



# SOMAIYA

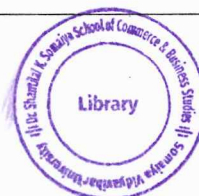
## VIDYAVIHAR UNIVERSITY

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

### QUESTION PAPERS

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

Sr. No.	Subject	Available
1.	231U07C401 – Entrepreneurship Management & Venture Development	
2.	Customer Relationship Management	
3.	231U07C404 – Strategic Financial Management	
4.	Talent Management & Competency Mapping	
5.	Media Management	
6.	Risk Management	
7.	Performance Management & Career Planning	
8.	231U07I401 – Research Methodology	
9.	231U07C408 – French	
10.	German	
11.	Spanish	
12.		
13.		
14.		
15.		



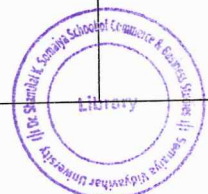


Semester (November 2025 to April 2026)		
Examination: End Semester Examination April 2026 (UG Programmes)		
Programme code: 07/ <del>06</del>	Class: SY	Semester: IV
Programme: BBA/ <del>BBA</del>		
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code: 231U07C401	Name of the Course: Entrepreneurship Management and Venture Development	
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



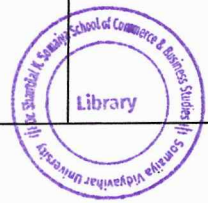
	(a) Based on the case, differentiate between the roles of an entrepreneur and a manager, and evaluate where Ishaan currently stands. (8 Marks)		
	(b) Examine how entrepreneurship as a creative and knowledge-based activity is reflected in the case. (7 Marks)		
Q.2.A	Explain the concept of innovation and disruptive innovation. How does disruptive innovation differ from sustaining innovation? Discuss the process through which disruption occurs in markets.	15	CO2
	OR		
Q.2.B	Discuss the development of social entrepreneurship as a global and Indian phenomenon. Explain the key dimensions that shape social entrepreneurship.	15	CO2
Q.3.A.	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.	15	CO3
	OR		
Q.3.B.	Discuss the execution plan of a business venture. Explain the key roadblocks and challenges faced by entrepreneurs during implementation of a business plan.	15	CO3
Q.4.A.	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.	15	CO4
	OR		
Q.4.B.	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	15	CO4



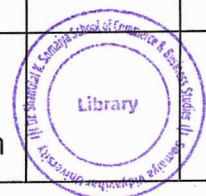


Semester (November 2025 to March 2026)		
Examination: End Semester Examination March 2026 (UG Programmes)		
Programme code: <del>06</del> /07	Class: SY	Semester: IV
Programme: <del>BBA</del> /BBA		
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code:	Name of the Course: Customer Relationship Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

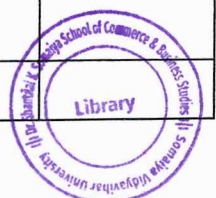
Question No.		Max. Marks	CO Attainment
Q.1.	<p><u>Read the case carefully and answer the given questions-</u></p> <p>BrightStyle Retail is a clothing retail company that started as a small store selling garments to walk-in customers. In the beginning, the company relied on traditional methods of managing customers, such as keeping records of regular customers in notebooks and remembering their preferences.</p> <p>As the business expanded to multiple outlets and an online store, the management realized that manual methods were not effective. The company started using CRM systems to manage their customers. This will automate many business operations and help the business in generating more sales.</p> <p>However, some employees found it difficult to adapt to the new system, and the company is still trying to convince them.</p>		



	<p>Questions:</p> <ol style="list-style-type: none"> <li>1. Describe the major stages in the evolution of CRM.</li> <li>2. Discuss all the enablers of CRM along with its importance with reference to the case.</li> <li>3. Analyse how data analytics improve customer relationships?</li> </ol>	5 marks	CO1
		5 Marks	CO1
		5 Marks	CO3
Q.2.A	<p>SkyHigh Airlines struggles with managing frequent flyer programs, customer feedback, and service personalization across its flights and online portal. They aim to implement a CRM system to enhance customer satisfaction and loyalty.</p> <ol style="list-style-type: none"> <li>1. Discuss the benefits SkyHigh Airlines can achieve by adopting a CRM system.</li> <li>2. Recommend the type of CRM most appropriate for the airline, with justification.</li> </ol>	8 marks	CO1
		7 marks	CO2
	OR		
Q.2.B	<p>AutoDrive Motors wants to increase repeat purchases of vehicles and accessories and strengthen relationships with existing customers. Currently, sales executives manually track leads, test drives, and follow-ups, leading to lost opportunities. The company plans to adopt SFA to streamline sales processes and track customer engagement.</p> <ol style="list-style-type: none"> <li>1. Analyze how AutoDrive Motors can use the loyalty ladder to convert first-time buyers into loyal advocates.</li> <li>2. Discuss how SFA can support the company interactions, and explain the main components of an SFA system.</li> </ol>	8 marks	CO2
		7 marks	CO3
Q.3.A.	<p>Serenity Spa &amp; Resort faces low repeat bookings despite offering premium services. Guests complain about long check-in</p>		



	<p>times, inconsistent staff behavior, and limited personalized services. The management plans to implement retention programs to retain high-value customers.</p> <ol style="list-style-type: none"> <li>1. Identify retention initiatives Serenity Spa &amp; Resort can adopt to increase repeat visits, and explain the role of loyalty programs in building long-term customer loyalty.</li> <li>2. Analyze the role of SERVQUAL in identifying service gaps at the resort.</li> </ol>	8 marks	CO2
		7 marks	CO3
	OR		
Q.3.B.	<p>TechShop, a retail company serving both corporate (B2B) and individual (B2C) customers, struggles to manage diverse customer relationships and personalize services. The company also collects large volumes of sales and customer data and wants to integrate it, recommend products based on user preferences, and identify items frequently bought together to boost cross-selling.</p> <ol style="list-style-type: none"> <li>1. Evaluate how the use of data mining, collaborative filtering, and market basket analysis can help TechShop.</li> <li>2. Use CRM effectively for B2B and B2C customers.</li> </ol>	8 marks	CO3
		7 marks	CO3
Q.4.A.	<p>LearnEdge uses a CRM to track student enrollments, course progress, and feedback. Management observed that certain students require excessive support but rarely complete courses, making them costly to serve.</p> <ol style="list-style-type: none"> <li>1. Apply your knowledge to evaluate CRM effectiveness at LearnEdge.</li> <li>2. Suggest ways to identify and manage unprofitable students.</li> </ol>	8 marks	CO4
		7 marks	CO4
	OR		



Q.4.B.	<p>FashionHub, an online fashion retailer, wants to improve customer engagement and sales. The company plans to implement a CRM system but is unsure about the stages of implementation. They also want to use RFM analysis.</p> <ol style="list-style-type: none"> <li>1. Discuss the key stages FashionHub should follow while effectively implementing a CRM system.</li> <li>2. Explain how RFM analysis can help FashionHub identify valuable customers and improve marketing effectiveness.</li> </ol>		
		8 marks	CO4
		7 marks	CO4



