


**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 1st**

Course Title: Management and Organization

Submit by: September 26, 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 <b>page-5</b> of the Semester Calendar)</p> <p>3. Assignments must be submitted to the <b>coordinator</b> 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 &amp; 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 <a href="mailto:mzraihan@bou.ac.bd">mzraihan@bou.ac.bd</a> 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>	<p><b>Assignment Marks Distribution</b></p> <hr/> <p>Assignment -1 } 10</p> <p>Assignment -2 } 10</p> <p>Assignment -3 } 10</p>
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**Questions**

1. (a) How is organizational behavior defined as a field of study?  
 (b) State the primary factors of managerial challenges and changes faced by managers in today's business environment.  
 (c) Explain the objectives and variables of organizational behavior.
2. (a) Why should we understand perception and attribution? Explain.  
 (b) Define personality and explain its 'Five' dimensions, as well as Locus of Control.  
 (c) Define motivation and explain the differences between Maslow's Hierarchy Needs theory and Vroom's' Expectancy theory of motivation.  
 (d) Identify the characteristics of a diverse workplace and explain the managerial implications of diversity.
3. (a) What is group? How do groups differ from teams, and under what circumstances might one be more effective than other? Explain.  
 (b) Discuss the stages of group development.

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Submit by: November 07, 2025

Questions

- What is decision making? Explain the rational decision making process.
  - Describe the circumstances under which you believe this to be applicable approach.
  - Why might an understanding of decision environment help you make more effective decision? Might it affect the approach you take? Why?
- What is communication? Why is communication important? Explain.
  - Discuss the model of communication.
  - How can we improve the communication? Explain.
- Please read the case below, and respond to the questions that follow.

**Case: An Underwater Meeting**

On Saturday October 17, 2009, democratically elected President Mohammad Nasheed of the Maldives invited his 13 officials to a cabinet meeting: the world's first underwater governmental meeting. The meeting "room" was in a lagoon off Girifushi, in the North Male atoll, and the ministers dove 20 feet (6 meters) to meet around a horseshoe-shaped table on the sea floor. The Maldives, located southwest of Sri Lanka, is an Indian Ocean archipelago whose 1,192 islands stretch for 850 kilometers (530 miles).

The Maldivian islands are on average only 2 meters (7 feet) above sea level, and they comprise the lowest-lying nation on the planet. The meeting agenda highlighted how global warming was threatening the disappearance of the Maldives within a century. In 2007, data about this threat were confirmed by the United Nations Intergovernmental Panel on Climate Change, warning that a rise in sea levels of 18 to 59 centimeters (7 to 23 inches) by 2100 would be enough to make the Maldives virtually uninhabitable. The decision made at the meeting was to sign off on an agreement for carbon emission cuts: "We must unite in a global effort to halt further temperature rises." The meeting took place prior to the United Nations climate change conference in December in anticipation of the renegotiation of the Kyoto Protocol.

The safety of the ministers was well considered. They held a dress rehearsal the day before; coral on the reef was checked for harmful creatures and participants communicated via hand signals to indicate they were okay. Instead of dressing in business suits, though, the 14 government ministers donned scuba diving gear and also

wore name tags. Just as in every meeting, discussion took place, but here it was through writing on a special white board. The meeting was broadcast live on television. Inhabitants on Kuda Huvadhoo island built a sealed box, put their television in it, and, following their governments' lead, dove to the depths to view the underwater meeting—underwater.

Back on dry land, the cabinet ministers were to sign their wet suits for auctioning on the [www.protectthemaldives .com](http://www.protectthemaldives.com) Web site in a bid to raise money for protecting coral reefs. President Nasheed used the meeting venue as a publicity exercise to push for action so that his people can continue to live in the Maldives well into the future.

### ***Questions***

1. Identify the main function of the meeting.
2. Describe the communication process and distinguish between its formality and informality.
3. What is your opinion on the view that audiences prefer “live” presentations?

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Submit by: December 05, 2025

**Questions**

1. (a) What is leadership? Describe the qualities of leadership.  
(b) Comment on “Leaders are born not made”.  
(c) Describe the Fielder’s Contingency Model of leadership theories.
2. (a) How organizational environment is defined? Explain the impact of globalizations and managers.  
(b) What is power? Explain the various source of power.  
(c) What is organizational culture? Discuss the various purposes of organizational culture.
3. Please read the case below, and respond to the questions that follow:

**Case: Disorderly Conduct**

The sound of Matt and Peter’s arguing is familiar to everyone in the office by now. In an effort to make the best use of space and ensure a free flow of discussion and ideas, the founder of Markay Design had decided to convert the one-floor office of the company to an open plan with no walls between workers. The goal of such a layout is to eliminate boundaries and enhance creativity. But for Matt and Peter, the new arrangement creates a growing sense of tension.

The argument boils down to the question of work space order and organization. Peter prefers to keep his desk completely clean and clear, and he keeps a stack of cleaning wipes in a drawer to eliminate any dust or dirt. Matt, on the other hand, likes to keep all his work visible on his desk, so sketches, plans, magazines, and photos are scattered everywhere, alongside boxes of crackers and coffee cups. Peter finds it hard to concentrate when he sees Matt’s piles of materials everywhere, while Matt feels he can be more creative and free flowing when he’s not forced to clean and organize constantly. Many of Matt and Peter’s coworkers wish they’d just let the issue drop. The men enjoyed a good working relationship in the past, with Peter’s attention to detail and thorough planning serving to rein in some of Matt’s wild inspirations. But of late, their collaborations have been derailed in disputes.

Everyone knows it’s not productive to engage in conflicts over every small irritant in the workplace. However, completely avoiding conflict can be equally negative. An emerging body of research has examined “conflict cultures” in organizations. The findings suggest having a culture that actively avoids and suppresses conflicts is

associated with lower levels of creativity. Moreover, cultures that push conflict underground but do not succeed in reducing the underlying tensions can become passive-aggressive, marked by underhanded behavior against other coworkers.

Ultimately, finding a way through the clutter dispute is probably going to be an ongoing process to find a balance between perspectives. Both Matt and Peter worry that if they can't find a solution, their usually positive work relationship will be too contentious to bear. And that would be a real mess.

### *Questions*

1. What could Peter and Matt's manager do to help them resolving their conflict?
2. The case suggests that there is research to support the notion that avoiding conflict stifles creativity. Is there such research, and do you agree?
3. How can Matt and Peter develop an active problem-solving discussion to resolve this conflict? What could effectively be changed, and what is probably going to just remain a problem?

**CORE 1602**

**Assignment # 1**

**শুধু অব বিজ্ঞান**  
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Semester: 222, Level: 1st

**For ONLINE Review Class!**

Join WhatsApp GROUP:



<https://chat.whatsapp.com/C26S9w9PwMcHUtuA5818AF>

**Course: Quantitative Techniques**

**Due on: September 26, 2025**

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

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



[https://youtu.be/UcBa\\_IhCXQA?si=Ljq5SLGJpTwZ1owm](https://youtu.be/UcBa_IhCXQA?si=Ljq5SLGJpTwZ1owm)

- 1.1. Identify which of the following relationships can be considered as functions and why. If not, convert them into functional form.
  - i. Income and years of schooling.
  - ii. Rainfall and production of tomato.
  - iii. Quantity demanded and price.
  - iv. Academic degree and knowledge.
  - v. Training and skills.
- 1.2. Differentiate between the following pairs of functions with examples:
  - i) Algebraic functions and transcendental functions
  - ii) Exponential functions and logarithmic functions
  - iii) Linear functions and quadratic functions
  - iv) Univariate functions and multivariate functions
- 1.3. Identify the type of the following functions:
  - i)  $Y = (X+2)(3X-3)$
  - ii)  $Y = 5^{(2X)}$
  - iii)  $Y = e^{\ln X}$
  - iv)  $Y = \ln x^2$
  - v)  $Y = 5X^3X^2 - 10X + 10$
- 1.4. Find the slope, X-intercept, and Y-intercept of the following functions as per the instruction in the brackets:
  - i)  $Y = 10X + 30$  [both X-intercept & Y-intercept]
  - ii)  $Y = 3X^2 - 9X + 6$  [both X-intercept & Y-intercept]
  - iii)  $Y = e^{2X} + 10$  [Y-intercept]
  - iv)  $Y = \ln x + 4$  [X-intercept]
  - v)  $Y = (5+X)/(X-2)$  [Y-intercept]

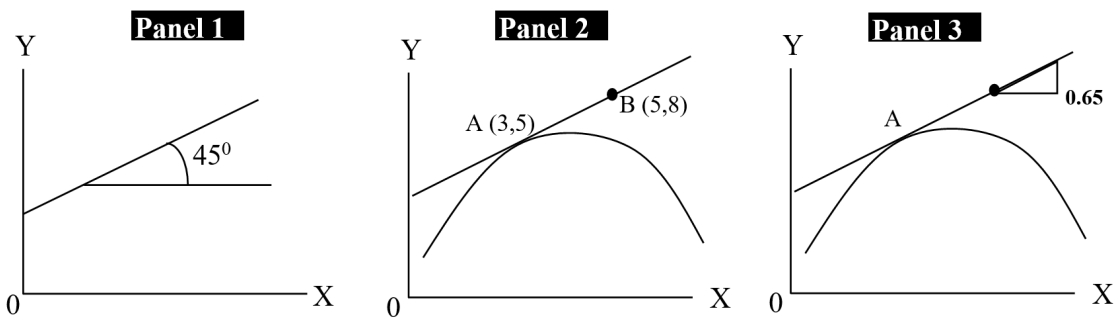
1.5. Draw the graphs of the following functions. You may use Symbolab or any other online application to check the accuracy of the shapes of the graphs.

