

Section-A

There are four questions in this section. Answer any three of them.

1. a. What is sustainable growth? What are the determinants of growth? (L-3,CLO-1) 05
 b. Mac. Comp Corp wishes to maintain a growth rate of 12% a year, a debt equity ratio of 1.20, and a dividend payout ratio of 30%. The ratio of total assets to sales is constant at 0.75. What profit margin must the firm achieve? (L-4,CLO-1) 05
2. a. What do you mean by earnings management? How do companies manage their earnings to show better profitability? (L-1&4,CLO-2) 03
 b. Using the gross profit, net profit, return on equity and return on operating assets ratios, comment on the comparative profitability of Company-A and Company-B for 2015. Use data from Appendix A. (L-5,CLO-2) 07
3. a. What do you mean by liquidity? Describe the possible ways of hiding the actual liquidity of a company. (L-1&6,CLO-4) 03
 b. How does the net trade cycle relate to the working capital needs of an organization? Using data from Appendix A, compute the net trade cycle of Company A for 2016. (L-5,CLO-5) 07
4. a. What is financial leverage? What are the motivations to use financial leverage in the capital structure of a company? (L-6,CLO-6) 03
 b. Compute the total debt to total capital, long-term debt to equity capital, and total debt to total assets ratios and comment on the comparative solvency position of Company A and B for 2016. (L5,CLO-6) 07

Section-B

There are four questions in this section. Answer any three of them.

1. a. What do you mean by financial distress? (L-1,CLO-4) 02.
 b. Compute the Altman Z-score and comment on the comparative bankruptcy of Company-A and Company-B for 2016. Use the following formula: 08

$$Z = 0.717 X_1 + 0.847 X_2 + 3.107 X_3 + 0.420 X_4 + 0.998 X_5$$
 Where, X_1 = Working capital/Total assets, X_2 = Retained earnings/Total assets, X_3 = Earnings before interest and taxes/Total assets, X_4 = Shareholders' equity/Total liabilities, and X_5 = Sales/Total assets. (L-5,CLO-4)
2. a. What do you mean by financial flexibility? How does free cash flow signal a corporation's financial flexibility? (L-1&5,CLO-5) 03
 b. From Appendix B, calculate free cash flow for the last three years and the cash flow adequacy ratio for year 9 of Land's End, Inc. & Subsidiaries and comment on financial flexibility. (L-5,CLO-5) 07
3. a. What are the relative strengths and weaknesses of using dividend valuation versus free cash flow valuation methods? (L-6,CLO-7) 03
 b. Nabor Industries is considering going public, but is unsure of a fair offering price. Before hiring an investment banker to assist in making the public offering, managers at Nabor have decided to make their own estimate of the firm's common stock value. The firm's CFO has gathered data for performing the valuation using the free cash flow valuation model. The firm's weighted average cost of capital is 10%, and it has \$1,500,000 of debt at market value and \$400,000 of preferred stock at its assumed market value. The estimated free cash flows over the next 5 years, 2013 through 2017, are given below. Beyond 2017 to infinity, the firm expects its free cash flow to grow by 5% annually. (CLO-7, L-5) 07

Year (t)	Free cash flow (FCF _t)
2013	200,000
2014	250,000
2015	310,000
2016	350,000
2017	390,000

- i. Determine the value of Nabor Industries' entire company by using the *free cash flow valuation model*.
- ii. If the firm has 200,000 outstanding common shares, determine the value per share.
4. a. What are the reasons for leasing? (L-6, CLO-1,2,4,7) 03
 b. What are the differences between an operating lease and a financial lease? (L-6, CLO-1,2,4,7) 04
 c. What is DuPont analysis? How does it aid in financial analysis? (L-6, CLO-1,2,4,7) 03

Appendix-A
Income Statement ('000)

Particulars	Company-A		Company-B	
	2015	2016	2015	2016
Net sales	225,500	245,750	245,850	246,500
Cost of Goods Sold	119,250	122,270	126,750	128,900
Gross Profit	106,250	123,480	119,100	117,600
Operating expenses:				
Administration expenses: (Except depreciation & amortization)	32,570	34,250	36,100	36,500
Selling expenses:(Except depreciation & amortization)	35,500	36,100	34,250	35,450
Depreciation and amortization	2,100	2,160	2,600	2,700
Income from operation	36,080	50,970	46,150	42,950
Net other revenue/gain or expenses/losses	-1,100	-1,050	150	-250
Income before tax	34,980	49,920	46,300	42,700
Income tax	13,992	19,968	18,520	17,080
Net Profit	20,988	29,952	27,780	25,620

