Khulna University

School: Management and Business Administration | **Discipline:** Business Administration | **Program:** MBA

Year: 1ST | **Term:** I | **Examination Year:** 2026 | **Session:** 2025-26

Course Code: 0413 03 MBA 5101 | **Course Title:** Managerial Communication

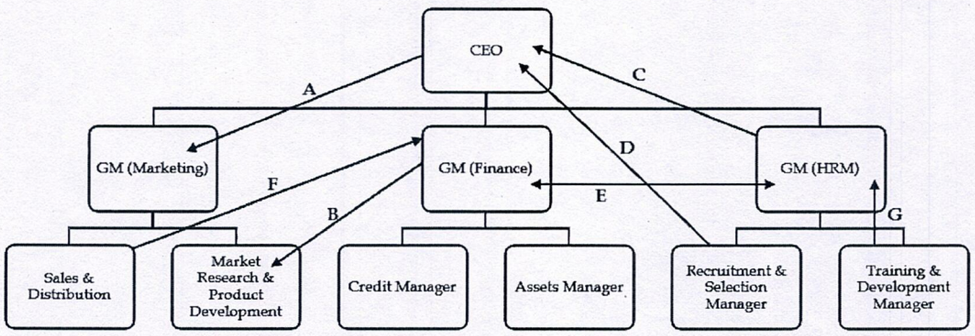
Total Marks: 60 | **Time:** 03 Hours | **Credit:** 03

Instructions: Figures in the right margin indicate full value. Use separate sheet for each section

Section A

There are FOUR questions in this section. Answer any THREE questions.

Question No.		Question Description	Marks
1.	a.	What do you mean by Business Communication? How the study of Business Communication will help you to become more proficient in the competitive job market? Explain. [L2,3; CLO1]	**05**
	b.	Discuss the communication process with flow chart. [L5, CLO1]	**05**
2.	a.	Carefully observe the following structure of a hypothetical organization. Identify the types of the communication events A, B, C, D, E, F, and G according to their direction. [L5; CLO1]	**05**



	b.	What do you mean by "Feedback". Discuss the importance of feedback in communication process. [L3; CLO1]	**05**
3.	a.	According to the principles of communication discuss the elements of 6Cs with two examples of each. [L2,3; CLO2]	**05**
	b.	What do you mean by gender biasness? Suggest the possible ways to avoid gender biasness in communication. [L3,4; CLO2]	**05**
4.	a.	What is ethnocentrism, and how can it be overcome in communication? [L1, CLO2]	**04**
	b.	There are advantages of a 'Diverse Workforce'. At the same time, there are challenges of intercultural communication. How can a manager effectively connect with and motivate diverse employees? [L5, CLO3]	**06**

Section B

There are FOUR questions in this section. Answer any THREE questions.

Question No.		Question Description	Marks
1.	a.	What do you mean by clarity? Suggest any five approaches with appropriate examples to maintain better clarity in your communication. [L2,4; CLO2]	**05**
	b.	Communication only grammatically correct sentences with correct facts doesn't always ensure the Correctness of communication. Besides, communicating at the correct time and at the correct style is highly important consideration to make a communication effective. From this perspective, discuss the considering factors of choosing the correct style of communication. [L5; CLO2]	**05**
2.	a.	Explain how to develop a social media strategy and social media content. [L4; CLO7]	**05**
	b.	If one of the benefits of blogging and microblogging is the personal, intimate style of writing, is it a good idea to limit your creativity by adhering to conventional rules of Grammer, spelling, and mechanics? Why or why not? [L6; CLO7]	**05**
3.		In all businesses, things sometimes go wrong. Goods are not delivered, products fail to perform as expected, service is poor, billing gets fouled up, or customers are misunderstood. You may have to write messages ending business relationships, declining proposals, announcing price increases, refusing requests for donations, terminating employees, turning down invitations, or responding to unhappy customers. You might have to apologize for mistakes in orders, errors in pricing, the rudeness of employees, overlooked appointments, substandard service, pricing errors, faulty accounting, defective products, or jumbled instructions. Everyone occasionally must deliver bad news. Because bad news disappoints, irritates, and sometimes angers the receiver, such messages must be written carefully. Discuss the comparison of Direct and Indirect approaches of delivering negative messages mentioning their suitable grounds of uses with advantages and limitations. Which approach is better you think? Why? [L4,5; CLO3]	**10**
4.		Suppose there is a vacancy announcement in The Daily Star for the post of coorditator in Plan Bangladesh, a development organization. The vision of the organization is to establish sustainable development among the south-west coastal area of Bangladesh (Specifically, the southern part of Khulna, Bagerhat, Satkhira districts). The organization already has a combination of personnel backgrounded from Business, Economics, Development Studies, Sociology, Management, Environment science, Research, and Planning. And remember, for the better productivity, and to combine the dynamism and maturity of the team, there are both fresh graduates and experienced fellows. Now think yourself as an eligible and interested candidate for the post. Prepare a cover letter and a CV as an applicant of the post addressing the Director, Human Resources, Plan Bangladesh.	**10**

