SOMAIYA
VIDYAVIHAR UNIVERSITY

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

QUESTION PAPERS

BRANCH: Bachelor of Business Administration (Hons.)	SEM: III
	NOV/DEC-2024

Sr. No.	Subject	Available
1.	Strategic Financial Management	
2.	131U07K301 – MIS/IT in Management	
3.	231U06C302 – Consumer Behavior & Consumer Insights	
4.	131U07E302 – Customer Relationship Management	
5.	131U07K303 – Enrichment Course: German	
6.	131U07E306 – Human Resource Development	
7.	131U07K302-	
8.	131U0TE304- Risk Management	
9.		
10.		
11.		
12.		
13.		
14.		
15.		

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Semester (July 2023 to November 2023)			
Examination: End Semester Examination March/April 2024 (UG Programmes)			
Programme code:07 Programme: BBA Hons		Class: SYBBA	Semester: III
Name of the Constituent College: S K Somaiya College		Name of the Department Business Studies	
Course Code: 131U07E303	Name of the Course: Strategic Financial Management		
Duration : 2 Hrs.	Maximum Marks : 60		
Instructions: 1) Figures to the right indicate full marks 2) Q1 – Q3 have internal option. Q4 is compulsory 3) Working notes should form part of your answer			

Question No.		Max. Marks	CO
Q.1. A	**Divit Ltd** is evaluating two investment proposals – A & B, details of which are as follows: | Particulars	Proposal A	Proposal B | |---|---|---|
Cost of investment	3,00,000	3,00,000
Duration	5 years	5 years
inflows:		
Year 1	50,000	40,000
Year 2	50,000	90,000
Year 3	60,000	90,000
Year 4	90,000	60,000
Year 5	80,000	50,000	 Required rate of return is 10%. Determine for each project 1. Payback period 2. Profitability Index 3. NPV method Which proposal should the company select under each of the above methods.	15	02
	OR		
Q.1. B	**Reyansh Ltd** is evaluating two investment proposals – I & II, details of which are as follows: | Particulars	Proposal I	Proposal II | |---|---|---|
Cost of investment	14,00,000	7,00,000
Duration	5 years	5 years
Net profit after tax:				15	02

Year 1	70,000	68,000	
Year 2	70,000	1,28,000	
Year 3	1,40,000	52,000	
Year 4	1,40,000	62,000	
Year 5	1,40,000	70,000	

Required rate of return is 10%. Determine which proposal should the company select based on NPV method. Also calculate Profitability Index of each of the project.

Q.2. A	**Meera Ltd** requires you to calculate the following ratios and comment on the financial position of the company: 1. Current Ratio 2. Acid Test Ratio 3. Proprietory Ratio 4. Capital Gearing Ratio 5. Stock-Working Capital Ratio		15	03

Liabilities	Amount	Assets	Amount
Equity Share Capital	1,91,000	Buildings	2,00,000
Capital Reserves	70,000	Plant & Machinery	55,000
Security Premium	30,000	Furniture	20,000
Trade Creditors	40,000	Freehold property	12,000
Bills Payable	60,000	Goodwill	30,000
Bank Overdraft	10,000	Cash	20,000
Provisions	20,000	Debtors	35,000
9% Debentures	70,000	Inventories	57,000
		Temporary Investments	42,000
		Bills Receivables	20,000
Total	4,91,000		4,91,000

<div align="center">OR</div>

Q.2. B	Following are the comparative Revenue Statements for the year ended 31-March 2022 & 31-March 2023 from the books of **Aryan Ltd**		15	03

Particulars	2021-22	2022-23
Sales	12,00,000	20,00,000
Cost of goods sold	9,60,000	16,60,000

	2021	2022
Administration expenses	36,000	70,000
Selling & Distribution expenses	48,000	65,000
Interest on loans	36,000	45,000
Net Profit	1,20,000	1,60,000

Calculate the following ratios:
1. Gross Profit ratio
2. Net Profit ratio
3. Operating Profit ratio
4. Operating ratio
5. Administration expenses to Sales ratio

Comment on profitability based on comparative ratios. Company is not required to pay any tax.

