**Case 1**

**Task 2.**

The weighted scoring model includes 7 criteria. First, supporting key business objectives is the most important criterion and it weighs 25%. This is because all the projects aim at serving OEU’s strategic goals (expanding student base and providing improved education products). Second, providing positive net present value (NPV) and return on investment (ROI) has a weight at 20%. This is the second most important criterion because a high NPV indicates high profit, and a high ROI indicates high efficiency of an investment. The ability to generate profit is crucial for OEU’s business growth, and high profit implies a success in expanding student base as the profit mainly comes from students’ tuition fees. Third, it is desirable for a project to have low risk in meeting the goals of triple constraints (scope, time and cost). Although it does not directly support OEU’s business strategies, meeting these goals is vital for a successful project and low risk means a high possibility of completing the project within budget and on time. Thus, this criterion has a weight of 15% in the model. Fourth, having low cost weighs 10% because low project cost will lead to low tuition fees, which can attract more students and make OEU more competitive. Fifth, providing high-quality education products weighs 15%, which ranks the third because this feature helps to maintain student satisfaction and enables OEU to establish its reputation. It further attracts more students and continuously facilitates OEU’s business growth. Sixth, considering future development, the project needs to require minimal maintenance and support future upgrade. This weighs 5% as it is a preferrable but non-essential feature. It supports OEU’s business goals by reducing maintenance cost and enabling continuous product improvement. Seventh, having high competitiveness involves providing unique education products in areas with less competition. This criterion weighs 10% because high competitiveness facilitates the expansion of customer (student) base. Although it is not as important as high-quality products, having less competitors and standing out from competitors is an indispensable criterion that needs to be considered when evaluating the projects.

By analysing the features and financial performance (as shown in Appendix A) of each project, the scores are given based on the seven criteria discussed above. From Figure 1 (as shown below), it is obvious that Project 1 is the best based on the weighted scoring model, and its score is much higher than the other three projects. This project performs best in the two most important aspects (supporting key business objectives as well as providing positive NPV and ROI). In addition, it achieves high scores (above 70) from criterion C to criterion F because it maintains relatively high teaching quality by ensuring interactivity of classes while lowering cost and risk by running classes inside local community buildings. Although it only achieves average score (60) in having high competitiveness (10%), it is an overall desirable project to serve OEU’s strategic goals. By contrast, Project 2 is advantageous in terms of low cost as well as easy maintenance and future upgrade, but its disadvantage is distinct in terms of product quality and competitiveness due to its nature as online courses. For Project 3 and Project 4, they provide the highest quality of teaching as classes are delivered in physical campuses, but they require much more investment ($50 million and $5.4 million respectively) due to the nature of physical campuses. Project 3 provides specialised degrees in communities where the need has not been met, which means there is minimal competition. Project 4 is also competitive due to OEU’s reputation. However, building and upgrading physical campuses requires enormous cost, and it also has high risk in terms of triple constraints as it may require more time and money than expected. Although the NPVs of Project 3 and Project 4 are much higher, the ROIs are relatively low, indicating inefficient investment. In addition, physical campuses require more maintenance and can be relatively difficult for future upgrade. Therefore, it is recommended that Project 1 should be chosen in order to facilitate OEU’s continuous growth.

Chart

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Figure 1. Weighted scoring model for 4 projects

**Appendix A: Project financial analysis**