(Guidelines for CV: personal detail, contact details including cell, email, and linkedin, career objectives, motivation for the post, core competencies, core strengths, major weaknesses, academic backgrounds, expertise, language skills, computer skills, special skills, hobbies and interenst, experiences, references, signature, etc.)
(Guidelines for Cover Letter: must be in one single page, working candidates must apply through proper channel for getting future benefits, must include the list of attachments with the cover letter, applications must be signed by the candidate.) [L4,6; CLO8]

Khulna University

Business Administration Discipline
MBA 1st Year, Term-I, Final Examination-2026
Session: 2025-2026
Course Code: **0413 03 MBA-5103**, Course Title: **Management and Organization**
Full Marks: 60, Times: 3 Hours

- **Please write the answers for each section on separate sheets.**
- **Ensure that all parts of each question are answered in the given sequence.**
- **Use a new page for each answer.**

Section A
Answer any three of the following questions

1	(a)	Define management and explain the major functions of management in an organization.	5
	(b)	Distinguish between classical perspective and behavioral perspective of management.	5
2	(a)	A manufacturing company is facing declining productivity due to vague organizational goals and poor coordination among departments. How can Management by Objectives (MBO) be applied to improve organizational performance? Explain with relevant examples.	5
	(b)	Compare and analyze the Rational Perspective and Behavioral Aspects of Decision-Making in organizational settings.	5
3	(a)	Critically evaluate how effective job design and departmentalization contribute to organizational efficiency and employee performance in modern business organizations. Provide relevant business examples to justify your arguments.	5
	(b)	Design an ideal organizational structure for a rapidly growing company by integrating reporting relationships, authority distribution, and coordination mechanisms. Justify why your proposed structure would improve decision-making, communication, and organizational effectiveness.	5
4	(a)	Define motivation and discuss its importance in organizational performance.	5
	(b)	Compare the Trait Approach, Behavioral Approach, and Situational Approach of leadership with suitable organizational examples.	5

Section B
Answer any three of the following questions

1	(a)	"Organizational Behavior is a multi-disciplinary field of study."- Explain.	5
	(b)	Analyze the major challenges and opportunities in Organizational Behavior in modern organizations, and evaluate how managers can apply OB knowledge to improve organizational effectiveness and employee performance.	5
2	(a)	Critically evaluate how personality traits, psychological contracts, and person-job fit influence employee behavior and organizational performance in modern workplaces. Use relevant organizational behavior theories and practical business examples to justify your arguments.	5
	(b)	Design a comprehensive organizational strategy for improving workplace behavior and	5

employee performance by integrating concepts of individual differences, personality frameworks (Big Five and Myers-Briggs), attitudes, and perception. Critically justify why your proposed strategy would be more effective than traditional management approaches.

3 (a) Explain different stages of group formation. 5

(b) Discuss different conflict management strategy. 5

4 (a) Critically evaluate the major forces driving organizational change and analyze how managers can use planned organizational change and organizational development (OD) techniques to ensure successful transformation in modern organizations. 5

(b) Develop a comprehensive change management framework for an organization facing strong employee resistance to technological transformation. 5

Khulna University

School: Management and Business Administration		**Discipline:** Business Administration	**Program:** MBA
Year: 1st	**Term: I**	**Examination Year: 2026**	**Session: 2025-2026**
Course Code: 0413 03 MBA 5105		**Course Title: Managerial Accounting**	
Total Marks: 60	**Time:** 03 Hours		**Credit:** 03
Instructions: Figures in the right margin indicate full value. Use separate sheet for each section.			

Section A

There are FOUR questions in this section. Answer any THREE questions.