Balance Sheet as on 31st December ('000)

Assets	2015	2016	2015	2016
Current Assets:				
Cash	2,500	2,845	3,500	3,400
Short-term investment	2,000	1,700	1,500	1,700
Account Receivable	15,000	16,500	18,000	19,500
Inventory	9,600	10,500	12,000	13,500
Advances and prepaid expenses	3,000	2,500	2,800	2,300
Long-term Investment:				
Investment in equity	2,000	2,200	1,700	2,000
Investment in bonds @ 10%	1,500	1,600	2,000	1,900
Land	500	500		
Property, Plant and Equipment:				
Land	3,500	3,500	4,000	4,300
Plant and Machinery (net)	10,000	10,800	14,000	12,600
Building	4,400	5,200	5,200	6,000
Vehicles	2,000	1,350	2,500	2,640
Intangible Assets:				
Patent right	750	675	1,200	1,000
Franchise	500	400	800	640
Copyright	300	240		200
Total Assets	57,550	60,510	69,200	71,680
Liabilities and Owner's Equity				
Current liabilities:				
Account payables	10,000	11,000	12,500	13,200
Salary payables	1,550	1,600	1,800	1,850
Current maturities of term loan/notes payable	500	500	650	450
Interest Payables	250	260	200	320
Income tax payables	2,750	3,150	4,550	3,460
Long-term Liabilities:				
Term loan @ 12%	4,500	4,000		1,000
Bonds payable @10%	7,000	6,500	9,000	8,650
Notes payable	2,000	3,000	4,000	4,500
Owner's Equity:				
Paid-up capital	15,000	15,000	18,000	18,000
Share premium	3,000	2,000	4,500	4,500
Retained earnings	11,000	13,500	14,000	15,750
Total Liabilities and Owner's Equity	57,550	60,510	69,200	71,680

Appendix-B

LANDS' END, INC. & SUBSIDIARIES
Consolidated Statements of Cash Flows

(\$ in thousands)	FOR PERIOD ENDED		
	Year 9	Year 8	Year 7
Cash flows from operating activities			
Net income.....	\$ 31,185	\$ 64,150	\$ 50,952
Adjustments to reconcile net income to net cash flows from operating activities—			
Pretax non-recurring charge.....	12,600	—	—
Depreciation and amortization	18,731	15,127	13,558
Deferred compensation expense.....	653	323	317
Deferred income taxes.....	(5,948)	(1,158)	994
Pretax gain on sale of subsidiary.....	—	(7,805)	—
Loss on disposal of fixed assets.....	586	1,127	325
Changes in assets and liabilities excluding effects of divestitures			
Receivables	(5,640)	(7,019)	(675)
Inventory	21,468	(104,545)	22,371
Prepaid advertising	(2,844)	(7,447)	4,758
Other prepaid expenses.....	(2,504)	(1,366)	(145)
Accounts payable	4,179	11,616	14,205
Reserve for returns	1,065	944	629
Accrued liabilities	6,993	8,755	4,390
Accrued profit sharing.....	(2,030)	1,349	1,454
Income taxes payable.....	(5,899)	(1,047)	8,268
Other	1,665	64	394
Net cash flows from (used for) operating activities.....	74,260	(26,932)	121,795
Cash flows from (used for) investing activities			
Cash paid for capital additions	(46,750)	(47,659)	(18,481)
Proceeds from sale of subsidiary.....	—	12,350	—
Net cash flows used for investing activities.....	(46,750)	(35,309)	(18,481)
Cash flows from (used for) financing activities			
Proceeds from short-term debt	6,505	21,242	1,876
Purchases of treasury stock.....	(35,557)	(45,899)	(30,143)
Issuance of treasury stock.....	1,845	409	604
Net cash flows used for financing activities	(27,207)	(24,248)	(27,663)
Net increase (decrease) in cash and cash equiv.....	\$ 303	\$ (86,489)	\$ 75,651
Beginning cash and cash equivalents	6,338	92,827	17,176
Ending cash and cash equivalents.....	\$ 6,641	\$ 6,338	\$ 92,827

