

SOMAIYA

VIDYAVIHAR UNIVERSITY

Dr. Shantilal K. Somaia School of Commerce and Business Studies

QUESTION PAPERS

BRANCH: Bachelor of Business Administration	SEM: IV
	APR-2025

Sr. No.	Subject	Available
1.	231U07I401 – Research Methodology	
2.	231U07C402 – Customer Relationship Management	
3.	231U06C405 – Risk Management	
4.	231U07C406 – Talent Management & Competency Mapping	
5.	231U07C407 – Performance Management & Career Planning	
6.	231U07C410 – Spanish	
7.		
8.		
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10.		
11.		
12.		
13.		
14.		
15.		

LIBRARY





SOMAIYA
VIDYAVIHAR UNIVERSITY

Semester (November 2024 to March 2025)

Examination: End Semester Examination April 2025 (UG Programmes)

Programme code: 07 / 06

Class: SY

Semester: IV

Programme: BBA / BBM

Name of the Constituent College: S K Somaiya College

Name of the Department: Business
Studies

Course Code: 231U07I401 / 231U06I401

Name of the Course: Research Methododlogy

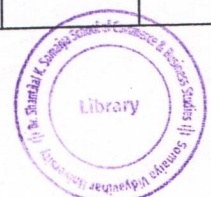
Duration : 2 Hrs.

Maximum Marks : 60

Instructions:

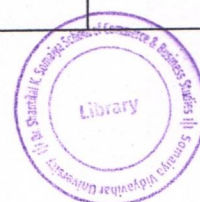
1. **Read all** the instructions carefully before attempting the paper.
2. This question paper consists of **4 questions**. Clearly indicate the **question number** in your answer sheet.
3. Carefully **review the question** and ensure you understand it fully before attempting your answer.
4. Write **neatly and legibly**. Answers must be written in **black or blue ink** only.
5. **Do not** write your name or any identifying marks on the answer script.
6. Use **diagrams, flowcharts, and examples** wherever necessary to enhance your answers.
7. Use of **Simple Calculators** is only permitted for Examination.

Questi on No.		Max. Marks	CO Attainment																								
Q.1.	<p>I. Exam Performance of Students from Different Schools</p> <p>Caselet:</p> <p>A researcher wants to compare the academic performance of students from three different schools. She selects five students from each school and records their exam scores. Using One-Way ANOVA, determine if there is a significant difference in exam scores among the three schools.</p> <table><tr><th>School</th><th>Student 1</th><th>Student 2</th><th>Student 3</th><th>Student 4</th><th>Student 5</th></tr><tr><td>A</td><td>75</td><td>78</td><td>82</td><td>69</td><td>74</td></tr><tr><td>B</td><td>80</td><td>85</td><td>83</td><td>78</td><td>76</td></tr><tr><td>C</td><td>88</td><td>90</td><td>87</td><td>86</td><td>84</td></tr></table>	School	Student 1	Student 2	Student 3	Student 4	Student 5	A	75	78	82	69	74	B	80	85	83	78	76	C	88	90	87	86	84	15	1, 2, 3, 4
School	Student 1	Student 2	Student 3	Student 4	Student 5																						
A	75	78	82	69	74																						
B	80	85	83	78	76																						
C	88	90	87	86	84																						



Q.2.A	<p>Arjun, a scholar at Gurukul, is intrigued by the diverse methods of acquiring knowledge. His guru, Dronacharya, assigns him the task of conducting research on different approaches to knowledge discovery, including empirical, theoretical, and exploratory methods. Arjun wants to ensure his research follows a systematic approach.</p> <ol style="list-style-type: none"> 1. Define Research and differentiate between exploratory, descriptive, and causal research using examples from Arjun's quest. 2. Explain how Arjun can apply the SMART research objectives framework to his study on knowledge acquisition. 3. If Arjun had to conduct a survey among fellow students on their learning styles, what steps should he take to ensure accurate data collection? 	15	1, 2
	OR		
Q.2.B	<p>Chhatrapati Shivaji Maharaj wants to study past military strategies to develop new battle techniques for his kingdom. He needs a structured research design for his study.</p> <ol style="list-style-type: none"> 1. Shivaji decides to conduct an experimental study on new guerrilla warfare tactics. How should he design his experiment? 2. If Maharaj chooses a case study approach, what benefits and challenges might he face? 3. Suggest an alternative research design that Shivaji can adopt to test the effectiveness of his new battle strategies. 	15	1, 2

Q.3.A.	<p>Karna, known for his generosity, wants to study the impact of charity on different sections of society. He must decide on an appropriate sampling method for his research.</p> <ol style="list-style-type: none"> 1. Define and differentiate between probability and non-probability sampling. Which method should Karna use? 2. Explain how stratified sampling could help Karna in ensuring a fair representation of different economic groups. 3. If Karna has limited resources, how can he use cluster sampling to study the impact of charity effectively? 	15	3
	OR		
Q.3.B.	<p>Narayan Research Pvt. Ltd. plans to assist Draupadi in her thesis on the topic: "Effect of Social Media Influencer Marketing on Consumer Purchase Decisions in the Fashion Industry."</p> <p>Social media influencers play a crucial role in shaping consumer preferences by promoting fashion products through platforms like Instagram and YouTube. Their endorsements impact consumer trust and brand perception.</p> <p>This is a cost-effective and engaging technique for brands to enhance their reach and influence consumer purchase decisions.</p> <p>Follow the 15-Questionnaire Structure as given below with the performa</p> <ol style="list-style-type: none"> 1. Demographic Questions 2. Dichotomous Questions (Yes/No) (4 Questions) 3. Likert Scale Behaviour - 4 Questions 4. Likert Frequency 4 Questions 5. Rank Order (1-5) 1 Question 6. Ordinal Rating (1 Question with rating 1-5) 7. Subjective Question (1 Question) 	15	3



