



SOMAIYA

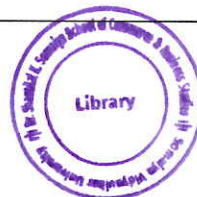
VIDYAVIHAR UNIVERSITY

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

QUESTION PAPERS

BRANCH: Bachelor of Business Administration	SEM: V
	OCT/NOV - 2025

Sr. No.	Subject	Available
1.	Sustainable Marketing	
2.	Tourism Marketing	
3.	Portfolio Management	
4.	French	
5.	Operation Research	
6.	Spanish	
7.	231U07K502 – German	
8.	231U07E506 – Organizational Change & Turnaround Management	
9.	131U07E605 – Strategic Human Resource Management & Workforce Diversity	
10.	231007E503 Direct Taxation	
11.		



LIBRARY





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October/November 2025

Examination: End Semester Examination (UG/PG Programmes)

Programme code:07

Programme: BBA

Class:TY

Semester: V

Name of the School:

Dr Shantilal K Somaiya

school of commerce and business studies.

Name of the Department -Business studies

Course Code:

Name of the Course:Sustainable marketing

Duration : 2 Hr.

Maximum Marks : 60

Instructions:

- 1) **All questions are compulsory.**
Question No. 1 is a **compulsory case study** carrying **15 marks**.
- 2) Illustrate your answers with **examples, cases, and recent business practices** wherever relevant.
- 3) **Draw neat and labelled diagrams or frameworks** wherever necessary.
- 4) Write legibly and clearly. All parts of a question must be attempted **together**.
- 5) Figures to the right indicate **full marks** for each question.
- 6) **Avoid repetition** of examples and content across answers.
- 7) Answers will be evaluated based on **clarity of concepts, application, analytical ability, and relevance** to sustainability principles.

Question No.		Max. Marks	CO
Q1	A popular e-commerce platform that sells sustainable household goods has been criticized for using excessive cardboard and plastic tape for packaging, despite its 'green' image. They are also being undersold by non-sustainable competitors. The company is considering a partnership with a well-known environmental NGO. (a) Design a Sustainable Packaging and Pricing strategy that aligns with their sustainable marketing goals while addressing the cost competition and packaging complaints. (7 marks) (b) Critically examine the significance and future scope of sustainable marketing in emerging economies like India.(8)	15	CO1
Q2	A a) Define sustainable marketing and explain its scope in modern business. (5) b) Discuss how UN SDGs can guide marketing decisions. (5) c) Illustrate with an example how eco-design in product development reduces environmental impact. (5) OR B. A beverage company markets its drinks as "eco-conscious" because it plants trees for every bottle sold. However, critics reveal that its plastic bottles	15	CO1, CO2
		15	CO2

	contribute heavily to waste. Questions: a) Analyze the ethical implications of such "greenwashing." b) Suggest how the company can rebuild consumer trust. c) Propose an authentic sustainable branding strategy.		
Q 3	A . a) Explain the evolution of sustainable marketing with suitable examples. (5) b) Describe the concept of the Triple Bottom Line and its relevance for marketers. (5) c) Discuss challenges in implementing sustainability in traditional marketing systems. (5) OR B A fast fashion brand is being accused of "greenwashing" after a media exposé revealed unethical labour practices and excessive water usage in its supply chain. You are the Chief Marketing Officer. Explain the Key Components of Ethical Branding and suggest a detailed, three-step strategy to restore Consumer Trust and rebuild the brand's ethical positioning.	15	CO1, CO3
		15	CO3
Q 4	A . a) Discuss how transparency and accountability enhance ethical branding. (5) b) Apply Carroll's CSR Pyramid to evaluate an organization's CSR performance. (5) c) Recommend effective CSR measurement and reporting techniques. (5) OR B . A global luxury car manufacturer wants to integrate a major CSR initiative focused on promoting road safety and sustainable infrastructure into its brand image. Analyse this plan using Carroll's CSR Pyramid. b) Discuss which levels of the pyramid the company would be addressing and how this initiative could enhance brand equity . b) Explain the significance of Measuring the Impact of CSR Initiatives on brand equity and consumer loyalty .	15	CO4
		15	CO4

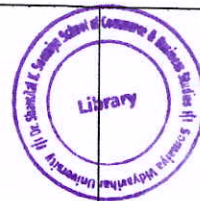


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Semester (July 2024 to November 2024)		
Examination: End Semester Examination November 2024 (UG Programmes)		
Programme code:07 Programme: BBA	Class: TYBBA	Semester: V
Name of the Constituent College:Dr. Shantilal K Somaiya School of Commerce and Business Studies		Name of the Department: Business Studies
Course Code:	Name of the Course: Tourism Marketing	
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.	Kerala Tourism markets peace through every travel experience Recently, Kerala Tourism posted a picture inspired by The Beatles lead singer John Lennon's song Imagine on October 10 on its social media platforms, including Instagram and X, with the tagline, "Imagine all the people livin' life in peace." The post marked Lennon's 85th birthday, and featured five women artists, dressed in different traditional art forms' attire, crossing a road, a depiction intended to symbolise coexistence and cultural expression. This outreach leveraged global memory to broaden the destination's emotional appeal. By weaving together the themes of peace, art, and cross-cultural understanding, Kerala Tourism not only honoured the memory of one of the world's most influential artists but also reinforced India's identity as a land that celebrates shared humanity through art, music, and travel experiences. That said, the tourism board employs the message of peace as a recurring theme in its promotional campaigns. It has linked its destination marketing to global themes through its 'Travel for Peace' campaign, positioning the destination not only as a scenic location but as a centre for spiritual harmony and coexistence. What started it all was the foundation of Kerala's branding. Its tagline, 'God's Own Country', a term coined by Walter Mendez in the late 1990s, established the state's reputation globally by showcasing the integrity of its natural products and unique wellness offerings. With this campaign, the state tourism board linked the state with a		



	concrete, symbolic and emotional experience through storytelling. Leveraging the history while creating awareness of its current reality added authenticity to the campaign. The campaign made people a part of the culture. Through moment marketing, the tourism board connects with current events, consistently upholding its theme of peace. This agility allows the brand to participate in contemporary dialogue. An example includes a post referencing a hypothetical meeting, "Donald Trump meets Malayali men," where the context was used to strategically pitch travel as a path to peace during discussions related to the Nobel Peace Prize. The 'Visit Kerala' campaign was kick-started to garner new and retain the regular voyagers to the state, and also to make it popular among different target segments. The board recorded a total of 22,246,989 tourists (Domestic and Foreign) who visited Kerala in 2024, a 21% increase from the pre-pandemic record.		
Q.1.A	With the shift to digital platforms, the focus transitioned to visual storytelling through video content, maintaining high production standards to reflect the cinematic appeal of the destination- Agree or Disagree	05	CO 01
Q.1.B	Enumerate the main impact on the travel and tourism industry Kerala has seen over the years.	05	CO 04
Q.1.C	Expand where Kerala will be on the DLC with the new developments of Air BnB's and rental home to attract Gen Z tourists.	05	CO 02
Q.2.A	Elaborate any 2 recent social media tourism trends.	15	CO 01
	OR		
Q.2.B	Discuss the other 3 P's of Tourism marketing mix.	15	CO 02
Q.3.A.	Elaborate in brief any 3 sub-categories of Tourism.	15	CO 03
	OR		
Q.3.B.	Explain in brief -WTO and its various sub organizations.	15	CO 04
Q.4.A.	While travel agents might not be the primary platform where users directly book trips (like dedicated platforms such as Expedia, Booking.com, or airline websites), it plays a significant role in influencing travel decisions-Discuss with relevant examples.	15	CO 02
	OR		
Q.4.B.	Explain the concept of sustainable tourism marketing and its importance for modern tourism destinations.	15	CO 01



