



# SOMAIYA

## VIDYAVIHAR UNIVERSITY

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

### QUESTION PAPERS

<b>BRANCH: Bachelor of Business Administration (BBA)</b>	<b>SEM: IV</b>
<b>ATKT</b>	<b>APR-2026</b>

Sr. No.	Subject	Available
1.	231U07I401 - Research Methodology	
2.	231U07C401 – Venture Development & Entrepreneurship Management	
3.	131U07C401 – Strategic Management	
4.		
5.		
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Semester (November 2025 to March 2026) Examination: End Semester Examination April 2026 (UG Programmes)		
Programme code: 07 / <del>05</del> Programme: BBA / <del>BBA</del>	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code: 231U07I401 / 231U06I401	Name of the Course: Research Methodology	
Duration : 2 Hrs.	Maximum Marks : 60	
<b>Instructions:</b> <ol style="list-style-type: none"> <li>1. Read all the instructions carefully before attempting the paper.</li> <li>2. This question paper consists of 4 questions. Clearly indicate the question number in your answer sheet.</li> <li>3. Carefully review the question and ensure you understand it fully before attempting your answer.</li> <li>4. Write neatly and legibly. Answers must be written in black or blue ink only.</li> <li>5. Do not write your name or any identifying marks on the answer script.</li> <li>6. Use diagrams, flowcharts, and examples wherever necessary to enhance your answers.</li> <li>7. Use of Simple Calculators is only permitted for Examination.</li> </ol>		

Question No.		Max. Marks	CO Attainment																				
Q.1.	<p>Construct ANOVA Table and test the hypothesis for the following data.</p> <p>A company is studying how working hours (40 vs. 50 hours per week) and work mode (Remote, Hybrid, Office) affect employee satisfaction scores.</p> <table border="1"> <thead> <tr> <th>Work Mode</th> <th>40 Hours - Employee 1</th> <th>40 Hours - Employee 2</th> <th>50 Hours - Employee 1</th> <th>50 Hours - Employee 2</th> </tr> </thead> <tbody> <tr> <td>Remote</td> <td>85</td> <td>87</td> <td>75</td> <td>77</td> </tr> <tr> <td>Hybrid</td> <td>80</td> <td>82</td> <td>70</td> <td>72</td> </tr> <tr> <td>Office</td> <td>70</td> <td>72</td> <td>60</td> <td>62</td> </tr> </tbody> </table>	Work Mode	40 Hours - Employee 1	40 Hours - Employee 2	50 Hours - Employee 1	50 Hours - Employee 2	Remote	85	87	75	77	Hybrid	80	82	70	72	Office	70	72	60	62	15	1,2,3,4
Work Mode	40 Hours - Employee 1	40 Hours - Employee 2	50 Hours - Employee 1	50 Hours - Employee 2																			
Remote	85	87	75	77																			
Hybrid	80	82	70	72																			
Office	70	72	60	62																			
Q.2.A	<p>Hanuman, a Senior Strategist at Ayodhya Logistics &amp; Solutions, is intrigued by the recurring delays in the "Setu" global supply chain project. His Chief Operations Officer, Sugriva, assigns him the task of conducting research on different approaches to identifying bottlenecks, including technical failures, human coordination, and environmental factors. Hanuman wants to ensure his research follows a rigorous, systematic approach to ensure the "Setu" project meets its launch deadline.</p> <p>Define Research in a professional organizational context. Using examples from Hanuman's investigation into supply chain delays, differentiate between the following three research designs:</p>	15	1,2																				