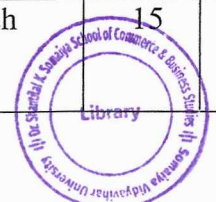


**SOMAIYA**  
VIDYAVIHAR UNIVERSITY

BBA  
Sem-IV  
06 APR 2026

<b>January/February 2026</b> <b>Examination: In Semester Examination (UG/PG Programmes)</b>		
<b>Programme code:</b> <b>Programme: BBA</b>	<b>Class:</b> SYBBA	<b>Semester: IV</b>
<b>Name of the School: Dr. Shantilal K Somaiya School of Commerce and Business Studies</b>	<b>Name of the Department Business Studies</b>	
<b>Course Code:</b> 231007C404	<b>Name of the Course: Strategic Financial Management</b>	
<b>Duration : 2 Hrs</b>	<b>Maximum Marks : 60</b>	
<b>Instructions: 1) All Questions are Compulsory with internal options</b> <b>2) Working notes are Compulsory</b>		

Question No.		Max. Mark	CO
Q1 A	A company plans to invest in a new machine: <ul style="list-style-type: none"><li>• Cost of Machine: ₹7,00,000</li><li>• Installation Cost: ₹1,00,000</li><li>• Working Capital: ₹2,00,000 (recovered at end)</li><li>• Project Life: 5 years</li><li>• Salvage Value: ₹1,00,000</li><li>• Depreciation: Straight-line</li><li>• Tax Rate: 30%</li><li>• Discount Rate: 10%</li></ul> Expected Earnings Before Depreciation & Tax (EBDT): Year EBDT (₹) 1 3,00,000 2 3,20,000 3 3,50,000 4 3,80,000 5 4,00,000 Determine whether company should invest in new machine based on profitability Index method	15	01
B	Discuss different methods of project evaluation and their advantages	15	01
Q2 A	Discuss different types of dividend policy and factors determining dividend policy	15	02
B	OR “Digital finance is transforming the financial sector by providing immense benefits. However, it also poses significant challenges to users, businesses, and regulators. Critically discuss digital finance, highlighting its key advantages and disadvantages, and evaluating its overall impact on the economy and society. Support your answer with examples.”	15	02
Q3 A	Karan Ltd provides following information and requests you to prepare Cash flow statement for the year ended 31 <sup>st</sup> March 2025	15	03



Balance sheet (Rs. In '000)

Liabilities	31-3-24	31-3-25	Assets	31-3-24	31-3-25
Share Capital	1000	1000	Land & Buildings	400	360
General reserves	504	480	Plant & Machinery	550	420
Bank loan	200	NIL	Other fixed assets	90	60
Creditors	344	316	Investments	100	100
Tax provision	60	90	Stock	380	400
			Debtors	390	340
			Bank	198	206
<b>Total</b>	<b>2108</b>	<b>1886</b>		<b>2108</b>	<b>1886</b>

Additional information:

1. Dividends of Rs.60,000 paid during the year.
2. Machinery of book value Rs.30,000 sold at a profit of Rs.6,000.
3. Investments costing Rs.20,000 sold for Rs.24,000.
4. Depreciation for the year: Buildings – Rs.10,000, Plant & Machinery: Rs.40,000 Prepare Cash flow statement for the year ended 31<sup>st</sup> March 2025.

OR

Zodiac Ltd provides Balance sheet of years 2024 & 2025:

Balance sheet

Liabilities	2024	2025	Assets	2024	2025
Equity capital	5,00,000	5,00,000	Land & Buildings	7,50,000	11,00,000
9% Preference capital	3,00,000	NIL	Plant & Machinery	5,00,000	4,00,000
10% Debentures	NIL	5,00,000	Cash & Bank	2,50,000	2,50,000
General reserves	2,00,000	3,50,000	Stock	1,50,000	1,00,000
Tax provisions	50,000	75,000	Debtors	50,000	2,50,000
Proposed	1,50,000	2,25,000	Investment	50,000	NIL

15

03



	dividends				
	Creditors	4,50,000	3,00,000		
	Other Current liabilities	1,00,000	1,50,000		
	Total	17,50,000	21,00,000	17,50,000	21,00,000
			0		
	Additional information:				
	1. Buildings purchased during the year amounted to Rs.4,50,000.				
	2. Machinery worth Rs.2,00,000 sold for Rs.1,80,000				
	3. Depreciation on machinery amounted to Rs.50,000				
	4. Investments sold at a book value				
	Prepare Cash flow statement for the year 2025.				
Q4	Discuss the following:			15	
	a) NFTs				02
	b) Benefits of XBRL				02
	c) Corporate Governance				04

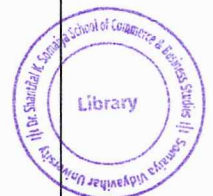


Semester (November 2025 to March 2026) Examination: End Semester Examination March 2026 (UG Programmes)		
Programme code: 07 Programme: BBA	Class: SYBBA	Semester: IV
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course Code:	Name of the Course: Talent Management & Competency Mapping	
Duration: 2 Hrs.	Maximum Marks: 60	
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Question No.		Max. Marks	CO Attainment
Q.1.	<p>A mid-sized IT services company, <i>Tech Nova Solutions</i>, is facing challenges in aligning employee skills with evolving project requirements in areas like AI, cloud computing, and data analytics. The HR department decides to implement competency mapping to identify current skill levels and prepare employees for future roles.</p> <p>The company begins by collecting raw data through multiple sources such as employee resumes, performance appraisals, training records, self-assessment surveys, and manager feedback. This data reveals variations in technical, behavioural, and managerial competencies across teams.</p> <p>To simplify the process, HR adopts a shortcut method of competency mapping, which includes:</p> <ol style="list-style-type: none"> <li>1. Identifying key roles and selecting top performers as benchmarks.</li> <li>2. Listing core competencies required for each role.</li> <li>3. Comparing average performers with top performers.</li> <li>4. Conducting quick gap analysis.</li> <li>5. Prioritizing critical competencies for development.</li> </ol> <p>Based on this, Tech Nova creates competency clusters such as technical expertise, problem-solving, communication, and adaptability. The company then focuses on mapping future jobs, especially roles like AI Specialist, Cloud Engineer, and Data Analyst. HR identifies future skill</p>	15	CO3 & CO4

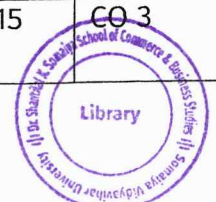


	<p>requirements and designs training programs, job rotation, and upskilling initiatives to bridge competency gaps.</p> <p>As a result, the organization improves workforce readiness, internal mobility, and overall productivity.</p>		
	<p>Based on the above case study:</p> <p>a) Explain the concept of competency mapping and the importance of collecting raw data in this process. (5 Marks)</p> <p>b) Describe the shortcut method steps used by Tech Nova for competency mapping. (5 Marks)</p> <p>c) Discuss how competency mapping helps in mapping future jobs and improving organizational effectiveness. (5 Marks)</p>		
Q.2.A	<p>“Effective talent acquisition begins with a clear understanding of job roles and requirements through systematic job analysis.”</p> <p>In the light of the above statement, answer the following:</p> <p>a) Define Talent Acquisition and explain its key roles in an organization. (3 marks)</p> <p>b) Describe the stages of the Talent Acquisition process in detail. (5 marks)</p> <p>c) Explain the concept of Job Analysis and discuss how questionnaires and interviews are used as methods for collecting job-related information. (5 marks)</p> <p>d) Discuss the importance of Job Description (JD) and its relationship with Job Analysis in effective hiring. (2 marks)</p>	15	CO2
	OR		
Q.2.B	<p>“Talent Management is a strategic process that ensures the right talent is available at the right time to achieve organizational goals.”</p> <p>a) Define Talent Management. (3 marks)</p> <p>b) Explain the <b>Talent Management Process</b> in detail, including stages such as talent acquisition, development, retention, and succession planning. (9 marks)</p> <p>c) Discuss the importance of an effective talent management process in improving organizational performance. (3 marks)</p>	15	CO1