Q.4.A.	<p>Jijabai, the mother of Chhatrapati Shivaji Maharaj, wants to establish a trade network for the Maratha Empire. She assigns a research team to gather data on trade routes, consumer preferences, and market competition.</p> <ol style="list-style-type: none"> 1. Compare the advantages and disadvantages of observational studies versus surveys in the context of market research. 2. Develop a data analysis strategy that Jijabai's team could use to interpret market trends and optimize trade routes. 	15	4
	OR		
Q.4.B.	<p>Krishna is preparing a diplomatic report for the Pandavas to persuade different kingdoms to join their alliance. His report must be structured, analytical, and persuasive.</p> <ol style="list-style-type: none"> 1. What are the key components of a well-structured research report? Explain with reference to Krishna's diplomatic document. 2. Identify the ethical considerations Krishna must keep in mind while presenting diplomatic intelligence in his report. 3. Draft an executive summary for Krishna's report highlighting key findings and recommendations for the Pandavas. 	15	4

F-table of Critical Values of $\alpha = 0.05$ for F(df1, df2)

	DF1=1	2	3	4	5	6	7	8	9	10	12	15	20	24	30	40	60	120	∞
DF2=1	161.45	199.50	215.71	224.58	230.16	233.99	236.77	238.88	240.54	241.88	243.91	245.95	248.01	249.05	250.10	251.14	252.20	253.25	254.31
2	18.51	19.00	19.16	19.25	19.30	19.33	19.35	19.37	19.38	19.40	19.41	19.43	19.45	19.45	19.46	19.47	19.48	19.49	19.50
3	10.13	9.55	9.28	9.12	9.01	8.94	8.89	8.85	8.81	8.79	8.74	8.70	8.66	8.64	8.62	8.59	8.57	8.55	8.53
4	7.71	6.94	6.59	6.39	6.26	6.16	6.09	6.04	6.00	5.96	5.91	5.86	5.80	5.77	5.75	5.72	5.69	5.66	5.63
5	6.61	5.79	5.41	5.19	5.05	4.95	4.88	4.82	4.77	4.74	4.68	4.62	4.56	4.53	4.50	4.46	4.43	4.40	4.37
6	5.99	5.14	4.76	4.53	4.39	4.28	4.21	4.15	4.10	4.06	4.00	3.94	3.87	3.84	3.81	3.77	3.74	3.70	3.67
7	5.59	4.74	4.35	4.12	3.97	3.87	3.79	3.73	3.68	3.64	3.57	3.51	3.44	3.41	3.38	3.34	3.30	3.27	3.23
8	5.32	4.46	4.07	3.84	3.69	3.58	3.50	3.44	3.39	3.35	3.28	3.22	3.15	3.12	3.08	3.04	3.01	2.97	2.93
9	5.12	4.26	3.86	3.63	3.48	3.37	3.29	3.23	3.18	3.14	3.07	3.01	2.94	2.90	2.86	2.83	2.79	2.75	2.71
10	4.96	4.10	3.71	3.48	3.33	3.22	3.14	3.07	3.02	2.98	2.91	2.85	2.77	2.74	2.70	2.66	2.62	2.58	2.54
11	4.84	3.98	3.59	3.36	3.20	3.09	3.01	2.95	2.90	2.85	2.79	2.72	2.65	2.61	2.57	2.53	2.49	2.45	2.40
12	4.75	3.89	3.49	3.26	3.11	3.00	2.91	2.85	2.80	2.75	2.69	2.62	2.54	2.51	2.47	2.43	2.38	2.34	2.30
13	4.67	3.81	3.41	3.18	3.03	2.92	2.83	2.77	2.71	2.67	2.60	2.53	2.46	2.42	2.38	2.34	2.30	2.25	2.21
14	4.60	3.74	3.34	3.11	2.96	2.85	2.76	2.70	2.65	2.60	2.53	2.46	2.39	2.35	2.31	2.27	2.22	2.18	2.13
15	4.54	3.68	3.29	3.06	2.90	2.79	2.71	2.64	2.59	2.54	2.48	2.40	2.33	2.29	2.25	2.20	2.16	2.11	2.07
16	4.49	3.63	3.24	3.01	2.85	2.74	2.66	2.59	2.54	2.49	2.42	2.35	2.28	2.24	2.19	2.15	2.11	2.06	2.01
17	4.45	3.59	3.20	2.96	2.81	2.70	2.61	2.55	2.49	2.45	2.38	2.31	2.23	2.19	2.15	2.10	2.06	2.01	1.96
18	4.41	3.55	3.16	2.93	2.77	2.66	2.58	2.51	2.46	2.41	2.34	2.27	2.19	2.15	2.11	2.06	2.02	1.97	1.92
19	4.38	3.52	3.13	2.90	2.74	2.63	2.54	2.48	2.42	2.38	2.31	2.23	2.16	2.11	2.07	2.03	1.98	1.93	1.88
20	4.35	3.49	3.10	2.87	2.71	2.60	2.51	2.45	2.39	2.35	2.28	2.20	2.12	2.08	2.04	1.99	1.95	1.90	1.84
21	4.32	3.47	3.07	2.84	2.68	2.57	2.49	2.42	2.37	2.32	2.25	2.18	2.10	2.05	2.01	1.96	1.92	1.87	1.81
22	4.30	3.44	3.05	2.82	2.66	2.55	2.46	2.40	2.34	2.30	2.23	2.15	2.07	2.03	1.98	1.94	1.89	1.84	1.78
23	4.28	3.42	3.03	2.80	2.64	2.53	2.44	2.37	2.32	2.27	2.20	2.13	2.05	2.01	1.96	1.91	1.86	1.81	1.76
24	4.26	3.40	3.01	2.78	2.62	2.51	2.42	2.36	2.30	2.25	2.18	2.11	2.03	1.98	1.94	1.89	1.84	1.79	1.73
25	4.24	3.39	2.99	2.76	2.60	2.49	2.40	2.34	2.28	2.24	2.16	2.09	2.01	1.96	1.92	1.87	1.82	1.77	1.71
26	4.23	3.37	2.98	2.74	2.59	2.47	2.39	2.32	2.27	2.22	2.15	2.07	1.99	1.95	1.90	1.85	1.80	1.75	1.69
27	4.21	3.35	2.96	2.73	2.57	2.46	2.37	2.31	2.25	2.20	2.13	2.06	1.97	1.93	1.88	1.84	1.79	1.73	1.67
28	4.20	3.34	2.95	2.71	2.56	2.45	2.36	2.29	2.24	2.19	2.12	2.04	1.96	1.91	1.87	1.82	1.77	1.71	1.65
29	4.18	3.33	2.93	2.70	2.55	2.43	2.35	2.28	2.22	2.18	2.10	2.03	1.94	1.90	1.85	1.81	1.75	1.70	1.64
30	4.17	3.32	2.92	2.69	2.53	2.42	2.33	2.27	2.21	2.16	2.09	2.01	1.93	1.89	1.84	1.79	1.74	1.68	1.62
40	4.08	3.23	2.84	2.61	2.45	2.34	2.25	2.18	2.12	2.08	2.00	1.92	1.84	1.79	1.74	1.69	1.64	1.58	1.51
60	4.00	3.15	2.76	2.53	2.37	2.25	2.17	2.10	2.04	1.99	1.92	1.84	1.75	1.70	1.65	1.59	1.53	1.47	1.39
120	3.92	3.07	2.68	2.45	2.29	2.18	2.09	2.02	1.96	1.91	1.83	1.75	1.66	1.61	1.55	1.50	1.43	1.35	1.25
∞	3.84	3.00	2.60	2.37	2.21	2.10	2.01	1.94	1.88	1.83	1.75	1.67	1.57	1.52	1.46	1.39	1.32	1.22	1.00