Q.3. A. | **Dhairya Ltd** provides Balance sheet of years 2021 & 2022: | 15 | 04

Balance sheet

Liabilities	2021	2022	Assets	2021	2022
Equity capital	1,00,000	1,00,000	Land & Buildings	1,50,000	2,20,000
9% Preference capital	60,000	NIL	Plant & Machinery	1,00,000	80,000
10% Debentures	NIL	1,00,000	Cash & Bank	50,000	50,000
General reserves	40,000	70,000	Stock	30,000	20,000
Tax provisions	10,000	15,000	Debtors	10,000	50,000
Proposed dividends	30,000	45,000	Investments	10,000	NIL
Creditors	90,000	60,000			
Other Current liabilities	20,000	30,000			
Total	3,50,000	4,20,000		3,50,000	4,20,000

Additional information:
1. Buildings purchased during the year amounted to Rs.90,000.
2. Machinery worth Rs.40,000 sold for Rs.30,000
3. Depreciation on machinery amounted to Rs.10,000
4. Investments sold at a profit of Rs.5,000
5. Dividends paid during the year Rs.25,000.
Prepare Cash flow statement for the year 2022.

		OR					15	04

Q.3. B. **Maahi Ltd** provides summarised balance sheets for the year 2021 & 2022 and requests you to prepare cash flow statement for the year 2022.

Balance Sheet

Liabilities	2021	2022	Assets	2021	2022
Equity Capital	2,00,000	2,50,000	Bank	65,000	41,000
12% Debentures	1,00,000	80,000	Stock	40,000	75,000
10% Preference Capital	50,000	80,000	Debtors	90,000	1,50,000
Bank loan	70,000	1,10,000	Machinery	75,000	60,000

Reserves	70,000	85,000	Furniture	10,000	8,000
Creditors	60,000	75,000	Land	1,70,000	2,80,000
Bills payable	40,000	33,000	Buildings	1,40,000	99,000
Total	5,90,000	7,13,000		5,90,000	7,13,000

Additional information:

1. Depreciation during 2022: Furniture – Rs.4,000, Machinery – Rs.12,000 & Buildings – Rs.20,000.
2. Part of machinery was sold for Rs.15,000 at a loss of Rs.4,000.
3. During 2022 interim dividend was paid Rs.10,000 and income tax paid Rs.5,000.
4. During the year part of building was sold at book value.

Prepare Cash flow statement for the year 2022.

Q.4	Describe the following concepts (5 Marks each)		15	
	1. Financial forecasting			01
	2. Profit Vs Value maximization			01
	3. Financial planning			01

SOMAIYA
VIDYAVIHAR UNIVERSITY

Semester		
Examination: End Semester Examination October 2024 (UG Programmes)		
Programme code: 07/06 Programme: BBA(H)/BBM	Class: SY	Semester: III
Name of the Constituent College: S K Somaiya	Name of the Department Business Studies	
Course Code: 131U07K301/ 131U06K301	Name of the Course: MIS/ IT in management	
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. A	Relate BIS with BSS and EIS with ESS for Information System	8	CO1,CO2
B	Explain Life Cycle of SDLC of any system	7	
	OR		
Q.1. C	Describe the different roles and responsibilities at Management Levels	7	CO1,CO2
D	Define briefly on Management Information System for Amazon	8	
Q.2. A	Explain URL and various Domain Names used for Websites	8	CO2,CO3
B	Compare how Search Engine different from Web Browser with an example	7	
	OR		
Q.2. C	Evaluate the process of SCM for any E-commerce based Websites.	8	CO2,CO3
D	Explain the how generations of different Internet Connections	7	
Q.3. A.	Write a program using HTML tags for the following output	15	CO4

