

Bangladesh Open University


Programme: Commonwealth Executive MBA/MPA

Semester: 221, Level: 4th

Course Title: Quality Assurance 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
		Assignment -1 } 10
		Assignment -2 } 10
		Assignment -3 } 10

1. (a) What do you understand by quality and quality management? Why is quality important to the organization? Explain with an example.
- (b) Explain the dimensions that are considered in the assessment of quality in the eyes of customers.
- (c) Suppose, you have had your dinner in a renowned restaurant in your locality. As a customer how will you assess the quality of the restaurant? If you were the manager of that restaurant how will you assess the quality of the said restaurant? Discuss.
2. (a) What is meant by leadership? Do you find any differences or similarities between leaders and manager? How they are different or similar?
- (b) Identify the leadership qualities you find in your boss. Do you think the identified qualities are enough to lead the organization? Justify your opinion.
- (c) To lead the organization successfully you need to possess leadership qualities. Do you think the required qualities can be acquired or is it developed by born? In this circumstances, how can you develop yourself as an effective leader? Explain.
3. (a) How will you differentiate external customers from internal customers? Does each group of customers have different perspective and expectation that constitute the quality? In this case, how will you meet their expectation?
- (b) What are the assistances a company expect from its partners?

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Submit by: April 18, 2025

1. (a) What do you understand by benchmarking? Discuss the characteristics of benchmarking. How can you benchmark the services of (i) Bangladesh Airlines and (ii) Bangladesh Railways?
(b) Explain the tools of continuous improvement. Suppose, you are working as a manager of manufacturing concern. Which tool will you follow for the continuous improvement of production unit? Justify your opinion.
(c) Describe the elements of P-D-S-A cycle. Find a problem you face in your personal life and prepare a guideline to solve the problem following the P-D-S-A cycle.
2. (a) Do you find any relationship between ISO 9000 and QS 9000? Describe the sections are there in ISO 9001.
(b) If you want to get ISO 9001 certification in your organization, as a high executive of the organization what will you do in getting the said certification.
3. Read the passage below and answer the questions that follow:

CASE STUDY

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

Questions:

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

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Submit by: May 16, 2025


1. (a) Define the concept quality change. What are reasons behind the change of quality standard? Discuss.
(b) Suppose you are planning to enter into the global market with your product. In this regard, you noticed that the existing quality of your product is not well enough to compete in the international market. Now, describe the steps you are supposed to undertake in making quality change of your product.
2. (a) How is responsibility charting assists you to the way of progression of change? Discuss.
(b) Do you think behavioral modification plays vital role in making quality change of the organization? How? Explain.
3. Do you think consultants be used to identify and implement quality change for the organization? How? To what extent and how long is it works. Justify your opinion logically.

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Course Title: Development Planning and Administration

Submit by: March 07, 2025

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1. Understand the holistic concept of development.
2. Describe the nature of development administration. What are the required conditionality for administration of development?
3. Try to find out whether any of the Weidner's models of development administration is followed in your country? If so, how and what have been the results thereof?
4. (a) Review the diversity in political regimes of developing nations.
 (b) What are the required conditionality for administration of development?
5. Identify and explain some more indicators of sustainable development from your country. Do you think that the recent issues of Bangladesh may have great impact on sustainable development? Explain critically.

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Submit by: April 18, 2025

1. Explain the schematic presentation of the development planning process have given by Conyers and Hills?
2. Highlight the poverty situation and discuss the different anti-poverty measures taken in Bangladesh.
3. Analyse the need for and performance of political and economic reforms.
4. Explain a conceptual framework for multilevel planning. Describe what factors, issues in multilevel planning would you consider for your country.
5. Describe the various indicators to analyse the regional, district and sub-district imbalances.

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1. (a) What steps have to be taken by the countries of South Asia to ensure good health?
(b) Review the reasons of poor planning of agricultural development in South Asia and compare it with Bangladesh.
2. Analyse the strengths and weaknesses of NGO and suggest remedial measures for cooperative and harmonious relationship between the NGOs and Government Republic of Bangladesh.
3. Go through the case and answer to the questions given below the case.