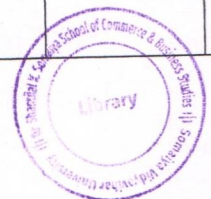




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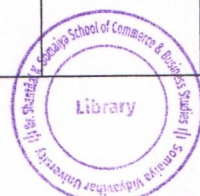
Semester (November 2024 to March 2025)		
Examination: End Semester Examination April 2025 (UG Programmes)		
Programme code: 07/06 Programme: BBA/BBM	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College	Name of the Department: Business Studies	
Course Code: 231U07C402/ 231U06C402	Name of the Course: Customer Relationship Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

Quest ion No.		Max. Marks	CO Attainme nt
Q.1.	<p><u>Read the given case and answer the following questions-</u></p> <p>Pure Health Wellness Centre, a chain of health and fitness centres, has noticed a drop in membership renewals and a lack of engagement among existing clients. The management team decides to implement a CRM system to improve client retention. The system will track client workouts, appointment bookings, and health goals, providing the ability to send personalized workout plans, reminders for renewals, and health tips.</p> <p>After implementing the CRM system, the centre notices that many clients do not open or respond to the reminders and plans, resulting in little change in retention rates. The management team realizes that either the personalization is not based on analytical data, or the clients may not be fully aware of the system's benefits and that there may be an opportunity to improve communication and engagement.</p>		



	Questions- <ul style="list-style-type: none"> i. How can Pure Health use its CRM system to offer more value to clients and increase membership renewals? Suggest some loyalty programs resulting in customer retention. ii. If you were a manager at Pure Health, how would you use the E-CRM components to improve communication with clients and encourage customer loyalty. 	8 Marks	CO4
		7 Marks	CO3
Q.2.A	<p>At Luxe Stay Hotels, guests often book rooms for business trips or vacations, but some feedback suggests they feel the services are impersonal and lack customization. Despite providing high-quality amenities, the hotel's management believes they need to shift their focus from just offering services to delivering customer value.</p> <ul style="list-style-type: none"> i. Discuss different aspects to be focused upon by Luxe stay Hotels for enhancing customer value. ii. How can Luxe stay Hotels improve service quality? 	8Marks	CO1
		7 Marks	CO3
	OR		
Q.2.B	<p>In recent years, RetailX, a growing retail chain, has noticed a significant increase in customer inquiries and demands across their various store locations. To stay competitive, they've decided to integrate more advanced Information Technology (IT) and Customer Relationship Management (CRM) systems to streamline operations and improve customer service.</p> <ul style="list-style-type: none"> i. Identify reasons responsible for increased use of IT and CRM by RetailX. ii. As a manager, Enlist different components of CRM to be worked upon for successful execution. 	8 Marks	CO1
		7 Marks	CO1
Q.3.A.	XYZ Electronics is a company that sells high-end smartphones and laptops. The company is facing challenges in retaining its customers, as many of them switch to competitors after their first		

	<p>purchase. The management is considering improving its CRM approach to enhance customer loyalty.</p> <p>i. Analyze the given situation and suggest Suitable CRM solution with the type needed.</p> <p>ii. Identify the defectors responsible for customer churn for XYZ electronics.</p>	8 Marks	CO2
	OR		
Q.3.B.	Select any one industry of your choice and give relevant examples of Campaigns undertaken by them. Also highlight the need for such campaigns explaining the process and types.	8 Marks	CO3
C	As a customer discuss your experience about the customer service and customer support that delighted you and its impact on your future buying decisions.	7 Marks	CO3
Q.4.A.	<p>DEF Telecom has a large customer base but struggles with unprofitable customers due to late payments, high support costs, and low spending. The company wants to use CRM data to improve customer profitability.</p> <p>i. How can DEF Telecom use data analytics to identify unprofitable customers?</p> <p>ii. Suggest appropriate CRM strategies to convert unprofitable customers into profitable ones?</p>	8 Marks	CO3
	OR		
Q.4.B.	<p>Alpha Retail, a mid-sized online clothing store, has been experiencing issues in managing customer interactions effectively. The company struggles with tracking customer inquiries, personalizing marketing campaigns, and ensuring repeat purchases. As a result, customer satisfaction and retention rates are declining.</p> <p>To address these challenges, the management has decided to implement a CRM system but is unsure how to proceed.</p> <p>i. Guide Alpha retail about the steps to be undertaken for Successful CRM implementation.</p>	8 Marks	CO4



	ii. Help Alpha retail understand CRM evaluation models to assess the Effectiveness in future.	7 Marks	CO4
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Semester (November 2024 to March 2025)		
Examination: End Semester Examination April 2025 (UG Programmes)		
Programme code:06/07 Programme: BBA & BBM	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code: 231U06C405	Name of the Course: Risk Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Write suitable examples as applicable		