TIME TABLE

Day/Period	I 9:30-10:20	II 10:20-11:10	III 11:10-12:00	12:00-12:40	IV 12:40-1:30	V 1:30-2:20	VI 2:20-3:10	VII 3:10-4:00
Monday	Eng	Mat	Che		LAB			Phy
Tuesday	LAB				Eng	Che	Mat	SPORTS
Wednesday	Mat	phy	Eng	L U N C H	Che	LIBRARY		
Thursday	Phy	Eng	Che		LAB			Mat
Friday	LAB				Mat	Che	Eng	Phy
Saturday	Eng	Che	Mat		SEMINAR			SPORTS

	OR		
Q.3. B.	Write a program using HTML tags for the following output	15	CO4

<p align="center" style="font-size:2em;">Novell Services Login</p>

Username: [   ]

Password: [   ]

City of
Employment: [   ]

Web server: [— Choose a server — ▼]

Please specify
your role:
○ Admin
○ Engineer
○ Manager
○ Guest

Single Sign-on
to the following:
☐ Mail
☐ Payroll
☐ Self-service

[Login] [Reset]

Q.4	Write the following concepts (5 Marks each)	15	CO1,CO2,CO3,CO4

1) **Amazon** India's biggest online store for Mobiles, Fashion (Clothes/Shoes), Electronics, Home Appliances, Books, Home, Furniture, Grocery, Jewelry, Sporting goods Whether Flipkart is an IS system or not. Elaborate with examples — **5**

2) Design the output of the following and correct the errors: — **5**

```
<html>
<head>
  <title>HTML errors</head>
</scipt>
<body>
  <ht>HTML errors</ht>
  <p1>unclosed paragraph tag
  <h1>its displaying the way it is intended
  <p align="right">but it may lead to next unexpected thing
<anchor src="file.html"> Click </img>
<bbr> </bbr>
</bgcolor>
</html>
```

3) CSS is Cascading Style Sheet used for styling tag, elaborate different style tags and its use in websites. — **5**

Semester (July 2024 to November 2024)
Examination: End Semester Examination November 2024 (UG Programmes)

Programme code: 07 / 06 **Programme: BBA Hons / BBM**		**Class: SY**	**Semester: III**
Name of the Constituent College: **S K Somaiya College**		**Name of the Department:** **Business Studies**	
Course Code: **231U06C302/231U07C302**	**Name of the Course: Consumer Behavior & Consumer Insights**		
Duration: 2 Hrs.	**Maximum Marks: 60**		
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary			

Question No.		Max. Marks	CO
Q.1. A	Analyze McClelland's theory of Needs	8	CO 2
Q.1. B	Design the steps to create a customer profile.	7	CO 1
	OR		
Q.1. C	Describe the factors that affect Self-Esteem.	7	CO 3
Q.1. D	Discuss the Brand Personality framework in detail.	8	CO 4
Q.2. A	Illustrate the 3 different types of Consumer Generations.	15	CO 4
	OR		
Q.2. B	Enumerate the Consumer Buying Process in detail with a suitable example.	15	CO 1
Q.3. A	Describe the determinants of Personality	15	CO 2
	OR		
Q.3. B	Enumerate in detail the Neo-Freudian theorists.	15	CO 3
Q.4	Solve the following Case Study	15	
	"Chal Swiggy karte hain."		
	Founded in 2014 as an online food delivery service, Swiggy has become one of the most popular apps in India today. No business can succeed without pleasing its customers. What better way to satisfy consumers than by studying consumer behavior? It is common to see Swiggy sway us toward ordering food instead of eating at home with its eye-catching notifications about delicious food. But how does Swiggy know exactly what you're craving each and every time?		
	This consumer behavior case study will try to demystify Swiggy's success in India, how it has managed to defeat the competition, and how it deploys consumer behavior analytics to its advantage.		
	Swiggy was founded in 2014 by two BITS Pilani graduates, Sriharsha Majety and Nandan Reddy. It first tied up with some eateries in Bangalore and started delivering food to customers in under forty minutes in spite of the Bangalore traffic! At that time, there was no established business that		
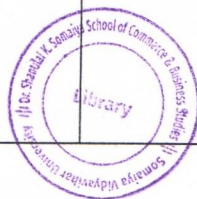
was catering to this particular sector. Swiggy's competitors were struggling, and at the beginning, so was Swiggy.