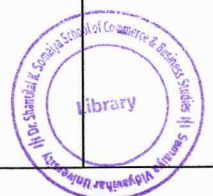
	<ol style="list-style-type: none"> <li>1. How would Hanuman use this to find "unknown" reasons for the delays? What specific metrics would he record to provide a "snapshot" of the current transit times? Identify the Independent Variable and Dependent Variable?</li> <li>2. Explain how Hanuman can apply the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) research objectives framework to his study. Draft one complete SMART objective that Hanuman could present to Sugriva to justify his research timeline and resource needs.</li> <li>3. If Hanuman decides to conduct a survey among 300 Field Agents and Drivers regarding their communication hurdles with headquarters, what five specific steps should he take to ensure the data collected is accurate, representative, and free from "Fear of Authority" bias?</li> </ol>		
	OR		
Q.2.B	<p>Karna, the Chief Technical Officer at Anga Tech, has noticed a significant disparity in the performance of his software engineering teams. While the "Kuru-1" team in Delhi consistently meets deadlines with zero bugs, the "Anga-Remote" team is struggling with burnout and low output. His CEO, Duryodhan, has tasked him with identifying the "X-factor" that drives high performance and implementing it company-wide. Karna wants to move beyond "gut feelings" and use a formal, systematic research process to find a solution. You are appointed to help Karna to design a well structured research process to meet the above objective.</p>	15	1,2
Q.3.A.	<p>Yudhisthira, the Director of Indraprastha Relief (IR), is tasked with assessing the impact of a new "Universal Basic Nutrition" program across the sprawling, diverse Kuru region. The region is divided into five distinct districts, ranging from high-income urban centers to remote, impoverished forest villages.</p> <p>With a limited budget and a strict deadline from the board of directors (the Kuru Elders), Yudhisthira cannot speak to every single citizen. He must use a systematic Sampling Design to ensure his findings are accurate enough to influence national policy.</p> <p>As Yudhisthira's Lead Data Scientist, provide a strategic sampling plan by answering the following three sections (5 Marks each):</p> <ol style="list-style-type: none"> <li>1. Yudhisthira is confused between using Probability Sampling and Non-Probability Sampling (such as Convenience Sampling). <ul style="list-style-type: none"> <li>• Define both methods in the context of this relief program.</li> <li>• Critically argue why Probability Sampling is essential if Yudhisthira wants to claim that his results represent the <i>entire</i> population of the Kuru region, rather than just the people who were easiest to find.</li> </ul> </li> </ol>	15	3



	<p>2. The Kuru region has massive economic disparities (e.g., 10% Ultra-Rich, 30% Middle Class, 60% Below Poverty Line).</p> <ul style="list-style-type: none"> <li>• Explain how Yudhisthira can apply Stratified Sampling to this study.</li> <li>• Why is this method superior to Simple Random Sampling in this specific case? (Hint: Consider the risk of accidentally "missing" the smallest or most vulnerable groups).</li> </ul> <p>3. Yudhisthira has only three horses (field researchers) and a very small travel budget. He cannot send researchers to every single village in the five districts.</p> <ul style="list-style-type: none"> <li>• Propose a Cluster Sampling strategy. How would he select "clusters" to minimize travel costs while still maintaining a systematic approach?</li> <li>• What is one potential drawback of Cluster Sampling that Yudhisthira should warn the Kuru Elders about before they finalize the budget?</li> </ul>		
	OR		
Q.3.B.	<p>Draupadi, a doctoral candidate and Lead Researcher at Narayan Research Pvt. Ltd., has been commissioned to conduct a study titled: "Impact of Personalized AI Recommendations on Impulse Buying Behavior."</p> <p>In the modern digital marketplace, Artificial Intelligence (AI) algorithms analyze vast amounts of user data—browsing history, past purchases, and even "hover time" on images—to generate hyper-personalized product suggestions. These "Recommended for You" prompts are designed to create a sense of urgency and relevance. Draupadi suspects that these AI-driven nudges significantly bypass a consumer's rational budgeting process, leading to Impulse Buying (unplanned, immediate purchases). However, to validate this for her thesis, she must establish a rigorous research framework that proves the link between the "precision" of the AI and the "spontaneity" of the purchase. Follow the 15-Questionnaire Structure as given below with the performa</p> <ol style="list-style-type: none"> <li>1. Demographic Questions</li> <li>2. Dichotomous Questions (Yes/No) (4 Questions)</li> <li>3. Likert Scale Behaviour - 4 Questions</li> <li>4. Likert Frequency 4 Questions</li> <li>5. Rank Order (1-5) 1 Question</li> <li>6. Ordinal Rating (1 Question with rating 1-5)</li> <li>7. Subjective Question (1 Question)</li> </ol>	15	3
Q.4.A.	<p>Kaikeyi, the Director of Ayodhya Retail Corp, is tasked with expanding the empire's trade footprint into the "Dandaka Region"—a territory with vast resources but highly</p>	15	4