Question No.		Max. Marks	CO Attainment
Q.1.	<p>Strategic Analysis of EcoTech Solutions</p> <p>EcoTech Solutions is a mid-sized company specializing in sustainable technology, offering solar panels, energy-efficient appliances, and green building solutions. The company has seen steady growth in the past five years due to the rising demand for sustainable products. However, they face increasing competition from large corporations and new startups.</p> <p>SWOT Analysis of EcoTech Solutions</p> <p>Strengths</p> <ul style="list-style-type: none">• Strong brand reputation in the sustainable technology market.• Innovative R&D department that continuously develops eco-friendly solutions.• A loyal customer base that values sustainability. <p>Weaknesses</p> <ul style="list-style-type: none">• High production costs, making their products more expensive than competitors'.	15	CO2



	<ul style="list-style-type: none"> • Limited global reach compared to larger players in the industry. • Dependency on government subsidies for maintaining profitability. <p>Opportunities</p> <ul style="list-style-type: none"> • Growing awareness and demand for green technology. • Potential partnerships with government bodies for large-scale projects. • Expansion into emerging markets with rising energy needs. <p>Threats</p> <ul style="list-style-type: none"> • Intense competition from large corporations with lower costs. • Changing government policies on subsidies for green energy. • Technological disruptions that could make existing products obsolete. <p><u>Attempt all Questions (3 marks each)</u></p> <p>a) List the external threats EcoTech Solutions faces.</p> <p>b) Explain how government subsidies impact EcoTech Solutions' profitability.</p> <p>c) Based on the SWOT analysis, what strategies could EcoTech Solutions implement to reduce production costs?</p> <p>d) Assess whether Ecotech Solutions should prioritize expanding into emerging markets or focus on reducing costs. Support your answer with arguments.</p> <p>e) Propose a strategic plan for Eco Tech Solutions to maintain a competitive edge in the next five years.</p>		
Q.2.A	Analyze Risk ? Differentiate between Risk and Uncertainty with examples.	7	CO1
Q.2.B	Recommend COSO framework or ERM framework to a group of Risk Management learners.	8	CO2

	OR		
Q.2.C	Simply to a group of insurance buyers about How can we buy Riders and the advantages for the same.	7	CO4
Q.2.D	Appraise Any 4 Investment strategies and give examples for the same to explain.	8	CO2
Q.3.A.	Discuss The APT(Arbitrage Pricing Theory) in detail to a group of learners.	7	CO3
Q .3.B	Bring out the contrast between manager's risk management vs Individual risk management.	8	CO1
	OR		
Q.3.C	Bring out the Importance of Life insurance by explaining to Students.	8	CO4
Q.3.D	Elaborate and explain with relevant assumptions and examples about PEST.	7	CO2
Q.4.A	Recommend to a group of Investors about Popular Types of Small Business Insurance.	8	CO4
Q.4.B	Summarize the Major types of Personal Risks with diagram and examples.	7	CO1
	OR		
Q.4.C	Take part in a survey about IRDA Mission & reforms conducted by an NGO.	7	CO4
Q.4.D.	In a conference you are required to Discuss in detail about IRDA functions, power and duties .	8	CO4





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Semester (November 2024 to March 2025)		
Examination: End Semester Examination April 2025 (UG Programmes)		
Programme code: 07 Programme: BBA	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code: 231U07C406	Name of the Course: Talent Management and Competency mapping	
Duration: 2 Hrs.	Maximum Marks: 60	
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Question No.		Max. Marks	CO Attainment
Q.1.	<p>CASE STUDY:</p> <p>Adani Group, a globally recognized conglomerate headquartered in India, operates across multiple sectors, including energy, infrastructure, logistics, and agribusiness. To sustain its dynamic growth, Adani Group focuses on implementing a well-structured talent management process that ensures the acquisition, development, and retention of top talent. Their approach is centered on creating a thriving ecosystem that values skills, fosters innovation, and promotes internal growth.</p> <p>Identifying and hiring individuals who align with the company's vision, mission, and culture, Building leadership capacity through mentorship, upskilling, and career progression. Encouraging a culture of innovation and ownership to boost production. Fostering an inclusive work environment that celebrates different perspectives.</p>	15	CO 1 & CO 4



Adani Group, a prominent Indian multinational conglomerate, has implemented a comprehensive talent management process to support its diverse business operations. This process encompasses several key components:

Talent Acquisition: Adani Group emphasizes attracting individuals who align with the company's culture and values. The recruitment process focuses on cultural fit and potential for growth, rather than merely technical skills.

Employee Engagement: Recognizing the importance of an engaging work environment, Adani Group has implemented various initiatives aimed at enhancing employee satisfaction and commitment. These include encouraging open communication and providing platforms for employees to voice their ideas and concerns, thereby fostering a sense of ownership over their work.

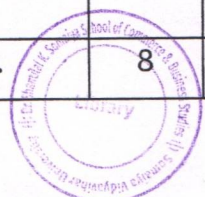
Professional Development: The company invests in training and mentorship programs to help employees build the skills and expertise required for future success. This approach ensures that the workforce remains competent and motivated, contributing to the organization's overall performance.