Development Planning Strategy: Retrospect Effect and Prospect

The Planning Commission is responsible for formulating the development strategy through the multi- year development plans and for translating this into a public investment programme through Annual Development Programme. It also ensures that public programmes and policies are in conformity with that strategy through its project approval process by the two highest economic-decision making bodies - the National Economic Council (NEC) and its Executive Committee (EC). Since its creation in January 1972, the Planning Commission's positions, functions, organisation structure, and staff composition changed significantly, as the country has moved towards centralised planning.

Throughout the 1980s, Bangladesh obtained structural-adjustment loans under conditionality from the IMF and the World Bank. In December 1980, it obtained a loan from the IMF under the Extended Fund Facility. However, after only six months the loan contract was revoked on the grounds that the Bangladesh government had failed to keep its borrowing from the banking system within a predetermined limit. The adjustment programme was reinstated in 1982-83 and supported by a new stand-by arrangement. In 1985-86 the Bangladesh government adopted a comprehensive programme of economic adjustment (IMF1989). The programme was supported by a one-year stand-by arrangement from the Fund. As the IMF recognised that structural imbalances in Bangladesh needed to be rectified through medium-term policies, the stand-by arrangement was followed by a three-year arrangement under the IMF's structural-adjustment facility. When in September 1988, severe floods hit Bangladesh; the IMF provided an emergency assistance of SDR 72 million, so that, despite the setback, Bangladesh could continue with structural reforms. After the expiry of structural adjustment facility in June 1989, Bangladesh again contracted another three-year loan under the extended structural-adjustment facility of the IMF. It covered the period between 1990/91 and 1992/93. Bangladesh was thus practically under the IMF structural adjustment programmes throughout the

1980s. Given the weak condition of the Bangladesh economy, the primary aims and objectives of all structural adjustment programs were to mobilise domestic resources and liberalise the economy with a view to raising economic growth, creating employment, lowering inflation, and containing fiscal and current account deficits. As Bangladesh remains politically divided, there was no broad political consensus on structural adjustment. Therefore, the government was not so committed to undertake such comprehensive structural adjustment measures that might have created a political backlash. In the absence of comprehensive and determined structural adjustment programme, the fundamental structure of the economy has remained unchanged. However, in a broad sense the performance of the economy during structural adjustment was better than it was prior to adjustment.

Two major macroeconomic problems – inflation and trade deficits – have been under control since the early 1990s. Although this control was achieved through restrictive monetary and fiscal policies, the growth rate of the economy did not fall, but remained at a steady level of about 4 per cent per annum during the past decade. This increased the levels of per-capita income and consumption and contributed to the decline in the incidence of poverty in both the rural and urban areas. However, contrary to expectations, structural adjustment did not increase the rates of domestic saving and private investment much. The domestic saving rate has only marginally increased from a low level, while the private investment rate has decreased. Changes in investment and industrial policies of the government could not attract foreign investment. The government has remained dependent on foreign aid and loans for investment. The fiscal sector reforms were a major disappointment. The marginal reduction in fiscal deficits came through a reduction in capital expenditure instead of current expenditure. There has been no major improvement in the performance of public sector enterprises.

The nationalised commercial banks and other specialised banks and financial institutions have remained in distress. With the growth in size and complexity of the public expenditure programme and the continuous need to ensure that economic policies are competent with the expenditure programme, a strong and well-staffed Planning Commission is much needed. More time needs to be given on formulation and monitoring of developed strategies and for broader policy matters. Issues such as constituting Ministry of Planning, broadening the Planning Commission Review and reviewing technical assistance projects, need to be addressed.

Questions:


- (a) Do you think any policy reform commissions need to be formed in present condition of Bangladesh? Critically explain based on the theme of this case.
- (b) Who is ultimately responsible for formulating the development strategy? What are the main problems faced by Bangladesh to formulate that strategy? What are your suggestions for formulating the development strategy?
- (c) In the present changing scenario, do you observe any diminishing role of development planning? Give reasons.
- (d) What are the important issues discussed in the aforementioned case? Review the present condition of Bangladesh considering these issues.

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1. Show different categories of e-commerce on a matrix and explain them.
2. What are the benefits that can be derived from e-commerce for suppliers and customers of an organization and society as a whole?
3. Discuss three major areas in which e-commerce has contributed to the development of the business world in the past few years.
4. State the principles that guide the development of e-commerce.
5. How would you describe what you know about the challenges the Bangladeshi government faces in implementing e-commerce?
6. Describe the physical structure of the internet and how it works.