- i)  $Y = 10X + 4$
- ii)  $Y = 3X^2 - 7X + 4$
- iii)  $Y = 2e^{5X} + 3$
- iv)  $Y = \ln x + 5$
- v)  $Y =$



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

1.6. 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.



1.7. If  $A = \{1, 2, 3, 4\}$ ,  $B = \{2, 4, 6, 8\}$  and  $C = \{3, 4, 5, 6\}$ , Find –  
 (i)  $A \cup B$ , (ii)  $B \cup C$ , (iii)  $(A \cup B) \cup C$ , (iv)  $A \cup (B \cup C)$ .

1.8. By using Venn Diagram, prove the following –

(i)  $A \cap (B \cap C) = (A \cap B) \cap C$  (ii)  $(A \cup B)^c = A^c \cap B^c$

1.9. What is the difference between differentiation and derivative? Differentiate the following functions with respect to  $X$ :

- i)  $Y = 6X + 3$
- ii)  $Y = 7X^2 + 6X + 5$
- iii)  $Y = (X+2)(3X-3)$
- iv)  $Y = 5^{(2X)} + 6$
- v)  $Y = e^{\ln X}$
- vi)  $Y = \ln x^2$
- vii)  $Y = 5X^3 + 3X^2 - 10X + 10$

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

**শ্রীন জব বিজ্ঞান**  
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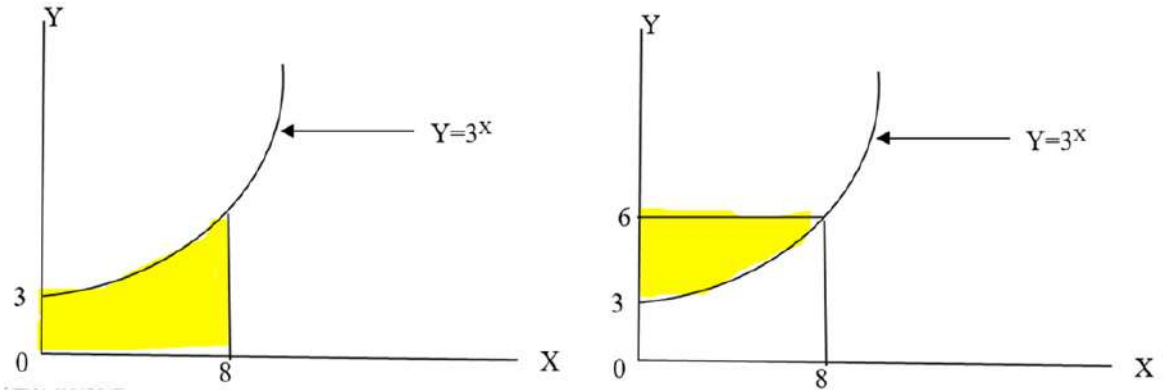
Due on: November 07, 2025

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

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

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

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



2.7. 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.  $B = \begin{bmatrix} 1 & 3 & 2 \\ 0 & 1 & 1 \\ 2 & 2 & 3 \end{bmatrix}$

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

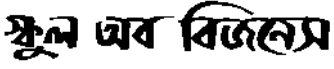
$$2X + 2Y + Z + 3 = 0$$

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

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

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.

  
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Course: Quantitative Techniques

Due on: December 05, 2025

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3.1. a) Mention the commonly used measures of central value? Suppose you would like to collect the highly demanded product for your showroom. What statistical measure will help you choosing the product?

b) Following are the data on the level of income of the students of QT course.

Income (per month) (In thousand)	Number of students
0 - 20	2
20 - 40	4
40 - 60	10
60 - 80	3
80 - 100	2

(i) What is the average monthly income of the students?

(ii) Suppose, BOU wants to offer scholarships to the QT students. If the scholarship offers are – **Category 1:** 100% waiver of their course fees for lowest 10% students and **Category 2:** 50% course fee waiver for next 10% students, find the grades of the students who deserve scholarships of Category 1 and also the grades of the student who deserve Category 2 scholarships.

3.2. a) What are the absolute measures of variation of data? What is the limitation of the absolute measures of variation while comparing two distributions expressed in two different units?

b) The data on the age of CEMBA-202 students are given in the table below:

Age (Yrs) (Inclusive)	Number of students
20 – 25	4
25 – 30	8
30 – 35	5
35 – 40	4
40 – 45	3

Calculate: (i) Average deviation (iii) Standard deviation

3.3. Trends in Advertisement Costs and Sales of two Companies are as below:

Year	Company A		Company B	
	Advertisement cost (Lac Taka)	Sales Revenue	Advertisement cost (Lac Taka)	Sales Revenue
2010	5	20	15	25
2011	10	29	16	28
2012	7	27	18	30
2013	8	28	19	35
2014	12	30	20	44

**Questions:**

- i. What are the average sales of Company A for 5 years?
- ii. Which company had a positive growth rate in sales in 2012 over the previous year?
- iii. Which company had a higher growth rate in sales in 2014 than that in 2013?
- iv. Which company had negative impact of advertisement spending on its sales?

3.4. **SELF-CHECK Quiz 1** [Compulsory, Minimum Acceptable Score: 70%]

Please click on the following LINK or scan the QR code for the QUIZ 1. It must be submitted online; otherwise, your assignment will not be evaluated. **Add the copy of the scorecard with your assignment.**

<https://testmoz.com/q/14772400>




**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 1st**

Course Title: Marketing Management

Submit by: September 26, 2025

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**Questions**

1. (a) Why do marketing managers think that 'marketing is the art of selling products'? Do you believe that it is only involved with selling? Justify your assumption.
- (b) How does the Bangladesh Open University operate the characteristics of service concepts? Justify your arguments regarding the CEMBA/CEMPA program of your university.
- (c) Among the elements of the marketing mix in service marketing, how many do you believe are complex to establish, and why in the context of private limited banks in Bangladesh?
2. Sultan's Dine serves as an oasis of culinary history in the bustling heart of Dhaka, famed for offering the authentic and halal flavors of Kacchi to every Table. This restaurant has earned its reputation for serving the 'best Kacchi in town,' seamlessly blending the royal culinary tradition with the vibrant tapestry of local food culture. The Sultani Mutton Tehari, among other dishes, is more than just a meal; it's a narrative spoken through the language of distinctive, halal & top-notch ingredients. This restaurant chain now addresses the modern demands of living with age-old traditions and aims to open its new outlets in the suburban regions of the Northern and Southern parts of Bangladesh.

You are required to design a complete marketing mix following the marketing strategy based on the following specific information:

- (i) There are fewer biriyani lovers than traditional Bengali food lovers in the suburban regions of the Northern and Southern parts of Bangladesh.
  - (ii) Biriyani lovers are usually in the upper-middle to upper-income category.
  - (iii) Biriyani lovers are graduates.
3. (a) How can any shoe marketer targeting babies aged 2 to 6 apply a demographic base of segmentation? Justify the rationale of this segmentation base.
- (b) Why is behavioral segmentation so sustainable in the modern world? What reasons will you find out?
- (c) Assume the 'Marks' full-cream milk powder brand is trying to evaluate and select its target market segments. Regarding their several milk powder brands, how can they differentiate between mass marketing concepts and niche marketing concepts? Discuss practically.