Khulna University
Business Administration Discipline
BBA 4th Year, Term-I, Final Examination 2024-2025
Course Code: 0413 03 MKT-3207, Course Title: Strategic Marketing
Full Marks: 60, Times: 3 Hours

Instructions: Use a separate answer sheet for each section; all parts of each question must be answered in sequence

Section-A

There are 4 questions in this section. Answer any 3 questions

- 1 a. Define strategic planning in marketing and explain why it is important for achieving organizational goals in today's competitive business environment. [CLO1, L1] 05
- b. Explain how developing and maintaining customer relationships can create a competitive advantage for a company, using relevant business examples. [CLO1, L2] 05
- 2 a. Explain the strategic marketing planning process and analyse how functional goals and objectives contribute to achieving organizational success. [CLO2, L3] 05
- b. Critically evaluate the importance of maintaining customer focus and balance in strategic marketing planning, and examine how the marketing plan helps organizations implement and control marketing strategies effectively. [CLO2, L4] 05
- 3 a. Critically evaluate how SWOT-driven strategic planning can help an organization develop and sustain a competitive advantage in a highly competitive market environment. Provide relevant business examples to justify your arguments. [CLO3, L5] 05
- b. Design a comprehensive strategic marketing framework for a company of your choice by integrating SWOT analysis, competitive advantage development, strategic focus, and marketing objectives. Justify how your proposed framework can ensure long-term organizational success. [CLO3, L6] 05
- 4 a. Strategic marketing requires to plan and act on "Business-Unit Strategy" and "Functional Strategy". Elaborate the terms "Business-Unit Strategy" and "Functional Strategy" with examples. [CLO2, L4] 05
- b. What are the some of the potential difficulties in approaching strategic planning from a balanced perspectives? [CLO2, L3] 05

Section-B

There are 4 questions in this section. Answer any 3 questions

- 1 a. Critically analyse how branding, packaging, and product differentiation strategies help organizations create a sustainable competitive advantage in highly competitive markets. Use relevant business examples to justify your arguments. [CLO5, L4] 05
- b. Evaluate the effectiveness of product and brand management strategies across different stages of the product life cycle (introduction, growth, maturity, and decline). Which stage do you think is the most challenging for managers, and why? Support your answer with appropriate examples. [CLO5, L5] 05
- 2 a. Explain the major factors that influence pricing strategy in marketing, including supply and demand, cost structure, competition, and price elasticity of demand, with relevant business examples. [CLO6, L2] 05
- b. Critically evaluate the ethical and legal challenges of modern pricing strategies such as price discrimination, predatory pricing, deceptive pricing, and dynamic pricing, and propose strategic recommendations for firms to maintain both profitability and ethical responsibility. [CLO6, L6] 05
- 3 a. Time, effort and expense dedicated to information search depends on the degree of risk involved in the purchase. List and discuss four (04) kinds of risks involved in the process. [CLO6, L4] 04
- b. Many consumers and consumer advocates criticize individualized segmentation approaches due to personal privacy concerns. What are the benefits and risks associated with individualized segmentation? [CLO6, L5] 06
- 4 a. Explain how different approaches to marketing implementation (command, change, consensus, and organizational culture) can influence the successful execution of marketing strategies in an organization. Use relevant business examples to support your answer. [CLO8, L3] 05
- b. Critically evaluate the role of internal marketing and marketing control systems in ensuring effective marketing implementation and long-term organizational performance. Which approach do you think is most effective in today's competitive business environment, and why? [CLO8, L5] 05

School: Management and Business Administration
Year: 4th
Course Code: 0413 03 BA 4105/ BA-4207
Total Marks: 60

Discipline: Business Administration
Examination Year: 2026
Course Title: Strategic Management
Time: 03 Hours

Program: BBA
Session: 2024-25
Credit: 03

Use separate sheet for each section. Complete all parts of a particular question together.