Semester (November 2025 to March 2026)		
Examination: End Semester Examination November 2024 (UG Programmes)		
Programme code: 07 Programme: BBA	Class: SYBBA	Semester: IV
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: Media 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 popular radio station has seen a drop in listenership due to podcasts and music streaming apps. The management plans to introduce podcasts, interactive shows, and mobile applications to attract new listeners.		
Q.1.A	Identify the major competitive threats faced by the radio station.	05	CO 3
Q.1.B	Suggest innovative programming strategies to increase audience engagement.	05	CO 1
Q.1.C	Assess the role of digital platforms in reviving traditional radio broadcasting.	05	CO 2
Q.2.A	Explain the concept and objectives of media ownership and control.	07	CO 3
Q.2.B	Discuss the impact of media regulations and policies on media organizations.	08	CO 2
	OR		
Q.2.C	Analyse the role of branding and positioning in building a	15	CO 3



	successful media organization.		
Q.3.A	Explain the concept of media ethics and social responsibility.	08	CO 3
Q.3.B	Discuss the ethical challenges faced by media organizations in the digital age.	07	CO 2
	OR		
Q.3.C	A new OTT platform wants to compete with established streaming services. Analyze the strategies the company should adopt in terms of content, pricing, marketing, and partnerships	15	CO 4
Q.4.A	Discuss the role of media in shaping public opinion and social awareness in India.	08	CO 3
Q.4.B	An Indian media company wants to expand into regional markets in Tier-2 and Tier-3 cities. Evaluate the media consumption patterns and opportunities in these markets.	07	CO 2
	OR		
Q.4.C	Evaluate how globalization has influenced media content, media ownership, and audience preferences.	15	CO 4





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Semester (Nov 2025 to April 2026)		
Examination: End Semester Examination November-2026 (UG Programmes)		
Programme code: 06/ <del>07</del>	Class: SY BBA/BBM	Semester: IV
Programme: BBA/ <del>BBM</del>	Finance	
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: Risk Management	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Quote suitable examples as required.3)Q1 is <b>COMPULSORY</b>		

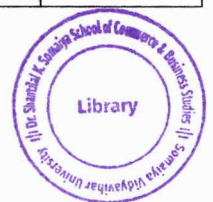
Question No.		Max. Marks	CO Attainment
Q.1.	<p>1. In 2025, Mumbai's New India Co-operative Bank was rocked by a ₹122 crore fraud.</p> <p>2. The former General Manager, Hitesh Pravinchand Mehta, allegedly siphoned funds from the Dadar and Goregaon branches over several years.</p> <p>3. The fraud involved misuse of authority, falsification of records, and weak internal controls, exposing systemic vulnerabilities in cooperative banking.</p> <p>4. A court later denied bail to the accused, citing the seriousness of allegations and scale of financial damage</p> <p><b>Key Issues</b></p> <ul style="list-style-type: none"> <li>• Risk Management Failure: Lack of checks on loan disbursement and fund transfers.</li> <li>• Governance Breakdown: Board and auditors failed to detect irregularities.</li> <li>• Regulatory Oversight: RBI's monitoring mechanisms were bypassed.</li> <li>• Impact: Loss of depositor trust, reputational damage to cooperative banks, and calls for stronger compliance frameworks.</li> </ul> <p><b>Answer all 3 questions for 5 marks each :</b></p> <p>1. Risk Management Perspective: How did weak internal controls and concentration of authority in one individual contribute to the ₹122 crore fraud? Suggest two risk management practices that could have prevented this.</p>	15	CO 1,2,3,4



	<p>2. Governance &amp; Accountability: Discuss the role of the board of directors and auditors in detecting fraud. How did governance failures worsen the situation at New India Co-operative Bank?</p> <p>3. Regulatory Oversight &amp; Impact: Evaluate the effectiveness of RBI's regulatory framework in cooperative banks. What lessons can be learned from this case to strengthen depositor protection and systemic stability?</p>		
Q.2.A	<p>A mid-sized manufacturing company recently faced multiple challenges such as fluctuating raw material prices, cyber threats, supply chain disruptions, and regulatory compliance issues. During a strategy meeting, the Chief Risk Officer suggested adopting a structured risk management process and recommended shifting from the traditional risk management approach to a more integrated Enterprise Risk Management (ERM) framework.</p> <p>Based on the situation, explain the seven-step process of risk management and analyze how Enterprise Risk Management differs from traditional risk management in addressing complex organizational risks.</p>	15	CO2
	<b>OR</b>		
Q.2.B	<p>An Indian exporter receives a large order from an overseas buyer. However, the buyer insists on financial assurance before making advance payments. The exporter approaches his bank, which suggests using instruments such as Bank Guarantees (BG) and Letters of Credit (LC) to reduce the risk of non-payment.</p> <p>Analyze the different types of Bank Guarantees and Letters of Credit used in banking transactions, and explain how a business entity can obtain a Bank Guarantee from a bank, highlighting the practical requirements and process involved.</p>	15	CO3
Q.3.A.	<p>Two investment professionals are discussing market opportunities. One of them notices a temporary price difference of the same security in two different markets and suggests making profits through arbitrage. At the same time, another trader proposes entering into a swap agreement to manage interest rate exposure.</p> <p>Using the above scenario, explain the concepts of arbitrage and swaps, and illustrate with examples how these financial instruments are used by investors and institutions to manage risk and exploit market inefficiencies.</p>	15	CO1
	<b>OR</b>		
Q.3.B.	<p>A business owner deposits several cheques received from customers into his bank account. The bank employee explains that cheques are processed through MICR technology, which allows faster clearing and accurate identification of bank branches. The owner also learns that cheques are governed by specific legal provisions under banking laws.</p> <p>In this context, explain what a cheque is, discuss the legal aspects governing cheque transactions, and analyze the role of MICR technology and the information contained in the MICR line in modern banking operations.</p>	15	CO4
Q.4.A.	<p>FreshSip Beverages Ltd., a mid-sized company in Bengaluru, plans to launch a new line of organic fruit juices. The management is optimistic but realizes that external factors could influence the success of the product.</p>	15	CO3