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Semester (July 2025 to November 2025)		
Examination: End Semester Examination November 2025 (UG Programmes)		
Programme code: 07 Programme: BBA	Class: TY	Semester: V
Name of the Constituent College: Dr. Shantilal k Somaiya School of Commerce and Business Studies	Name of the Department: Business Studies → Portfolio Management	
Course Code:	Name of the Course:	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Quest ion No.		Max Mar ks	CO																		
Q.1. A	From the following calculate Beta of the security. <table><tr><th>Year</th><th>Return on Security</th><th>Return on market portfolio</th></tr><tr><td>1</td><td>12</td><td>10</td></tr><tr><td>2</td><td>14</td><td>12</td></tr><tr><td>3</td><td>15</td><td>11</td></tr><tr><td>4</td><td>12</td><td>14</td></tr><tr><td>5</td><td>8</td><td>10</td></tr></table>	Year	Return on Security	Return on market portfolio	1	12	10	2	14	12	3	15	11	4	12	14	5	8	10	7	4
Year	Return on Security	Return on market portfolio																			
1	12	10																			
2	14	12																			
3	15	11																			
4	12	14																			
5	8	10																			
Q.1. B	A 40-year-old investor with a high-risk appetite and a ₹1 crore surplus is looking to diversify beyond traditional equity and debt instruments. They are particularly interested in alternative investments to enhance returns and hedge against market volatility. - Elaborate on the different Alternate investment avenues available in Indi. - Identify any 3-alternative investment for your client.	8	2																		
	OR																				

Q.1. C	The Capital Asset Pricing Model (CAPM) is one of the most widely used models in finance for estimating the expected return on an asset. - State the key assumptions underlying the CAPM and critically evaluate its strengths as a tool for portfolio management.	7	4																								
Q.1. D	Mr. Ajay Intends to invest in the shares of Dabur Ltd. whose value depend on the following parameters. <table border="1"> <thead> <tr> <th>Factors</th><th>Beta</th><th>Expected Value (%)</th><th>Actual Value (%)</th></tr> </thead> <tbody> <tr> <td>GNP</td><td>1.40</td><td>5.5</td><td>6.8</td></tr> <tr> <td>Inflation</td><td>1.5</td><td>4.5</td><td>4.5</td></tr> <tr> <td>Interest rate</td><td>1.40</td><td>5.0</td><td>6.0</td></tr> <tr> <td>Stock market Returns</td><td>1.2</td><td>10</td><td>12</td></tr> <tr> <td>Industrial production</td><td>1.1</td><td>8</td><td>10</td></tr> </tbody> </table> Expected return is 14% - Using the APT formula, calculate the required return for Stock Z. - Compare the required return with the expected return and suggest whether Mr. Ajay should invest in the stock. -Also evaluate your decision if Actual value of Industrial production was 8% and Stock market returns were 15%.	Factors	Beta	Expected Value (%)	Actual Value (%)	GNP	1.40	5.5	6.8	Inflation	1.5	4.5	4.5	Interest rate	1.40	5.0	6.0	Stock market Returns	1.2	10	12	Industrial production	1.1	8	10	8	4
Factors	Beta	Expected Value (%)	Actual Value (%)																								
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Industrial production	1.1	8	10																								
Q.2. A	Dividend paid by SBI Ltd. in the current year is Rs. 20. Equity Capitalization Rate 15% You are required to determine the present value of the equity if the dividend per share grows at 15% per annum for the first two years and 13% per annum for the next two years and thereafter at 8%. Also suggest if the stock is overvalued or undervalued if the market price of the stock is Rs. 300.	8	3																								
Q.2. B	Calculate Yield to maturity of the bond if the. Face value = Rs. 2000 Redemption Value = Rs. 2200 Market price = 2,100 Coupon is 8% Time = 5 years Ajay an investor is expecting a return of 10%. As a portfolio manager advise Ajay if he should invest in the bond or not.	7	3																								
OR																											

Q.2. C	As a portfolio manager explain Passive equity investment strategy and discuss their characteristics	8	3																		
Q.2. D	A client of yours wants to invest in Factor based model of Equity portfolio investing. - Explain factors that can be used for to construct factor-based equity portfolio. - Create a portfolio based on any two factors and discuss how this strategy will perform better	7	3																		
Q.3. A	<table border="1"><thead><tr><th rowspan="2">Condition</th><th rowspan="2">Probability</th><th colspan="2">Expected price of Shares</th></tr><tr><th>Divislab</th><th>Motherson</th></tr></thead><tbody><tr><td>High Growth</td><td>0.50</td><td>1500</td><td>1400</td></tr><tr><td>Low growth</td><td>0.40</td><td>1100</td><td>1050</td></tr><tr><td>Stagnation</td><td>0.10</td><td>1200</td><td>1300</td></tr></tbody></table> At present the share prices of both the companies is Rs. 1000. a) Calculate risk and return of the portfolio and suggest A stock to invest.	Condition	Probability	Expected price of Shares		Divislab	Motherson	High Growth	0.50	1500	1400	Low growth	0.40	1100	1050	Stagnation	0.10	1200	1300	7	1
Condition	Probability			Expected price of Shares																	
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Stagnation	0.10	1200	1300																		
Q.3. B	client of your medium- to long-term growth and is particularly interested in sectors with strong fundamentals and policy tailwinds. As a Portfolio manager discuss factors affecting Industry analysis. - Do analysis of automobile industry considering current data and trend of any 4 factors from.	8	2																		
OR																					
Q.3. C	Details of the three portfolios are given below. Rank the portfolio's According to Jenson's Measure <table border="1"><thead><tr><th>Portfolio</th><th>Act Return (%)</th><th>Beta</th></tr></thead><tbody><tr><td>A</td><td>16</td><td>1.40</td></tr><tr><td>B</td><td>14</td><td>1.20</td></tr><tr><td>C</td><td>12</td><td>0.90</td></tr><tr><td>Market Index</td><td>13</td><td>1.10</td></tr></tbody></table> The risk-free rate of return is 6%.	Portfolio	Act Return (%)	Beta	A	16	1.40	B	14	1.20	C	12	0.90	Market Index	13	1.10	8	2			
Portfolio	Act Return (%)	Beta																			
A	16	1.40																			
B	14	1.20																			
C	12	0.90																			
Market Index	13	1.10																			
Q.3. D	You are hired by a mid-level investor with ₹25 lakh in surplus funds. They want to build a diversified portfolio that balances growth and	7	1																		

	stability over a 10-year horizon. Your role is to guide them through the portfolio management process. - Outline the steps of portfolio management.		
Q.4. A.	Explain the following concepts (5 marks - 3 questions) a) psychological traps b) Investor Constraints c) Investment Policy statement	15	1 3 2



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October/November 2025		
Examination: End Semester Examination (UG Programmes)		
Programme code: 07 Programme: BBA	Class: TY	Semester: V
Name of the Constituent College: SKSCBS	Name of the Department: Business Studies	
Course Code:	Name of the Course: French	
Duration: 2 Hrs.	Maximum Marks: 60	
Instructions: 1) Draw neat diagrams 2) Suitable data if necessary		

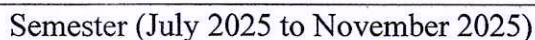
Question No.		Max. Marks	CO
Q.1.	Compréhension Que pensent-ils de nous ? Vous êtes Français, vous allez bientôt partir vivre à l'étranger, félicitations ! Mais, connaissez-vous les clichés sur les Français dans votre nouveau pays ? Comment y serez-vous accueilli ? Évidemment, les habitants de votre pays d'adoption ont des stéréotypes. Nous en avons tous, et c'est parfaitement normal. Les étrangers trouvent souvent les Français arrogants, sales, râleurs... Quand nous arrivons dans un pays étranger, on dit que nous nous y adaptons mal, que nous restons entre nous... Le travail ? N'en parlons pas, d'après beaucoup d'étrangers, nous sommes toujours en grève (quand nous ne sommes pas en vacances !). Pourtant, nous sommes romantiques (selon les Asiatiques), et même si nous mangeons des grenouilles (merci aux Anglais), on perçoit souvent notre cuisine comme un art. La preuve, nous passons deux heures à manger ! En Amérique latine, on admire notre culture, notre cinéma, notre éducation (cocorico !). Alors, ces clichés, vous en pensez quoi ? Une chose est sûre : l'image des Français dans votre pays d'adoption peut être bonne ou mauvaise. Il est important de vous y préparer, de la connaître, pour diminuer le choc culturel à l'arrivée. Et puis, soyons honnêtes, vous avez aussi des préjugés sur votre pays d'expatriation, non ?		