Diversity and Inclusion: Adani Group is committed to creating an inclusive environment by embracing different backgrounds, cultures, and ideas. This diversity fosters creativity and innovation, aligning with the principles of sustainable business practices.

Internal Mobility: The organization promotes robust talent management and internal movement, which can be a significant motivating factor for employees. This approach builds the company's reputation as a preferred employer and contributes to employee retention.

Performance Management and Career Development

	<p>For performance management and career development they initiated that employee should go through 360-degree feedback and also career development can be given on the merit basis.</p> <p>Through these strategic initiatives, Adani Group effectively manages its talent pool, ensuring alignment with organizational goals and fostering a culture of continuous growth and development.</p> <p>Challenges and Mitigation Strategies:</p> <ul style="list-style-type: none"> ● Challenge: Retaining high-potential talent in a competitive market. ● Solution: Offering career progression, skill enhancement, and performance incentives. ● Challenge: Managing diversity in a fast-growing organization. ● Solution: Fostering inclusivity through structured policies and awareness programs. <p>Adani Group's talent management process is a strategic blend of attracting, developing, and retaining talent while promoting diversity and fostering a culture of growth. This comprehensive approach has positioned Adani as a leader in building a resilient and future-ready workforce.</p> <p>Questions: [each carries 5 marks]</p> <ol style="list-style-type: none"> 1. How does Adani Group ensure that its talent acquisition strategy aligns with its long-term business goals? 2. What initiatives can Adani Group implement to promote diversity and inclusion, while selecting employees for the organisation. 3. Suggest some other ways for Adani Group use for the performance appraisal 		
Q.2.A	Describe Talent management in detail. State the principles of Talent management.	7	CO 1
Q.2.B	Explain the Talent management model with the help of a diagram.	8	CO 1



	OR		
Q.2.C	Evaluate the Job analysis methods applied by the organisation on the basis of their applicability in different situations in the organization.	15	CO 2
Q.3.A.	Describe "Competency" and explain various methods of competency mapping in detail.	15	CO 3
	OR		
Q.3.B.	" A competency model is a list of knowledge, skills, and behaviours required for an employee to perform their job successfully." Justify the statement with the help of key elements in the competency model and importance of the competency model.	15	CO 3
Q.4.A.	Describe the meaning of "Data Collection". State and explain the methods of Data collection in detail.	15	CO 4
	OR		
Q.4.B.	Explain the "Repertory Grid" technique in detail. Describe the process of using Repertory grid for data collection.	15	CO 4

Semester (November 2024 to March 2025)		
Examination: End Semester Examination April 2025 (UG Programmes)		
Programme code:07 Programme: BBA	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College	Name of the Department: Business Studies	
Course Code: 231U07C407	Name of the Course: Performance management and Career Planning	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

Question No.		Max. Marks	CO Attainment
Q.1.	<p><u>Read the given Case and answer the following questions-</u></p> <p>Grace is a dedicated nurse at Bright Care Hospital, where she has worked for five years. She is known for her compassionate patient care, efficiency in handling medical procedures, and ability to work well under pressure. Despite her strong clinical skills, she has reached a plateau in her career. She aspires to become a nurse supervisor, but her recent performance evaluation highlighted the need for improved leadership and administrative skills.</p> <p>Bright Care Hospital uses Traditional methods for annual performance review system. In spite of patient satisfaction Grace feels dissatisfied with the results of performance appraisal as the system produces biased results. Dr. Miller, has observed that she struggles with delegation and decision-making under pressure.</p>		



	<p>She now faces a dilemma—should she continue in her current role and refine her skills, or should she resign and look for better opportunities elsewhere.</p> <p>Questions-</p> <p>A. As a Counsellor, Suggest the role of Dr. Miller (Employer) and Grace (Employee) in career development programs.</p> <p>B. Suggest any 4 modern Methods of performance appraisal to make the system more efficient and satisfying for the employees.</p>	8 Marks	C04
		7 Marks	CO1
Q.2.A	<p>Tech Vision, initially using annual performance reviews, shifted to quarterly check-ins and real-time feedback to foster continuous employee development. This new approach has led to improved employee engagement and performance.</p> <p>i. Highlight the advantages of the new approach to the employer and employee in short.</p> <p>ii. Enunciate in detail the shift in HR approach focusing on the evolution of the performance management system.</p>	8 Marks	CO1
		7 Marks	CO1
	OR		
Q.2.B	<p>At Tech Solutions, a growing software development company, the management team has implemented performance planning at the start of each quarter to set clear goals for developers. They also decided to reward the employees based on performance.</p> <p>i. Highlight the importance and barriers involved in the process of Performance Planning.</p> <p>ii. Discuss the benefits of linking rewards with Performance. Also suggest some current scenario rewards and recognition options.</p>	8 Marks	CO2
		7 Marks	CO2
Q.3.A.	At Innovate Tech, high-performing teams consistently exceed their goals. However, during performance reviews, individual contributions are sometimes overlooked due to the team-		

	<p>focused success. The company is now focusing on more personalized performance monitoring to ensure that both team and individual achievements are recognized and rewarded.</p> <p>i. Describe the High-performance teams and ways of managing them.</p> <p>ii. Analyse the objectives of performance monitoring at Innovate Tech.</p>	8 Marks	CO3
	OR		
Q.3.B.	<p>At GreenTech Solutions, favouritism and inflated ratings in performance appraisals have raised concerns about fairness. Employees feel the process lacks transparency, affecting trust in the system.</p> <p>i. Identify possible unethical practices present in GreenTech's appraisal process</p> <p>ii. Suggest some strategies that the company can adopt for ethics in performance management to ensure fairness and transparency?</p>	8 Marks	CO3
		7 Marks	CO3
Q.4.A.	<p>GlobalTech, a multinational technology company, has recently decided to formalize career planning for its employees to help them align their career growth with company objectives. The HR team has introduced a new approach that combines individual career goals with the Universal Competency Framework.</p> <p>i. Write a note on Universal Competency framework.</p> <p>ii. Enumerate different steps to be followed by GlobalTech in career planning of employees</p>	8 Marks	CO4
	OR		
Q.4.B.	<p>Creato Design, a creative agency specializing in digital marketing, has observed that employees, especially in non-creative roles like marketing and project management, are unsure of how to advance within the company.</p>		



	i. Give suitable examples explaining different organizational career planning model and career development of employees.	8 Marks	CO4
	ii. Discuss how technology can be used in the process of performance management and career planning of the employees.	7 Marks	CO4