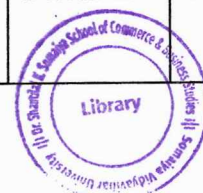
	<ul style="list-style-type: none"> <li>The government is tightening food safety and labeling regulations, which could increase compliance costs.</li> <li>Economic conditions show rising disposable incomes among urban consumers, but rural markets remain price-sensitive.</li> <li>Social trends indicate growing health consciousness and preference for natural products, yet many consumers still choose cheaper, sugary alternatives.</li> <li>Technological innovations in packaging and cold-chain logistics are emerging, but adopting them requires significant investment.</li> </ul> <p><b><u>Answer all 3 for 5 marks each</u></b></p> <ol style="list-style-type: none"> <li>Define PEST analysis and explain its four dimensions.</li> <li>Discuss why PEST analysis is important for FreshSip Beverages Ltd. before launching its organic juices.</li> <li>Apply PEST analysis to the caselet and suggest how the company can leverage opportunities and mitigate threats.</li> </ol>		
	OR		
Q.4.B.	<p>Rita, a young investor, has savings of ₹10 lakh and wants to invest in the stock market. She is considering investing in shares of companies from different industries such as banking, technology and pharmaceuticals. Her financial advisor explains that instead of investing in a single stock, she should create a diversified portfolio to balance risk and return.</p> <p>The advisor refers to the portfolio selection model developed by Harry Markowitz, which emphasizes that investors can reduce overall portfolio risk through diversification and by selecting an optimal combination of assets.</p> <p><b>Question</b></p> <p>Using the above situation, explain the Markowitz Portfolio Model and analyze how diversification helps investors achieve an optimal risk–return portfolio. Illustrate your explanation with a simple portfolio diagram or concept of the efficient frontier to support your answer.</p>	15	CO3





Semester (November 2025 to March 2026)		
Examination: End Semester Examination March 2026 (UG Programmes)		
Programme code:07 Programme: BBA	Class: SYBBA	Semester: IV
Name of the Constituent College: S K Somaiya College	Name of the Department: Business Studies	
Course Code:	Name of the Course: Performance Management and Career planning	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

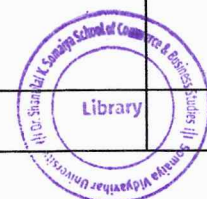
Question No.		Max. Marks	CO Attainment
Q.1.	<p>BrightWave Marketing hired several employees for its digital marketing department. At the beginning of the year, the manager asked employees to “increase company growth” without defining clear KRAs (Key Result Areas) and KPIs (Key Performance Indicators). Employees were unsure whether to focus on sales, customer engagement, or lead generation.</p> <p>After six months, the manager evaluated employees based mainly on sales outcomes. Employees felt the appraisal was unfair due to the absence of clear performance criteria and measurable goals.</p> <p>The HR department identified gaps in performance planning and introduced an automated Performance Management System (PMS)</p> <p>Questions</p> <ol style="list-style-type: none"> <li>Identify the issues in performance planning in this case.</li> <li>How does the absence of clear KRAs and KPIs affect employee performance and evaluation?</li> </ol>	<p>5 marks</p> <p>5 marks</p>	<p>CO2</p> <p>CO3</p>



	c. How can automation in PMS improve performance planning, monitoring and career development ?	5 marks	CO3
Q.2.A	<p>BrightTech Retail Ltd. introduced a Performance Management System (PMS). Managers were responsible for setting goals and giving feedback, while employees were expected to achieve targets and improve performance. The company also linked PMS with training, promotions, and rewards. However, some managers did not provide proper feedback and employees felt that promotions were not always based on PMS results.</p> <p>a. What is the role of employers and employees in PMS?</p> <p>b. How is PMS linked with other HR functions?</p>	8 marks 7 marks	CO1 CO1
	OR		
Q.2.B	<p>At Delta Logistics, an employee claimed his performance appraisal was biased and discriminatory. The company lacked proper documentation to justify the ratings, leading to legal issues.</p> <p>To address this, HR introduced transparent policies, proper documentation, and linked rewards with performance.</p> <p>1. Discuss the key legal principles that ensure fairness and reduce legal risks in performance appraisal systems.</p> <p>2. Evaluate the advantages of performance-based rewards in enhancing employee motivation and organizational effectiveness. Also suggest a few modern rewards.</p>	8 marks 7 marks	CO2 CO2
Q.3.A.	<p>A multinational company operating in several countries decided to implement a Universal Competency Framework. The goal was to define common competencies required for employees across different departments and locations.</p> <p>Managers were asked to evaluate employees based on competencies such as communication, teamwork, problem-solving, and leadership.</p>		



	<p>This framework helped standardize the performance management system across the organization.</p> <ol style="list-style-type: none"> <li>1. Briefly explain the universal competency framework and its need?</li> <li>2. Give examples of different competencies that can be included in such a framework.</li> </ol>	8 marks	CO2
		7 marks	CO3
	OR		
Q.3.B.	<p>Many employees in an organization are leaving within two years because they see limited opportunities for growth. As a result, employees do not receive training, feedback, or career guidance. Teams also lack key characteristics of high-performing teams.</p> <ol style="list-style-type: none"> <li>a. Explain how linking performance management with learning and career development can reduce employee attrition.</li> <li>b. Evaluate the need for team performance management in the given scenario.</li> </ol>	8 marks	CO2
		7 marks	CO3
Q.4.A.	<p>Riya is a final-year BBA student. She is confused about her career choice. Her parents want her to prepare for government exams, but she is interested in digital marketing. She has good communication skills but lacks technical knowledge in marketing tools. Her college recently introduced a digital marketing certification course, but she is unsure whether to enroll. She also observes that many of her seniors are getting jobs in marketing roles.</p> <ol style="list-style-type: none"> <li>a. Evaluate the importance of a systematic career planning process in Riya's case. Suggest the steps she should follow and explain the detailed components involved at each stage with suitable justification.</li> <li>b. Analyze the possible factors influencing Riya's career planning.</li> </ol>	8 marks	CO4
		7 marks	CO4
	OR		



Q.4.B.	<p>a. "Managers manipulate ratings to reduce employee bonuses." Explain the ethical issues involved in performance management along with any 4 performance appraisal errors.</p> <p>b. A company assigns senior managers as mentors to guide junior employees. In the light of the above statement, highlight the role of mentoring in career planning and development.</p>	8 marks	CO4
		7 marks	CO4

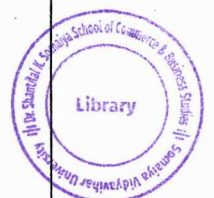


Semester (November 2025 to March 2026)		
Examination: End Semester Examination April 2026 (UG Programmes)		
Programme code: 07 / <del>06</del>	Class: SY	Semester: IV
Programme: BBA / <del>BBM</del>		
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies
Course 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.	Question	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" style="margin-left: auto; margin-right: auto; border-collapse: collapse;"> <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 style="text-align: center;">85</td> <td style="text-align: center;">87</td> <td style="text-align: center;">75</td> <td style="text-align: center;">77</td> </tr> <tr> <td>Hybrid</td> <td style="text-align: center;">80</td> <td style="text-align: center;">82</td> <td style="text-align: center;">70</td> <td style="text-align: center;">72</td> </tr> <tr> <td>Office</td> <td style="text-align: center;">70</td> <td style="text-align: center;">72</td> <td style="text-align: center;">60</td> <td style="text-align: center;">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																				



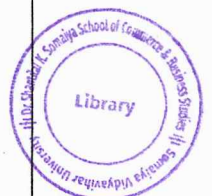
	<ol style="list-style-type: none"> <li>1. How would Hanuman use this to find "unknown" reasons for the delays? What specific metrics would he record to provide a "snapshot" of the current transit times? Identify the Independent Variable and Dependent Variable?</li> <li>2. Explain how Hanuman can apply 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>Karn, 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 Karn 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. With a limited budget and a strict deadline from the board of directors (the Kuru Eiders), 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\DF2	1	2	3	4	5	6	7	8	9	10	12	15	20	24	30	40	60	120	$\infty$					
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	249.03	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					