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Questions

1. (a) Air conditioners, often known as AC units, are necessary for modern life. Nearly everyone has them. It is known to all that keeping air conditioners well-functioning requires maintenance and servicing from time to time. Walton has a wide service network nationwide. Walton provides a wide AC servicing network all around the country, to get AC servicing done from any place at any time at a minimum cost rate. Walton AC is a brand that provides air conditioner services at reasonable prices at comprehensive services for all types of air conditioners. The best care is being taken of the ACs all over Bangladesh.
    - (i) If you are the head marketing executive of this brand, explain practically how this company determines the personal factors influencing any buyer to purchase a Walton AC?
    - (ii) Imagine yourself as a potential consumer of this AC and specify the members of your reference group and family in the given situation.
  - (b) Maya believes everyone is beautiful in their own way. But in our hot and humid tropical weather, along with winter and heavy pollution, people need special care for their skin and hair. Maya provides this care through the power of natural wellness. Because only nature can ensure the best care. Maya has brought to consumers such a fantastic premium fixed oil: Maya All Natural Hair & Scalp Oil.
    - (i) Among the three types of buying behavior, which one is appropriate as per the discussed brand, regarding your observation? Argue your idea.
    - (ii) As a potential consumer of “Maya All Natural Hair & Scalp Oil”, identify the step-by-step process of the stages of the buyer decision process.
2. (a) Take, for example, these products: toothpaste, mobile phone, motorbike, and life insurance. Classify these four types of products within the types of consumer goods and define their characteristics when you purchase them.
  - (b) Assume ‘Vision Electronics’ wishes to introduce a new telecom operator named ‘Vision Mobile Network’ in Bangladesh. Elaborate with a figure relating to the stages in the new product development, considering this new telecom operator.
  - (c) Recently, a public portal announced that ‘Face book’ is the market leader, with its global occupying 3.07 billion monthly active users. Now, explain what are the branding advantages and disadvantages of ‘Face book’ as a leading brand in social networking sites.

3.
  - (a) Due to COVID-19, the price of many daily essentials changed. If you are the marketer of a renowned fast food product brand serving consumers both online and offline, how can you adapt the price of your product? What will be the strategies?
  - (b) 'Shwapno' is a popular grocery and delivery shop in Bangladesh, benefiting urban and suburban people all over Bangladesh. Concerning the nature of various products and assortments, discuss the promotion mix of 'Shwapno'.
  - (c) If you are the marketing executive of 'Shwapno', elaborate on how the following concepts will be applied:
    - (i) Sales promotion
    - (ii) Personal selling
    - (iii) Publicity

## Bangladesh Open University

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Semester: 222, Level: 1st

Course Title: Marketing Management

Submit by: December 05, 2025

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



Mobile devices have become such an important part of our work and social lives that there's understandably some reluctance to change brands due to the perception that transitioning all those apps, subscriptions, contacts, files, and photos might be confusing. Samsung's mobile devices are designed for how people live and work today. Each release brings exciting new features and capabilities that take mobile productivity to the next level. Galaxy S25 Series, in particular, introduces new ways to communicate, create, and be the very best version of consumers' benefits. From personalized updates that keep consumers a step ahead and an upgraded processor that powers your workday to impressive photo and video tools and inspiring health insights, the Galaxy S25 is like having a consumer digital assistant everywhere you go. About multitasking, Samsung loyalists have long placed multitasking capabilities at the top of the list of reasons they prefer Galaxy devices. Also, for office productivity, Microsoft and Samsung have collaborated closely to integrate Office on the latest Galaxy devices. That means when a user needs to review a Word, Excel, or PowerPoint file, you can jump right in, make their edits, save, and share. It has a long-lasting battery and power-sharing. Samsung continues pushing the limits of battery life in its mobile devices. Galaxy S25 optimizes energy use so user can stream their favorite shows, navigate a new city, and video call colleagues without worrying about recharging. Privacy is prioritized with Galaxy, many options let you work and collaborate on the go in ways any user never thought possible ways that are more crucially important than ever before in the hybrid and remote workplace.


- Among the bases of market segmentation, which base should you choose for your target consumers regarding this brand as a marketing manager? Argue your answer.
- How can you make your consumer's brand loyal to your product by practicing the market segmentation concept?
- Among the stages of the product life cycle, in which stage is the Samsung Galaxy positioned? Discuss your ideas rationally.
- "Packaging demonstrates a tale of a consumer-friendly brand". Do you agree or disagree? Argue your support regarding this statement in the given case.
- Among the promotional mix elements, explain the issues about which one is more long-lasting to capture consumers' awareness, as per your assumption?

**Bangladesh Open University**  
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**Semester: 222, Level: 1st**

Course Title: Accounting and Finance

Submit by: September 26, 2025

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**Questions**

1. (a) "One major difference in perspective and emphasis between finance and accounting is that accountants generally use the accrual method while in finance, the focus is on cash flows." Do you agree? Explain.
- (b) How is a corporation different from most of the other forms of business organizations?
- (c) Briefly discuss the issues in the agency conflict problem.
2. (a) The framework used to record and summarize the economic activities of a business enterprise is referred to as the accounting equation. State the basic accounting equation and define its major components. How are business transactions and financial statements related to the accounting equation?
- (b) What does the going concern assumption mean for a business?
- (c) Michael McNamee is the proprietor of a property management company, Apartment Exchange, near the campus of Pensacola State College. The business has cash of \$8,000 and furniture that cost \$9,000 and has a market value of \$13,000. The business debts include accounts payable of \$6,000. Michael's personal home is valued at \$400,000, and his personal bank account has a balance of \$1,200.

Consider the related accounting principles and assumptions and identify the principle or assumption that best matches the following situation:

- (i) Michael's personal assets are not recorded on the Apartment Exchange's balance sheet.
  - (ii) The Apartment Exchange records furniture at its cost of \$9,000, not its market value of \$13,000.
  - (iii) The Apartment Exchange reports its financial statements in U.S. dollars.
  - (iv) Michael expects the Apartment Exchange to remain in operation for the foreseeable future.
- (d) At the beginning of the year, Yates Company had total assets of \$550,000 and total liabilities of \$200,000. Answer the following questions viewing each situation as being independent of the others.
- (i) If total assets increased \$200,000 during the year, and total liabilities decreased \$75,000, what is the amount of owner's equity at the end of the year?
  - (ii) During the year, total liabilities increased \$230,000 and owner's equity decreased \$90,000. What is the amount of total assets at the end of the year?
  - (iii) If total assets decreased \$40,000 and owner's equity increased \$130,000 during the year, what is the amount of total liabilities at the end of the year?

3. (a) The nine steps of the accounting cycle are presented below. Identify the correct order of the steps by placing the numbers 1 (first step) to 9 (last step) by each description.

- \_\_\_\_\_ Start with beginning account balances.
- \_\_\_\_\_ Prepare the post-closing trial balance.
- \_\_\_\_\_ Prepare the financial statements.
- \_\_\_\_\_ Compute the unadjusted balance in each account and prepare the unadjusted trial balance.
- \_\_\_\_\_ Post journal entries to the accounts.
- \_\_\_\_\_ Analyze and journalize transactions as they occur.
- \_\_\_\_\_ Prepare the adjusted trial balance.
- \_\_\_\_\_ Journalize and post adjusting entries.
- \_\_\_\_\_ Journalize and post the closing entries.

- (b) The unadjusted trial balance of Albert Business Consulting at December 31, 2023, and the data for the adjustments follow:

**Albert Business Consulting  
Unadjusted Trial Balance  
December 31, 2023**

Account Title	Balance	
	Debit	Credit
Cash	\$ 22,000	
Accounts Receivable	12,000	
Prepaid Insurance	7,500	
Supplies	6,000	
Land	18,000	
Accounts Payable		15,000
Salaries Payable		5,000
Unearned Revenue		9,000
Common Stock		30,000
Retained Earnings		6,000
Dividends	5,000	
Service Revenue		24,500
Salaries Expense	15,000	
Advertising Expense	4,000	
Totals	\$89,500	\$89,500

Albert is preparing financial statements for the year ending December 31, 2023.

Adjustment data at December 31 follows:

- a. Albert pays its employees each Friday. December 31, 2023 falls on a Monday. The employees will earn \$1,250 for the five-day work week.
- b. On August 31, 2023, Albert agreed to provide consulting services to Smith Company for six months, beginning on September 1, 2025, at \$1,500 per month. Smith paid \$9,000 on August 31, 2023. Albert treats deferred revenues initially as liabilities.
- c. Albert prepaid six months of business insurance on September 30, 2023. The insurance begins on October 1. Albert treats deferred expenses initially as assets.
- d. On December 31, 2023, Albert received a bill for the November and December advertising in a local newspaper, \$800. This bill will be paid on its due date, which is January 10, 2025.
- e. As of December 31, 2023, Albert had performed services for Alliance Company for \$5,000. The invoice will be sent on January 5, 2024, and payment is due on January 15, 2024. Albert received the payment on its due date.

**Required :**

1. Prepare the adjusting journal entries at December 31, 2023.
2. Prepare the adjusted trial balance at December 31, 2023.