	Ne laissez pas ces images fausser votre regard sur votre nouvelle aventure		
	A. Répondez aux questions 1. Que pensent les Asiatiques des Français ? 2. Que pensent les étrangers des Français ? 3. Sur le travail, quel est le stéréotype commun ? 4. Qu'est-ce qu'on pense des Français en Amérique latine ? 5. Que pensez-vous des Français ?	5	1,2,3,4
	B. Vrai ou faux 1. Les Français sont en vacances toujours 2. La cuisine française est un art 3. Les Français adoptent mal dans un pays étranger 4. Les Américains adorent le cinéma français 5. Il est important de se préparer pour diminuer le choc culturel	5	1,2,3,4
	C. Écrivez le mot anglais pour ces mots français 1. Amérique latine 2. Accueilli 3. La preuve 4. préjugé 5. honnêtes	5	1,2,3,4
Q. 2.	Racontez un souvenir de votre enfance	15	1,2,3,4
Q.3.	A. Écrivez un questionnaire sur le thème du voyage et des vacances B. Décrivez l'objet  OU C. Lisez les deux passages et écrivez 5 phrases comparatives. Texte A : Le chat	10 5 5	2 3 4



	Le chat est un animal indépendant et silencieux. Il dort beaucoup, aime la propreté et se déplace avec agilité. Il n'a pas besoin de sortir souvent et s'adapte bien à la vie en appartement. Texte B : Le chien Le chien est fidèle et affectueux. Il adore la compagnie des humains et a besoin de beaucoup d'exercice. Il est plus bruyant, mais aussi plus protecteur que le chat.		
Q.4.	A. Mettez le passé composé ou l'imparfait. Hier soir, je (1) (préparer) le dîner tranquillement quand soudain, la lumière (2) (s'éteindre). Je (3) (ne pas comprendre) ce qui se passait. Il (4) (faire) noir dans tout l'immeuble. Je (5) (chercher) une lampe de poche, mais je ne (6) (en trouver) aucune. Heureusement, mes voisins (7) (venir) frapper à ma porte et nous (8) (décider) de dîner ensemble. Pendant que nous (9) (manger), l'électricité (10) (revenir) enfin ! B. Suivez les consignes 1. Formez une phrase avec 'parce que' 2. ____ jour sommes-nous aujourd'hui ? (mettez l'adjectif interrogatif) 3. Un chanteur célèbre (mettez au féminin) 4. ____ enfants jouent dans le jardin. (mettez le bon article) 5. Nous habitons ____ Paris depuis trois ans. (mettez la bonne préposition) OU C. Écrivez les verbes au futur. 1. Les enfants (jouer) dans le parc après l'école. 2. Mon frère (acheter) une voiture l'année prochaine. 3. Vous (pouvoir) voyager plus souvent quand vous aurez terminé vos études. 4. Je (se lever) tôt pour aller courir demain matin. 5. Ils (vivre) dans une grande ville quand ils seront adultes.. Bonne chance !	10 5 5	1 1,2,3,4 4





Examination: End Semester Examination November 2025 (UG Programmes)

Programme code: 06/ 07		Class: TY	Semester: 5th
Programme: BBA / BBM			
Name of the Constituent College: Dr. Shantilal K. Somaiya School of Commerce & Business Studies		Name of the Department: Business Studies	
Course Code:	Name of the Course: Operation Research		
Duration : 2 Hrs.	Maximum Marks: 60		
Instructions: 1) Draw neat diagrams 2) Simple Calculator is allowed			

Question No.		Max. Marks	CO Attainment											
Q.1.	A. Apply Graphical technique $Z_{\max} = 100x_1 + 40x_2$ Subject to: 1) $5x_1 + 2x_2 \leq 1000$ 2) $3x_1 + 2x_2 \leq 900$ 3) $x_1 + 2x_2 \leq 500$ Whereas $x_1, x_2 \geq 0$	06	CO1											
	B. Formulate - An advertising agency is planning to launch an ad campaign. Media under consideration are T.V, Radio and Newspaper. Each medium has different reach potential and different cost, Minimum 10,000,000 households are to be reached through T.V., expenditure on Newspaper should not be more than Rs. 10, lacs. Total advertising budget is Rs. 20 million. Following data is available: <table><tr><th>Medium</th><th>Cost / unit (rs.)</th><th>Reach / unit (No. of Households)</th></tr><tr><td>T.V.</td><td>2,00,000</td><td>2000,000</td></tr><tr><td>Radio</td><td>80,000</td><td>1000,000</td></tr><tr><td>Newspaper</td><td>40,000</td><td>2,00,000</td></tr></table>	Medium	Cost / unit (rs.)	Reach / unit (No. of Households)	T.V.	2,00,000	2000,000	Radio	80,000	1000,000	Newspaper	40,000	2,00,000	09
Medium	Cost / unit (rs.)	Reach / unit (No. of Households)												
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Newspaper	40,000	2,00,000												

	OR																																																													
Q. 1	Apply Simplex $Z \max = 100X_1 + 80X_2$ Subject to – 1) $6x_1 + 4x_2 \leq 7200$ 2) $2x_1 + 4x_2 \leq 4000$ Whereas, $x_1, x_2 \geq 0$	15	CO1																																																											
Q.2.A	i) Solve the Given problem of Transportation using North-West corner Method. <table><tr><th>Origin Dest</th><th>D1</th><th>D2</th><th>D3</th><th>Supply</th></tr><tr><td>O1</td><td>2</td><td>7</td><td>4</td><td>5</td></tr><tr><td>O2</td><td>3</td><td>3</td><td>1</td><td>8</td></tr><tr><td>O3</td><td>5</td><td>4</td><td>7</td><td>7</td></tr><tr><td>O4</td><td>1</td><td>6</td><td>2</td><td>14</td></tr><tr><td>Demand</td><td>7</td><td>9</td><td>18</td><td></td></tr></table> ii) Find the Cost of Transportation using MODI method. <table><tr><th>Origin Dest</th><th>D1</th><th>D2</th><th>D3</th><th>Supply</th></tr><tr><td>O1</td><td>19</td><td>30</td><td>50</td><td>7</td></tr><tr><td>O2</td><td>70</td><td>30</td><td>40</td><td>9</td></tr><tr><td>O3</td><td>40</td><td>8</td><td>70</td><td>18</td></tr><tr><td>Demand</td><td>5</td><td>8</td><td>21</td><td></td></tr></table>	Origin Dest	D1	D2	D3	Supply	O1	2	7	4	5	O2	3	3	1	8	O3	5	4	7	7	O4	1	6	2	14	Demand	7	9	18		Origin Dest	D1	D2	D3	Supply	O1	19	30	50	7	O2	70	30	40	9	O3	40	8	70	18	Demand	5	8	21		07 08	CO 2 CO2				
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Demand	5	8	21																																																											
	OR																																																													
Q.2.B	i) Calculate the total cost required by machines to complete the given jobs using hungarian method of assignment. <table><tr><th rowspan="2">Jobs</th><th colspan="4">Machines</th></tr><tr><th>A</th><th>B</th><th>C</th><th>D</th></tr><tr><td>1</td><td>120</td><td>100</td><td>80</td><td>90</td></tr><tr><td>2</td><td>80</td><td>90</td><td>110</td><td>70</td></tr><tr><td>3</td><td>110</td><td>140</td><td>120</td><td>100</td></tr><tr><td>4</td><td>90</td><td>90</td><td>80</td><td>90</td></tr></table> ii) Solve the Given problem of Transportation using LCM. <table><tr><th>Origin Dest</th><th>D1</th><th>D2</th><th>D3</th><th>D4</th><th>Supply</th></tr><tr><td>O1</td><td>6</td><td>4</td><td>1</td><td>5</td><td>14</td></tr><tr><td>O2</td><td>8</td><td>9</td><td>2</td><td>7</td><td>16</td></tr><tr><td>O3</td><td>4</td><td>3</td><td>6</td><td>2</td><td>5</td></tr><tr><td>Demand</td><td>6</td><td>10</td><td>15</td><td>4</td><td></td></tr></table>	Jobs	Machines				A	B	C	D	1	120	100	80	90	2	80	90	110	70	3	110	140	120	100	4	90	90	80	90	Origin Dest	D1	D2	D3	D4	Supply	O1	6	4	1	5	14	O2	8	9	2	7	16	O3	4	3	6	2	5	Demand	6	10	15	4		08 07	CO 2 CO2
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O3	4	3	6	2	5																																																									
Demand	6	10	15	4																																																										
Q.3.A.	A. For given data – Draw Network and find out earliest the project can be completed and what is the lowest cost for completing it in this time?	10	C03																																																											



Activity	Predecessor	Normal (Days n Cost)		Crash (Days n Cost)	
		Time	Cost	Time	Cost
A	-	9	10	6	16
B	-	8	9	5	18
C	A	5	7	4	8
D	A	8	9	6	19
E	B	7	7	3	15
F	C	5	5	5	5
G	E, D	5	8	2	23

B. Find the optimal strategy for the following game between Player P and Q. Also find the value of the game and Saddle point

Player Q

	1	2	3
1	130	100	105
2	-50	-20	120
3	200	80	-10

OR

Q.3.B.