15 APR 2025

SOMAIYA  
VIDYAVIHAR UNIVERSITY


<b>March/April 2026</b>		
<b>Examination: End Semester Examination (UG Programmes)</b>		
<b>Programme code: 07</b> <b>Programme: BBA</b>	<b>Class: SY</b>	<b>Semester: IV</b>
<b>Name of the Constituent College: SKSCBS</b>	<b>Name of the Department: Business Studies</b>	
<b>Course Code: 231U07C408</b>	<b>Name of the Course: French</b>	
<b>Duration: 2 Hrs.</b>	<b>Maximum Marks: 60</b>	
<b>Instructions: 1) Draw neat diagrams 2) Suitable data if necessary</b>		

Question No.		Max. Marks	CO
Q.1.	<p>Compréhension</p> <p><b>Sortir avec des nouveaux amis</b> Vous venez d'arriver à Québec ? Vous ne connaissez pas beaucoup de monde ? Rejoignez le réseau amical "Le Québec entre amis" ! Grâce à ce réseau, vous allez rencontrer des membres qui, comme vous, cherchent à rencontrer de nouveaux amis de manière conviviale et agréable Simple d'utilisation, le site Internet "Le Québec entre amis" vous permet d'entrer en relation avec des personnes bien réelles qui cherchent à faire des rencontres amicales.</p> <p><b>Comment se font les rencontres ?</b> Pour faciliter les sorties entre membres, chaque personnes doit décrire ses loisirs et centres d'intérêts préférés. Imaginez. Vous cherchez un(e) ami(e) pour faire une sortie dans un musée. Sélectionnez simplement dans le moteur de recherche l'activité "musée". Le site propose alors la liste de tous les membres qui correspondent à votre recherche. Autre façon d'organiser une sortie : il vous suffit de créer un événement. Décrivez l'activité que vous voulez organiser en indiquant le lieu, la date et l'heure de l'événement. Après validation, votre sortie est visible par tous les autres membres qui peuvent choisir de s'inscrire. Tous les membres peuvent créer des événements sur le site, et ils peuvent décider de rendre l'accès privé ou public, c'est à dire qu'ils peuvent choisir les membres qui consultent et s'inscrivent à leurs événements. Enfin, en tant que membre, vous pouvez ouvrir une page personnelle (rien d'obligatoire !) où vous pouvez donner des informations personnelles ou raconter vos expériences. Les autres membres peuvent publier un message sur votre page. C'est aussi un moyen efficace pour chercher des amis...</p>		



	<p><b>A. Répondez aux questions</b></p> <ol style="list-style-type: none"> <li>1. Que propose le site "Le Québec entre amis" ?</li> <li>2. Qui s'inscrit sur ce site ?</li> <li>3. Qu'est-ce qui permet de trouver des amis ?</li> <li>4. Sur le site, que pouvez-vous faire quand vous créez un "événement" ?</li> <li>5. Que peut-on faire sur sa page personnelle ?</li> </ol> <p><b>B. Vrai ou faux</b></p> <ol style="list-style-type: none"> <li>1. Le site internet est difficile à utiliser</li> <li>2. Le site internet s'adresse aux personnes qui veulent rencontrer un(e) petit(e) ami(e)</li> <li>3. Les femmes peuvent seulement créer des événements sur le site.</li> <li>4. Il y a plusieurs façons de créer des événements</li> <li>5. Les membres doivent ouvrir une page personnelle.</li> </ol> <p><b>C. Écrivez le mot anglais pour ces mots français</b></p> <ol style="list-style-type: none"> <li>1. L'événement</li> <li>2. Agréable</li> <li>3. Sortie</li> <li>4. Nouveaux</li> <li>5. S'inscrire</li> </ol>	5	1,2,3,4
		5	1,2,3,4
		5	1,2,3,4
Q. 2.	<b>Créez votre CV et préparez votre lettre de motivation</b>	15	1,2,3,4
Q.3.	<p><b>A. Donnez des conseils à votre ami pour passer de bonnes vacances.</b></p> <p><b>B. Reformuler les phrases avec le pronom relatif (qui, que, ce que, ce qui)</b></p> <ol style="list-style-type: none"> <li>1. J'ai vu un film. Tu m'as conseillé ce film.</li> <li>2. Il y a quelque chose. Cette chose me dérange.</li> <li>3. Les étudiants sont motivés. Les étudiants réussissent.</li> <li>4. Je ne comprends pas cette chose. Tu expliques cette chose.</li> <li>5. Nous avons lu un texte. Le texte parle de la mémoire.</li> <li>6. Il a dit quelque chose. Je n'ai pas entendu cette chose.</li> <li>7. Elle admire cette qualité. Cette qualité est rare aujourd'hui.</li> </ol> <p><b>OU</b></p>	8	3
		7	2



	<p><b>C. Posez des questions à cette personnalité.</b></p>  <p><b>Philippe Starck</b>  <b>caractéristiques physiques :</b>  costaud, barbu  <b>profession :</b> architecte d'intérieur /  designer  <b>goûts :</b> amateur de bonne cuisine  <b>qualités :</b> créatif, original, travailleur</p>	7	1, 4
			1,4
Q.4.	<p><b>A. Suivez les consignes</b></p> <ol style="list-style-type: none"> <li>1. Nous allons au cinéma ce soir. (mettez au négatif)</li> <li>2. Ils parlent ___ leurs amis de leurs projets. (mettez le bon préposition)</li> <li>3. Elle adore ___ chocolat. (mettez le bon article)</li> <li>4. Un étudiant intelligent (changez au féminin)</li> <li>5. ___ appartement est lumineux (mettez l' adjectif démonstratif)</li> <li>6. Ils ont invité _____ amis à dîner (mettez le bon adjectif possessif)</li> <li>7. Nous (venir) demain matin (mettez le verbe en temps correcte)</li> <li>8. Formez une phrase avec le mot : se laver</li> <li>9. J'ai acheté ___ pomme et ___ orange (complétez avec l'article défini ou indéfini)</li> <li>10. Nous parlons _____ nos amis de nos projets (mettez le bon préposition)</li> </ol> <p><b>B. Mettez les verbes au passé composé ou à l'imparfait.</b></p> <p>La venue de Jeanne Mance en Nouvelle-France, comme le choix de Maisonneuve et l'arrivée subséquente de Marguerite Bourgeoys, en 1653, qui (s'occuper) d'éducation cinq ans plus tard, doit être comprise dans le contexte de la ferveur religieuse et missionnaire de la France du</p>	10	1,2,3,4
		5	3,4



	<p>XVIIe siècle. Montréal (ne pas être), à cette époque, une colonie de peuplement; elle (constituer) plutôt une colonie missionnaire qui (viser) à convertir les populations autochtones au catholicisme. A l'âge de 34 ans, lors d'une procession à Troyes, en Champagne, elle (découvrir) sa vocation missionnaire et elle (vouloir) rejoindre la Nouvelle-France dont l'expansion (être) en pleine actualité.</p> <p>OU</p> <p><b>C. Remplissez les tirets avec le bon mot (genre et nombre)</b></p> <p>Nous avons une _____ (nouveau) professeure très _____ (sympathique). Elle donne des exercices _____ (intéressant) et explique les règles _____ (difficile) avec des exemples _____ (clair). Les étudiants sont très _____ (motivé) et posent des questions _____ (intelligent). C'est une expérience _____ (formidable).</p> <p style="text-align: center;">Bonne chance !</p>	5	1,2
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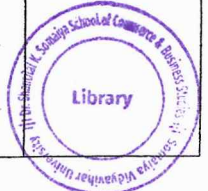