Bangladesh Open University
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Course Title: Electronic Commerce

Submit by: April 18, 2025

1. Describe the gTLD for different business types and the ccTLD for geographical locations.
2. Explain the difference between thin and fat networks using diagrams.
3. Give examples of some interface elements and describe two of them in terms of their advantages and limitations in detail.
4. What do you know about your local power company? Has the website enhanced your knowledge of the company? Will it make any difference to your attitude towards the next rise in electricity charges?
5. Using your experience of working for, or observing organisations, identify and explain a strategic opportunity for the development of a new e-business venture, using one of the six models described in your textbook.
6. Distinguish between internet, intranet, and extranet technologies with their examples.

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Course Title: Electronic Commerce

Submit by: May 16, 2025

1. “Putting systems in place across organisations calls for consideration of a wider range of human and technical factors” Explain.
2. Read the following passage and answer the questions that follow:

Case Study: Marketing Strategies for E-Commerce

Introduction:

ShopEase is an emerging e-commerce platform specialising in fashion and lifestyle products. Founded in 2020, the company aimed to disrupt the market by offering a seamless online shopping experience, competitive pricing, and personalised recommendations. Despite early success, ShopEase faced increasing competition from established players like Amazon and fashion-centric marketplaces such as ASOS and Zalando. To maintain its growth, the company needed a robust marketing strategy that would enhance customer acquisition, retention, and brand awareness. The management team identified several key marketing strategies and implemented them over a year to boost performance.

Marketing Strategies Implemented:

1. Search Engine Optimisation (SEO) and Content Marketing:

- ShopEase invested in keyword research to optimise product descriptions and blog content.
- The company started publishing fashion trend reports and styling guides to drive organic traffic.
- Collaborations with micro-influencers boosted content reach and engagement.

2. Social Media and Influencer Marketing:

- ShopEase leveraged Instagram, TikTok, and Pinterest to showcase fashion trends and user-generated content.
- Paid collaborations with influencers led to higher brand visibility and credibility.
- Live-streaming product launches and styling sessions increased real-time engagement.

3. Email and SMS Marketing:

- Personalized email campaigns with AI-driven recommendations improved customer retention.
- SMS notifications for exclusive discounts and flash sales boosted conversion rates.

4. Pay-Per-Click (PPC) Advertising and Retargeting:

- Google Ads and Facebook Ads were optimised using A/B testing.
- Retargeting campaigns reminded visitors of abandoned carts, leading to a 20% improvement in cart recovery rates.

5. Loyalty Programme and Referral Marketing:

- A points-based loyalty programme incentivized repeat purchases.
- Referral bonuses encouraged word-of-mouth marketing, increasing new customer sign-ups by 30%.

6. Personalisation and AI-Powered Recommendations:

- AI-driven recommendation engines analysed customer behaviour to suggest relevant products.
- Dynamic website and email content-tailored experiences based on user preferences.

7. Seasonal Promotions and Limited-Time Offers:

- Flash sales during festive seasons and exclusive membership discounts drove urgency and increased purchases.

Outcomes:

After implementing these strategies, ShopEase experienced:

- A 40% increase in organic website traffic.
- A 35% growth in repeat customers.
- A 50% rise in social media engagement.
- A 25% boost in overall sales revenue.

Questions:


- (i) What role did content marketing play in enhancing ShopEase's online presence? How did it contribute to customer engagement?
- (ii) How effective is influencer marketing in e-commerce, and what factors should be considered when selecting influencers?
- (iii) Why is email and SMS marketing still relevant in the digital age, and how did ShopEase use these channels effectively?
- (iv) How do retargeting ads help in increasing conversion rates? Can you suggest additional ways ShopEase can reduce cart abandonment?
- (v) What are the benefits of implementing a loyalty programme in e-commerce? How did ShopEase's approach encourage customer retention?
- (vi) In what ways can artificial intelligence improve the customer shopping experience? Can ShopEase take AI implementation further?
- (vii) How do seasonal promotions impact consumer purchasing behaviour, and what other promotional tactics could ShopEase explore?
- (viii) What challenges might ShopEase face in sustaining these marketing efforts, and how should they adapt to future trends?