If you compare the **notifications/ads** that you and your friend get **from the Swiggy app** about four to five times a day, you will find some similarities. However, if you and your friend like completely different cuisines, you will notice the differences too. Swiggy uses a **hyperlocal marketing strategy**. One definition of hyperlocal marketing is "a strategy that targets potential customers who are close to your business location and looking for products and services like yours." This location is very specific. Swiggy tracks your location and suggests restaurants within a few kilometers radius. For example, if you live in North Delhi, you would rarely be suggested a restaurant in South Delhi. If so, you will be informed in advance that delivery fees would be higher than normal due to increased distance. Swiggy's promotional campaigns are both **engaging and participatory**. The posts are humorous, appealing, of outstanding quality, and light-hearted. Ingenious puns and one-liners were used in campaigns like #EatYourVeggies, #SuperSwiggy, and #EarnYourCheatMeal to promote healthy eating.Apart from these campaigns, Swiggy also gets its services promoted by **influencers**. Across the board, Swiggy is active on social media. They also publish humorous blogs that make fun of current events in order to promote the company's goals and services.

Apart from delivering food, Swiggy ventured into **grocery delivery, in-city courier services, and even delivering items from small businesses.** Swiggy had already established its network and customer base. All it needed to do was partner with supermarkets and our favorite kiranas. The second division Swiggy got into was the intra-city courier service, which Swiggy named Swiggy Genie. You can order food from a restaurant, get your groceries, and even send items to someone you're too busy to meet in the same city.

In a nutshell, Swiggy observed online consumer behavior and converted its application into a **one-stop shop** for almost all the daily needs of Indian consumers. It understood the need for trust and credibility for consumers in India while also understanding the need for comfort even when shopping online.
Slowly, step by step, Swiggy created a platform for consumers to order food, groceries, and meat, send and receive intra-city couriers, and order items from their favorite small businesses. It shaped its promotional strategies to suit the needs of the young Indian consumer. Its promotions are flashy and engaging, and its offers are irresistible.

Q.4.A	Develop the SWOT analysis from the above case study for Swiggy.		CO 2
Q.4.B	Evaluate if the excessive expansion of Starbucks has resulted in market saturation and the demand for Swiggy has slowed down.		CO 1
Q.4.C	Plan the consumer buying & behavior process the minute he/she open the Swiggy app.		CO 3

Semester (July 2023 to November 2023)		
Examination: End Semester Examination Oct 2023 (UG Programmes) ATKT		
Programme code:07		
Programme: BBA HONS	Class: SY	Semester: III
Name of the Constituent College: S K Somaiya College	Name of the Department Business studies	
Course Code: 131U07E302	Name of the Course: Customer relationship management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary 3) All questions are compulsory subject to internal choice. except Q.4		