Q No.		Question Description	Marks
1.	a.	A business can enter into a transaction in which only the left side of the basic accounting equation is affected. Do you agree with this statement? Justify your answer with an example. (L2, CLO 1)	**04**
	b.	What items affect the owner's equity? (L2, CLO 1)	**02**
	c.	What is the business entity concept of accounting? Why is it important? (L2, CLO 1)	**04**
2.	a.	In February 2025, Ariana invested an additional Tk10,000 in her business, Ariana Pharmacy, which is organized as a proprietorship. Ariana's accountant, Jinia, recorded this receipt as an increase in cash and revenues. Is this treatment appropriate? Why or why not? (L3; CLO 1)	**04**
	b.	Selected transactions for R. Sparks, an interior decorator, in her first month of business, are as follows. Jan.2 Invested Tk 10,000 cash in business. Jan.3 Purchased used car for Tk 4,000 cash for use in business. Jan.9 Purchased supplies on account for Tk 500. Jan.11 Billed customers Tk 2,100 for services performed. Jan.16 Paid Tk350 cash for advertising. Jan.20 Received Tk700 cash from customers billed on January 11. Jan.23 Paid creditor Tk 300 cash on balance owed. Jan.28 Withdrew Tk 1,000 cash for personal use by owner. Journalize the above-mentioned transactions. (L3; CLO 2)	**06**
3.	a.	The following data (in $) are taken from an unadjusted trial balance at December 31, 2023:	**10**

Prepaid Rent	600	Prepaid insurance	2400	Salaries expense	5000
Office Supplies	700	Unearned services	1500		

1 The prepaid rent consisted of a payment for three months' rent at $200 per month for December 2023, January 2024, and February 2024

2 Office supplies on hand at December 31, 2023 amounted to $300

3 Prepaid insurance is a 1-year policy starting May 1, 2023

4 All but $500 in the Unearned Commissions account has been earned in 2023

5 Salaries for the last three days of December amounting to $300 have not yet been recorded

Prepare adjusting entries. (L3, CLO3)

4. Prepare a trial balance from the information given below: (L3,CLO 4) **10**

cash	11000	Unearned service revenue	5600
Accounts payable	5000	Accounts receivable	23500
Salaries and wages expense	11300	Owners capital	13500
Supplies	3000	Interest expense	500
Notes payable	5000	Prepaid insurance	2500
Equipment	60000	Interest payable	150
Salaries and wages payable	1300	Depreciation expense	5000
Insurance expense	850	Rent expense	2000
Miscellaneous expense	2000	Accumulated depreciation - Equipment	33000
Supplies expense	5400	Service revenue	63500

Section B

There are FOUR questions in this section. Answer any THREE questions.

Q No.	Question Description		Marks
1.	Write short notes on (L1,2; CLO 5,6,)	2.5 x 4=	**10**
a.	**a.** Cost of goods sold under periodic system		
b.	**b.** Cash flow statement		
c.	**c.** Unusual gains and losses		
d.	**d.** Classified balance sheet		

2. The following are selected ledger accounts of Spock Corporation at December 31, 2025. Prepare a multiple step income statement. (L6, CLO6) **10**

Sales revenue	Tk.4,275,000	Sales discounts	Tk.34,000
Unearned sales revenue	117,000	Purchase discounts	27,000
Purchases	2,786,000	Advertising expense	54,000
Selling expenses	69,000	Freight out	93,000
Insurance expense (office)	24,000	Depreciation expense (office equipment)	48,000
Depreciation expense (sales equipment)	36,000	Salaries and wages expense (sales)	$284,000
Salaries and wages expense (office)	346,000	Purchase returns	15,000
Sales returns and allowances	79,000	Freight-in	72,000
Rent revenue	240,000	Interest expense	176,000
Utilities expense (office)	32,000	Miscellaneous office expenses	8,000
Sales commissions	83,000	Telephone and Internet expense (sales)	17,000

3. Presented below are the balance sheet items for Molloy Inc., December 31, 2025. Prepare a classified balance sheet.(L6, CLO 6) **10**

Goodwill	$125,000	Accumulated depreciation—equipment	$292,000
Salaries and wages payable	177,591	Inventory	239,800
Bonds payable	285000	Rent payable (short-term)	45,000
Cash	360,000	Utility bill payable	98,362
Land	400000	Rent payable (long-term)	480,000
Notes receivable	543330	Common stock,	350000
Notes payable (to banks)	265,000	Prepaid expenses	87,920
Accounts payable	490,000	Equipment	1,470,000
Retained earnings	713,897	Investments in other company's share	121,000
Notes payable (long-term)	1,600,000	Accumulated depreciation—buildings	270,200
Buildings	1,640,000	Patent	80000

4. a. Here are comparative balance sheets for Syal Company. Prepare a statement of cash flow from the given information. (L6, CLO 7) 10