A. For the following project, draw PERT network and find out expected project completion time

Activity	Preceding Act	Optimistic c	Most Likely	Pessimistic
A	-	2	4	12
B	-	10	12	26
C	A	8	9	10
D	A	10	15	20
E	A	7	7.5	11
F	B, C	9	9	9
G	D	3	3.5	7
H	E, F, G	5	5	5

Answer the following questions

05

C03

10

C03

	a) Find probability of project completion in 32 weeks and 27 weeks B) 4 jobs I, II, III & IV are to be processed on 2 machines A & B in the order of A-B Find total elapsed time (Minimum) and Idle time for each machine <table><tr><th rowspan="2">Jobs</th><th colspan="2">Processing Time (Min.)</th></tr><tr><th>Machine A</th><th>Machine B</th></tr><tr><td>I</td><td>26</td><td>47</td></tr><tr><td>II</td><td>19</td><td>45</td></tr><tr><td>III</td><td>48</td><td>19</td></tr><tr><td>IV</td><td>16</td><td>34</td></tr></table>	Jobs	Processing Time (Min.)		Machine A	Machine B	I	26	47	II	19	45	III	48	19	IV	16	34	05	CO3
Jobs	Processing Time (Min.)																			
	Machine A	Machine B																		
I	26	47																		
II	19	45																		
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IV	16	34																		
Q.4. A.	Attempt following A) Explain 3 estimates of PERT and explain PERT algorithm along with Z value concept B) Explain How CPM is different than PERT C) Four jobs 1,2,3 & 4 are to be processed on 2 machines A & B in the order A, B – (given in the table) FIND: a) Total Elapsed Time b) Idle time for each machine <table><tr><th rowspan="2">Jobs</th><th colspan="2">Processing Time (Mins.)</th></tr><tr><th>Machine A</th><th>Machine B</th></tr><tr><td>1</td><td>26</td><td>47</td></tr><tr><td>2</td><td>19</td><td>45</td></tr><tr><td>3</td><td>48</td><td>19</td></tr><tr><td>4</td><td>16</td><td>34</td></tr></table>	Jobs	Processing Time (Mins.)		Machine A	Machine B	1	26	47	2	19	45	3	48	19	4	16	34	15 05 05 05	CO3 CO3 CO4
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4	16	34																		

[illegible]





SOMAIYA
VIDYAVIHAR UNIVERSITY



October/November 2025 Examination: End Semester Examination (UG/PG Programmes)		
Programme code: 07 Programme: BBA	Class: TY	Semester: V
Name of the School: Dr. Shantilal K Somaiya School of Commerce and Business Studies		Name of the Department: Business Studies
Course Code:	Name of the Course: Spanish	
Duration: 2 hours	Maximum Marks: 60	

Instructions:

1. Questions 1 (A, B, C), 2 (A, B), 3A, 3B and 4A are compulsory. Only one question from 3C or 3D 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.

Question No.		Max Marks	CO Attainment
Q.1. A	Lea el correo que Leo le ha escrito a su amigo Ángel. A continuación responda las cinco preguntas sobre el texto. Elija las respuestas correctas: a), b), o c). De..... <u>leo@retemail.com</u> Para... <u>angel@retemail.com</u> CC..... Asunto: Jávea Hola Ángel: Acaba de llamarme Alfredo y me dice que el sábado nos invita a jugar al fútbol en la playa de Jávea. Te escribo para ir juntos en el coche; ven con tu hermano y con su novia; seguro que así ganamos el partido. Si queréis, podemos pasar la tarde en el pueblo y esa noche nos quedamos a dormir en la casa de mi tía Caridad, que tiene cuatro dormitorios libres porque mis primos no llegan hasta el mes de agosto a pasar las vacaciones. Al día siguiente, mi tía (que es muy buena cocinera) nos hace una paella y por la tarde volvemos a Alicante. Escríbeme o llámame para decirme lo que vais a hacer, y no olvidéis poner el bañador en la maleta, porque vamos a divertirnos mucho y a nadar después del partido. Un abrazo, Leo	5	CO4



	- Alfredo invita a Ángel y a Leo a... - comer paella - jugar al fútbol - bañarse en el mar - En el correo electrónico se dice que... - los primos de Leo viven en Jávea - Alfredo va a llamar por teléfono - Leo y Ángel van a viajar en coche - La casa de la tía de Leo..... - esta en la montaña - tiene habitaciones libres - tiene cuatro dormitorios - El domingo... - van a comer paella - se quedan en Jávea - pueden nadar en el mar - Al acabar el partido, Leo propone... - hacer una excursión - visitar el pueblo - bañarse en el mar.		
Q.1.B	Usted va a leer unos textos. Tiene que relacionar los textos (A -H) con los mensajes (1-5). Hay 8 textos, seleccione 5.	5	CO1 ,CO 2, CO4
	Mensajes - Dice que van a comer - Dice como es ese lugar - Tienen actividades para niños - Ahora se puede comprar mas barato - Dice que llega mas tarde		

	Mensaje de Clara Carlos, no puedo estar en tu casa a las dos. Es que todavía estoy en la universidad. Nos vemos a las dos y media.	www.hotelcostablanca.com Hotel Costa Blanca (Jávea, Alicante) Hotel al lado de la playa. Habitaciones individuales y dobles con baño completo, televisión e internet. Piscinas, jardines, restaurante y cafetería. Calle Miramar, nº 2. Reservas: 602 765432 o en www.hotelcostablanca.com.	
	Biblioteca Antonio Nebrija (León) Cultura Popular Mexicana <i>Del 17 al 30 de mayo, la cultura mexicana llega a nuestra ciudad. Exposición de fotografías, música y teatro. De lunes a viernes de 11 h a 20 h.</i>	Tablón de anuncios Centro Deportivo El Arco 6 de abril. Día Internacional del Deporte Semana del deporte para personas mayores de 60 años. Del lunes 6 al viernes 10, de 9 h a 11.30 h. Sábado, 11 de 10.30 a 12 h. Información de las actividades deportivas: oficinas del centro.	
	Mensaje Julia, voy a comprar queso, jamón, tortillas de patata y ensalada para la fiesta de mañana. ¿Y tú? ¿Por qué no compras el postre o las bebidas?	Supermercado El Arca Esta es la semana de los precios fantásticos en la frutería de nuestro supermercado. Frutas y verduras a un 10% menos. Por la compra de dos kilos de naranjas, le regalamos una bolsa de patatas. Calle San Francisco, nº 3.	
	Ayuntamiento de Logroño Ocio y tiempo libre Actividades divertidas para los más pequeños en la escuela de verano. Meses de julio y agosto. Con comida y merienda. Horario: de lunes a viernes de 10 h a 18 h. Información: www.ayuntamientologroño.com	WhatsApp Mamá, ya estoy en la estación de autobuses. Voy a llegar a casa a la hora de cenar, a las nueve más o menos. 😊	



Q.1.C Usted va a leer la información de una agencia de viajes. Debe completar las frases con la información del texto.

AGENCIA DE VIAJES LA MARINA

FICHA DE CLIENTES

Nombre	Álex	Daniel	Julio	Martín
Edad	40	42	39	41
Profesión	Abogado	Taxista	Médico	Profesor
¿Cuándo trabaja?	Todo el año menos en agosto.	Del 1 de marzo al 31 de enero.	Tiene quince días de vacaciones en diciembre.	No tiene clases del 15 de julio al 1 de septiembre.
¿Vive con alguien?	Con su hija, su madre y su perro.	Con su perro.	Con su novia y el hijo de ella.	Con su mujer, sus dos hijos y su madre.
¿Habla idiomas extranjeros?	Inglés y francés muy bien, un poco de italiano y chino.	Inglés muy bien, un poco de francés.	Inglés muy bien, un poco de francés y alemán.	Inglés y francés muy bien.

Frases para completar

1. El taxista puede ir de vacaciones en el mes de _____.
2. Álex y Martín tienen vacaciones todo el mes de _____.
3. _____ habla un idioma que no es de Europa.
4. _____ vive con el niño que no es su hijo.
5. _____ es maestro.