15 APR 2026

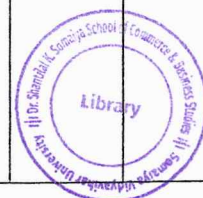



<b>Semester (Dec 2025 to March 2026)</b>		
<b>Examination: End Semester Examination April 2026 (UG Programmes)</b>		
<b>Programme code: 07</b>	<b>Class: SY</b>	<b>Semester: IV</b>
<b>Programme: BBA</b>		
<b>Name of the Constituent College: Dr. Shantilal K Somaiya School of Commerce and Business Studies</b>		<b>Name of the Department Business Studies</b>
<b>Course Code:</b>	<b>Name of the Course: German</b>	
<b>Duration: 2 Hrs.</b>	<b>Maximum Marks: 60</b>	
<b>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.</b>		

Question No.		Max. Marks	CO Attainment
Q.1.A	<p><b>Ordnen Sie das Gespräch.</b></p> <p>_____ ● Ja, klar. Nachmittags geht auch.                      _____ ○ Da kann ich leider nicht, weil ich arbeiten muss.                      _____ ○ Geht es auch ein bisschen später? Vielleicht so um 14 Uhr?                      _____ ○ Super, dann komme ich gern mit.  <u>  1  </u> ● Ich möchte am Freitag eine Radtour machen. Hast du auch Lust?                      _____ ● Und am Samstag? So um 11 Uhr?</p>	5	CO1, 2, 3
Q.1.B	<p><b>Lesen Sie den Text und beantworten Sie die Fragen.</b></p> <p><b>Starportrait Nora Tschirner</b>                      Nora Tschirner, geboren 1981 in Ost-Berlin, war schon in der Schule in der Theatergruppe. Seit 2001 ist sie bekannt als Musik-Moderatorin. In diesem Jahr hat sie auch zum ersten Mal in einem Film gespielt. Bis heute war sie schon in mehreren Kinohits und spielt seit 2013 eine Polizistin in der Krimiserie „Tatort“. Am bekanntesten war wohl ihre Rolle in „Keinohrhasen“ an der Seite von Til Schweiger. Sie war auch schon Musikerin in einer Band, aber am liebsten ist sie Schauspielerin. Ihr Film „Gut gegen Nordwind“ ist ein Liebesfilm und eine Komödie. In der Roman-Verfilmung spielt sie zusammen mit Alexander Fehling. Mit ihm war sie auch im Leben viele Jahre ein Paar und sie haben ein Kind zusammen. Aber über ihr Privatleben sprechen beide Stars wenig. Nicht nur das Schauspielen ist Nora Tschirner wichtig. Sie hat auch schon als Regisseurin gearbeitet und hilft bei Projekten für Afrika mit.</p> <p>Sind die Sätze „Richtig“ oder „Falsch“?                      1. Nora Tschirner ist 1991 geboren.                      2. Nora Tschirner kommt aus West-Berlin.</p>	10	CO3, 4



	<p>3. Sie war schon in der Schule in einer Theatergruppe.  4. Sie wurde als Musik-Moderatorin bekannt.  5. Seit 2013 spielt sie eine Ärztin im „Tatort“.  6. Sie hat erst nach 2010 im Film gespielt.  7. Sie hat auch als Musikerin gearbeitet.  8. Sie hat mit Alexander Fehling zusammengearbeitet.  9. Nora Tschirner spricht viel über ihr Privatleben.  10. Sie arbeitet auch als Regisseurin.</p>		
Q.2.A	<p><b>Beschreiben Sie Ihren Lieblingsfilm.</b>  Schreiben Sie über folgende Punkte:</p> <ul style="list-style-type: none"> <li>- Filmtitel</li> <li>- Filmtyp</li> <li>- Was zeigt der Film?</li> <li>- Hauptpersonen</li> <li>- Schreiben Sie auch Kommentare zu dem Film.</li> <li>- ...</li> </ul>	10	CO4
Q.2.B	<p><b>Beschreiben Sie diese Person.</b></p> <p>Lara Martinelli, 18 / Italien, Rom / Studium: Politik  Sprachen: Italienisch, Englisch, Deutsch  Hobbys: Basketball, Kino</p>	5	CO1, 3
Q.3.A	<p><b>Schreiben Sie die <i>weil</i>-Sätze.</b></p> <p>0. Lisa lädt ihre Freunde ein, (Geburtstag / haben / sie)  <u>Lisa lädt ihre Freunde ein, weil sie Geburtstag hat.</u></p> <p>1. Sie feiern im Garten, (dort / geben / viel Platz / es)  2. Jan kommt mit dem Fahrrad, (sein Auto / sein / kaputt)  3. Mona hat ein Buch gekauft, (lesen / gern / Lisa)  4. Tarik kann nicht kommen, (arbeiten / er / müssen)  5. Lisas Eltern sind nicht da, (sein / nach Italien / gefahren / sie)</p>	10	CO2, 3
Q.3.B	Was machen Sie mit dem Laptop? Schreiben Sie 5 Aktivitäten.	5	CO4
OR			
Q.3.C	<p><b>Welche Formulierungen sind positiv, welche negativ?</b></p> <p>1. Das Ende hat mir nicht so gut gefallen.  2. Die Handlung ist nicht logisch.  3. Die Filmmusik war sehr gut.  4. Der Film hat mir überhaupt nicht gefallen.  5. Der Film war sehr spannend.</p>	5	CO4



Q.4.A	<p><b>Do as directed.</b></p> <p>1. Handys sind nicht wichtig. Ich denke, dass ... (Bilden Sie einen <i>dass</i>-Satz.)</p> <p>2. _____ Dienstag gehe ich ins Kino. (am / im)</p> <p>3. leicht : leichter :: groß : _____.</p> <p>4. Was passt nicht? die Arbeit – das Wochenende – das Hobby – der Sport – die Freunde</p> <p>5. Schreiben Sie wie im Beispiel. Die Reise von Juri – Juris Reise. Der Beruf von Felix – _____.</p> <p>6. Dein Laptop ist genauso teuer _____ mein Laptop. (als / wie)</p> <p>7. Was ist das? Schreiben Sie mit dem Artikel. </p> <p>8. Der Zucker ist _____. (süß / sauer)</p>	8	CO1, 2, 3, 4
Q.4.B	<p><b>Ergänzen Sie die Verben.</b></p> <p>(finden   bezahlen   arbeiten   weiterleiten   sehen   reservieren   bestehen)</p> <p>1. mit der Kreditkarte _____.</p> <p>2. die Prüfung _____.</p> <p>3. die Wohnung _____.</p> <p>4. ein Zimmer im Hotel _____.</p> <p>5. in einem Büro _____.</p> <p>6. eine E-Mail _____.</p> <p>7. einen Film _____.</p>	7	CO1, 2, 3, 4
OR			
Q.4.C	Nennen Sie 7 Geräte, die Sie oft benutzen. Schreiben Sie die Geräte mit dem Artikel.	7	CO4