	<p>unpredictable consumer behavior and difficult terrain. To ensure the expansion is successful, she appoints a specialized research unit.</p> <p>Kaikeyi needs to know if they should build permanent physical marketplaces (Brick-and-Mortar) or a mobile "Caravan" distribution network (E-commerce/Direct-to-Consumer). She demands a systematic research report that justifies the multi-million <i>gold-coin</i> investment based on hard data rather than intuition.</p> <p>1. Kaikeyi is debating between Observational Studies (watching how traders currently interact in the Dandaka markets) and Surveys (asking potential customers what they want).</p> <ul style="list-style-type: none"> <li>• Compare the advantages and disadvantages of Observational Research versus Questionnaire-based Surveys in this specific context.</li> <li>• Which method is more likely to reveal "unspoken" consumer habits that a survey might miss? Justify your choice.</li> </ul> <p>2. Once the data on trade routes and competitor pricing is collected, Kaikeyi needs to make sense of it.</p> <ul style="list-style-type: none"> <li>• Develop a Data Analysis Strategy for her team. This should include how they will use Descriptive Statistics (to summarize current market prices) and Trend Analysis (to predict seasonal demand).</li> <li>• Explain how Cross-Tabulation could help Kaikeyi understand if "Consumer Preference for Luxury Silk" is related to their "Proximity to the Capital City."</li> </ul> <p>Q3. Kaikeyi requires a formal Executive Research Report to present to the Council of Ministers.</p> <ul style="list-style-type: none"> <li>• Outline the Chapter Scheme for this report (from Introduction to Recommendations).</li> <li>• Specifically, draft a Limitations of the Study section for the final chapter. Why is it ethically and professionally important for Kaikeyi to disclose the "unreliable weather data" or "limited sample size" in the Dandaka region to the Council before they vote on the budget?</li> </ul>		
	OR		
Q.4.B.	<p>Yudhisthira, a Research Analyst at a leading HR consultancy, has been hired by the board of Gandhar Enterprises to investigate a disturbing trend. Employees under the department head, Shakuni, have shown a sharp increase in Workplace Deviance—specifically high absenteeism, intentional slowing of work, and "cyber-loafing."</p> <p>Initial interviews suggest that Shakuni's Abusive Supervision (public belittling, credit-stealing, and coercion) is the primary driver. Yudhisthira has completed his data collection and now</p>	15	4



needs to compile a formal Research Report to present his findings and recommendations to the board. As Yudhisthira, you are required to structure the final Research Report on the research topic: "Impact of Abusive Supervision on Employee Workplace Deviance". Based on the designated chapter scheme. Ensure you cover all the chapters and give brief outline wherever required.