SOMAIYA
VIDYAVIHAR UNIVERSITY

Semester (November 2024 to March 2025)

Examination: End Semester Examination April 2025 (UG Programmes)

Programme code: 07

Programme: BBA

Class: SY

Semester: IV

Name of the Constituent College: S K Somaiya College

**Name of the Department: Business
Studies**

Course Code: 231U07C410

Name of the Course: Spanish

Duration: 2 Hrs.

Maximum Marks: 60

Instructions:

1. Questions 1 (A, B, C), 2 (A, B, C), 3A and 4A are compulsory. Only one question from 3B or 3C needs to be attempted and one question from 4B or 4C needs to be attempted.
2. Wherever applicable, just writing the options a, b, or c against the question numbers would be sufficient. Do not waste time in writing full sentences.
3. Kindly write in legible handwriting. Spelling errors would lead to loss of marks.













Q.1.B Usted va a leer menús de restaurantes. Debe relacionar los menús (A-J) con los textos correspondientes (1-6). Hay diez menús, incluido el ejemplo. Seleccione seis.

Ejemplo:

Número 0: Queremos una sopa de primero y, de segundo, pescado.

La opción correcta es la A.

<p>A</p>  <p>Menú del día 1.º a elegir (gazpacho, sopa, tortilla). 2.º filete de lenguado. Pan, postre y bebida incluidos. 12 € IVA incluido</p>	<p>B</p>  <p>Tapas y raciones Chorizo, bacalao, pimiento, atún, calamares, queso, jamón, tortilla. Bocadillos para tomar o para llevar.</p>	<p>C</p>  <p>Menú mexicano Tacos o enchiladas. Frijoles con guacamole. Café. A mediodía y por la noche. 14 €</p>	<p>D</p>  <p>Platos combinados N.º 1: salchicha, ensalada, tortilla. N.º 2: patatas fritas, huevo y pollo. N.º 3: filete, huevo frito y ensalada. 7 €</p>	<p>E</p>  <p>Cena y espectáculo Variedad de platos de la cocina internacional, acompañados por la música en directo del pianista Leandro Varela. 50 €</p>
<p>F</p>  <p>Menú degustación Sopa de pescado. Tortilla de patatas. Costillas de cerdo. Higaditos de pollo. Helado. Sorbete de limón. Tarta de queso. 35 €</p>	<p>G</p>  <p>Desayunos Café, zumo y tostada con mantequilla y mermelada. Minibocadillos. Hasta el mediodía. 2 €</p>	<p>H</p>  <p>Menú vegetariano 1.º: sopa de fideos. 2.º: menestra de verduras. Postre: flan o helado. Incluye pan y café. 15 €</p>	<p>I</p>  <p>Menú ejecutivo Sopa fría de yogurt con espinacas. Filete de ternera. Tartas variadas. Café incluido. 25 €</p>	<p>J</p>  <p>Menú infantil Espaguetis con tomate y carne. Filete de pechuga de pollo. Yogur o plátano. 8 €</p>

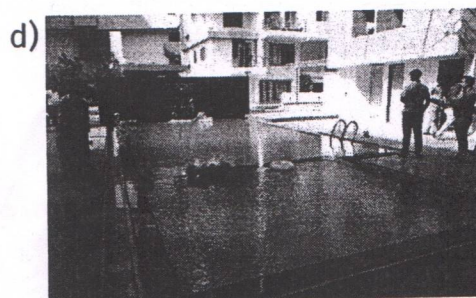
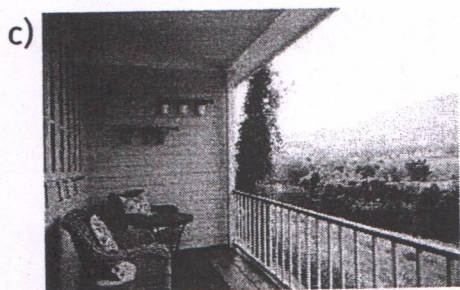
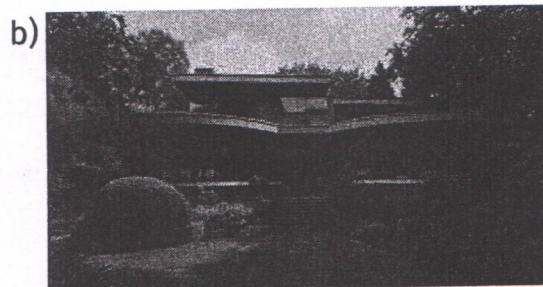
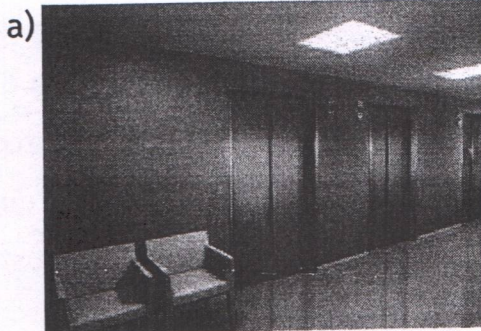
6