15 APR 2026


**SOMAIYA**  
VIDYAVIHAR UNIVERSITY

Semester (November 2025 to March 2026)			
Examination: End Semester Examination March 2026 (UG Programmes)			
Programme code: 07 Programme: BBA		Class: SY	Semester: IV
Name of the Constituent College: S K Somaiya College		Name of the Department: Business Studies	
Course Code:	Name of the Course: Spanish		
Duration: 2 Hrs.	Maximum Marks: 60		
<b>Instructions:</b> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Kindly write in legible handwriting. Spelling errors would lead to loss of marks.</li> </ol>			

Question No.		Max. Marks	CO Attainment
Q.1 .A	Usted va a leer el catálogo de ropa de una tienda de modas por Internet. Debe completar las frases con la información del texto.  <b>Frases para completar</b> <ol style="list-style-type: none"> <li>El color de la ropa que vende Mito es el_____.</li> <li>Las _____ son de la tienda CompraPiel.</li> <li>Se compra un vestido en la tienda _____</li> <li>Una camisa roja cuesta _____</li> </ol>	4	CO1, CO2, CO3, CO4



MODA ONLINE - COMODA Y BARATA

Artículo: vestido	Artículo: camiseta	Artículo: jersey	Artículo: zapatillas	Artículo: abrigo de hombre	Artículo: camisa
Color: blanco	Color: verde	Color: negro	Color: blancas	Color: azul	Color: roja
Tienda: Telares	Tienda: Melopongo	Tienda: Lunita	Tienda: CompraPiel	Tienda: Mitos	Tienda: Peladito
Precio: 313 €	Precio: 6 €	Precio: 34,90 €	Precio: 165 €	Precio: 418 €	Precio: 214 €

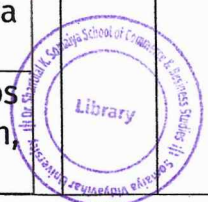
Artículo: pantalón	Artículo: cartera	Artículo: falda	Artículo: camisa	Artículo: bolso	Artículo: zapatos
Color: azul	Color: negra	Color: gris	Color: blanca	Color: marrón	Color: negros
Tienda: Vacuno	Tienda: Pielado	Tienda: Vacuno	Tienda: Melopongo	Tienda: Pielado	Tienda: CompraPiel
Precio: 45 €	Precio: 190 €	Precio: 220 \$	Precio: 39,75 €	Precio: 59 €	Precio: 80 €











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

6 CO1, CO2, CO4

Ejemplo: Número 0 - La opción correcta es la A.

Textos	
0	Este año acabo de licenciarme en Derecho y también me gusta mucho las lenguas.
1	Me gusta enseñar a niños y adolescentes, sobre todo, me gusta hacer con ellos ejercicios de matemáticas y problemas.
2	Creo que lo más bonito de mi trabajo es pasar todo el día en las calles de la ciudad, no estar en una oficina quieta y conocer a mucha gente, pero no me gustan los semáforos y los atascos,
3	Como estudio, tengo los fines de semanas libres y quiero ganar un poco de dinero para mis gastos.
4	Estudio arte dramático, de vez en cuando hago alguna obra de teatro, pero mi máximo deseo es poder trabajar algún día con un director famoso y ganar un Goya o un Óscar.
5	Me gusta mucho el mundo de la moda, siempre veo revistas para saber qué pantalones o qué camisas se llevan.
6	Me encanta trabajar en una oficina, escribir cartas y correos electrónicos en el ordenador; en español y, a veces, en alemán, otras, en inglés.



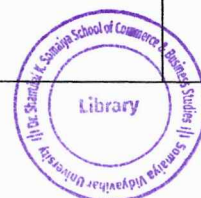
<p><b>A</b></p>  <p><b>Abogado</b> Empresa de productos de alimentación con tiendas en el extranjero necesita abogado con conocimientos de idiomas.</p>	<p><b>B</b></p>  <p><b>Médico</b> El Hospital de las Luces necesita un médico de familia para visitar a domicilio a nuestros pacientes y realizar consultas a los enfermos del hospital.</p>	<p><b>C</b></p>  <p><b>Camarero</b> Se necesitan camareros para los fines de semana en el bar "La Perla". Horario de trabajo: solo tardes.</p>	<p><b>D</b></p>  <p><b>Guía</b> Necesitamos guía turístico para visitar los principales monumentos de la ciudad con grupos de turistas extranjeros. Imprescindible hablar inglés.</p>	<p><b>E</b></p>  <p><b>Secretaria</b> Necesitamos secretaria de dirección para empresa de turismo. Imprescindible conocer programas informáticos y hablar idiomas.</p>
<p><b>F</b></p>  <p><b>Taxista</b> Se necesitan conductores de taxi con coche propio y 2 años de experiencia con carnet de conducir B1. Zona del aeropuerto.</p>	<p><b>G</b></p>  <p><b>Estrella de cine</b> Buscamos a la protagonista de nuestra próxima película. Si te gusta el mundo del cine, puedes llegar a ser una estrella.</p>	<p><b>H</b></p>  <p><b>Cajeros/as</b> Por la próxima apertura de supermercado, necesitamos cajeros/as. Trabajo 5 días a la semana, en horario de mañana o tarde.</p>	<p><b>I</b></p>  <p><b>Profesor</b> Academia "El Suspense". Buscamos profesores para todas las asignaturas de primaria y secundaria.</p>	<p><b>J</b></p>  <p><b>Dependiente</b> Necesitamos chicos/as jóvenes como dependientes en tienda de ropa juvenil. No es necesario tener experiencia.</p>

Q.1 Lea este correo electrónico. A continuación responda las cinco preguntas sobre el texto. Elija las respuestas correctas: a), b), c) o d).

5

CO4

1. Silvia escribe un correo electrónico para...
  - a) Describir su apartamento en Torrevieja
  - b) Invitar a Paco a una fiesta.
  - c) Hablar de sus vacaciones.
  - d) Hablar de la vida en Torrevieja.
2. El apartamento...
  - a) Es muy bonito
  - b) Está cerca de la playa
  - c) Es de su abuela
  - d) Es muy grande
3. Paco vive...
  - a) En ese apartamento
  - b) En Orihuela
  - c) Lejos de Silvia
  - d) Con los vecinos

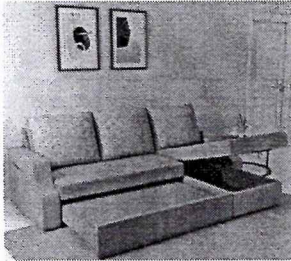


4. La fiesta es...

- a) El fin de semana
- b) En casa de los vecinos
- c) En casa de Paco
- d) El lunes

5. En el salón hay

a)



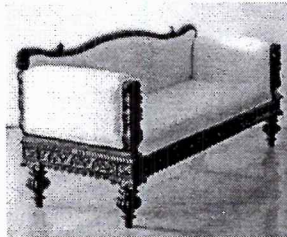
b)



c)



d)



### El correo –

Para: [paco@dominio.es](mailto:paco@dominio.es)

Asunto: Fiesta

Hola, Paco:

¿Qué tal? Yo estoy bastante bien. Estoy con Margarita de vacaciones en Torrevieja en el apartamento de sus abuelos. La ciudad no es muy bonita, pero el piso está cerca de la playa y hace bastante calor para tomar el sol y bañarse. Tiene dos dormitorios, una terraza grande, cocina (en el salón), televisión y aire acondicionado. Me gusta mucho.