Syal Company
Comparative Balance Sheets
December 31

Asset	**2025**	**2024**	**Liabilities**	**2025**	**2024**
Cash	$73,000	$22,000	Accounts payable	$39,000	$47,000
Accounts receivable	85,000	76,000	Bonds payable	150,000	200,000
Inventory	170,000	189,000	Common stock($1par)	216,000	174,000
Land	75,000	100,000	Retained earnings	192,000	134,000
Equipment	260,000	200,000			
Accumulated depreciation equipment	(66,000)	(32,000)			
Total	**$597,000**	**$555,000**	**Total**	**$597,000**	**$555,000**

Additional information:
1. Net income for 2025 was $103,000.
2. Cash dividends of $45,000 were declared and paid.
3. Bonds payable amounting to $50,000 were redeemed for cash $50,000.
4. Common stock was issued for $42,000 cash.
5. No equipment was sold during 2025, but land was sold at cost.

Khulna University
Business Administration Discipline
MBA (Regular) Program
1st Year, Term 1 Final Examination 2025-26
Course No. 0311 03 Econ 5151 Title of the course: Managerial Economics

Full Marks: **60** Time: **03** hours

- Figures in the right margin indicating full marks. Use separate sheet for each section.
- Answer all parts of a particular question (1a, 1b, 1c etc) together.

Section A

(There are **four** questions in this section. Answer any **three** questions)

Q. No.		*Question Description*	*Marks*
1	a.	What do you mean by full employment? 'Only Full-employment does not ensure full production'- Do you agree with this statement? Explain your answer.	03
	b.	Differentiate between productive efficiency and allocative efficiency (example for each type is a must).	02
	c.	What do you mean by production possibility curve? Briefly discuss the assumptions of production possibilities curve. Draw a (hypothetical) production possibility curve. Is PPC/PPF concave? Why/why not? How does the technological improvement in the production of both products reflect on the PPC/PPF?	05
2	a.	What are the determinants of supply? Explain with diagram what will happen if each of the determinants of supply will be changed.	05
	b.	"Prices are the automatic regulator that tends to keep production and consumption in the line with each other" Explain.	02
	c.	Explain how the following changes affect on equilibrium price and quantity (graph is a must for each) (i) Increase in demand only & (ii) Increase in both demand and supply.	03
3	a.	Define" Price Elasticity of Demand". Graphically show and explain" Elastic, Inelastic or Less Elastic Demand"	05
	b.	Discuss the "Determinants" of price elasticity of demand.	05
4	a.	Differentiate between price floor and price ceiling. How these concepts affect on market equilibrium (graph is a must for each of the cases).	05
	b.		05

Income (Taka)	Price of X (Taka)	QD of X	QD of Y
32,000	30	40	40
38,000	40	30	50

Calculate the cross elasticity of demand of Y and income elasticity of demand of X by using the above data and interpret these results (use mid-point formula).

Section: B

(There are **four** questions in this section. Answer any **three** questions)

Q. No.		*Question Description*	*Marks*
01	a.	Mr. Rana runs a small pottery firm. He hires one helper at $ 13,000 per year, pays annual rent of $4,500 for his shop, and material cost $ 20,000 per year. He has invested $ 40,000 in his firm, which could earn him $ 3,000 if alternatively invested. Rana has been offered $16,000 per year to work as a potter for a competitor. He estimated his entrepreneurial talents are worth of $ 3,000 per year. Total annual revenue from pottery sales is $75,000. Calculate *economic profit* for Rana's firm.	**03**
	b.	Explain the concept of law of diminishing marginal return.	**04**
	c.	What is budget line? What are the determinants of budget line and how do these determinants affect on budget line?	**03**
02	a.	What is indifference curve? What are the properties of indifference curve?	**03**
	b.	Assume you are choosing between two goods, X &Y, and your marginal utility from each is as shown below.	**07**

Unites of X	MU of X	Unites of Y	MU of Y
1	10	1	8
2	8	2	7
3	6	3	6
4	4	4	5
5	3	5	4
6	2	6	3

If your income is $9 and the prices of X & Y are $2 & $1 respectively, what quantity of each will you purchase in maximizing utility? What total utility will you realize?