Question No.		Max. Marks	CO mapped
Q.1. A	How is customer service different from customer support? Also give suitable examples for an educational institute.	08	CO3
B	Rane hospital is a multi-specialty hospital providing excellent services since 1956. In the recent years they are losing on their business. The management wants to do a research and collect data. Help them with possible ways of doing the same.	07	CO1
	OR		
Q.1. C	"The business have adopted CRM strategies differently over a period." Justify the statement with the evolution of CRM over a period.	08	CO1
D	Mr Rahul is a tours and travel operator serving since 2005 is now experiencing a high churn rate. As a counselor help him understand the possible defectors responsible for the same.	07	CO2
Q.2. A	Discuss data mining and data warehousing in detail justifying its importance in CRM.	08	CO3
B	Give suitable examples to explain the process overview of CRM.	07	CO4
	OR		
Q.2. C	Ms. Sona runs a restaurant and wishes to buy a technological solution for CRM. Define criteria for deciding it.	08	CO3
D	"The CRM system help organizations to execute targeted marketing campaigns and improve customer service"- Justify	07	CO1
Q.3. A.	Enumerate the reasons of identifying customer profitability and describe RFM analysis in detail.	08	CO4
B	Describe efforts to be undertaken by organizations at each step of customer loyalty ladder.	07	CO2
	OR		

Q.3. C	"Customer retention is more important than customer acquisition"-Justify the statement with different retention strategies.	08	CO2
D	Design some CRM strategies to tackle with unprofitable customers for telecommunication company.	07	CO4
Q.4	Solve the following Case Study	15	
	Zara's mission is to "Give customers what they want and get it to them faster than anyone else." Deducting from their mission statement, you can see a wordplay that puts royalty and kingship on their customers. Zara's CRM aims at elevating their customer's needs above the company objectives. Zara leverages transparency, incentives and perks, support, personalization, swift check-out, and social media to achieve this. The success of your business is based in principle on the idea of offering the latest fashions at low prices, in turn creating a formula for cutting costs: an integrated company in which it is manufactured, distributed, and sold. Zara CRM starts with their website, which has a simple AI and is highly personalized to suit the user's needs. Then, they're massively present on social media and contribute to social issues affecting their clientele. Lastly, Zara's CRM is not complete without transparency and incentives. They're transparent in all their dealings and usually deploy incentive programs to delight customers.		
	Questions-		
1.	Analyze the case and identify the CRM strategies that contributed to the success of Zara.	5 mks	CO1
2.	Suggest different parameters of customers loyalty evaluation that can be adopted by Zara.	5 mks	CO4
3.	Discuss the concept of customer value and different bonds that Zara can develop with its customers.	5 mks	CO2

Semester (July 2024 to November 2024)
Examination: End Semester Examination November 2024 (UG Programmes)

Programme code: 07 Programme: BBA Hons		Class: SY	Semester: III
Name of the Constituent College: SK Somaiya College		Name of the Department Business Studies	
Course Code: 131U07K303	Name of the Course: Enrichment Course - German		
Duration: 2 Hrs.	Maximum Marks : 60		

Instructions: 1) Q1 and Q2 are compulsory. 2) Q3-A is compulsory, attempt Q3-B or Q3-C. 3) Q4-A is compulsory, attempt Q4-B or Q4-C.