ANOVA table

		F-table of Critical Values of $\alpha = 0.05$ for F(df1, df2)																			
		DF1=1	2	3	4	5	6	7	8	9	10	12	15	20	24	30	40	60	120	$\infty$	
DF2=1		161.45	199.50	215.71	224.58	230.16	233.99	236.77	238.88	240.54	241.88	243.91	245.95	248.01	249.05	250.10	251.14	252.20	253.25	254.31	
2		18.51	19.00	19.16	19.25	19.30	19.33	19.35	19.37	19.38	19.40	19.41	19.43	19.45	19.45	19.46	19.47	19.48	19.49	19.50	
3		10.13	9.55	9.28	9.12	9.01	8.94	8.89	8.85	8.81	8.79	8.74	8.70	8.66	8.64	8.62	8.59	8.57	8.55	8.53	
4		7.71	6.94	6.59	6.39	6.26	6.16	6.09	6.04	6.00	5.96	5.91	5.86	5.80	5.77	5.75	5.72	5.69	5.66	5.63	
5		6.61	5.79	5.41	5.19	5.05	4.95	4.88	4.82	4.77	4.74	4.68	4.62	4.56	4.53	4.50	4.46	4.43	4.40	4.37	
6		5.99	5.14	4.76	4.53	4.39	4.28	4.21	4.15	4.10	4.06	4.00	3.94	3.87	3.84	3.81	3.77	3.74	3.70	3.67	
7		5.59	4.74	4.35	4.12	3.97	3.87	3.79	3.73	3.68	3.64	3.57	3.51	3.44	3.41	3.38	3.34	3.30	3.27	3.23	
8		5.32	4.46	4.07	3.84	3.69	3.58	3.50	3.44	3.39	3.35	3.28	3.22	3.15	3.12	3.08	3.04	3.01	2.97	2.93	
9		5.12	4.26	3.86	3.63	3.48	3.37	3.29	3.23	3.18	3.14	3.07	3.01	2.94	2.90	2.86	2.83	2.79	2.75	2.71	
10		4.96	4.10	3.71	3.48	3.33	3.22	3.14	3.07	3.02	2.98	2.91	2.85	2.77	2.74	2.70	2.66	2.62	2.58	2.54	
11		4.84	3.98	3.59	3.36	3.20	3.09	3.01	2.95	2.90	2.85	2.79	2.72	2.65	2.61	2.57	2.53	2.49	2.45	2.40	
12		4.75	3.89	3.49	3.26	3.11	3.00	2.91	2.85	2.80	2.75	2.69	2.62	2.54	2.51	2.47	2.43	2.38	2.34	2.30	
13		4.67	3.81	3.41	3.18	3.03	2.92	2.83	2.77	2.71	2.67	2.60	2.53	2.46	2.42	2.38	2.34	2.30	2.25	2.21	
14		4.60	3.74	3.34	3.11	2.96	2.85	2.76	2.70	2.65	2.60	2.53	2.46	2.39	2.35	2.31	2.27	2.22	2.18	2.13	
15		4.54	3.68	3.29	3.06	2.90	2.79	2.71	2.64	2.59	2.54	2.48	2.40	2.33	2.29	2.25	2.20	2.16	2.11	2.07	
16		4.49	3.63	3.24	3.01	2.85	2.74	2.66	2.59	2.54	2.49	2.42	2.35	2.28	2.24	2.19	2.15	2.11	2.06	2.01	
17		4.45	3.59	3.20	2.96	2.81	2.70	2.61	2.55	2.49	2.45	2.38	2.31	2.23	2.19	2.15	2.10	2.06	2.01	1.96	
18		4.41	3.55	3.16	2.93	2.77	2.66	2.58	2.51	2.46	2.41	2.34	2.27	2.19	2.15	2.11	2.06	2.02	1.97	1.92	
19		4.38	3.52	3.13	2.90	2.74	2.63	2.54	2.48	2.42	2.38	2.31	2.23	2.16	2.11	2.07	2.03	1.98	1.93	1.88	
20		4.35	3.49	3.10	2.87	2.71	2.60	2.51	2.45	2.39	2.35	2.28	2.20	2.12	2.08	2.04	1.99	1.95	1.90	1.84	
21		4.32	3.47	3.07	2.84	2.68	2.57	2.49	2.42	2.37	2.32	2.25	2.18	2.10	2.05	2.01	1.96	1.92	1.87	1.81	
22		4.30	3.44	3.05	2.82	2.66	2.55	2.46	2.40	2.34	2.30	2.23	2.15	2.07	2.03	1.98	1.94	1.89	1.84	1.78	
23		4.28	3.42	3.03	2.80	2.64	2.53	2.44	2.37	2.32	2.27	2.20	2.13	2.05	2.01	1.96	1.91	1.86	1.81	1.76	
24		4.26	3.40	3.01	2.78	2.62	2.51	2.42	2.36	2.30	2.25	2.18	2.11	2.03	1.98	1.94	1.89	1.84	1.79	1.73	
25		4.24	3.39	2.99	2.76	2.60	2.49	2.40	2.34	2.28	2.24	2.16	2.09	2.01	1.96	1.92	1.87	1.82	1.77	1.71	
26		4.23	3.37	2.98	2.74	2.59	2.47	2.39	2.32	2.27	2.22	2.15	2.07	1.99	1.95	1.90	1.85	1.80	1.75	1.69	
27		4.21	3.35	2.96	2.73	2.57	2.46	2.37	2.31	2.25	2.20	2.13	2.06	1.97	1.93	1.88	1.84	1.79	1.73	1.67	
28		4.20	3.34	2.95	2.71	2.56	2.45	2.36	2.29	2.24	2.19	2.12	2.04	1.96	1.91	1.87	1.82	1.77	1.71	1.65	
29		4.18	3.33	2.93	2.70	2.55	2.43	2.35	2.28	2.22	2.18	2.10	2.03	1.94	1.90	1.85	1.81	1.75	1.70	1.64	
30		4.17	3.32	2.92	2.69	2.53	2.42	2.33	2.27	2.21	2.16	2.09	2.01	1.93	1.89	1.84	1.79	1.74	1.68	1.62	
40		4.08	3.23	2.84	2.61	2.45	2.34	2.25	2.18	2.12	2.08	2.00	1.92	1.84	1.79	1.74	1.69	1.64	1.58	1.51	
60		4.00	3.15	2.76	2.53	2.37	2.25	2.17	2.10	2.04	1.99	1.92	1.84	1.75	1.70	1.65	1.59	1.53	1.47	1.39	
120		3.92	3.07	2.68	2.45	2.29	2.18	2.09	2.02	1.96	1.91	1.83	1.75	1.66	1.61	1.55	1.50	1.43	1.35	1.25	
$\infty$		3.84	3.00	2.60	2.37	2.21	2.10	2.01	1.94	1.88	1.83	1.75	1.67	1.57	1.52	1.46	1.39	1.32	1.22	1.00	