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1. (a) Explain why wealth maximization as opposed to profit maximization should be the goal of the firm.
- (b) What is corporate governance? Discuss the rationality for incorporating corporate governance function as a finance function.
- (c) Discuss the following statement "Sooner or later, all successful private companies that are organized as proprietorships or partnerships must be corporations."
- (d) Define agency problems and describe how they give rise to agency costs. Explain how a firm's corporate governance structure can help avoid agency problems.
2. (a) Both ROA and ROE measure profitability. Which one is more useful for comparing the two companies? Why? Explain.
- (b) Grenoble Enterprises had sales of \$50,000 in March and \$60,000 in April. Forecast sales for May, June, and July are \$70,000, \$80,000, and \$100,000, respectively. The firm has a cash balance of \$5,000 on May 1 and wishes to maintain a minimum cash balance of \$5,000. Given the following data, prepare and interpret a cash budget for the months of May, June, and July.
 - (1) The firm makes 20% of sales for cash, 60% are collected in the next month, and the remaining 20% are collected in the second month following sale.
 - (2) The firm receives other income of \$2,000 per month.
 - (3) The firm's actual or expected purchases, all made for cash, are \$50,000, \$70,000, and \$80,000 for the months of May through July, respectively.

- (4) Rent is \$3,000 per month.
 - (5) Wages and salaries are 10% of the previous month's sales.
 - (6) Cash dividends of \$3,000 will be paid in June.
 - (7) Payment of principal and interest of \$4,000 is due in June.
 - (8) A cash purchase of equipment costing \$6,000 is scheduled in July.
 - (9) Taxes of \$6,000 are due in June.
- (c) One tool of financial analysis is common-size financial statements. Why do you think common-size income statements and balance sheets are used? Note that the accounting statement of cash flows is not converted into a common-size statement. Why do you think this is?
- (d) If we know that a firm has a net profit margin of 4.5%, a total asset turnover of 0.72, and a financial leverage multiplier of 1.43, what is its ROE? What is the advantage of using the DuPont system to calculate ROE over the direct calculation of earnings available for common stockholders divided by common stock equity?
3. (a) Describe the four basic steps involved in the lease-versus-purchase decision process. How are capital budgeting methods applied in this process?
- (b) In general, how is lease financing treated from an accounting standpoint versus debt financing?
- (c) The Hot Bagel Shop wishes to evaluate two plans for financing an oven: leasing and borrowing to purchase. The firm is in the 40% tax bracket.

The shop can lease the oven under a 5-year lease requiring annual end-of-year payments of \$5,000. All maintenance costs will be paid by the lessor, and insurance and other costs will be borne by the lessee. The lessee will exercise its option to purchase the asset for \$4,000 at the termination of the lease.

The oven costs \$20,000 and will have a 5-year life. It will be depreciated under MACRS using a 5-year recovery period. (See Table 4.2 on page 117 for the applicable depreciation percentages.) The total purchase price will be financed by a 5-year, 15% loan requiring equal annual end-of-year payments of \$5,967. The firm will pay \$1,000 per year for a service contract that covers all maintenance costs; insurance and other costs will be borne by the firm. The firm plans to keep the equipment and use it beyond its 5-year recovery period.

- a. For the leasing plan, calculate the following:
 - (1) The after-tax cash outflow each year.
 - (2) The present value of the cash outflows, using a 9% discount rate.
- b. For the purchasing plan, calculate the following:
 - (1) The annual interest expense is deductible for tax purposes for each of the 5 years.
 - (2) The after-tax cash outflow resulting from the purchase for each of the 5 years.
 - (3) The present value of the cash outflows, using a 9% discount rate.
- c. Compare the present values of the cash outflow streams for these two plans, and determine which plan would be preferable. Explain your answer.

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Course Title: Corporate Finance

Submit by: April 18, 2025

1. (a) In which situations convertible securities and warrants can be profitably used to meet a financing requirement. Explain.
- (b) Describe financing options beyond the regular or stocks and bonds.
- (c) Newcomb Company has a bond outstanding with a \$1,500 par value and convertible at \$30 per share. What is the bond's *conversion ratio*? If the underlying stock currently trades at \$25 per share, what is the bond's *conversion value*? Would it be advisable for a bondholder to exercise the conversion option?
- (d) Kent Hotels has warrants that allow the purchase of three shares of its outstanding common stock at \$50 per share. The common stock price per share and the market value of the warrant associated with that stock price are shown in the table.