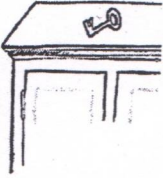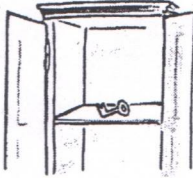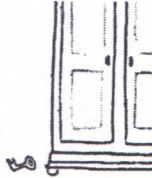| Question No.		Max. Marks	CO Attainment
Q.1.A	**Lesen Sie die E-Mails und die Aufgaben. Sind die Sätze richtig oder falsch? Kreuzen Sie an.** 0. Maya macht eine Einweihungsparty. [Richtig ☒] [Falsch] Hallo Kira, endlich ist unsere Wohnung fertig! Wir laden dich und Lenny herzlich zur Party am Samstag, 26. Juli, in der Mommsenstraße 13 ein. Wir fangen um 20 Uhr an. Hoffentlich habt ihr Zeit. Alex und Verena kommen auch. Und unsere neuen Nachbarn natürlich. Das Essen machen Paul und ich. Wir grillen Würstchen und es gibt Salate und Kartoffeln dazu. Könnt ihr vielleicht eine Nachspeise mitbringen? Bis Samstag, Maya 1. Die Party beginnt abends. [Richtig] [Falsch] 2. Die Nachbarn haben keine Zeit. [Richtig] [Falsch] 3. Die Würstchen bringen die Gäste mit. [Richtig] [Falsch] Hi Maya, vielen Dank für die Einladung. Ich freue mich schon auf Samstag und komme gern. Und eine Nachspeise kann ich natürlich auch mitbringen. Aber Lenny hat leider keine Zeit. Er muss bis 23 Uhr arbeiten und ist dann zu müde. Viele Grüße und bis Samstag, Kira 4. Kira hat am Samstag Zeit für die Party. [Richtig] [Falsch] 5. Lenny kommt später zur Party. [Richtig] [Falsch]	10	CO2
Q.1.B	Welches Bild passt zu welchem Text? Kombinieren Sie. Achtung: Ein Bild ist zu viel.	5	CO1
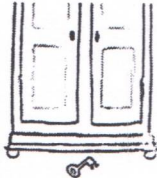
A	C	E	
Laden Sie sich die neue Fitness-App kostenlos herunter. Mit uns machen Sie jeden Tag 10 Minuten Sport und sind in 3 Monaten fit.	An alle Studentinnen und Studenten! Das Rauchen ist an der Universität verboten. Auch im Café gibt es ein Rauchverbot.	Liebe Besucherinnen und Besucher, Ruhe bitte! Sprechen Sie im Wartebereich und im Flur bitte leise. Die Patientinnen und Patienten sagen danke!	
Bild Nr. ☐	Bild Nr. ☐	Bild Nr. ☐	

B	D
Herzlich willkommen im **Studiokino**. Bei uns ist das Telefonieren verboten. Machen Sie bitte Ihr Handy aus. Viel Spaß beim Film!	**Für alle Mitarbeiterinnen und Mitarbeiter!** Sie dürfen Ihr Essen gern selbst mitbringen. Ab heute gibt es eine Küche im Raum 211. Dort können Sie kochen und essen.
Bild Nr. ☐	Bild Nr. ☐

☐1 ☐2 ☐3 ☐4 ☐5 ☐6

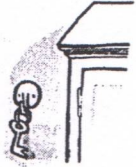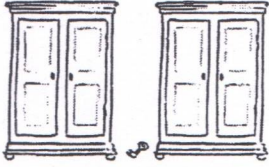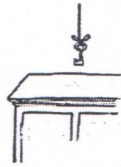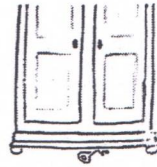| Q.2.A	*sein* oder *haben*? Was ist richtig? Kreuzen Sie an. 1. Felix ☐a hat ☐b ist eine Anzeige im Internet gesehen. 2. Er ☐a hat ☐b ist vier Wochen später nach Berlin gekommen. 3. Claudia ☐a hat ☐b ist früher sehr lange zur Arbeit gefahren. 4. Dann ☐a hat ☐b ist sie eine Bewerbung geschrieben. 5. Freddy ☐a hat ☐b ist immer zur Agentur für Arbeit gegangen.	5	CO3
Q.2.B	Beschreiben Sie Ihre Wohnung. Die folgenden Punkte helfen. - Wohnung groß oder klein? - Zimmer (wie viele und welche?) - Zimmer hell oder dunkel? - Balkon oder Garten - Möbel (Wo stehen die Tische/Stühle usw.?) - Wie sind die Nachbarn? - Welches Zimmer ist Ihr Lieblingszimmer? (Benutzen Sie dabei auch andere Adjektive und Welchselpräpositionen.)	10	CO2
Q.3.A	Schreiben Sie ein Gespräch mit dem Arzt. Schreiben Sie 10-12 Sätze.	10	CO1
Q.3.B	Was passt nicht? 1. der Pullover – die Jacke – das Hemd – die Tasche 2. das Handy – die Kamera – der Tee – der USB-Stick 3. der Skiurlaub: der Helm – die Badehose – die Handschuhe – die Skibrille 4. das Messer – das Fleisch – das Obst – der Kuchen 5. der Campingurlaub: das Zelt – der Skibrille – das Geschirr – der Schlafsack	5	CO4
OR			