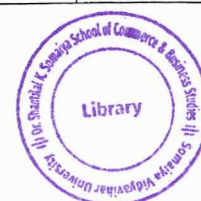


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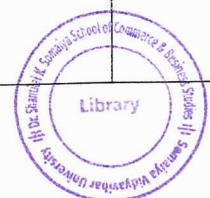


Semester (November 2025 to April 2026)		
Examination: End Semester Examination April 2026 (UG Programmes)		
Programme code: 07/06 Programme: BBA/BBM	Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College	Name of the Department: Business Studies	
Course Code: 231U07C401	Name of the Course: <i>Venture Development &amp; Entrepreneurship Management</i>	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1) Figure to the right indicate maximum marks		

Question No.		Max. Marks	CO Attainment
Q.1.	<p>Ishaan worked as a production manager in a mid-sized firm. He ensured smooth operations, met targets, and maintained efficiency. However, he often found himself thinking beyond routine tasks—questioning existing methods and suggesting new ways to reduce costs and improve output.</p> <p>While his role required him to execute plans, Ishaan increasingly felt the urge to design something of his own. He began exploring ideas that could transform waste materials into usable products. Yet, he hesitated, unsure whether he was ready to move from managing processes to creating a venture.</p> <p>Ishaan now finds himself reflecting on whether his current role limits his potential or prepares him for something larger.</p>	15	CO1