Common stock price per share	Market value of warrant
\$42	\$ 2
46	8
48	9
54	18
58	28
62	38
66	48

- a. For each of the common stock prices given, calculate the *theoretical warrant value*.
 - b. Graph the theoretical and market values of the warrant on a set of axes with per share common stock price on the *x-axis* and warrant value on the *y-axis*.
 - c. If the warrant value is \$12 when the market price of common stock is \$50, does this contradict or support the graph you have constructed? Explain.
 - d. Specify the area of *warrant premium*. Why does this premium exist?
 - e. If the expiration date of the warrants is quite close, would you expect your graph to look different? Explain.
2. (a) Explain the risk management techniques used to reduce the financial risk within an organization.
 - (b) Explain why a swap is effectively a series of forward contracts. Suppose a firm enters into a swap agreement with a swap dealer. Describe the nature of the default risk faced by both parties.
 - (c) Discuss why a futures contract is more common than a forward contract.
 - (d) Describe the basic relationships and the theories of international financial management.

3.
 - (a) Discuss the main sources of value generated in most mergers and acquisitions. Are all of them in the interest of society as a whole?
 - (b) What is a *leveraged buyout (LBO)*? What are the three key attributes of an attractive candidate for acquisition via an LBO?
 - (c) What are the three types of business failure? What is the difference between *insolvency* and *bankruptcy*? What are the major causes of business failure?
 - (d) Luxe Foods is contemplating the acquisition of Valley Canning Company for a cash price of \$180,000. Luxe currently has high financial leverage and therefore has a cost of capital of 14%. As a result of acquiring Valley Canning, which is financed entirely with equity, the firm expects its financial leverage to be reduced and its cost of capital to drop to 11%. The acquisition of Valley Canning is expected to increase Luxe's cash inflows by \$20,000 per year for the first 3 years and by \$30,000 per year for the following 12 years.
 - a. Determine whether the proposed cash acquisition is desirable. Explain your answer.
 - b. If the firm's financial leverage would actually remain unchanged as a result of the proposed acquisition, would this alter your recommendation in part **a**? Support your answer with numerical data.

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1. With a common-stock-for-common-stock acquisition, is it better to analyze the situation on a cash-flow basis or to look more to the acquisition's effect on the surviving firm's earnings per share? Explain.
2. Benson Oil is being considered for acquisition by Dodd Oil. The combination, Dodd believes, would increase its cash inflows by \$25,000 for each of the next 5 years and by \$50,000 for each of the following 5 years. Benson has high financial leverage, and Dodd can expect its cost of capital to increase from 12% to 15% if the merger is undertaken. The cash price of Benson is \$125,000.
 - a. Would you recommend the merger?
 - b. Would you recommend the merger if Dodd could use the \$125,000 to purchase equipment that will return cash inflows of \$40,000 per year for each of the next 10 years?
 - c. If the cost of capital did not change with the merger, would your decision in part **b** be different? Explain.
3. Cautionary Tales, Inc., is considering the acquisition of Danger Corp. at its asking price of \$150,000. Cautionary would immediately sell some of Danger's assets for \$15,000 if it makes the acquisition. Danger has a cash balance of \$1,500 at the time of the acquisition. If Cautionary believes it can generate after-tax cash inflows of \$25,000 per year for the next 7 years from the Danger acquisition, should the firm make the acquisition? Base your recommendation on the net present value of the outlay using Cautionary's 10% cost of capital.
4. Susan Michaels is evaluating the Burton Tool Company's common stock and warrants to choose the better investment. The firm's stock is currently selling for \$50 per share; its warrants to purchase three shares of common stock at \$45 per share are selling for \$20. Ignoring transaction costs, Ms. Michaels has \$8,000 to invest. She is quite optimistic with respect to Burton because she has certain "inside information" about the firm's prospects with respect to a large government contract.
 - a. How many shares of stock and how many warrants can Ms. Michaels purchase?
 - b. Suppose Ms. Michaels purchased the stock, held it for 1 year, and then sold it for \$60 per share. What total gain would she realize, ignoring brokerage fees and taxes?
 - c. Suppose Ms. Michaels purchased warrants and held them for 1 year and the market price of the stock increased to \$60 per share. Ignoring brokerage fees and taxes, what would be her total gain if the market value of the warrants increased to \$45 and she sold out?
 - d. What benefit, if any, would the warrants provide? Are there any differences in the risk of these two alternative investments? Explain.