Q.3.C	Im Kaufhaus. Wo finden Sie das? Lesen Sie die Tafel und notieren Sie.	5	CO4

4. Stock	Restaurant / Kundenservice / Toiletten / Sportartikel / Sportkleidung / Bademode
3. Stock	Haushaltswaren / Alles für die Küche / Tisch- und Bettwäsche
2. Stock	Computer / TV / DVD / Audio / Foto / Elektrozubehör
1. Stock	Herrenmode / Herrenschuhe / Mode und Schuhe für Kinder und Jugendliche
Erdgeschoss	Damenmode / Schmuck und Accessoires / Schuhe für sie
Untergeschoss	Lebensmittel / Delikatessen / Schreibwaren / Bücher / Zeitschriften

0. Kugelschreiber *Untergeschoss*   3. Fußbälle _____

1. USB-Sticks _____   4. Schals _____

2. Tee _____   5. Tassen _____

Q.4.A	[muss ǀ ~~lieber~~ ǀ Spaß ǀ nicht ǀ nach ǀ Grüße ǀ Hoffentlich ǀ Einladung ǀ kann]	8	CO2

Liebe Nathalie, (1) *lieber*_____ Sven,   [X]

vielen Dank für eure (2) _____. Es tut mir leid, ich (3) _____ nicht kommen. Ich

bin am Freitag (4) _____ da, schade. Die Firma schickt mich (5) _____ Berlin!

Ihr könnt schön feiern und ich (6) _____ arbeiten.

(7) _____ sehen wir uns bald.

Ich wünsche euch viel (8) _____ beim Fest!

Liebe (9) _____

Claudio

Q.4.B	**Ergänzen Sie die Formen von _dürfen_.**	7	CO1
	1. Ich möchte gern baden, aber ich _____ nicht, ich habe noch Fieber.		
	2. Elias hat eine Wunde am Knie, aber er _____ den Fuß bewegen.		
	3. Ihre Lehrerin ist krank. Sie _____ nach Hause gehen, heute ist kein Kurs.		
	4. Du musst noch im Bett bleiben, du _____ nicht aufstehen.		
	5. Frau Nowakowski ist krank. Sie _____ nicht arbeiten.		
	6. Bitte hört gut zu: Ihr _____ nicht so laut sein.		
	7. Wir möchten heute eine Party machen, aber wir _____ nicht. Das ist im Haus verboten.		

OR

Q.4.C	Wo ist der Schlüssel? Ergänzen Sie die Präpositionen.	7	CO2
	Der Schlüssel ist …		

1. _____ dem Schrank.
2. _____ Schrank.
3. _____ dem Schrank.
4. _____ dem Schrank.
5. _____ dem Schrank.
6. _____ der Wand.
7. _____ den Schränken.
8. _____ dem Schrank.
9. _____ dem Schrank.

Semester (July 2024 to November 2024)
Examination: End Semester Examination November 2024 (UG Programmes)

Programme code: 07	Class: SY	Semester: III
Programme: BBA (H)		

Name of the Constituent College: S K Somaiya College	Name of the Department: Business Studies

Course Code: 131U07E306	Name of the Course: Human Resource Development

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.	Case Study	15	
	Delta Manufacturing, a large manufacturing firm, faced increasing competitive pressures, resulting in reduced profit margins and rising production costs. To remain viable, the company's leadership decided to implement a series of "hard" HR interventions aimed at restructuring operations, optimizing productivity, and reducing labor costs.		CO1
	The primary interventions included:		
	1. **Downsizing:** Delta Manufacturing decided to reduce its workforce by 20% in response to lower production demands. This intervention focused on streamlining departments and automating certain functions.		
	2. **Performance-Based Pay Cuts:** The company shifted to a performance-based pay structure, where salaries were adjusted based on individual and team performance metrics. Underperforming employees faced pay cuts, while high performers were incentivized.		