4. Given the following post-closing trial balance, prepare the classified balance sheet.

	Debit	Credit
Cash	\$6,000	
Accounts Receivable	3,000	
Supplies	1,000	
Prepaid Rent	3,000	
Land	11,000	
Building	17,000	
Accumulated Depreciation, Building		\$4,000
Accounts Payable		8,000
Salaries Payable		3,000
Unearned Rent		1,000
Notes Payable (long-term)		8,000
Common Stock		12,000
Retained Earnings		5,000
Total	<u>\$ 41,000</u>	<u>\$ 41,000</u>

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 1st

Course Title: Accounting and Finance

Submit by: November 07, 2025

Questions

1. (a) In a single-step income statement, all data are classified under two categories: (i) Revenues, or (ii) Expenses. If the income statement is recast in a multiple-step format, what additional information or intermediate components of income would be presented?
- (b) The adjusted trial balance of Notson Company contained the following information:

	<u>Debit</u>	<u>Credit</u>
Sales		\$ 560,000
Sales Returns and Allowances	\$ 20,000	
Sales Discounts	7,000	
Costs of Goods Sold	386,000	
Freight-out	2,000	
Advertising Expense	15,000	
Interest Expense	18,000	
Store Salaries Expense	55,000	
Utilities Expense	28,000	
Depreciation Expense	7,000	
Interest Revenue		30,000

**Required:**

1. Use the above information to prepare a multiple-step income statement for the year ended December 31, 2023.
2. Prepare a single-step income statement for the year-ended December 31, 2023.
2. (a) Prime costs plus conversion costs equals the cost of goods manufactured. Do you agree? If you do not agree, explain why the statement is false.
- (b) The cost of goods available to be sold represents the total amount of product expenses reported on the income statement. Do you agree? If you do not agree, explain why the statement is false.
- (c) Gourmet Bones manufactures its own brand of pet chew bones. At the end of December 2023, the accounting records showed the following:

<b>Balances:</b>	<b>Beginning</b>	<b>Ending</b>
Direct Materials	\$ 13,500	\$ 7,500
Work-in-Process Inventory	0	3,500
Finished Goods Inventory	0	5,200
<b>Other information:</b>		
Direct materials purchases		\$ 36,000
Plant janitorial services		700
Sales salaries		6,000

Delivery costs	1,300
Net sales revenue	107,000
Utilities for plant	1,300
Rent on plant	17,000
Customer service hotline costs	1,200
Direct labor	23,000

**Required :**

- (i) Prepare a schedule of cost of goods manufactured for Gourmet Bones for the year ended December 31, 2023.
  - (ii) Prepare an income statement for Gourmet Bones for the year ended December 31, 2023.
  - (iii) How does the format of the income statement for Gourmet Bones differ from the income statement of a merchandiser?
  - (iv) Gourmet Bones manufactured 17,900 units of its product in 2023. Compute the company's unit product cost for the year, rounded to the nearest cent.
3. (a) What is the relevant range?
- (b) Direct materials and direct labor will always be completely variable. Do you agree? If you do not agree, explain why not.
- (c) Compute the missing amounts for the following table:

	A	B	C
Sales price per unit	\$ 1,400	\$ (f)	\$ 2,500
Variable costs per unit	(a)	2,940	1,250
Total fixed costs	273,000	1,097,600	(k)
Target profit	630,000	24,892,000	1,562,500
Contribution margin per unit	700	(g)	(l)
Contribution margin ratio	(b)	40%	(m)
Required units to break even	(c)	(h)	325 units
Required sales dollars to break even	(d)	(i)	(n)
Required units to achieve target profit	(e)	(j)	(o)

4. (a) What is a company's cost structure? How can cost structure affect a company's profits?
- (b) Contribution margin is the same as gross profit. Do you agree? If you do not agree, explain why not.
- (c) Why might there be a difference in operating income in a contribution margin income statement compared to a traditional income statement?
- (d) Magnani Company, which has only one product, has provided the following data concerning its most recent month of operations:

Selling price.....	\$97
Units in beginning inventory .....	0
Units produced .....	6,600
Units sold.....	6,200
Units in ending inventory .....	400
Variable costs per unit:	
Direct materials .....	\$40
Direct labor.....	\$10

Variable manufacturing overhead .....	\$4
Variable selling and administrative .....	\$9
Fixed costs:	
Fixed manufacturing overhead .....	\$184,800
Fixed selling and administrative .....	\$12,400

**Required:**

- (i) What is the unit product cost for the month under variable costing?
- (ii) What is the unit product cost for the month under absorption costing?
- (iii) Prepare an income statement for the month using the contribution format and the variable costing method.
- (iv) Prepare an income statement for the month using the absorption costing method.
- (v) Reconcile the variable costing and absorption costing net operating incomes for the month.

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 212, Level: 1st

Course Title: Accounting and Finance

Submit by: December 05, 2025

Questions

1. (a) Explain the difference between capital assets, capital investments, and capital budgeting.
- (b) What are some criticisms of the payback method?
- (c) All techniques with NPV profile-Mutually exclusive projects Projects A and B, of equal risk, are alternatives for expanding Rosa Company's capacity. The firm's cost of capital is 13%. The cash flows for each project are shown in the following table.
  - (i) Calculate each project's payback period.
  - (ii) Calculate the net present value (NPV) for each project.
  - (iii) Calculate the internal rate of return (IRR) for each project.
  - (iv) Draw the net present value profiles for both projects on the same set of axes, and discuss any conflict in ranking that may exist between NPV and IRR.
  - (v) Summarize the preferences dictated by each measure, and indicate which project you would recommend. Explain why.

	Project A	Project B
Initial investment ( $CF_0$ )	\$80,000	\$50,000
Year ( $t$ )	Cash inflows ( $CF_t$ )	
1	\$15,000	\$15,000
2	20,000	15,000
3	25,000	15,000
4	30,000	15,000
5	35,000	15,000

2. Haney Company has provided the following budget information for the first quarter of 2021:

Total sales	\$214,000
Budgeted purchases of direct materials	40,300
Budgeted direct labor cost	37,200
Budgeted manufacturing overhead costs:	
Variable manufacturing overhead	1,150
Depreciation	1,200
Insurance and property taxes	6,600
Budgeted selling and administrative expenses:	
Salaries expense	13,000
Rent expense	2,500
Insurance expense	1,100
Depreciation expense	350
Supplies expense	4,280

Additional data related to the first quarter of 2021 for Haney Company:

- a. Capital expenditures include \$38,000 for new manufacturing equipment, to be purchased and paid in the first quarter.
- b. Cash receipts are 65% of sales in the quarter of the sale and 35% in the quarter following the sale.
- c. Direct materials purchases are paid 50% in the quarter purchased and 50% in the next quarter.
- d. Direct labor, manufacturing overhead, and selling and administrative costs are paid in the quarter incurred.
- e. Income tax expense for the first quarter is projected at \$44,000 and is paid in the quarter incurred.
- f. Haney Company expects to have adequate cash funds and does not anticipate borrowing in the first quarter.
- g. The December 31, 2017, balance in Cash is \$45,000, in Accounts Receivable is \$23,200, and in Accounts Payable is \$9,000.

**Required:**

- (i) Prepare Haney Company's schedule of cash receipts from customers and schedule of cash payments for the first quarter of 2021.
  - (ii) Prepare Haney Company's cash budget for the first quarter of 2021.
3.
  - (a) "Working capital management involves the management of all of a firm's assets and liabilities." Explain.
  - (b) Nico's Manufacturing uses 2,400 units of a product per year on a continuous basis. The product carrying costs are \$60 per year and ordering costs are \$250 per order. It takes 20 days to receive a shipment after an order is placed and the firm requires a safety stock of 8 days of usage in inventory.
    - (i) Calculate the economic order quantity (round up to the nearest whole unit).
    - (ii) Calculate the total cost per year to order and carry this item.
    - (iii) Their supplier has notified the company that if they increase their order quantity by 58 units they will give the company a discount. Calculate the dollar discount that the company will have to give Nico's Manufacturing to result in a net benefit to the company.
4.
  - (a) "Ratio analysis merely directs the analyst to potential areas of concern; it does not provide conclusive evidence as to the existence of a problem." – Explain.
  - (b) Given the following balance sheet, income statement, historical ratios and industry averages, calculate the Pulp, Paper, and Paperboard, Inc. financial ratios for the most recent year. Analyze its overall financial situation for the most recent year. Analyze its overall financial situation from both a cross-sectional and time-series viewpoint. Break your analysis into an evaluation of the firm's liquidity, activity, debt, and profitability.