Q.2.A. Su amiga le ha escrito un correo antes con sus problemas de salud. Usted debe responderla con consejos útiles. En él debe:

- saludar;
- hablar de sus problemas y usted que piensa
- dar algunos consejos
- despedirse

5
CO1
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O3,
CO4

7
CO1
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CO2
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CO3
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CO4

Q.2.B	Un amigo suyo quiere comprar ropa de una tienda en línea. Ayúdele a completar el formulario.																																																																		
	La Vaca Flaca - Compra por correo <table border="1" style="width: 100%;"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Camisa</td> <td>Pantalón</td> <td>Falda</td> <td>Zapatos</td> </tr> <tr> <td>Referencia: 02-37</td> <td>Referencia: 02-62</td> <td>Referencia: 03-59</td> <td>Referencia: 02-53</td> </tr> <tr> <td>Precio: 15€</td> <td>Precio: 23€</td> <td>Precio: 25€</td> <td>Precio: 32€</td> </tr> </table> Escriba todos sus datos, por favor. <table border="1" style="width: 100%;"> <thead> <tr> <th>Numero</th> <th>Cantidad</th> <th>Producto</th> <th>Talla</th> <th>Precio</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>02-73</td> <td>1</td> <td>Camiseta</td> <td>M</td> <td>10€</td> <td>10€</td> </tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr> <td colspan="4" style="text-align: right;">Total (IVA incluido)</td> <td> </td> <td> </td> </tr> </tbody> </table> Pedido mínimo: 45€ Nombre y Apellidos: _____ Fecha de nacimiento: Día _____ /Mes _____ /Año _____ Nacionalidad: _____ Teléfono: _____ Correo electrónico: _____ Dirección: Calle _____ Número: _____ Piso _____ Letra _____ Ciudad: _____ Código Postal: _____ País: _____ Numero de productos que pide: _____ _____ Pago en efectivo _____ Pago con tarjeta _____ Visa _____ American Express _____ Maestro Numero de mi tarjeta _____ Fecha y Firma _____					Camisa	Pantalón	Falda	Zapatos	Referencia: 02-37	Referencia: 02-62	Referencia: 03-59	Referencia: 02-53	Precio: 15€	Precio: 23€	Precio: 25€	Precio: 32€	Numero	Cantidad	Producto	Talla	Precio	Total	02-73	1	Camiseta	M	10€	10€																															Total (IVA incluido)						8	CO1 , CO2 , CO3 , CO4
																																																																			
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Q.3.A.	Rellena los huecos con la opción correcta Alicia: Karen, tu ¿_____ (has estado/ estuviste) alguna vez en Bilbao? Karen: No, no _____ (he estado/estuve) nunca, ¿y tú? Alicia: Si, yo _____ (he visitado/visité) allí con mi hermana el verano pasado. Es una ciudad muy moderna. Karen: ¿Qué tiempo _____ (ha hecho/hizo) cuando estuviste allí? Alicia: _____ (ha estado/estuvo) un poco nublado, pero no llovió ni un día. Menos mal.	5	CO1 , CO2 , CO3 , CO4
Q.3.B	Traducir las frases al inglés 1. El sol es necesario para la producción de vitamina D, que fortalece los músculos. 2. Ponla en el medio de la habitación. 3. Alrededor del año 1857, Meucci inventó el primer teléfono. 4. Mi hermano no sabe nadar ni ir en bicicleta. 5. La primavera es tan bonita como el otoño.	5	CO1 ,2, 3, CO4
Q.3.C	Conjuga los verbos correctamente usando los verbos SER, ESTAR o HAY - _____ 1 _____ (esta/es/hay) tu hermana, dice que le _____ 2 _____ (esta/es/hay) comprando una cosa a tu madre y que quiere hablar con ella. -Pues mama no _____ 3 _____ (esta/es/hay). En la Plaza San Martin _____ 4 _____ (está/es/hay) el mejor restaurante de la ciudad. ¡Hola desde México D.F.! Aquí _____ 5 _____ (estamos/somos/hay) a 31 de diciembre.	5	CO1 , CO2 , CO3 , CO4
	OR		
Q.3.D	Hacer frases con estos verbos en cualquier tiempo (use any tense) según el pronombre del sujeto. 1. Ellos - hacer 2. Tú- cocinar 3. Ella - gustar 4. Nosotros – querer 5. Yo – ir	5	CO1 ,CO 2,C O3, CO4

Q.4.A.	Rellenar los huecos con palabras adecuadas. - Tengo _____ grandes y estos guantes me quedan pequeños. (a. las piernas, b. los dientes, c. las manos) - En esta clase tenemos que estar _____ mucho tiempo. (a. a pie, b. de pies, c. de pie) - Me gusta mucho tiempo _____ aire libre. (a. al, b. por el, c. con el) - Siento pasión _____ los idiomas. (a. por, b. de, c. con) - Nelson Mandela _____ presidente de Sudáfrica. (a. estuvo, b. hizo, c. fue) - Siempre _____ (a. saco, b. cometo, c. tomo) errores de ortografía en mis exámenes de español. - Señor Ramírez, ¿esta bufanda es _____? (a. su, b. tuya, c. suya) -Nunca compro ropa de marca. -Yo _____ (a. tampoco, b. no, c. sí), prefiero la ropa de los mercadillos. - Practico natación _____ 2016. (a. desde hace, b. hace, c. desde) - La semana que _____ (a. próxima, b. viene, c. pasada)	10	CO1 ,CO 2, CO3 , CO4
Q.4.B.	Conjuga estos verbos según los pronombres de sujeto y en el tiempo indicado. - Él _____ (querer, pretérito indefinido) - Vosotros _____ (ir, pretérito perfecto) - Ella _____ (acostarse, presente) - Yo _____ (Añadir, estar + gerundio) - Tú _____ (salir, imperativo)	5	CO 1, 2, 3, 4
	OR		
Q.4.C.	Conjuga estos verbos según los pronombres de sujeto y en el tiempo indicado. - Nosotros _____ (ser, pretérito indefinido) - Ellos _____ (hacer, pretérito perfecto) - Usted _____ (pensar, imperativo) - Ella _____ (conducir, presente) - Tú _____ (escribir, estar + gerundio)	5	CO 1, 2, 3, 4



SOMAIYA
VIDYAVIHAR UNIVERSITY



Semester: November 2025
Examination: ESE Examination

Programme code: 07 Programme: BBA		Class: TY BBA	Semester: V (SVU 2025)
Name of the Constituent School: Dr. Shantilal K Somaiya School of Commerce and Business Studies		Name of the Department: Business Studies	
Course Code: 231U07K502	Name of the Course: German		
Instructions: 1) Figures to the right indicate maximum marks. 2) Q1 and Q2 are compulsory. 3) Q3-A is compulsory, attempt Q3-B or Q3-C. 4) Q4-A is compulsory, attempt Q4-B or Q4-C.			

Question No.		Max. Marks	CO Attainment
Q.1.A	Welche Antwort passt? Kreuzen Sie an. 1. Unser Mathelehrer, Herr Winder, kommt auch zum Klassentreffen. ☐ a) Das kenne ich gut. ☐ b) Das überrascht mich. 2. In der Klasse von meinem Vater waren 42 Schüler. ☐ a) Was? Das ist ja schrecklich! ☐ b) Das kann ich gut verstehen. 3. Die Stunden von unserem Biologielehrer waren immer besonders interessant. ☐ a) Das war bei mir nicht so. ☐ b) Ach, das ist ja schrecklich! 4. Robert musste 40 Minuten zu Fuß zur Schule gehen. ☐ a) Das kann ich nicht verstehen. ☐ b) Wirklich? Mein Schulweg war kurz. 5. In Deutsch mussten wir nie Hausaufgaben machen. ☐ a) Das war bei mir leider nicht so. ☐ b) Das ist aber schade!	5	CO1,4

