U.S. locations. Customers will be able to use Amazon's Alexa voice-controlled digital assistant (built into the Echo and Tap speakers and Fire TV) to order tens of millions of products from Amazon's online store.

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

Questions:

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

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

Read the following news release published in The Ecommerce Times

Seven-Eleven to Install Terminals

E-commerce is exploding in Japan, according to a report by the Electronic Commerce Promotion Council of Japan (ECOM), which found that Japanese consumers spent \$3.2 billion (USD) online last year, and projected that they will spend \$68 billion online by 2005. Although 27 million Japanese, or 1 in 5, have Internet connections, 7dream.com is not taking any chances. Seven-Eleven said that it will soon begin installing terminals in its convenience stores for those people who do not have Internet access at home. Seven-Eleven plans to integrate the services of 7dream.com with its e-Shopping! Books, which is a joint venture with Internet investor Softbank. An announcement describing further details of the integration is expected in a month.

Seven-Eleven has applied for a patent for the 7dream.com e-commerce business model, according to Suzuki. Partners in the 7dream.com venture include electronics giants Sony and NEC, the Nomura Research Institute, and major trading house Mitsui & Co Ltd. Playing down the possibility of Softbank joining the venture, Suzuki said, "Partners of the venture will remain unchanged for the time being."

Seven-Eleven is aiming for profits of USD 1.4 billion in its fiscal year 2001 to 2002 and double that the following year. Although Seven-Eleven remains profitable, convenience stores in Japan have been dwindling in the last year. The Japan Franchise Association announced earlier this week that convenience store sales were 1.6 per cent lower in May than sales from the same month last year. The association said it was the second straight monthly decrease.

Despite Japan's economic woes, e-commerce is growing. Speaking at an e-commerce symposium of U.S. and Japanese executives earlier this week, Teruyasu Murakami, managing director of Nomura Research Institute, said e-business in Japan had grown steadily since the mid 1990s. He added that between 500 and 800 e-businesses opened their virtual doors in Japan each month. He also said that Japanese firms are starting to innovate and create new business models. He said a company such as 7dream.com would only be possible in Japan, where convenience stores are within walking distance from almost any location. (adapted from <http://www.ecommercetimes.com/perl/story/3624.html>).

Questions:

- a) What do you think are the strategic objectives for 7dream.com?
- b) What cultural, social or political factors will affect the successful implementation of 7dream?
- c) How would these relate to a similar venture in your own country of residence?
- d) Would you describe 7dream.com as a global or local e-business?
- e) Would you invest in a similar venture in your own country?

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1. (a) Define operations management. Identify and explain the ingredients of operations management.
 (b) How is the customer value created in transformation process? Discuss it by using Porter's value chain approach.
 (c) "The battle is won not in the boardroom but in the laboratories, on factory floors, at service counters and in computer rooms. Companies that fail to exploit fully the strategic power of operations will be both hampered in their own attacks and vulnerable to those of competitors that do exploit its power." Discuss.
2. (a) How do services differ from goods?
 (b) Write a short history of operations.
3. (a) Discuss the purpose of the demand forecasting process and the advantages for an organisation that develops an effective demand forecasting system.
 (b) Use the data in the following table to calculate mean absolute deviation MAD.

Month	Demand <i>D</i>	Forecast <i>F</i>	Deviation <i>(D-F)</i>	Abs deviation <i> D-F </i>
Jan	500	550	-50	50
Feb	550	600	-50	50
Mar	420	490	-70	70
Apr	500	530	-30	30
May	610	530	80	80
Jun	600	550	50	50
Jul	680	610	70	70
Aug	670	670	0	0
Sep	720	690	30	30
Oct	750	730	20	20
Sum	6000	5950	50	450
Ave	600	595	5	45

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1. (a) Yield management can be very effective when balancing supply with demand especially for service organisations. Discuss the business environment for yield management and how it could be used by an airline company.
- (b) Explain the strategic capacity planning process.
- (c) Given the six months sales data in the following table, develop a trend line using least squares regression analysis. Use the trend line to forecast the next three months.