3. **Strict Attendance and Productivity Monitoring:** New systems were implemented to monitor employee attendance and productivity closely, with disciplinary measures for underperformance or habitual absenteeism.
4. **Role Redesign and Job Enrichment:** Remaining employees were given additional responsibilities as job roles were consolidated to ensure essential tasks were covered by fewer staff members.

While these hard interventions improved Delta Manufacturing's bottom line by reducing costs and increasing productivity, they also created a tense work environment. Employees expressed concerns about job security, morale dropped, and turnover increased. Many felt that the increased workload and monitoring created a stressful work culture, which impacted employee engagement and well-being.

Questions:
1. Enlist the intended outcomes of above HR interventions, and their effect on employee morale and retention.
2. Describe the potential long-term impacts of HR interventions, such as downsizing and strict productivity monitoring, on company culture and workforce stability.
3. As a HR Manager, which other HRD interventions would you implement to resolve the issues in the above case.

Q.2.A	The top management of MNC Ltd. wants to understand the approaches to employee development, performance management. Explain the same to them with appropriate examples.	15	CO2
	OR		
Q.2.B	Mr. Naresh, HR manager of IT Co. wants to implement Human Resource Development methods in his organisation. As an HR intern, you are required to collate all the information on Human	15	CO2

Marks for questions: 5, 5, 5

	Resource Development methods and suggest appropriate measures to him.		
Q.3.A.	Ms. Malati is looking at implementing Balance Scorecard and appreciative inquiry in order to improve the productivity of the organisation. Describe the same for her.	15	CO3
	OR		
Q.3.B.	Atlas International is planning to integrate its HRD functions with technology. As a HR Manager, assist them with implementing the same.	15	CO3
Q.4.A.	A U.S.-based tech company is expanding operations into India and needs to develop an effective International HRM strategy. They face challenges in adapting to Indian work culture and managing diverse teams. Assist the HR team to balance local cultural practices with the company's global standards in order to foster a cohesive, productive work environment.	15	CO4
	OR		
Q.4.B.	Mr. Manish, the HR Manager in a bank wants to improve the HRD processes in his organisation. Explain the levels in HRD for them to improve their employees productivity and development.	15	CO4

SOMAIYA
VIDYAVIHAR UNIVERSITY

Semester (November 2023 to March 2024)		
Examination: End Semester Examination Nov 2024 (UG Programmes)		
Programme code:07 Programme: BBA (H)	Class: SY	Semester: III
Name of the Constituent College: S K Somaiya College Vidyavihar University	Name of the Department : Business Studies	
Course Code: 131UOTE304	Name of the Course: Risk Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

Question No.		Max. Marks	CO
Q.1. A	Define Risk and Explain the Risk management process in detail.	15	1
	OR		
Q.1. B	Build a case how to interpret chart patterns? Explain by Drawing any 5 types of charts.	15	1
Q.2. A	Explain the APT (Arbitrage Pricing Theory)	8	2
Q.2. B	Explain 5 types of Risk Management Failures	7	4
	OR		
Q.2.C	A start up needs advice on 4 ways to manage Risk in detail with most common response to risk.	15	4
Q.3. A.	A Bancassurance leader has organized a talk where You as a banker have to speak about : List down the types of General Insurance policies available in India .	15	4
	OR		
Q.3. B.	Insurance company has organized a CSR initiative in the garden area of your complex. You are the staff who will help the members to understand why are riders important? what are the most popular add on riders available with life insurance. .	15	4
Q.4	**Answer all 3 Concepts (5 marks each)**	15	
a)	Diversification		
b)	SWOT		1
c)	MTM		2
			1