Q.1.B	Sie lesen in einer Zeitung diesen Text. Wählen Sie für die Aufgaben 1 bis 5 die richtige Lösung a, b oder c. <i>Die Journalistin Alesha Brix</i> Ein Leben für den Journalismus Schon als Kind wollte Alesha Brix Journalistin werden. In der Schule hat sie schon früh für die Schülerzeitung geschrieben. Dann, in der 9. Klasse, hat sie ein Praktikum bei der Schweriner Morgenzeitung gemacht und ab der 10. Klasse dort gejobbt. Nach dem Abitur ist sie nach Hamburg gegangen und hat dort Journalismus studiert. Danach hat sie sofort eine Stelle bei einer Zeitung in Köln bekommen. Aber nach wenigen Jahren wollte sie nicht mehr für andere arbeiten. Sie wollte ihre eigene Chefin werden. Jetzt arbeitet sie seit drei Jahren als freie Journalistin. Sie schreibt Artikel zum Thema Kultur, nicht mehr wie früher über Politik oder Sport. Für ihre Artikel macht sie oft Interviews. Weil sie freiberuflich arbeitet, hat sie keine festen Arbeitszeiten. Das gefällt ihr. Sie arbeitet nicht gern morgens. Sie freut sich auch, dass sie keinen Chef mehr hat und vieles selbst entscheiden kann. Leider ist die Bezahlung nicht sehr gut. Und wenn sie in den Urlaub fährt oder krank wird, dann verdient sie kein Geld. Alesha Brix ist sehr erfolgreich: Vor einem Jahr hat sie bei einem Schreibwettbewerb einen Workshop zum Thema Online-Journalismus gewonnen. Aktuell macht sie einen Kurs für Radio-Journalismus und in Zukunft will sie an einer Journalistenschule junge Kolleginnen und Kollegen ausbilden. 0. Alesha Brix hat schon ... ☒ a in der Schule mit Schreiben Geld verdient. ☐ b in der 10. Klasse ein Praktikum bei der Zeitung gemacht. ☐ c ab der 9. Klasse für die Schülerzeitung geschrieben. 1. In Hamburg hat Alesha Brix ... ☐ a ein Studium angefangen. ☐ b Abitur gemacht. ☐ c ihren ersten Job gefunden. 2. Alesha Brix ... ☐ a hat sehr lange für andere gearbeitet. ☐ b ist seit drei Jahren selbstständig. ☐ c ist Chefin einer Zeitung geworden. 3. In ihrem alten Job hat Alesha Brix ... ☐ a über Kultur geschrieben. ☐ b über Politik und Sport geschrieben. ☐ c viele Interviews gemacht. 4. Sie arbeitet gern freiberuflich, ... ☐ a weil sie flexible Arbeitszeiten hat. ☐ b weil sie gut bezahlt wird. ☐ c weil sie auch im Urlaub Geld bekommt. 5. Sie lernt im Moment etwas über ... ☐ a Online-Journalismus. ☐ b die Ausbildung an der Journalistenschule. ☐ c Radio-Journalismus.	10	CO1,2,4
Q.2.A	Wie war die Zeit in der Schule? Schreiben Sie Ihre Erfahrung in 8-10 Sätzen.	8	CO1
Q.2.B	Beschreiben Sie eine Stadt.	7	CO2

Q.3.A	Schreiben Sie Sätze mit wenn. 1. Ich bin nervös, wenn _____. 2. Ich bin glücklich, wenn _____. 3. Ich bin genervt, wenn _____. 4. Ich bin traurig, wenn _____. 5. Ich bin froh, wenn _____. z. B. Ich bin glücklich, wenn ich mit meinem Hund spazieren gehe.	10	CO1,2 
Q.3.B	Ergänzen Sie sein oder haben im Präteritum. Eigentlich (1) _____ ich gern in der Schule. Meine Klasse (2) _____ sehr nett und wir (3) _____ gute Lehrer. Aber natürlich (4) _____ nicht alles gut in der Schule. In Englisch zum Beispiel (5) _____ ich gar nicht gut. Ich (6) _____ Probleme mit der Aussprache und immer viel zu große Angst vor Fehlern. Und in Chemie (7) _____ ich auch oft Probleme. Aber da hat mir ein Freund geholfen. Lustig (8) _____ es vor allem in den Pausen und auf dem Schulweg. Wir sind immer mit dem Fahrrad in die Schule gefahren. Da (9) _____ wir immer zu viert oder zu fünft und das (10) _____ sehr schön.	5	CO1
	OR		
Q.3.C	Ergänzen Sie deshalb oder trotzdem. 1. Viele Leute sind gern in der Natur, _____ machen sie draußen Sport. 2. Manche Sportarten sind ziemlich teuer, _____ sind sie sehr beliebt. 3. Ich sollte mich mehr bewegen, _____ gehe ich nicht oft zum Sport. 4. Viele Leute sind sehr bequem, _____ sehen sie Sport lieber im Fernsehen an. 5. Joggen kann man überall, _____ machen das viele Leute.	5	CO1,2,3
Q.4.A	Do as directed. 1. das Flugzeug – die Baustelle – die Autobahn – der Stau (Was passt nicht?) 2. in Biologie – viel – ich – musste – lernen (Schreiben Sie den richtigen Satz.) (2 marks) 3. Konntet – am Wochenende – eure – ihr – treffen – Eltern (Schreiben Sie den richtigen Satz.) (2 marks)	10	CO1,2,3,4

	4. ein Konto _____ (überweisen / eröffnen) 5. den Pass _____ (verlängern / melden) 6. Wie heißt ‚driving licence‘ auf Deutsch? 7. Wie heißt ‚wallet‘ auf Deutsch? 8. Ich möchte eine Reise mit _____ Freundin machen. (einem / einer)				
Q.4.B	Ordnen Sie zu. <table><tr><td>1. Geburtstag 2. Hochzeit 3. Neujahr 4. Weihnachten 5. Abschlussprüfung bestanden</td><td>a. Frohe Weihnachten b. Herzlichen Glückwunsch zur bestandenen Prüfung! c. Viel Glück und Erfolg im neuen Lebensjahr! d. Alles Gute zum gemeinsamen Leben! e. Ein glückliches neues Jahr!</td></tr></table>	1. Geburtstag 2. Hochzeit 3. Neujahr 4. Weihnachten 5. Abschlussprüfung bestanden	a. Frohe Weihnachten b. Herzlichen Glückwunsch zur bestandenen Prüfung! c. Viel Glück und Erfolg im neuen Lebensjahr! d. Alles Gute zum gemeinsamen Leben! e. Ein glückliches neues Jahr!	5	CO1
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	OR				
Q.4.C	Nennen Sie bitte fünf deutschsprachige Städte.	5	CO2		



SOMAIYA
VIDYAVIHAR UNIVERSITY



Semester (July 2025 to November 2025)		
Examination: End Semester Examination November 2025 (UG Programmes)		
Programme code: 07 Programme: BBA	Class: TY	Semester: V
Name of the Constituent College: Dr. Shantilal K Somaiya School of Commerce and Business Studies	Name of the Department: Business Studies	
Course Code: 231007E506	Name of the Course: Organizational change & Turnaround Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1) Draw neat diagrams 2) Q.1 is compulsory		

Questi on No.		Max. Marks	CO Attainment
Q.1.	<u>Case study</u> Many a times external factors lead to changes in organisational structures and culture. This truly happened at Adobe which has 11,000 employees worldwide with 4.5 billion \$ yearly revenue. Acrobat, Flash Player, and Photoshop are among the well-known products of Abode. Due to new emerging technologies and challenges posed by small competitors Adobe had to stop selling its licensed goods in shrink-wrapped containers in 2011 and switched to offering digital services through the cloud. They gave their customers option of downloading the necessary software for free or subscribing to it every month rather than receiving a CD in a box. The human resource (HR) function also took on a new role, which meant that employees had to adjust to new working practices. A standard administrative HR function was housed at Adobe's offices. However, it was less suitable for the cloud-based strategy and performed well when Adobe was selling software items. HR changed its role and became more human centric and reduced its office based functions. The HR personnel did "walk-ins," to see what assistance they might offer, rather than waiting for calls. With a focus on innovation, change, and personal growth, Adobe employed a sizable percentage of millennials. Instead of having an annual reviews, staff members can now use the new "check-in" method to assess and define their own growth goals whenever they find it necessary, with quick and continuous feedback. Managers might receive constructive criticism from HR	15	

	through the workshops they conduct. The least number of employees have left since this changed approach of HR.		
1)	Explain the impact of change management adopted by Adobe on the employees and the organization at whole.	8	1
2)	Discuss the relevance of psychological safety during change management.	7	2
Q.2.A	“The integration of AI in the workplace has a profound impact on the overall functioning of the organization especially employees.” Explain the above sentence with valid points.	8	1
B	“It is important for any organization to become sustainable by adopting change management.” Discuss the above statement in detail.	7	2
	OR		
Q.2.C	“ Turnaround management refers to the process of revitalizing and restructuring a company.” Elaborate the above mentioned sentence stating valid examples.	8	3
D	“ Turnaround management strategies and its types play a vital role for any organization to reverse a particular situation.” Determine the relevance of above mentioned sentence with valid examples.	7	4
Q.3.A.	“ Turnaround management can be applied to various areas and industries.”Justify the statement with valid points.	8	3
B	“Resistance to change is the reluctance or opposition to new circumstances, processes, or structures, which can arise in organizational dynamics.” Interpret the concept of types of resistance with reference to the statement.	7	1
	OR		
Q.3.C.	“Creating Psychological Safety during transition is very important for the employees well being.” Justify the above statement with valid points.	8	2
D.	Explain the reasons why organizations opt to use turnaround strategies to restructure and transform their processes.	7	4