Month	Demand	x	y	xy	x ²
January	115	1	115	115	1
February	123	2	123	246	4
March	132	3	132	396	9
April	130	4	130	520	16
May	140	5	140	700	25
June	150	6	150	900	36
Sum		21	790	2877	91
Average		3.5	131.6667		

2. (a) What are the activities in a lean environment?
- (b) One of the aims of lean thinking is the elimination of waste. Discuss the seven categories of waste.
- (c) Explain how just-in-time processes is related to the quality of an organization's outputs.
3. (a) Define quality and the characteristics of quality.
- (b) Explain the traditional costs of quality.
- (c) How do you determine quality in products? For example, how do you distinguish a good car (or piece of furniture, garment, medicine or golf ball) from a bad one? Does the item's price influence your thinking? What are society's beliefs regarding a relationship between price and quality? Are these beliefs realistic?
- (d) How do you determine quality in services? For example, how do you distinguish between a good lawyer (or accountant, lecturer, athlete, hairdresser or surgeon) from a bad one? Does the service price (fee charges or salary received) have any influence on your thinking? Does society pay the same attention to price when judging the quality of services as it does in the case of goods? Why or why not?
4. (a) Womack describes the perfect process as "a process in which every step is valuable, capable, available, adequate and flexible". Discuss.
- (b) What are the differences between cost-adding and value-adding processes?
- (c) Explain the characteristics of service operations.

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1. (a) What does enterprise resource planning (ERP) allow an organization to do?
 (b) Calculate the process capability for the following examples:
 If specifications say the oven temperature must be $175 \pm 5^{\circ}\text{C}$ and the standard deviation of temperature readings is 0.9°C . Calculate C_p . Calculate C_{pk} if currently the process mean is 177°C .
2. (a) Discuss the economic order quantity model. What are the assumptions that are required to calculate the optimum lot size.
 (b) Discuss the theory of constraints and how it can be applied to operations.
3. (a) Projects often exceed budgeted cost and allocated time. The reasons for exceeding cost and time are usually unexpected. A project manager may attempt to compromise on quality in order to complete on time and/or within cost. Discuss three sources of unexpected problems that eventually cause the project to exceed cost estimates and three sources of unexpected problems that eventually cause the project to exceed time estimates.
 (b) Why do projects fail and successful?
 (c) Discuss how a project manager should manage a project to meet the various time, cost and quality constraints.
4. (a) Discuss the four perspectives of the balanced scorecard approach and outline how the balanced scorecard approach could be used for performance measurement.
 (b) Discuss how to overcome the problems created in a supply chain when individual participants do not have communication with their suppliers beyond the first tier and do not have communication with their customers beyond the first tier.
5. Read the case description on: ***Supply Chain Sustainability at Clif Bar & Company*** and answer the case questions below.

When Gary Erickson started out on one of his typical long-distance bike treks in 1990, he expected to have a great ride. What he did not expect was to come home with the idea for a sports nutrition energy bar that became the genesis of Clif Bar & Company.

After consuming most of his supply of Power Bars partway through the 175-mile ride, Erickson could not face the prospect of consuming another one. Instead, he figured he could come up with something better. Something sports enthusiasts would not mind eating in quantities while out on the road or the trail. The result? The CLIF® BAR, an

all-natural combination of grains, nuts, and fruit, with far more taste appeal than the standard energy bar of the time.

Today, the Berkeley, California–based company has over 100 stock-keeping units, or SKUs, in its product mix, including numerous flavorful versions of the original CLIF BAR plus brands such as LUNA®, The Whole Nutrition Bar for Women™; CLIF Kid Organic ZBaR™, The Whole Grain Energy bar for kids; CLIF Mojo™, The Sweet & Salty Trail Mix Bar; and CLIF Nectar®, an organic fruit and nut bar made with just five ingredients. CLIF BARs were originally distributed through cycling shops and other niche retail outlets but can now be found in a wide variety of retail outlets in the United States, such as Whole Foods, Trader Joe’s, REI, and even your local grocery store.

From the beginning, CLIF BARs were made from wholesome ingredients. Yet as Erickson looked at the ingredients being sourced for CLIF BAR, he realized that making a healthy food product and sourcing ingredients from farmers, ranchers, and cooperatives using organic growing techniques was a “natural” fit. The company made a commitment to both sustainable growing techniques and using only organic raw ingredients back then, and by 2003, had made CLIF BAR 70 percent certified organic. Since then, six of Clif Bar & Company’s CLIF and LUNA brands are now made with 70 percent organic ingredients or more.

The impact on the supply chain for sourcing organic ingredients is tremendous. First, there is a limited—but growing—number of organic growers for the ingredients Clif Bar uses. Second, growers who do not use pesticides, herbicides, and genetically modified plants are sometimes at risk of producing lower crop yields. Third, it can be more costly to store the ingredients. And fourth, as more companies commit to environmentally responsible programs and organic ingredients, competition is great for the available global supply.

The company’s forecasters and planners work hard to manage both the raw ingredient inventory flows from upstream suppliers and the finished goods flows to downstream customers to be sure products are available in the right quantities and right locations. Ordering of raw materials and packaging materials is aggregated to provide efficient sourcing. Production is planned, based on both input and output forecasts, to maximize customer service and minimize inventory. Several times a year, production plans are shared with business partners at all points of the supply chain to make sure that the flow of ingredients and products is smooth, and that inventories do not accumulate at any point in the supply chain beyond planned volumes. Monthly forecasts and changes to plans also are communicated to all supply chain partners.