No conocemos a mucha gente aquí, pero tenemos unos vecinos ingleses muy simpáticos que tienen muchos amigos porque viven todo el año en Torrevieja.

Los vecinos y nosotras queremos hacer una fiesta este fin de semana. Creo que no vives lejos de aquí, en Orihuela, ¿no? ¿Te gustan las fiestas? ¿Quieres venir? Puedes dormir en el salón el sábado y el domingo: hay un sofá cama.

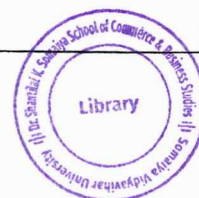
Esperamos tu respuesta. Creo que tienes mi número de teléfono, pero no el del móvil: es el 658 348 225.

Saludos,

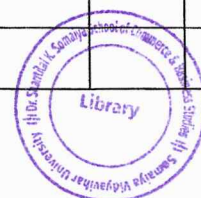
Silvia.



Q.2 .A	Usted busca un nuevo barrio para vivir y decide visitar una agencia inmobiliaria. En la agencia necesitan sus datos para encontrar el barrio perfecto para usted. Complete el formulario.	8	
	<p style="text-align: center;"><b>INMOBILIARIA VIVIR MEJOR</b></p> <p style="text-align: center;">Formulario para clientes</p> <p>1- Nombre: _____</p> <p>2- Apellido(s): _____</p> <p>3- Edad: _____</p> <p>4- Sexo: _____H _____M</p> <p>5- Teléfono: _____</p> <p>6- Correo electrónico: _____</p> <p>7- Profesión _____</p> <p>8- Dirección:</p> <p>a-Calle _____ b- Número _____ c- Piso _____ d -Letra _____</p> <p>e- Ciudad: _____ f -Código Postal: _____ g- País: _____</p> <p>9- ¿Puede describir su actual barrio? ¿Le gusta? ¿Por qué?</p> <p>_____</p> <p>_____</p> <p>10- ¿Cómo quiere su nuevo barrio? (marque con una 'x')</p> <p>___Moderno ___Antiguo ___Céntrico ___A las afueras</p> <p>___ Con zonas comerciales ___con zonas verdes ___bien comunicado</p> <p>11- ¿Usa medio de transporte? ___Sí o ___No</p> <p>12- ¿Qué medio de transporte usa? ¿Por qué? _____</p> <p>13. Fecha _____</p>		CO1, CO2, CO3, CO4
Q.2 .B.	<p>Usted quiere participar en un foro 'Mis platos favoritos'. Escribir un blog sobre tu plato favorito (60-70 palabras):</p> <ul style="list-style-type: none"> <li>-describir qué ingredientes tiene el plato y cómo se cocina</li> <li>-contar de dónde es típico y en qué época se suele comer</li> <li>-cuándo lo comí la última vez y con quién</li> </ul>	7	CO1, CO2, CO3, CO4



Q.3	<b>Rellena los huecos con la opción correcta</b>	5	CO1, CO2, CO3, CO4
.A.	<ol style="list-style-type: none"> <li>¿Puedes _____ el coche? El mío está en el garaje. (a. me dejas, b. das, c. dejarme)</li> <li>¡_____ voy a ver el fin del mundo! (a. Qué bien, b. por fin, c. va bien)</li> <li>- ¿Qué hacéis en el curso? -Estamos _____ mucho la pronunciación. (a. practicando, b. hacer, c. gusto).</li> <li>El año que viene _____. (a. han cerrado la tienda, b. se van a casar c. viajemos a Paris)</li> <li>Las uvas, _____ guarda en la nevera. Así duran de 6 a 7 días. (a. quiero, b. las, c. lo)</li> </ol>		
Q.3	<b>Traducir las frases al inglés</b>	5	CO1, CO2, CO3, CO4
.B.	<ol style="list-style-type: none"> <li>La propuesta todavía no es oficial.</li> <li>En una sartén se calienta el aceite y se fríen las patatas.</li> <li>Hace un par de años viajé a Zaragoza durante un fin de semana.</li> <li>Yo me lo pasé muy bien, pero Beatriz se aburrió un poco.</li> <li>¡Qué novela tan interesante! Me la encantó.</li> </ol>		
Q.3	<b>Conjuga los verbos correctamente en presente</b>	5	CO1, CO2, CO3, CO4
.C	<ol style="list-style-type: none"> <li>Los niños _____ a clases todos los días, excepto el fin de semana. (ir)</li> <li>Yo _____ al futbol dos veces a la semana. (jugar)</li> <li>¿_____ tú a qué hora sale el tren? (saber)</li> <li>El museo _____ a las diez de la mañana. (abrir)</li> <li>Mi madre, primero _____ y luego desayuna. ( ducharse)</li> </ol>		
	OR		
Q.3	<b>Hacer frases con estos verbos en el presente según el pronombre del sujeto</b>	5	CO1, CO2, CO3, CO4
.D.	<ol style="list-style-type: none"> <li>Usted - pintar</li> <li>Ellas - encantar</li> <li>yo - preferir</li> <li>Tú - ir</li> <li>Nosotros - aprender</li> </ol>		



Q.	<b>Unir las dos columnas con palabras relacionadas.</b>	10	CO1, CO2, CO3, CO4																				
4.A	<table border="1"> <tr> <td>1. dejar</td> <td>a) avión</td> </tr> <tr> <td>2. es que</td> <td>b) dulce</td> </tr> <tr> <td>3. estamos</td> <td>c) dieta</td> </tr> <tr> <td>4. dolor</td> <td>d) cortesía</td> </tr> <tr> <td>5. exposición</td> <td>e) justificarse</td> </tr> <tr> <td>6. queso</td> <td>f) prestar</td> </tr> <tr> <td>7. galleta</td> <td>g) cabeza</td> </tr> <tr> <td>8. podría</td> <td>h) lácteo</td> </tr> <tr> <td>9. volar</td> <td>i) saliendo</td> </tr> <tr> <td>10. estoy a régimen</td> <td>j) arte</td> </tr> </table>	1. dejar	a) avión	2. es que	b) dulce	3. estamos	c) dieta	4. dolor	d) cortesía	5. exposición	e) justificarse	6. queso	f) prestar	7. galleta	g) cabeza	8. podría	h) lácteo	9. volar	i) saliendo	10. estoy a régimen	j) arte		
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Q.	<b>Conjuga estos verbos según los pronombres de sujeto y en el tiempo indicado.</b>	5	CO1, CO2, CO3, CO4																				
4.B	<ol style="list-style-type: none"> <li>Yo _____ (llegar, pretérito perfecto)</li> <li>Usted _____ (tener, pretérito perfecto)</li> <li>Tú _____ (estar, pretérito indefinido)</li> <li>Vosotros _____ (decidir, estar + gerundio)</li> <li>Nosotros _____ (venir, pretérito indefinido)</li> </ol>																						
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Q.	<b>Conjuga estos verbos según los pronombres de sujeto y en el tiempo indicado.</b>	5	CO1, CO2, CO3, CO4																				
4.C	<ol style="list-style-type: none"> <li>Ellos _____ (ver, pretérito perfecto)</li> <li>Vosotros _____ (beber, pretérito perfecto)</li> <li>Tú _____ (decir, estar + gerundio)</li> <li>Ustedes _____ (quedar, pretérito indefinido)</li> <li>yo _____ (hacer, pretérito indefinido)</li> </ol>																						