**Income Statement**  
**Pulp, Paper and Paperboard, Inc.**  
**For the Year Ended December 31, 2005**

Sales Revenue	\$2,080,976
Less: Cost of Goods Sold	<u>1,701,000</u>
Gross Profit	\$379,976
Less: Operating Expenses	<u>273,846</u>
Operating Profits	\$106,130
Less: Interest Expense	<u>19,296</u>
Net Profits Before Taxes	\$86,834
Less: Taxes (40%)	<u>34,810</u>
Net Profits After Taxes	<u>\$52,024</u>

**Balance Sheet**  
**Pulp, Paper and Paperboard, Inc.**  
**December 31, 2005**

Assets	
Cash	\$95,000
Accounts receivable	237,000
Inventories	<u>243,000</u>
Total current assets	\$575,000
Gross fixed assets	500,000
Less: Accumulated depreciation	<u>75,000</u>
Net fixed assets	<u>\$425,000</u>
Total assets	<u>\$1,000,000</u>
Liabilities and stockholders' equity	
Current liabilities	
Accounts payable	\$89,000
Notes payable	169,000
Accruals	87,000
Total current liabilities	\$345,000
Long-term debt	188,000
Total liabilities	\$533,000
Stockholders' equity	
Common stock	255,000
Retained earnings	212,000
Total stockholders' equity	\$467,000
Total liabilities and stockholders' equity	<u>\$1,000,000</u>

**Historical and Industry Average Ratios**  
**Pulp, Paper and Paperboard, Inc.**


Ratio	2003	2004	2005	Industry 2005
Current Ratio	1.6	1.7	-	1.6
Quick Ratio	0.9	1.0	-	0.9
Inventory Turnover	8.1	9.3	-	8.4
Average Collection Period	33 days	37 days	-	39 days
Total Asset Turnover	2.3	2.2	-	2.2
Debt Ratio	60%	56%	-	58%
Times Interest Earned	2.5	3.5	-	2.3
Gross Profit Margin	21%	19.7%	-	20.4%
Operating Profit Margin	4.7%	4.8%	-	4.7%
Net Profit Margin	1.8%	1.6%	-	1.4%
Return on total assets	4.1%	3.5%	-	3.08%
Return on Equity	10.3%	7.9%	-	7.3%

**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 3rd**

Course Title: Strategic Management

Submit by: September 26, 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 <b>page-5</b> of the Semester Calendar)</p> <p>3. Assignments must be submitted to the <b>coordinator</b> 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 &amp; 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 <a href="mailto:mzraihan@bou.ac.bd">mzraihan@bou.ac.bd</a> 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>	<p><b>Assignment Marks Distribution</b></p> <hr/> <p>Assignment -1 } 10</p> <p>Assignment -2 } 10</p> <p>Assignment -3 } 10</p>
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**Questions**

1. (a) What do you understand by strategic management? How strategy is different or similar with policy and strategic plan.  
 (b) Describe the different issues of strategic management.  
 (c) Identify two policies of your organization where you are working. Do the policies provide support for the implementation of strategy? Why or why not? Justify your opinion.
2. (a) Identify the vision and mission statement of the organization where you are working. Make comments whether they have incorporated the necessary issues in these statements.  
 (b) What is vision? Why is vision important for the organization? Prepare a vision statement for a food processing company.  
 (c) What is the importance of communicating vision and mission to the organizational stakeholders? Justify your opinion.
3. (a) Explain the industry environmental factors of a company.  
 (b) Why it is important to understand the environmental influences on business organization.  
 (c) How do organization respond to the influences of external environment? Explain.

**Bangladesh Open University**

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

**Course Title: Strategic Management****Submit by: November 07, 2025****Questions**

1. (a) What is meant by industry? Why is industry analysis necessary?  
(b) Explain the Five Forces Model of competitive analysis pronounced by Michael Porter. Is there any strategic implications of this model? How?  
(c) If your company is facing severe competition from substitute products, what action would you adopt to retaliate aggressively against new entrants in the company.
2. (a) Describe the five-forces model of Michael Porter for industry analysis.  
(b) How will you prepare an industry analysis plan?  
(c) If your company is facing severe competition from substitute products, what action would you adopt to retaliate aggressively against new entrance in the industry?
3. (a) Who are responsible for conducting internal analysis of organization? Which one do you prefer and why?  
(b) Define value chain of a company. Explain how value chain analysis technique can be used for company situation analysis.  
(c) Explain the steps that should be followed in SWOT analysis.

**Bangladesh Open University**

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Strategic Management

Submit by: December 05, 2025

**Questions**


1. (a) “Distinctive competencies have been helpful in attaining distinctive advantages through achievement of superior efficiency and quality.” Explain the statement.  
(b) When does best-cost strategy work best in a business organization dealing with consumer products?  
(c) A product can be differentiated in different ways. Also, the themes are not same for all types of products. Discuss at least five themes for differentiation of five different types of products.
2. (a) What is strategic alliance? Why organizations think for strategic alliance? Discuss the reasons for the failure of strategic alliance.  
(b) Discuss the strategic advantages and disadvantages of horizontal integration.  
(c) Few years ago, Standard Chartered Bank purchased the operations of the Grindlays Bank in the South Asia and South-East Asia. Is it merger or acquisition? Give your arguments.
3. (a) What is emerging industry? Describe the challenges of emerging industry in making strategy.  
(b) Find out an emerging industry in our country and then study its notable market conditions. Explain why you think that it is an emerging industry? Justify.  
(c) Bashundhara is the market leader in the production and marketing of tissue paper. What have made it the market leader?  
(d) Prepare a strategic action plan for a single-business company.

**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 3rd**

Course Title: Public Policy

Submit by: September 26, 2025

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**Questions**

1. Define public policy and explain its nature in the context of governance in Bangladesh. Give examples from at least two different sectors.
2. Discuss the scope of policy-making in Bangladesh, highlighting how policies influence economic development, social welfare, and environmental protection.
3. Describe the key steps in managing a policy from formulation to evaluation. Illustrate your answer with an example from any recent Bangladeshi policy initiative.
4. Critically analyze the common challenges faced in implementing good policies in Bangladesh, and suggest practical strategies to overcome them.
5. **Case Study: The National Agriculture Policy and Food Security in Bangladesh**  
 Agriculture is the backbone of Bangladesh's economy, providing livelihoods for around 40% of the population and contributing significantly to GDP. The country faces challenges such as floods, cyclones, declining soil fertility, pests, and the impacts of climate change. To address these issues, the Government of Bangladesh introduced the National Agriculture Policy (NAP) in 1999, later revised in 2013, to ensure food security, promote sustainable farming, and improve farmers' incomes.

The NAP is a public policy that provides direction for agricultural growth through defined goals and strategies. Its nature is both developmental—focusing on productivity, diversification, and farmer welfare—and regulatory, establishing frameworks for land use, seed quality, irrigation, and input distribution. It balances food self-sufficiency with market competitiveness, integrating environmental sustainability.

The NAP goes beyond crop farming to include fisheries, livestock, horticulture, agricultural marketing, research, and extension services. Its scope covers:

- Developing climate-resilient crop varieties.
  - Expanding irrigation and mechanization.
  - Ensuring equitable access to quality inputs.
  - Supporting women farmers with training and resources.
- It aligns with other national strategies like the National Food Policy and the Climate Change Strategy and Action Plan.

The NAP reflects several traits of good policy:

1. Clarity of Purpose – Goals are clearly stated: food security, productivity growth, and farmer welfare.
2. Evidence-Based – Designed using research, previous experience, and global best practices.
3. Inclusiveness – Considers smallholders, women, and marginalized groups.
4. Flexibility – Revised in 2013 to address climate change and market issues.
5. Sustainability – Links environmental protection to agricultural growth.

Despite its strengths, the NAP faces hurdles in execution:

- Institutional Coordination – Agriculture involves several ministries, leading to slow decisions.
- Limited Resources – Budget constraints for research, infrastructure, and farmer training.
- Infrastructure Gaps – Poor rural transport and storage reduce market access.
- Climate Risks – Limited capacity to respond quickly to extreme weather events.
- Market Volatility – Sudden price drops hurt farmers despite production gains.

The NAP has helped Bangladesh achieve self-sufficiency in rice, increase crop diversification, and empower women farmers through training. However, progress is uneven—mechanization and improved seeds are more common in connected areas, while remote regions lag.

***Questions:***

1. Identify three characteristics of a good policy visible in the NAP.
2. Discuss two challenges in managing and implementing the NAP, and suggest solutions.
3. How does the scope of the NAP connect with other national policies? Give examples.

**Bangladesh Open University**

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Public Policy

Submit by: November 07, 2025

**Questions**

1. Identify the key actors involved in the formal power distribution of policy-making in Bangladesh and explain how each contributes to the policy process.
2. Analyze the role of the political executive in shaping national policy priorities. How does political leadership influence policy outcomes?
3. Evaluate the role of the legislature in checking, approving, and overseeing policy decisions in Bangladesh. Provide examples of legislative interventions in policy-making.
4. How do the political executive, permanent executive, and legislature interact in the policy-making process? Discuss with reference to formal power structures.
5. Critically assess how the distribution of formal power can either facilitate or hinder effective policy-making in Bangladesh.