CO1,
CO2,
CO4

Question No.		Max. Marks	CO Attainment
Q.1. A	<p>Lea este correo electrónico. A continuación responda las cinco preguntas sobre el texto. Elija las respuestas correctas: a), b), c) o d).</p> <p>Para: javi@gmail.com Asunto: casa nueva</p> <p>Hola, Javi:</p> <p>¿Qué tal? El sábado hacemos una fiesta inaugurar mi nuevo piso. Al fin tengo mi propia casa. La fiesta es a partir de la 9 de la noche, y van a venir todos mis compañeros de trabajo, algunos vecinos de la antigua casa y los compañeros del curso de italiano.</p> <p>Te cuento cómo llegar: vivo en Rivas, un pueblo que esta a unos 17 kilómetros de Madrid, muy moderno y dinámico, con muchos parques y jardines.</p> <p>Primero vas a Conde de Casal en metro o andando y allí coges el autobús 232 y te quedas en la tercera parada después de pasar el centro comercial. Si quieres puedes preguntar al conductor por la parada de la Avenida de Pablo Iglesias con la calle Rosa Montero. El viaje dura unos veinte minutos. Como ves, esta casa está lejos del centro, y por las mananas tengo que levantarme muy pronto para llegar al trabajo a la nueve. Pero me gusta mucho porque tiene piscina y plaza de aparcamiento.</p> <p>Bueno te esperamos. Ah, y si puedes, trae algo de música para bailar.</p> <p>Sonia</p>	5	CO4



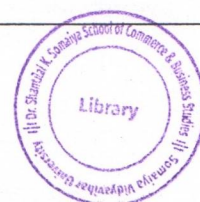
1. Sonia escribe a Javi para...
 - a) Explicarle donde vive.
 - b) Invitarlo a una fiesta
 - c) Hablarle de sup piso
 - d) Pedirle unos discos
2. Para llegar al piso de Sonia, Javi va a...
 - a) Ir en autobús
 - b) Andar 20 minutos
 - c) Cogér el metro
 - d) Pasar por el centro
3. El piso de Sonia esta...
 - a) Después del centro comercial
 - b) Bastante cerca de un parque
 - c) Cerca de la estación de metro
 - d) Al lado del centro comercial
4. Sonia le pide a Javi...
 - a) Llegar a las 9
 - b) Llevar música
 - c) Ir en coche
 - d) Comprar algo
5. El nuevo piso de Sonia tiene...



	<table><tr><th colspan="2">Textos</th></tr><tr><td>0</td><td>Queremos una sopa de primero y, de segundo, pescado</td></tr><tr><td>1</td><td>No, gracias, yo nunca tomo carne ni pescado.</td></tr><tr><td>2</td><td>Para los niños, mejor fruta, que es más sana.</td></tr><tr><td>3</td><td>Me gusta mucho la comida exótica, de otros países.</td></tr><tr><td>4</td><td>Por la mañana, cuando me levanto, siempre tomo lo mismo.</td></tr><tr><td>5</td><td>Esta noche salimos para celebrar el primer aniversario de nuestra boda.</td></tr><tr><td>6</td><td>Prefiero probar muchos platos en pequeñas cantidades.</td></tr></table>	Textos		0	Queremos una sopa de primero y, de segundo, pescado	1	No, gracias, yo nunca tomo carne ni pescado.	2	Para los niños, mejor fruta, que es más sana.	3	Me gusta mucho la comida exótica, de otros países.	4	Por la mañana, cuando me levanto, siempre tomo lo mismo.	5	Esta noche salimos para celebrar el primer aniversario de nuestra boda.	6	Prefiero probar muchos platos en pequeñas cantidades.		
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Q.1.C	<p>Usted va a leer el programa de exposiciones que van a celebrarse en Madrid en los próximos meses. Debe completar las frases con la información del texto.</p> <div><p>PROGRAMA DE EXPOSICIONES <i>Ayuntamiento de Madrid</i> <i>Consejería de Cultura y Deporte</i></p><table><tr><td>3-4 de octubre Salón de la fotografía y la imagen Para público y profesionales Lugar: Feria de Madrid Horario: de 10 a 18 horas</td><td>17-18 de noviembre Salón de la futura mamá, el bebé y las nuevas familias Abierto al público Lugar: Casa de Campo Horario: solo mañanas</td></tr><tr><td>12-14 de octubre Feria de los deportes y actividades en la naturaleza Abierto al público Lugar: Casa de Campo Horario: de 10 a 14 horas</td><td>4-7 de diciembre Diversión en familia Para toda la familia Lugar: Palacio de Congresos Horario: de 10 a 19 horas</td></tr><tr><td>2-5 de noviembre Exposición internacional del autobús y el autocar Solo profesionales Lugar: Feria Provincial de Muestras Horario: solo tardes</td><td>26-29 de diciembre Feria de arte y antigüedades Para público y profesionales Lugar: Círculo de Bellas Artes Horario: de 16 a 20 horas</td></tr></table><p>Frases para completar</p></div>	3-4 de octubre Salón de la fotografía y la imagen Para público y profesionales Lugar: Feria de Madrid Horario: de 10 a 18 horas	17-18 de noviembre Salón de la futura mamá, el bebé y las nuevas familias Abierto al público Lugar: Casa de Campo Horario: solo mañanas	12-14 de octubre Feria de los deportes y actividades en la naturaleza Abierto al público Lugar: Casa de Campo Horario: de 10 a 14 horas	4-7 de diciembre Diversión en familia Para toda la familia Lugar: Palacio de Congresos Horario: de 10 a 19 horas	2-5 de noviembre Exposición internacional del autobús y el autocar Solo profesionales Lugar: Feria Provincial de Muestras Horario: solo tardes	26-29 de diciembre Feria de arte y antigüedades Para público y profesionales Lugar: Círculo de Bellas Artes Horario: de 16 a 20 horas	4	C01, C02, C03, C04										
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	<p>1. Los padres que van a tener un niño pueden ir a ver una exposición en la _____ (pista: lugar).</p> <p>2. La actividad para los conductores abre solo por las _____.</p> <p>3. Si te gusta hacer ejercicio al aire libre, tienes una feria de deportes en el mes de _____.</p> <p>4. La actividad sobre fotografías abre de _____ a _____ horas.</p>		
Q.2.A	Usted busca un nuevo barrio para vivir y decide visitar una agencia inmobiliaria. En la agencia necesitan sus datos para encontrar el barrio perfecto para usted. Complete el formulario.	8	
	<p style="text-align: center;">INMOBILIARIA VIVIR MEJOR</p> <p style="text-align: center;">Formulario para clientes</p> <p>1- Nombre: _____</p> <p>2- Apellido(s): _____</p> <p>3- Edad: _____</p> <p>4- Sexo: _____ H _____ M</p> <p>5- Teléfono: _____</p> <p>6- Correo electrónico: _____</p> <p>7- Profesión _____</p> <p>8- Dirección:</p> <p>a-Calle _____ b- Número _____ c- Piso _____ d -Letra _____</p> <p>e- Ciudad: _____ f -Código Postal: _____ g- País: _____</p> <p>9- ¿Puede describir su actual barrio? ¿Le gusta? ¿Por qué?</p> <p>_____</p> <p>_____</p> <p>10- ¿Cómo quiere su nuevo barrio? (marque con una 'x')</p> <p>____Moderno ____Antiguo ____Céntrico ____A las afueras</p> <p>____Con zonas comerciales ____con zonas verdes ____bien comunicado</p> <p>11- ¿Usa medio de transporte? ____Si ____No</p> <p>12- ¿Qué medio de transporte usa? ¿Por qué? _____</p> <p>Fecha _____</p>		CO1, CO2, CO3, CO4