Clif Bar & Company managers know that consumers’ tastes for products change regularly, so new flavors and brands are periodically introduced into the various brands. Likewise, flavors are sometimes retired to make room for new ones. As the company’s research and development team prepares to move a new product idea from the test

kitchen to the manufacturing plant, supply chain managers must get to work to ensure any new ingredients can be procured.

As a smaller and privately owned company, Clif Bar does not own its manufacturing plants and distribution centers, and relies on contractual agreements with outsourcers in the United States. These supply chain business partners are carefully chosen for their ability to manufacture and distribute Clif Bar's products, their commitment to quality, and their alignment with Clif Bar's own value system. This value system, referred to as the company's "Five Aspirations," holds that Clif Bar & Company will work toward sustaining its people, brands, business, community, and the planet. Greg Ginsburg, Vice President of Supply Chain, wants to be sure all parts of the supply chain— owned or not—are in agreement with these aspirations. "We look at their energy sourcing, labor practices, and workplace environments. And where we source products from small cooperatives, we'll go as far back as possible to assure those tiny growers know about our expectations," says Ginsburg.

Questions:

- (a) In what ways does Clif Bar have a sustainable supply chain?
- (b) Regarding financial responsibility, what business risks does Clif Bar & Company face with so many parts of its supply chain outsourced?
- (c) What issues or risks to sustainability could Clif Bar & Company encounter if it chose to expand to international markets?

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 2nd

Course Title: Human Resource Management

Submit by: March 07, 2025

Instructions for Assignment Submission

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

1.
 - a) What do you mean by human resource management? Explain the different "School" of human resource management.
 - b) Describe the scope of human resource management.
 - c) Explain the four assumptions or perspectives of human resources management.
2.
 - a) What is strategic human resource management? Why SHRM? Explain.
 - b) What are the key themes of strategic human resource management? Explain.
 - c) Describe the three approaches to implementation of strategic human resource management.
3.
 - a) What is human resource planning? Explain the reasons for human resource planning.
 - b) Discuss the factors of effective employee forecasting system.
 - c) Describe the considerable factors of HR / staffing plan.

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 2nd

Course Title: Human Resource Management

Submit by: April 18, 2025

1. a) What is job analysis? Why conduct job analysis? Explain.
b) Discuss the different techniques of collecting data for job analysis.
c) Explain the work simplification approaches of job design.
2. a) What is recruitment? Explain the external influences on recruitment.
b) Define the selection. Describe the methods of selection.
c) How orientation programs work? Explain.
3. a) What do you mean by learning? Explain the barriers to learning and development.
b) What is training? Describe in brief the methods of training needs analysis.
c) Describe the methods of evaluation.
4. Go through the case and answer to the questions given 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:

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

Bangladesh Open University
Programme: Commonwealth Executive MBA/MPA
Semester: 221, Level: 2nd

Course Title: Human Resource Management

Submit by: May 16, 2025

1. a) What do you mean by performance appraisal?
b) Explain the reasons for performance appraisal.
c) Discuss any three methods of performance appraisal.
2. a) What is compensation? State the objectives of compensation.
b) Discuss the methods of payment of compensation.
3. Go through the case and answer to the questions given below the case.

The Kappa Corporation

As George House, vice president for finance, and Helen Robbins, controller, walked into the office of Adrian Barnes, Chairperson and chief executive officer of Kappa Corporation, they were met with the following outburst from the company's top officer:

“Why doesn't someone tell me things? Why can't I know what is going on around here? Why am I kept in the dark? No one informs me about how the company is doing, and I never seem to hear of our problems until they become crises. Now, I want you both to work out a system for keeping me informed, and I want to know by next Monday how you will do it. I am tired of being isolated from the things I must know if I am to take responsibility for this company.”

After George House had left Mr. Barnes's office, he turned to the controller and muttered, “Everything he wants to know or could possibly want to know is in that stack of reports on the table in back of his desk.”

Questions:

1. Who was right – Adrian Barnes or George House? Was Barnes getting information?
2. What would you do to make sure that the chairperson does get the information he needs for control purposes?

CORE 2608

Assignment # 1

BE BRIEF & SPECIFIC!

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Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 2nd

For ONLINE Review Class!

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Course: Economic Environment of Business

Due on: March 07, 2025



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

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

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

Assignment -1 } 10

VIDEO Tutorial



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

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

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

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

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

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

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

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

- 1.4. Analyze the markets of the following products/services and answer the questions specified below: Hilsa fish, Onion, Rice, RMG, Uber ride service, and Metro rail service.
 - Draw the demand and supply curves for each of the products/services.
 - Due to political volatility in the country, how the market prices of the products/services specified above are being affected. Show in graphs.