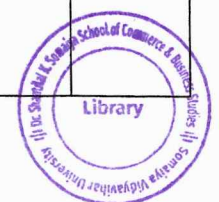
	<p>(a) Based on the case, differentiate between the roles of an entrepreneur and a manager, and evaluate where Ishaan currently stands. (8 Marks)</p> <p>(b) Examine how entrepreneurship as a creative and knowledge-based activity is reflected in the case. (7 Marks)</p>		
Q.2.A	<p>Explain the concept of innovation and disruptive innovation. How does disruptive innovation differ from sustaining innovation? Discuss the process through which disruption occurs in markets.</p>	15	CO2
	OR		
Q.2.B	<p>Discuss the development of social entrepreneurship as a global and Indian phenomenon. Explain the key dimensions that shape social entrepreneurship.</p>	15	CO2
Q.3.A	<p>Entrepreneurial failure is common in early-stage ventures. Discuss the major causes of business failure, particularly financial issues, mismanagement, and poor financial planning, and suggest ways to overcome them.</p>	15	CO3
	OR		
Q.3.B	<p>Discuss the execution plan of a business venture. Explain the key roadblocks and challenges faced by entrepreneurs during implementation of a business plan.</p>	15	CO3
Q.4.A	<p>Explain the concept and structure of family businesses. Discuss the HUF as a form of family business and examine the advantages and challenges faced by family firms.</p>	15	CO4
	OR		
Q.4.B	<p>Evaluate how modern startups use various types of intellectual property rights to protect innovation and maintain a competitive advantage within the rapidly evolving digital economy</p>	15	CO4





<b>Examination: ATKT Examination March/April 2024 (UG Programmes)</b>		
<b>Programme code: 07 / 66</b> <b>Programme: BBA Hons / BBM</b>	<b>Class: SY</b>	<b>Semester: IV</b>
<b>Name of the Constituent College:</b> <b>S K Somaiya College</b>	<b>Name of the Department:</b> <b>Business Studies</b>	
<b>Course Code:</b> <b>131U07C401/131U06C401</b>	<b>Name of the Course: Strategic Management</b>	
<b>Duration : 2 Hrs.</b>	<b>Maximum Marks : 60</b>	
<b>Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary</b>		

Question No.		Max. Marks	CO
Q.1. A	Briefly explain the steps involved in strategic management.	8	CO1
B	Enumerate different factors influencing of strategic decisions.	7	CO1
	OR		
Q.1. C	Diagrammatically explain BCG matrix in detail.	8	CO2
D	Briefly explain the need and importance of strategic analysis.	7	CO2
Q.2. A	Write a note on resource allocation.	8	CO2
B	Give suitable examples and explain Restructuring strategies in detail.	7	CO3
	OR		
Q.2. C	Describe different corporate, business and functional level strategies adopted by different organizations.	15	CO3
Q.3. A.	Identify diversification type along with the need to diversify. Also enlist other types of diversification options available for an organization	8	CO3
B	Write a note on Internationalization strategy.	7	CO3
	OR		
Q.3. C	List down the steps involved in strategic implementation.	8	CO3
D	Write a note on Strategic surveillance and performance benchmarking.	7	CO4
Q.4	Solve the following Case Study	15	
	Mr. N.R. Narayana Murthy is one of the well-known Indian entrepreneurs who failed before achieving success. He started his journey from IIMA and established a small startup firm known as Softronics. But the business failed miserably, and he ended up joining Patni Computer Systems. Mr. Murthy had a different dream, for which he established another company with the name Infosys Technologies along with his six other partners. Now, Infosys is one of the most highly successful IT (Information Technology) firms across the globe with its presence in over 46 countries and serving clients in numerous industries. Infosys places a strong emphasis on innovation to stay competitive in the		



	rapidly evolving technology landscape. The company invests heavily in R & D, fosters a culture of creativity and entrepreneurship, and actively seeks out partnerships with leading technology firms and academic institutions. Infosys views its employees as key assets and invests heavily in talent development initiatives like training programs, career programs, employee motivation and retention. Infosys places a strong emphasis on understanding its clients businesses and delivering value added services tailored to their specific needs. He is now regarded as a successful leader and a philanthropist.		
	Questions-		
i)	Analyze the reasons for failure of earlier business.	5	CO4
ii)	List down different strategies adopted by Infosys.	5	CO2
iii)	Highlight different qualities with reference to Mr. Narayan Murthy.	5	CO3