Section A

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

Q No.	Question Description	Marks
1. a.	'Strategic management is a set of managerial decisions and actions that determines the long-run performance of a corporation'. Elaborate the statement with examples. [L1, CLO1]	04
b.	Distinguish between 'Corporate' 'Business' and 'Functional' strategy with an example of a group of companies. [L2, CLO1]	06
2. a.	What is 'Social Capital'? How does it benefits a firm for entering into a foreign market? [L2, CLO2]	04
b.	Why managers need to go through 'Primary' and 'Secondary' stakeholder analysis for decision making? [L3, CLO2]	03
c.	Are people living in a relationship-based governance system likely to be unethical in business dealings? Why? [L4, CLO2]	03
3. a.	What is environmental scanning? Explain 'STEEP Analysis' for identifying external environmental variables. [L3, CLO3]	05
b.	What is 'Strategic Group'? Draw a hypothetical strategic group map of 'Telecommunication; industry of Bangladesh. [L5, CLO3]	05
4. a.	Explain 'VRIO framework' from the perspective of core and distinctive competencies of an organization. [L4, CLO4]	04
b.	Distinguish between 'Intermittent' and 'Continuous' systems. [L2, CLO4]	02
c.	The author of the article, 'Strategy as everyday practice' has pointed that, strategy is an ongoing process involving not only what strategists produce (such as budgets, plans, reports) but also the ways all the members of the organization consume their offerings'. Justify the statement. [L5, CLO4]	04

Section B

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

Q No.	Question Description	Marks
1. a.	'SWOT analysis is used for situation analysis. However, strategy through the formula $SA = O/(S-W)$ can be used for a broader perspective'. Explain. [L2, CLO5]	05
b.	Distinguish between 'Cost Focus' and 'Differentiation Focus' choices of strategy. [L1, CLO5]	03
c.	What is 'Stuck in the middle'? [L3, CLO5]	02
2. a.	'Timing Tactics: When to Compete' is important consideration for strategy. Explain with examples. [L4, CLO6]	04
b.	'All forms of strategic alliances involve uncertainty. Many issues need to be dealt with when an alliance is initially formed, and others emerge later. Many problems revolve around the fact that a firm's alliance partners may also be its competitors, either immediately or in the future.' Do you agree or disagree with the statement? Take a stand and provide your logics. [L6, CLO6]	06
3. a.	"Just as competitive strategies may need to vary from one region of the world to another, functional strategies may need to vary from region to region". Elaborate. [L3, CLO7]	05
b.	Why "Follow the leader" strategy should be avoided? [L2, CLO7]	05
4.	Apple and Samsung are two leading competitors in the global mobile handset market. While Apple focuses on limited range of market segments, offering premium and technologically advanced products, Samsung serves a broader range of market segments with products that vary widely in price and technological sophistication.	10

Using Michael Porter's three generic business-level strategies. Compare and contrast the strategic orientations of Apple and Samsung. Support your discussion with appropriate reasoning and examples. [L3, CLO7]

Khulna University, Khulna

School: Management and Business Administration

Discipline: Business Administration Program: BBA

Year: 4th, Term: 1;

Examination Year: 2026

Session: 2024-2025

Course Code: 0413 03 BA 4101

Course Title: Innovation and Change Management

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, cetc.) sequentially.

Section A

Answer any *three (03)* of the following *four (04)* questions.

- | | | | |
|----|--|-----------------|----|
| 1. | a) Differentiate between Invention and Innovation. | (CLO 1; L 2) | 03 |
| | b) “Radical innovation has enabled some organizations to achieve groundbreaking and game-changing success; however, it is also considered a highly risky approach that may even threaten an organization’s survival.”- Do you agree with this statement? Justify your answer in light of the concept of Radical innovation, highlighting both its potential advantages and associated risks. | | 07 |
| | | (CLO 1, 2; L 4) | |
| 2. | a) Differentiate among Individual creativity, Group creativity, and Organizational creativity, highlighting the definitions and distinctive characteristics of each. | (CLO 2; L 3) | 04 |
| | b) Elaborately discuss the characteristics of a creative individual. | (CLO 3; L 2) | 06 |
| 3. | a) Discuss the concepts and features of innovation strategy. | (CLO 4; L 2) | 04 |
| | b) Elaborately discuss the potential effect of the rapid development of Information and Communication Technology (ICT) on the innovation strategy in future. | (CLO 4; L 5) | 06 |
| 4. | a) What do you mean by an Innovation portfolio? | (CLO 5; L 1) | 04 |
| | b) Discuss the “McKinsey’s Three Horizons of Growth framework” for innovation portfolio management. | (CLO 5; L 3) | 06 |

Section B

Answer any *three (03)* of the following *four (04)* questions.