	Elaborate the above mentioned sentence stating valid examples.		
Q.4.A.	“Various strategies put together can help any organization to implement successful Change Management.” Explain the above sentence with valid points.	8	1
B.	Elaborate in detail “ Global Turnaround Success Story of any market existing brand in the OTT platform segment.”	7	4
	OR		
Q.4.C.	“ In turnaround management, identifying viable business elements is crucial for successful revitalizing a struggling company.” Justify the above statement with valid points.	8	3
D.	“ The right elements of Digital change transformation defines the success of the process.” Discuss the above statement in detail.	7	2



SOMAIYA
VIDYAVIHAR UNIVERSITY



October/November- 2025

Examination: End Semester Examination (UG/PG Programmes)

Programme code: 07 Programme: BBA		Class: TYBBA	Semester: V
Name of School: Dr. Shantilal K somaiya School of Commerce and Business studies		Name of the Department: Business Studies	
Course Code: 131U07E605	Name of the Course: Strategic Human Resource Management & Workforce Diversity		
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: TechNova Solutions is a mid-sized IT services company with approximately 800 employees across multiple cities in India. Over the past two years, the company observed a decline in employee engagement scores in its annual survey. Key feedback highlighted that employees, especially those in the 25-35 age group, felt uncertain about their career progression, lacked guidance on skill development, and did not have access to mentorship opportunities. In response, HR launched a structured mentoring program. Senior employees with more than ten years of experience were paired with junior employees to provide guidance on career paths, technical skill development, and organizational culture. The program was designed to foster knowledge transfer, encourage leadership development, and strengthen employee engagement.	15	CO 3

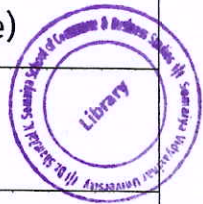
	The program included: • Monthly one-on-one mentor-mentee sessions • Quarterly workshops on skill-building and career planning • Feedback mechanisms to adjust mentor-mentee pairings • Initial Results: • Participation in skill development programs increased by 40% • Attrition among junior employees reduced by 15% • Employee satisfaction scores for career development rose significantly Challenges: • Not all mentors were fully committed; some considered mentoring an extra workload • Poorly matched pairs led to disengagement in certain departments • Lack of standardized mentor training sometimes reduced effectiveness Questions: [5 marks each] 1. How would you redesign the mentoring program to ensure higher mentor commitment and better mentor-mentee matching? 2. Evaluate the impact of the mentoring program on employee retention and engagement. Which metrics would you use to measure its long-term success? 3. If you were the HR manager, how would you integrate this mentoring program with other employee engagement strategies, such as recognition and flexible work options?		
Q.2.A	a. Define "Strategic Human Resource Management". List the characteristics of SHRM with the help of definitions. b. State and explain the strategic role of HR in the modern business organisation.	7 8	CO 1
	OR		

Q.2.B	c. Explain how the functions of Strategic Human Resource Management contribute to aligning human resource practices with an organization's overall business strategy.	7	CO 1
	d. Explain how the High-Performance Work System (HPWS) model enhances employee performance and organizational effectiveness.	8	
Q.3.A.	a. Explain how Human Capital Management and Corporate Social Responsibility (CSR) strategies together enhance organizational sustainability.	7	CO 2
	b. Explain how emerging HR trends such as AI and automation, flexible working, and the shift from jobs to skills are transforming human resource management practices.	8	
	OR		
Q.3.B.	c. Suppose your organization is expanding globally and needs to hire skilled professionals across multiple countries. Demonstrate how you would apply a strategic recruitment and resourcing strategy using digital platforms, AI tools, and employer branding to attract top talent.	7	CO 2
	d. Imagine your organization plans to expand internationally and requires highly skilled professionals in multiple regions. Demonstrate how you would develop and implement a strategic recruitment plan using employer branding, candidate personas, and diverse recruitment channels to attract top talent globally.	8	
Q.4.A.	a. Analyze how different types of workplace diversity (internal, external, organizational, and worldview) influence equity and inclusion practices within an organization. In what ways can neglecting one type of diversity weaken overall DEI outcomes?	7	CO 4
	b. Assess the effectiveness of HR strategies such as diversity training, fair treatment policies, and blind hiring in addressing the challenges of workplace diversity. To what extent do these interventions create a truly equitable and inclusive work culture?	8	
	OR		



Q.4.B.	c. Critically evaluate the statement "Diversity pays beyond business profitability." To what extent do societal, cultural, and ethical benefits of diversity contribute to sustainable development and global harmony? d. Propose a comprehensive action plan for a company to leverage AI, analytics, and digital collaboration tools to improve diversity and inclusion outcomes. Include strategies to mitigate potential biases in algorithms and ensure human oversight while promoting equitable opportunities for all employees.	15	CO /
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Semester (July 2025 to November 2025)		
Examination: End Semester Examination November 2025 (UG Programme)		
Programme code: 07 & 08 Programme: BBA and BBA	Class: TY	Semester: V
Name of the Constituent School: Dr. Shantilal K Somaiya School of Commerce and Business Studies		Name of the Department: Business Studies
Course Code: 231UGGE503 231UGTE503	Name of the Course: Direct Taxation	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1) All questions have internal options 2) Working notes should form part of your answer		