**Bangladesh Open University**

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Public Policy

Submit by: December 05, 2025

**Questions**

1. Discuss how interest groups operate in Bangladesh to shape policy outcomes. Provide examples from recent policy debates.
2. Analyze how protest movements have brought policy change in Bangladesh. Mention at least one movement and the resulting policy impact.
3. How do influential social groups (e.g., professional associations, business chambers, religious organizations) affect public policy decisions in Bangladesh?
4. Evaluate the role of mass media in setting the policy agenda in Bangladesh. Does media primarily act as a neutral informer or an active influencer?
5. **Case Study: The Road Safety Movement in Bangladesh**

In July 2018, a tragic road accident in Dhaka claimed the lives of two school students. The incident sparked a massive protest movement, initially led by students but soon supported by various social groups, interest groups, and sections of the media. The protesters demanded stricter traffic laws, better enforcement, and improved road safety standards.

The movement took place in a politically sensitive environment. The ruling party acknowledged the grievances and promised reforms, while the opposition parties used the moment to criticize the government's handling of road safety and governance. Although student protesters initially distanced themselves from political parties, both ruling and opposition forces attempted to influence the narrative for their own agendas.

Transport owners' associations and labor unions, two powerful interest groups, quickly became key players. They were wary of stricter laws that could penalize drivers more heavily and increase operational costs. Their lobbying efforts sought to influence the drafting of any new legislation, balancing safety concerns with industry interests.

The student-led protest was remarkable for its organization and discipline. Young demonstrators checked drivers' licenses, enforced traffic rules on the streets, and used social media to mobilize nationwide support. The protests gained both domestic and international attention. Civil society organizations, professional bodies, and celebrities voiced support for the students, amplifying their demands. Educational institutions, human rights groups, and road safety advocacy networks also joined in, calling for systemic reform.

Television, newspapers, and online platforms provided extensive coverage of the protests. Social media, in particular, played a dual role: it spread information rapidly, but it also became a platform for rumors and misinformation. Some media outlets took an advocacy role, pressing the government for quick action. The protests pushed the government to pass the Road Transport Act 2018, which introduced stricter penalties for reckless driving, unlicensed operation, and overloading. However, in the years since, enforcement has remained inconsistent due to pressure from transport sector interest groups and bureaucratic inertia.

The case highlights how political parties, interest groups, protest movements, social groups, and mass media interact to influence policy. While mass mobilization can create immediate pressure for reform, long-term policy change requires negotiation and sustained advocacy involving multiple stakeholders.

***Questions:***


1. How did different influential groups shape the outcome of the Road Safety Movement? Provide specific examples.
2. Which group do you think had the strongest influence on the final policy decision? Justify your answer.
3. What lessons can policymakers learn from this case about balancing public demands with the interests of powerful industry groups?

**Bangladesh Open University**  
 Programme: Commonwealth Executive MBA/MPA  
 Semester: 222, Level: 3rd

Course Title: Project Management

Submit by: September 26, 2025

***Instructions for Assignment Submission***

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**Questions**

1. (a) What is project management, and why is it important in achieving organizational objectives?  
 (b) How can a project manager systematically evolve an initial plan using the project life cycle and project management processes?  
 (c) Explain with an example how balancing scope, time, and cost can impact project quality.
2. Describe the phases of the project cycle prescribed by World Bank and their importance in project planning in Bangladesh.
3. What is a Work Breakdown Structure (WBS)? Create a simple WBS for organizing a seminar/conference.
4. Construct a basic Responsibility Assignment Matrix to allocate the resources of a term paper project or another education-related project you are working on.

**Bangladesh Open University**  
Programme: Commonwealth Executive MBA/MPA  
Semester: 222, Level: 3rd

Course Title: Project Management

Submit by: November 07, 2025

**Questions**

1. Identify and briefly explain the tools and techniques used in project time management.
2. Identify and explain three fundamental reasons for project cost overruns. Provide examples.
3. Construct a simple project calendar for a one-week training program showing effort hours vs. elapsed time.
4. A project has the following values: PV = \$100,000, EV = \$90,000, AC = \$95,000. Calculate:
  - (i) Cost Variance (CV)
  - (ii) Schedule Variance (SV)
  - (iii) Cost Performance Index (CPI)
  - (iv) Schedule Performance Index (SPI)
  - (v) Interpret the results.
5. Read the following case carefully and answer the questions that follow:

**Project Scheduling at Blanque Cheque Construction (B)**

Joe has worked for Blanque Cheque Construction (BCC) for five years, mainly in administrative positions. Three months ago, he was informed that he was being transferred to the firm's project management group. Joe was excited because he realized that project management was typically the career path to the top in BCC, and had to demonstrate the ability to get their feet wet by successfully running projects.

Joe has just left a meeting with his superior, Jill, who has assigned him project management responsibilities for a new construction project the company has successfully bid. The project consists of developing a small commercial property that the owners hope to turn into a strip mall, directly across the street from a suburban college campus. The size of the property and building costs make it prudent to develop the property into two stores of roughly equal size. Beyond that desire, the owners have made it clear to BCC that all project management associated with developing the site is BCC's responsibility.

Joe is sitting in his office at BCC trying to develop a reasonable project plan, including laying out some of the important project activities. At this point, he is content to stick

with general levels of activities; that is, he does not want to get too specific yet regarding the various construction steps for developing the site.

***Requirements:***

1. Develop a project network consisting of at least 12 steps that should be done to complete the project. As the case suggests, keep the level of detail for these activities general, rather than specific. Be sure to indicate some degree of precedence relationship among the activities.
2. Suppose you now wanted to calculate duration estimates for these activities. How would you make use of the following approaches? Are some more useful than others?

Expert opinion

Past history

Mathematical derivation

3. Joe is trying to decide which scheduling format to employ for his planning: AON or AOA. What are some of the issues that Joe should first consider prior to choosing between these methods?

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Project Management

Submit by: December 05, 2025

Questions

1. Define the following terms considering internet and other books besides your text book to develop your concept in project management: Activity; Task; Network Diagrams; GANTT Charts; AOA; AON; Dummy Activity; Critical Path; Slack Time; Crash Time; Early Start; Early Finish; Late Start; Late Finish; Forward Pass; Backward Pass.
2. **Case Study on: Research Workshop Responsibility Assignment Matrix**

**Background:**

The Social Science Research Department is planning a one-day research workshop. The workshop involves multiple activities such as venue booking, participant registration, and arranging keynote speakers, preparing workshop materials, managing logistics, and conducting the event.

The Project Manager (PM) is tasked with ensuring all responsibilities are clearly assigned. A Responsibility Assignment Matrix (RAM) is developed by mapping the Work Breakdown Structure (WBS) activities to team members.

Work Breakdown Structure (WBS) Activities:

1. Venue & Logistics – Book venue, arrange seating, audio-visuals, catering.
2. Registration & Communication – Invite participants, manage registration, respond to queries.
3. Program Development – Identify speakers, finalize agenda, prepare workshop materials.
4. Execution & Facilitation – Conduct workshop, manage sessions, handle Q&A.
5. Wrap-up & Reporting – Collect feedback, prepare report, settle expenses.

Team Members: PM (Project Manager); AC (Admin Coordinator); PC (Program Coordinator) and LC (Logistics Coordinator).

**Responsibility Assignment Matrix (RAM / RACI Grid)**

WBS Activities	PM	AC	PC	LC
1. Venue & Logistics	A			R
2. Registration & Comm.	C	R		
3. Program Development	A		R	C
4. Execution & Facilitation	R	C	A	
5. Wrap-up & Reporting	A	R	C	

**Legend: R = Responsible** (does the task); **A = Accountable** (owns the task, final approval); **C = Consulted** (provides input), **I = Informed** (kept updated, no decision power – omitted here for simplicity)

***Required:***


- a. What is the purpose of using a Responsibility Assignment Matrix (RAM) in this workshop project?
- b. Who is accountable for Program Development and why?
- c. Which activity is primarily the responsibility of the Logistics Coordinator (LC)?
- d. How does the RAM help in managing conflicts during execution?
- e. Why is it important to include a Wrap-up & Reporting activity in the WBS?