Q.2.B	Tu primo te ha invitado a visitar su nueva casa, pero tú no puede ir. Debe escribir una carta a tu primo dando excusas y justificándolas. También puedes pedir un objeto o un favor (60-70 palabras). No olvides que es una relación informal. En ella debe: -saludar -dar excusas y justícalas -pedir un objeto o un favor -despedirse	7	CO1, CO2, CO3, CO4
Q.3.A.	Rellena los huecos con la opción correcta 1. _____ sí abro la ventana, es que hace mucho calor. (a. Importaría, b. te importa c. te dejaría). 2. Sí, yo también. Vale pues, adiós. ¡Y _____ a su familia! (a. brazos, b. luego, c. recuerdos) 3. Estoy _____ a Isabel. Llega en el metro de la cinco. (a. llevando, b. saliendo, c. esperando) 4. ¿Qué _____ este sábado por la noche? (a. vais a hacer, b. he roto, c. está dando) 5. - ¿Ves a Laura? Hay demasiada gente aquí. -No _____ veo. (a. lo, b. la c. nadie)	5	CO1, CO2, CO3, CO4
Q.3.B	Traducir las frases al inglés 1. Pero Jaime ha estado enfermo hoy y no ha ido al colegio, ¿verdad? 2. El gazpacho es una sopa fría que se sirve normalmente en verano. 3. Vosotros hablasteis en voz alta durante la fiesta. 4. Vamos a pasarlo bien este fin de semana en Ibiza 5. Ayer fui a la inauguración de la tienda de mi prima Claudia.	5	CO1, CO2, CO3, CO4
Q.3.C	Conjuga los verbos correctamente (en presente) 1. Yo no _____ lo que dice la profesora. (entender) 2. Los estudiantes _____ más revistas que libros. (comprar) 3. ¿A qué hora _____ del festival? (volver, tú) 4. El Señor Gonzalez _____ una finca cerca de aquí. (tener) 5. ¿Qué _____ tu primo y tú este verano? (hacer)	5	CO1, CO2, CO3, CO4
	OR		



Q.3.D.	Hacer frases con estos verbos según el pronombre del sujeto en presente 1. Vosotros – comprar 2. Yo – encantar 3. Nosotros – ser 4. Usted – decidir 5. Tú – poder	5	CO1, CO2, CO3, CO4																				
Q.4.A.	Unir las dos columnas con palabras relacionadas. <table><tr><td>1. Leche</td><td>a) Dieta sana</td></tr><tr><td>2. Ocio</td><td>b) envaso</td></tr><tr><td>3. Además</td><td>c) opinión</td></tr><tr><td>4. qué curioso</td><td>d) vaca</td></tr><tr><td>5. arroz</td><td>e) noticias</td></tr><tr><td>6. parecer</td><td>f) tiempo libre</td></tr><tr><td>7. caja</td><td>g) costa</td></tr><tr><td>8. mar</td><td>h) algo divertido</td></tr><tr><td>9. salud</td><td>i) conector</td></tr><tr><td>10. anuncio</td><td>j) Paella</td></tr></table>	1. Leche	a) Dieta sana	2. Ocio	b) envaso	3. Además	c) opinión	4. qué curioso	d) vaca	5. arroz	e) noticias	6. parecer	f) tiempo libre	7. caja	g) costa	8. mar	h) algo divertido	9. salud	i) conector	10. anuncio	j) Paella	10	CO1, CO2, CO3, CO 4
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Q.4.B.	Conjuga estos verbos según los pronombres de sujeto y en el tenso indicado. 1. Yo_____ (beber, pretérito indefinido) 2. Tú_____ (tener, pretérito perfecto) 3. Tú_____ (poner, estar + gerundio) 4. Vosotros_____ (estudiar, pretérito indefinido) 5. Ellos_____ (cantar, pretérito perfecto)	5	CO1, CO2, CO3, CO 4																				
	OR																						
Q.4.C.	Conjuga estos verbos según los pronombres de sujeto y en el tenso indicado. 1. Usted_____ (tener, pretérito indefinido) 2. Tú_____ (escuchar, pretérito perfecto) 3. Usted _____ (comprender, pretérito indefinido) 4. Nosotros_____ (decir, pretérito perfecto) 5. Vosotros_____ (describir, estar + gerundio)	5	CO1, CO2, CO3, CO 4																				