Q No.		Max. Marks	CO																																				
Q.1. A	Mr. Modi, an Indian Citizen and a business man toured different foreign countries, on various dates. The details of departure from and arrival to India are as under. <table><tr><th>Country</th><th>Date of Departure</th><th>Date of Arrival</th></tr><tr><td>USA (for the first time)</td><td>1-03-2024</td><td>30-04-2024</td></tr><tr><td>Nepal</td><td>15-06-2024</td><td>01-07-2024</td></tr><tr><td>Russia</td><td>05-08-2024</td><td>30-09-2024</td></tr><tr><td>New Zealand</td><td>31-12-2024</td><td>14-01-2025</td></tr><tr><td>Zimbabwe</td><td>01-02-2025</td><td>23-03-2025</td></tr></table> Determine his residential status for the assessment year 2025-26. Give your workings and explanation. He further provides following information of his income for the AY 2025-2026 <table><tr><th>Particulars</th><th>Rs.</th></tr><tr><td>1. Income from house property in Russia</td><td>70,000</td></tr><tr><td>2. Income from property in India</td><td>30,000</td></tr><tr><td>3. Interest from bank account in India</td><td>10,000</td></tr><tr><td>4. Income from Business in India controlled from USA</td><td>56,000</td></tr><tr><td>5. Interest on bank account in Nepal</td><td>21,000</td></tr><tr><td>6. Rent earned and received in New Zealand</td><td>22,000</td></tr><tr><td>7. Income earned and received in Zimbabwe</td><td>43,000</td></tr><tr><td>8. Dividend from USA Company received in India</td><td>57,000</td></tr></table> Compute his total Income for the assessment year 2025-26 for the residential status determined above	Country	Date of Departure	Date of Arrival	USA (for the first time)	1-03-2024	30-04-2024	Nepal	15-06-2024	01-07-2024	Russia	05-08-2024	30-09-2024	New Zealand	31-12-2024	14-01-2025	Zimbabwe	01-02-2025	23-03-2025	Particulars	Rs.	1. Income from house property in Russia	70,000	2. Income from property in India	30,000	3. Interest from bank account in India	10,000	4. Income from Business in India controlled from USA	56,000	5. Interest on bank account in Nepal	21,000	6. Rent earned and received in New Zealand	22,000	7. Income earned and received in Zimbabwe	43,000	8. Dividend from USA Company received in India	57,000	15	01
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Q.1. B	Ms Kareena provides following information for the AY 2025-26 <table><tr><td>a) Dividend received from Indian companies</td><td>₹ 23,000</td></tr><tr><td>b) Dividend accrued from foreign companies</td><td>₹ 6,000</td></tr><tr><td>c) Tailoring charges</td><td>₹ 80,000</td></tr></table>	a) Dividend received from Indian companies	₹ 23,000	b) Dividend accrued from foreign companies	₹ 6,000	c) Tailoring charges	₹ 80,000	15	02																														
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	d) Family pension ₹ 90,000 e) Interest on income tax refund by Income tax department ₹ 200 f) Winning from crossword puzzles ₹ 2,100 g) Gross taxable salary from a private Ltd company ₹ 1,50,000 h) Life insurance premium paid during the year ₹ 6,000 i) Health insurance paid during the year ₹ 12,000 Calculate net taxable income for AY 2025-26 if Ms Kareena opts for Alternate tax regime																																										
Q.2. A	Mr. Karan a resident individual provides professional services in the field of interior decoration. His income and expenditure account for the year ended 31st March 2025 is as follows: <table border="1"> <thead> <tr> <th>Expenditure</th><th>Amount</th><th>Income</th><th>Amount</th></tr> </thead> <tbody> <tr> <td>Staff salaries</td><td>12,00,000</td><td>Professional fees</td><td>36,00,000</td></tr> <tr> <td>Office and administration expenses</td><td>2,00,000</td><td>Interest on National Savings certificates VII</td><td>60,000</td></tr> <tr> <td>House rent</td><td>1,00,000</td><td>Interest on Savings Bank account</td><td>20,000</td></tr> <tr> <td>Audit fees</td><td>20,000</td><td>Interest on Government securities</td><td>20,000</td></tr> <tr> <td>Depreciation</td><td>80,000</td><td></td><td></td></tr> <tr> <td>Purchase of furniture</td><td>78,000</td><td></td><td></td></tr> <tr> <td>Income tax</td><td>22,000</td><td></td><td></td></tr> <tr> <td>Excess of income over expenditure</td><td>20,00,000</td><td></td><td></td></tr> <tr> <td></td><td>37,00,000</td><td></td><td>37,00,000</td></tr> </tbody> </table> Additional information a) Staff salaries include ₹20,000 paid to self and ₹25,000 per month paid to his father who works in his office (reasonable salary at market rate for a similar work profile is ₹18,000 per month) b) Income tax of ₹ 22,000 is paid in advance c) Depreciation eligible for deduction as per section 32 amounted to ₹ 70,000 d) Office and administration expenses includes amount spent on donations to a political party eligible for deduction under chapter VI A (₹ 10,000) Compute his net taxable income for the AY 2025-26 if the assessee opts for default tax regime. Also calculate his Income tax liability	Expenditure	Amount	Income	Amount	Staff salaries	12,00,000	Professional fees	36,00,000	Office and administration expenses	2,00,000	Interest on National Savings certificates VII	60,000	House rent	1,00,000	Interest on Savings Bank account	20,000	Audit fees	20,000	Interest on Government securities	20,000	Depreciation	80,000			Purchase of furniture	78,000			Income tax	22,000			Excess of income over expenditure	20,00,000				37,00,000		37,00,000	15	02
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Q.2. B	Mr. Aryan, an assessee with 60% blindness provides following information for the AY 2025-2026. You are required to calculate his net taxable income and tax liability given that the assessee has opted for alternate tax regime. <table border="1"> <thead> <tr> <th>Particulars</th><th>House-1</th><th>House- 2</th><th>House - 3</th></tr> </thead> <tbody> <tr> <td>Status</td><td>Let out</td><td>Self</td><td>Self</td></tr> </tbody> </table>	Particulars	House-1	House- 2	House - 3	Status	Let out	Self	Self	15	02																																
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			occupied	occupied			
	Gross Annual Value	12,00,000	15,00,000	22,00,000			
	Municipal taxes	2,00,000	2,20,000	2,50,000			
	Repairs	NA	30,000	50,000			
	loan from HDFC Bank	27,00,000	20,00,000	NA			
	Principal amount of loan repaid during the year	2,40,000	1,80,000	NA			
	Interest on loan	2,60,000	2,20,000	NA			

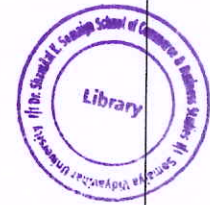


Q.3. A.	. Mr. Rudrakumar is a proprietor of a business. Following was the profit and loss account of his business for the year ended 31st March 2025. You are required to compute net taxable income for the Assessment year 2025-26. (default tax regime)				15	03 & 04																																																								
<table><tr><td>Particulars</td><td>Rs.</td><td>Particulars</td><td>Rs.</td></tr><tr><td>To Opening Stock</td><td>4,68,000</td><td>By Sales</td><td>24,80,000</td></tr><tr><td>To Purchase</td><td>20,00,000</td><td>By Closing Stock</td><td>4,10,000</td></tr><tr><td>To Office Salaries</td><td>1,14,000</td><td>By Income tax refund</td><td>30,000</td></tr><tr><td>To Proprietors Salaries</td><td>60,000</td><td>By Dividend from UTI</td><td>40,000</td></tr><tr><td>To Bad debts</td><td>50,000</td><td>By Dividend from Bajaj Ltd.</td><td>50,000</td></tr><tr><td>To Advertisement</td><td>21,000</td><td>By Interest on PPF</td><td>30,000</td></tr><tr><td>To Fire Insurance Premium</td><td>9,000</td><td></td><td></td></tr><tr><td>To Conveyance Expenses</td><td>12,000</td><td></td><td></td></tr><tr><td>To Interest on Proprietor`s capital</td><td>50,000</td><td></td><td></td></tr><tr><td>To Medical Expenses</td><td>40,000</td><td></td><td></td></tr><tr><td>To General Expenses</td><td>70,000</td><td></td><td></td></tr><tr><td>To Wealth tax paid</td><td>10,000</td><td></td><td></td></tr><tr><td>To Residential telephone expenses</td><td>28,000</td><td></td><td></td></tr></table>							Particulars	Rs.	Particulars	Rs.	To Opening Stock	4,68,000	By Sales	24,80,000	To Purchase	20,00,000	By Closing Stock	4,10,000	To Office Salaries	1,14,000	By Income tax refund	30,000	To Proprietors Salaries	60,000	By Dividend from UTI	40,000	To Bad debts	50,000	By Dividend from Bajaj Ltd.	50,000	To Advertisement	21,000	By Interest on PPF	30,000	To Fire Insurance Premium	9,000			To Conveyance Expenses	12,000			To Interest on Proprietor`s capital	50,000			To Medical Expenses	40,000			To General Expenses	70,000			To Wealth tax paid	10,000			To Residential telephone expenses	28,000		
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Additional Information:																			
• Purchases includes a sum of Rs.75,000 paid in cash. • Advertisement includes Rs.11,000 spent for advertisement in brochure of a political party. • Medical expenses are for treatment of family members of the proprietor. • General expenses include Rs.20,000 spent on purchasing office furniture. • Depreciation as per Income tax rules amounts to Rs.50,000																			
	OR																		
Q.3. B.	Calculate tax liability under each of the following cases separately: Case 1: Income from House property ₹ 12,00,000 Income from tutions ₹ 2,00,000 Contribution to PM National relief fund ₹ 90,000 Assessee opts for Default tax regime Case 2: income from Profession ₹ 20,00,000 Winnings from horse races ₹ 30,000 Assessee opts for Default tax regime Case 3 Income from salaries ₹ 28,00,000 Contribution to LIC pension fund ₹ 50,000 Contribution to EPF ₹ 1,95,000 Interest on educational loan for higher studies ₹ 30,000 Assessee opts for Alternate tax regime			15	04														
Q.4. A.	Explain the following concepts (5 marks each) a) Mr. Rana has Gross total income of Rs.9,00,000 for the previous year 2024-2025. He made the following investments during the previous year: Contribution to PPF ₹ 1,00,000 Payment of tuition fees to DSV School, Mumbai for education of his son ₹ 80,000 Repayment of housing loan taken from SBI ₹.50,000 Contribution to approved pension fund of LIC ₹ 1,20,000 Compute the eligible deduction under Chapter VI-A for the PY 2024-2025 assuming the assessee opts to shift out of default tax regime.			15	03														

b) Calculate Gross Annual Value of house property from the following information:

Particulars	Amount
Fair rent p.a.	96,00,000
Standard rent p.a.	84,00,000
Actual rent per month	12,00,000
Vacancy	3 months
Interest on loan	9,50,000



02

c) Ms. Z (30% disabled) provides following information in respect of her income for the previous year 2024-2025:

Particulars	Amount
Gross Total Income	12,50,000
Contribution to NSC VIII	50,000
Contribution to PPF	40,000
Contribution to pension plan of LIC	70,000
Medical insurance premium on health of self and spouse	30,000
Medical insurance premium on health of parents (senior citizens)	59,000
Donation to PM Cares Fund	20,000
Contribution to electoral trust	10,000

03

Calculate the total income of Ms. Z if she opts to shift out of default tax regime.