**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 3rd**

Course Title: International Marketing

Submit by: September 26, 2025

**Instructions for Assignment Submission**

	<ol style="list-style-type: none"> <li>1. Assignments must be submitted on A4 size paper in own hand writing.</li> <li>2. Filled in cover page must be used on the top of each assignment (For specimen cover page, see <b>page-5</b> of the Semester Calendar)</li> <li>3. Assignments must be submitted to the <b>coordinator</b> of the study center you are attached with.</li> <li>4. Spiral binding must be avoided. Instead, transparent folder or file cover or any other soft binding may be used.</li> <li>5. Contact e-mail address &amp; 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 <a href="mailto:mzraihan@bou.ac.bd">mzraihan@bou.ac.bd</a> with subject "Add Me".</li> <li>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).</li> <li>7. If it is noticed that your assignment is copied from another student's assignment, your assignment will be cancelled automatically.</li> </ol>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">Assignment Marks Distribution</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Assignment -1</td> <td style="text-align: center;">} 10</td> </tr> <tr> <td style="text-align: center;">Assignment -2</td> <td style="text-align: center;">} 10</td> </tr> <tr> <td style="text-align: center;">Assignment -3</td> <td style="text-align: center;">} 10</td> </tr> </tbody> </table>	Assignment Marks Distribution		Assignment -1	} 10	Assignment -2	} 10	Assignment -3	} 10
Assignment Marks Distribution										
Assignment -1	} 10									
Assignment -2	} 10									
Assignment -3	} 10									

**Questions**

1.
  - (a) What is International Marketing? How is it different from regular marketing? Under what type of circumstances, do you think, businesses have progressed towards international marketing?
  - (b) Do you think marketing internationally can contribute to the welfare of the world population?
  - (c) Why does a local business worry about the activities of an international company?  
If you have to sell Pran Mr. Mango in Singapore, what (International Marketing Approach) will you choose?
2.
  - (a) Identify, and with appropriate examples, describe the management orientations in global business.
  - (b) We are aware that several forces influence global integration and marketing. Enumerate the various dividing and restraining forces that impact the international business atmosphere.
  - (c) What are the new realities that marketers have to face while entering international markets? How can they overcome any issues that they might face?

3.
  - (a) Examine the concepts of society and culture, with a focus on how they influence regional and international consumer culture. How can this help firms and their managers understand the cultures of countries in which they will be doing business?
  - (b) The world's major religions, including Buddhism, Hinduism, Islam, Judaism, and Christianity, are an essential source of beliefs, attitudes, and values. As religious tenets, practices, holidays, and history impact global marketing activities, how would a product like Cocola Bowl Noodles, Chicken Flavour (Non-Veg), plan to enter international markets with consumers with mixed food preferences?
  - (c) Incorporate this understanding into the marketing planning process

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: International Marketing

Submit by: November 07, 2025

Questions

1. (a) What makes global marketing so different from domestic marketing?  
*The government determines how people express their will; the government plays a vital role in global trade.* Discuss the various forms of government seen across the globe and enumerate the different political climates and vulnerabilities that firms have to undergo while executing their businesses in the international environment.
- (b) Identify the numerous political and legal risks faced by firms participation in international business. Discuss the measures they might utilise to overcome such problems.
2. (a) How do transitional and developing markets differ from developed countries? Write with appropriate examples.
- (b) *Diffusion of innovation varies around the world.* – Explain this statement with the help of Everett Rogers' diffusion of innovation theory.
3. (a) What reasons can there be that render information technology and marketing information systems so vital in international marketing?
- (b) Assume you are the designated Manager in the Kazi Group of Companies. Develop a framework for information scanning and opportunity identification for the firm in relation to the Indian market.
- (c) With relevance to question 3 (b), how would you design the formal market research process? Describe the ordeal by taking up a viable product of the Kazi Group of Companies, for example.
4. (a) How do managers design the marketing mix for their products or services while offering them to international consumers?
- (b) If you were to analyse the market potential for perfume and toiletries manufactured in Bangladesh to be marketed to markets like Cambodia and Indonesia, how would you do that?

**Bangladesh Open University**  
Programme: Commonwealth Executive MBA/MPA  
Semester: 222, Level: 3rd

Course Title: International Marketing

Submit by: December 05, 2025

Questions

**DEVELOPING A STRATEGIC DASHBOARD**

Taj Trading Limited is a young and dynamic exporting company in the mobile market. The company has been growing rapidly since achieving a breakthrough with its initial product in 2010. Since then, the company has developed several new and ancillary products and successfully commercialised them in Bangladesh, the UK, and across the main European markets.

Taj Trading has a manufacturing plant and a sales office in Bangladesh, as well as a combination of direct sales and channel partners in the UK and Germany. The additions of the UK and Germany outlets to the company were achieved through acquisition; both transactions were fruitfully completed in 2014. The company is eager to capitalise on its designs and new products, but is already starting to see increased competition in its current markets.

The management team has been discussing the challenges they are experiencing in identifying and understanding the most important measures for their business, including individual product profitability, country product penetration, customer turnover and profitability, and market shares more regularly. Till this day, there has been a lot of debate but a lack of decisions.

Taj Trading does not currently have a formal MIS/Performance measurement system (or methodology) that covers all areas of the organisation, including manufacturing and sales. The main challenges that the company faces, from an MIS and company performance management perspective, include:

- a. Company performance has been measured and managed through Excel, with differing approaches and understanding across the various business units and countries.
- b. There is now a distributed management team, and the goals and tracking of goals and objectives are not transparent.
- c. There is a growing number of employees involved in developing reports and clarifying reporting/report definition ambiguities across the company.
- d. Country and Business Unit performance is difficult to compare, and overall company performance is also difficult to measure and forecast.

**Now, based on your understanding, answer the following questions:**

1. What approaches should be considered by the management team to create an effective performance management and reporting capability for the whole organisation, concentrating on people, process, and technology?


2. How should they go about linking performance metrics to company strategy, which includes moving into additional markets in the USA?
3. What key areas do you believe Taj Trading Limited should focus on for metrics, across the whole business?
4. Given the distributed nature of the workforce (manufacturing and sales teams), how could online/mobile reporting tools support the organisation?

**Bangladesh Open University**  
 Programme: Commonwealth Executive MBA/MPA  
 Semester: 222, Level: 3rd

Course Title: Disaster Management

Submit by: September 26, 2025

**Instructions for Assignment Submission**

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**Questions**

1. (a) Explain why cities in Bangladesh are more at risk and the poor are most affected by disasters.  
 (b) What basic differences can you think of between emergency management and disaster management? Explain.
2. (a) Describe the occurrence, characteristics, and impacts of two recent disasters that have caused a lot of damage and loss in Bangladesh.  
 (b) List man-made hazards common in Bangladesh and suggest ways to mitigate them.
3. (a) How can we predict natural hazards? Explain with examples.  
 (b) Imagine that it is a Tuesday morning, and that your company is in full operation. All of a sudden, you hear a fire alarm. What do you take with you? Explain.
4. (a) Illustrate the flowchart of the risk management process and describe the steps involved in it.  
 (b) Define vulnerability and explain the factors that determine vulnerability to a disaster.

**Bangladesh Open University**  
Programme: Commonwealth Executive MBA/MPA  
Semester: 222, Level: 3rd

**Course Title: Disaster Management**

**Submit by: November 07, 2025**

**Questions**

1. (a) Explain how physical planning and the built environment contribute to disaster preparedness and risk reduction. Use examples of land use planning and engineering measures.  
(b) Discuss the four steps in preparing a disaster mitigation plan. Highlight the importance of stakeholder involvement in each step.
2. (a) Critically analyze how emergency planning contributes to disaster risk reduction. Use examples from recent emergencies in your country.  
(b) Describe how individuals can contribute to preparedness at the household level.
3. (a) Explain why community participation is essential in disaster planning. Provide three practical benefits.  
(b) What strategies can be used to build community capacity in disaster-prone areas? Give real-world examples.  
(c) Discuss the role of community awareness in enhancing disaster resilience. How can this awareness be promoted effectively?
4. (a) Discuss the importance of providing emergency shelter, water, hygiene, sanitation, food, and health care during a humanitarian crisis. How do these elements interrelate in ensuring human survival and dignity?  
(b) In what ways does emergency relief lay the foundation for long-term recovery and development? Discuss with reference to planning and integration of services.  
(c) Describe why measurement of social costs of natural disasters is important at a time of climate change.

**Bangladesh Open University**  
Programme: Commonwealth Executive MBA/MPA  
Semester: 222, Level: 3rd

Course Title: Disaster Management

Submit by: December 05, 2025

**Questions**

**Case Study: Disaster Management in Bangladesh – The Cyclone Amphan Experience**

**Background:**

Bangladesh, due to its geographical location, is highly vulnerable to natural disasters like cyclones, floods, river erosion, and earthquakes. One of the most significant recent events was Cyclone Amphan, which struck in May 2020.

Cyclone Amphan was the strongest storm in the Bay of Bengal in over a decade, causing widespread destruction in the coastal districts of Satkhira, Khulna, and Bagerhat. Around 2.4 million people were evacuated to 12,000 cyclone shelters. Despite large-scale evacuations, the cyclone caused deaths, loss of homes, destruction of farmlands, and massive power outages.

**Disaster Management Initiatives:**

The Government of Bangladesh, in collaboration with NGOs and international partners, has implemented several disaster management measures:

- Cyclone Preparedness Programme (CPP) involving community volunteers.
- Development of early warning systems and dissemination through mobile phones and radio.
- Construction of multi-purpose cyclone shelters.
- Social safety nets like emergency cash transfers, relief distribution, and food aid.