- | | | | |
|----|---|--------------|----|
| 1. | a) What is Change and Change management in the organizational context? | (CLO 6; L 2) | 04 |
| | b) “In the contemporary context of the business world, change is inevitable not only for growth, but also for the survival of an organization.” – Do you agree with this statement? Justify your answer based on the significance of change management. | | 06 |
| | | (CLO 7; L 3) | |
| 2. | a) Discuss each stages of Kurt Lewin’s change management model. | (CLO 7; L 4) | 05 |
| | b) Discuss the responsibilities of management in different phases of Kurt Lewin’s to effectively implement the change initiatives. | (CLO 7; L 4) | 05 |
| 3. | Define external and internal change agent and discuss their roles and responsibilities in managing change in the organization. | (CLO 8; L 3) | 10 |
| 4. | a) Define resistance to change and discuss its causes. | (CLO 8; L 2) | 05 |
| | b) Explain the psychological factors behind resistance to change. | (CLO 8; L 5) | 05 |

Khulna University, Khulna

School: Management and Business Administration Discipline: Business Administration Program: BBA
Year: 4th, Term: I Term Final Examination: 2026 Session: 2024-2025
Course Code: 0413 03 MKT 4117 Course Title: Agricultural Marketing
Total Marks: 60 Time: 03 Hours Credit: 03

- Use a 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

1. a. The scope of agricultural marketing covers all activities and services involved in moving agricultural products from farmers to consumers, ensuring value creation through time, place, and form utilities. Explain the statement by taking one agricultural product of Bangladesh. [L5, CLO1] 05
b. Describe the difference in the marketing functions of the producers, wholesalers, retailers, and cooperative societies in the agricultural market channels in Bangladesh. Who is the most efficient player in Bangladesh marketing, and why? Give an example. [L1, 5 CLO2] 05
2. a. Distinguish between agricultural products and manufactured products. Give an example of each. [L4 CLO2,4] 05
b. Explain the various ways of grading agricultural products. Briefly discuss the effectiveness of fixed and variable grading systems in Mango's export from Bangladesh. [L5 CLO 2,4] 05
3. a. Explain how modern technology and digital platforms are changing traditional agricultural marketing agencies and channels. Evaluate the impact of e-commerce, mobile applications, and online marketplaces on agricultural marketing systems. Give an example of each. [L4 CLO1,4] 03
b. Briefly discuss different types of middlemen with examples. [L6 CLO1,4] 07
4. Write Short Notes on the followings: [L1,2 CLO1,3,4,5] 2.5×4=10
a. Contract Farming b. Local or Village markets
c. Unregulated Market d. Secondary Packaging

Section-B

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

1. a. What is traditional agricultural marketing? Briefly discuss the key features of traditional agricultural marketing with examples. [L5 CLO1,2] 06
b. Why does the government intervene in agricultural marketing? Explain with an example. [L6 CLO5] 04
2. a. Price varies by form because processing, grading, and quality affect market value. Explain with the help of an example. [L6 CLO3] 05
b. Discuss, with an example, the core dimensions of the price of agricultural products. [L5 CLO4] 05
3. a. Creative destruction is the process by which new industries, technologies, and production methods replace outdated ones, leading to economic transformation. Explain the statement with an example in the context of the agriculture and agricultural products of Bangladesh. [L6 CLO3] 05
b. Why is agricultural trade important for the development of Bangladesh? Use a specific Bangladeshi agricultural product to justify your answer. [L4 CLO1] 05
4. a. Develop a grading strategy for an agricultural product you want to export to the EU market. In your grading strategy, show how you will incorporate all the grading fundamentals. If applicable, use graphs and charts to show your grading strategy. [L5 CLO4] 06
b. Universities offer a general course in agricultural development for all first-degree graduates. This course partly covers agrarian marketing. In addition, there are several elective courses. Students who opt for agricultural economics as their elective subject are offered a three-semester credit course in agricultural marketing. 04
Given the above information, write your plan to promote more agri entrepreneurs in Bangladesh through university-level education. If the current initiatives of universities to promote agri entrepreneurship are ineffective, what changes do you suggest to the universities and why? [L6 CLO 5]