- 1.5. How does the growth of e-commerce platforms influence businesses? Examine the influence of e-commerce on the following factors (see Amazon's transition to e-commerce platform):
 - Connecting the customers
 - Competitiveness of the traditional brick-and-mortar stores
 - Operational costs

- 1.6. Watch the following video and summarize the indicators discussed in the video. Then compare Bangladesh Economy with a neighboring economy based on the indicators discussed.

<https://youtu.be/dJNCgoJ5vOY>



Bangladesh Open University
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 Semester: 221, Level: 2nd

Course : Economic Environment of Business

Due on : April 18, 2025

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

- 2.1. The cross-price elasticity of tea and coffee is estimated to be 0.15. Explain why the value is positive. If the coffee price decreases by 25 per cent, what will be the effect on sales of tea?
- 2.2. The demand for yogurts of brand 'A' is estimated to be, $Q = 30 - 3P_a + 4P_b + 0.05M$. Here, Q = Quantity, P_a = Price of brand 'A'=3, P_b = Price of brand 'B'=5, M = Income=10.
- Find the own price elasticity of demand.
 - Find the cross price elasticity of demand.
 - Find the income elasticity of demand.
 - Are 'A' and 'B' substitutes or complements? Explain.
 - Is 'A' an inferior good? Explain why or why not.
- 2.3. Review the goals, targets and indicators in SDG 2030 and the factors related to 4th industrial revolution. Short-list the keywords based on all the above indicators and factors that are relevant to the activities of your company/organization.
- 2.4. For a firm maximising its profits in a perfectly competitive situation, find the conditions of profit-maximisation in terms of price and marginal cost. Why will the firm not sell a quantity where the price is greater or less than the marginal cost?
- 2.5. If a firm has a cost function $C(Q) = 100 + 4Q^2 - 2Q$ and faces a price of \$150 on a perfectly competitive world, then what is the level of output that it should produce? Find the profit at this level of output.
- 2.6. Identify which of the following are the short-run and which ones are long-run production functions: (i) $Q=AK^2L$, (ii) $Q=AK^{0.6}L^{0.4}$ (iii) $Q=AK^0L^{0.8}$ (iv) $Q=100L^2$
- 2.7. Describe the law of decreasing returns to variable proportions? How this law is different from the law of decreasing returns to scale? Identify which of the following are increasing, decreasing or constant returns to scale production functions.
- 2.8. **SELF-CHECK Quiz 1** [Compulsory, Minimum Acceptable Score: 70%]
 Please click on the following LINK or Scan QR Code for the QUIZ 1. It must be submitted online; otherwise, you assignment will not be evaluated. **Add the hardcopy of the Score Card with your assignment.**

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



শুন্ অৰ বিজ্ঞান

Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 2nd

Course : Economic Environment of Business

Due on : May 16, 2025

3.1. Review the goals, targets and indicators in SDG 2030 and the factors related to 4th industrial revolution. Short-list the keywords based on all the above indicators and factors that are relevant to the activities of your company/organization.

3.2. Why does the price level rise? How do we measure it? If the price of raw materials increases due to inflation, what a company needs to do:

- to maintain its profit margins.
- to retain the consumer purchasing behavior unaffected.

3.3. Distinguish among hyperinflation, stagflation and stagnation. Write short notes on the following two cases:

- How have businesses in Turkey and Argentina navigated high inflation rates, and what pricing strategies have proven effective in such economic conditions?
- How did Japanese corporations respond to prolonged economic stagnation (See, so called Japan's lost decade - 1990s), and what lessons can be applied to businesses facing slow growth environments?

3.4. Why are the fluctuations in interest rate critical for decision making for a business firm? If a company wants to build a new factory but the interest rates becomes higher suddenly, what may be the decision of the company about opening the new factory?

3.5. How do businesses respond to global changes? Write short notes on:

- Impact of Increased tariffs and trade restrictions between the U.S. and China (US-China Trade War) on global supply chains.
- Impacts of India's decision to liberalize its economy in 1991 on foreign direct investment (FDI) and domestic industries.
- Impact of Russia-Ukraine conflict on businesses operating in Russia, Europe and Asia
- Impact of economic instability in many African nations on the growth of fintech solutions like mobile banking and digital payments.

3.6. How does unemployment affect businesses? Recently Amazon decided to increase its minimum wage. What would be its impact on labor markets, competitive pricing, and employee retention in the retail industry?

3.7. Write short notes on:

- Impact of automation on employment in manufacturing and service industries
- Government policies to address workforce displacement cause by the Artificial Intelligence.
- Implications of gig-based employment for the businesses

Assignment Marks
Distribution

Assignment-3 } 10