Despite efforts, the pandemic (COVID-19) created new challenges. Ensuring social distancing in shelters, hygiene maintenance, and managing healthcare responses were difficult during the evacuation and aftermath.


**Questions:**

1. What were the key challenges faced in managing Cyclone Amphan during the COVID-19 pandemic in Bangladesh?
2. Evaluate the role of the Cyclone Preparedness Programme (CPP) in disaster management in Bangladesh.
3. What lessons can be learned from Cyclone Amphan for future disaster management in Bangladesh?
4. How effective is the early warning system in reducing casualties during cyclones in Bangladesh?
5. Suggest some policy measures to strengthen disaster management in Bangladesh.

Course Title: Policy Analysis and Implementation

Submit by: September 26, 2025

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**Questions**

1. What are the core differences between rational, descriptive, and normative policy models?
2. Explain how the Eightfold Path framework supports effective policy-making.
3. Why is issue definition considered an essential part of policy formulation?

**Bangladesh Open University**  
Programme: Commonwealth Executive MBA/MPA  
Semester: 222, Level: 3rd

**Course Title: Policy Analysis and Implementation**      **Submit by: November 07, 2025**

**Questions**

1. Explain the multiple streams framework proposed by Kingdon.
2. What are the strengths and weaknesses of the Advocacy Coalition Framework (ACF)?
3. Read the following paragraph and answer the questions below:

Social protection plays a central role in Bangladesh's efforts to reduce poverty, promote equity, and build resilience among its vulnerable population. As of 2016, the government spent approximately 2.2% of GDP on over 100 social protection programmes, covering around 30% of households. These include the Old Age Allowance, Vulnerable Group Feeding (VGF), Maternity Allowance, and Food for Work programmes.

Despite this scale, implementation challenges persist. According to the World Bank's report *The State of Social Safety Nets 2016*, a major weakness lies in targeting. Many poor households remain excluded, while non-poor households receive benefits — a phenomenon known as “leakage.” In rural areas, political interference and elite capture are common, especially during beneficiary selection at the Union Parishad level. Administrative limitations such as lack of updated data, weak coordination among ministries, and limited digital infrastructure further affect effectiveness.

Moreover, grievance redress mechanisms are often absent or non-functional, discouraging citizens from reporting fraud or exclusion. Timeliness of payments is another issue; in some Upazilas, beneficiaries receive payments with delays of several months. These inefficiencies undermine public trust and reduce the programmes' potential to break intergenerational poverty cycles.

To improve implementation, the government — with support from development partners — has initiated reforms such as digitisation of payment systems, creation of the National Household Database (NHD), and strengthening of local administrative capacity. However, progress has been uneven, and significant gaps remain in terms of transparency, accountability, and effective monitoring.

***Required:***

- (a) What challenges are currently affecting the implementation of social protection programmes in Bangladesh?
- (b) In your opinion, which approach (structural, procedural, behavioural, or political) best explains the problems described in the paragraph? Justify your answer with examples from the text.

শুণ এব বিজ্ঞপ্তি

**Bangladesh Open University**

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Policy Analysis and Implementation

Submit by: December 05, 2025

**Questions**

1. Discuss the five major criteria for comparing frameworks, theories and models of policy processes.
2. Prepare a 10-minute video presentation on a policy implementation challenge faced by a public programme in Bangladesh (e.g., education, health, social protection, disaster response, etc.). Highlight the nature of the challenge, reasons for the gap, and your suggestions for overcoming it.

Upload the video to your YouTube channel or Google Drive, and share the viewable link in your assignment.




**Bangladesh Open University**  
**Programme: Commonwealth Executive MBA/MPA**  
**Semester: 222, Level: 3rd**

Course Title: Research Methods

Submit by: September 26, 2025

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**Questions**

1. (a) How would you define the term 'research problem'? Briefly explain why you would use a quantitative or a qualitative research strategy for this problem."
 

The objective of the research problem should be clearly defined; otherwise, the data collection becomes meaningless." Discuss with suitable examples.
- (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) What are the basic differences between qualitative and quantitative research? Give a few examples of research problems where "observation" could be a better option than "survey" for data collection.

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 local supermarket has experienced a decline in unit sales and little change in rupee value sales. Profits have almost vanished. The chief executive in searching for ways to revitalize the operation, was advised to increase the number of hours the market is open for business. He comes to you for advice in structuring a research problem that will provide relevant information for decision-making. Define the problem, taking care to:
  - (i) State the relevant question,
  - (ii) Enumerate the alternative answers,
  - (iii) Clearly define the units of analysis and characteristics of interest.
3. (a) What do you mean by sampling design? What points should be taken into consideration while developing the sampling design for studying in the problems of domestic airline passengers?
- (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 51 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) What is a research proposal? Why is it important in the research process? State the different components of a research proposal.
- (b) A good theoretical framework will aid in the formation of a research hypothesis. What do you understand by a research hypothesis that is derived from a good framework? Name the different ways in which a hypothesis can be stated. Illustrate your answer with suitable examples.

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Research Methods

Submit by: November 07, 2025

Questions

1. (a) Describe, in brief, the importance of editing, coding, classification, tabulation and presentation of data in the context of a research study.
- (b) A survey is planned to analyze the perception of people towards their own religious practices. The population consists of various religions, viz., Hindu, Muslim, Christian, Sikh, Jain, assuming a total of 10,000. Hindus, Muslims, Christians, Sikhs, and Jains consist of 6,000, 2,000, 1,000, 500, and 500, respectively. Determine the sample size of each stratum by applying proportionate stratified sampling if the sample size required is 200.
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) Distinguish the differences between parametric and nonparametric tests. What is the importance of nonparametric tests?
- (c) 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.

- (d) A fast-food company in Bangladesh wants to determine the average number of times that fast-food customers visit fast-food restaurants per week. They have decided that their estimate needs to be accurate within plus or minus one-tenth of a visit, and they want to be 95% sure that their estimate does differ from the true number of visits by more than one-tenth of a visit. Previous research has shown that the standard deviation is 0.7 visits.

- (i) What is the required sample size?
  - (ii) How many more samples will be required if the company wants to be 99% confident in the estimation with the same level of precision and standard deviation?
  - (iii) What is the sample size requirement if the company wants the estimation within plus or minus one-eighth of a visit with a 95% level of confidence?
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-up set of questionnaires have been sent to you. List out the points on which you would like to concentrate while editing the raw data.
- (b) Define 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

In the nature of a pretest, the researcher obtains consumer's 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	$\sum Y = 43 \bar{Y} = 4.3$ $\sum X_i = 43 \bar{X}_1 = 4.3 \quad \sum YX_i = 247$ $\sum X \frac{2}{1} = 255$
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	

- (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. Briefly explain each component of the integral part of the research report. "Oral presentation requires the researcher to be a good public speaker," explains. How does modern technology aid in the oral presentation of a research report?

## Bangladesh Open University

Programme: Commonwealth Executive MBA/MPA

Semester: 222, Level: 3rd

Course Title: Research Methods

Submit by: December 05, 2025

Questions

1. The following data indicates whether 25 consecutive persons interviewed by a social scientist are for (F) or against (A) an increase in the number of crimes in a certain locality:  
F, F, F, F, F, F, A, F, F, F, F, F, A, F, F, F, F, A, A, F, F, F, F, F, F,.  
Test whether this arrangement of A's and F's may be regarded as random at a 5 percent level of significance.
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. What are the differences between regression analysis and discriminant analysis?
5. Discuss the following statement,  
"Multivariate techniques are those techniques which focus upon and highlight the structure of simultaneous relationships among three or more phenomena."
6. Describe a strike or any other serious incident that has recently occurred in your organisation, and check whether your description answers all the questions indicated under descriptive reporting.
7. Take a report of your organisation and check whether the problem-solving approach or descriptive approach has been used. If you were to rewrite the report, what would be your contents outline, and what stages would you do to improve the report?
8. **Select a report and check the following:**
  - a) Do the cover and the title page contain all the essential information? If not, prepare a new cover and title page.
  - b) Do the introductory pages contain all the sections indicated in this module? If not, add the missing sections.

- c) Is the table of contents complete? If not, prepare a fresh table of contents.
- d) Read through the headings in the report. Improve the wording, sequence, and presentation of the headings. Update the contents page.
- e) Does your report contain the executive summary? If yes, check whether it is comprehensive. If not, write an executive summary.
- f) Check the presentation of quotations and footnotes. Rewrite the references both in traditional and modern formats.
- g) Go through the exhibits in the report and compare them against the checklist given in this module. Improve the presentation of the exhibits and reduce them to the bare minimum required.
- h) Are all the appendices essential for understanding the theme of the report? Can they be reduced?
- i) Is the bibliography presented in the standard form? If not, rewrite the bibliography.
- j) Edit the report using the copy editing and proofreading symbols, if it is not being done electronically.