03	a.	Distinguish between "Nominal GDP" and "Real GDP". Which one is a "Better" indicator? Why?	**05**
	b.	Describe the "Components" of demand of outputs in domestic and international markets.	**05**
04	a.	What are the different barriers to entry in monopoly market? Discuss.	**03**
	b.	Explain both the profit maximization and loss minimization situations (cases) of monopoly market (graph is a must in both of the cases).	**07**

Khulna University, Khulna

School: Management and Business Administration **Discipline:** Business Administration
Program: MBA **Year:** 1, **Term**: 1 **Examination Year:** 2026 **Session:** 2025-2026
Course Code: 071403 CSE-5161 **Course Title: Data Science and Business Intelligence**

Total Marks: 60 **Time:** 03 Hours Credit: **03**

- The figures in the margin indicate full marks. The questions are of equal value.
- Use separate scripts for each section
- Answer different parts of a question (a, b, c ….etc.) sequentially.

Section – A

There are **four (04)** questions in this section. Answer any **three (03)** questions.

1. a) What are the uses of data science? Describe the challenges of machine learning? (L2,L4 CLO1) 05

   b) Data science is a multidisciplinary approach-explain it. What is data cube? (L1,L4 CLO 1) 05

2. a) List and explain Data analytics application in retail business.What is qualitative data? (L1,L4 CLO 1) 05

   b) Differentitate between discrete and continous data.Write short note on data cleaning. (L2,L3,L4 CLO 2) 05

3. a) .Discuss the basic drivers of big data analytics. (L2,L4,L6 CLO3) 05

   b) List and explain key computing resources of big data. Why do we need to know big data?(L2,L4,L6 CLO 3) 05

4. a) What is data matrix?What types of data a data frame can hold? (L1,L2,L4 CLO 1,4,5) 05

   b) Discuss the architecture/components of expert system.(L2,L4 CLO 4,5) 05

Section – B

There are **four (04)** questions in this section. Answer any **three (03)** questions.

1. a) Why do organizations need business intelligence? Write short note on "MBA terminologies" with example. (L1,L2,L4 CLO3) 05

   b) List and explain four reporting capabilities of BI system. Who are power users of BI System? (L1,L2,L3 CLO4,5) 05

2. a) Explain AI challenges? Write short note on OLAP operations. (L1,L4 CLO 7) 05

   b) Explain model base decision making.What is prescriptive analysis? (L1,L4 CLO 6) 05

3. a) List and explain the issues and applications of data mining in e-commerce. (L2,L4,L5L6 CLO7,8) 05

   b) What are typical data-mining applications? Discuss the tools of data mining. (L4, ,L5L7 CLO 5,7) 05

4. a Briefly discuss predictive analysis? Identify and explain any two supervised data mining techniques. (L5,L6 CLO 3,5,6,8) 05

   b Write short notes on cluster analysis.Create if/then decision rules based on decision tree analysis.(L4,L6 CLO6,7,) 05

Business Administration Discipline, Khulna University

1 st Year Term I **Final Examination 2025 – 2026** **MBA Program**

Course No. 0413 03 Mkt 6101 **Course Title: International Marketing**

Full Marks: 60 **Time: 03 Hours**

(Questions are of equal value. Figures in the right margin indicate full value. Use separate sheet for each section)

Section A

Answer any three of the following four questions in this section

1. a. How do domestic and foreign environments create different layers of uncertainty for a firm? 05
   b. Define the concept of Glocalization ("Think globally, act locally"). Describe how this framework allows a firm to balance global low-cost production with a flexible response to local customer needs. 05

2. a. Define the concept of "Self-Reference Criterion" and explain how it leads to "cultural myopia". 04
   b. Identify and discuss the differences between Cultural Imperatives, Cultural Electives, and Cultural Exclusives. 06

3. Write short notes: $2 \times 5 =$ 10

   i. M time
   ii. P time
   iii. Subornation
   iv. Lubrication
   v. Ethical principles to guide socially responsible decisions

4. a. What are the different components of balance of payment? Discuss. 04
   b. What do you mean by tariff? Discuss the different types of tariff. 03
   c. Differentiate between embargo and boycott. 03

Section B

Answer any three of the following four questions in this section

1. a. Briefly explain the meaning of expropriation, confiscation, and nationalization. 06
   b. To what extent do political decisions in Bangladesh influence consumer behavior and purchasing patterns for international brands? Provide examples. 04

2. a. The Internet has finally put the consumer in control of marketing and distribution globally. Explain with examples. 05
   b. What special distribution challenges exist in Japan? What is the best way for a non Japanese company to deal with these challenges? 05

3. a. Analyze the opportunities and threats of entering the market in Bangladesh. 06
   b. Select a country in the agricultural and raw material stage of economic development and discuss what changes will occur in marketing when it passes to a manufacturing stage. 04

4. a. What are the alternative market-entry strategies? Discuss. 06
   b. Discuss the different ways MNCs can resolve disputes. 04