



SOMAIYA

VIDYAVIHAR UNIVERSITY

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

QUESTION PAPERS

BRANCH: Master of Commerce (Business Management)	SEM: II
	APR-2026

Sr. No.	Subject	Available
1.	Entrepreneurship Management	
2.	Intellectual Property Rights	
3.	HR & IR	
4.	Business Research Methods	
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MBM
Sem-II

16 APR 2026

April - 2026		
Examination: End Semester Examination (PG Programmes)		
Programme code: Programme: MCOM(BM)	Class: FY	Semester: II
Name of the School: SKSCBS	Name of the Department -Commerce and Business Studies	
Course Code:	Name of the Course: Entrepreneurship Management	
Duration: 2 Hr.	Maximum Marks: 60	
Instructions: <ul style="list-style-type: none">• Read the case carefully before attempting the question.• Answer all parts of the question in a structured manner.• Support your answers with relevant examples from the case wherever possible.• Apply appropriate theoretical concepts related to entrepreneurship.• Maintain clarity, coherence, and proper presentation in your answers.• Avoid repetition and keep your responses concise yet comprehensive.• Marks will be awarded for analysis, application, and originality of ideas.		

Question No.		Max. Marks	CO
Q1	<p>Hamza, a commerce graduate, had long been interested in starting a venture. While observing local vegetable vendors, he noticed frequent wastage due to poor storage and lack of coordination between supply and demand. He believed a simple digital coordination system could improve efficiency. Despite this, hesitated. His family preferred a stable job, and most of his peers were preparing for corporate placements. He also felt uncertain about handling financial risk and managing operations independently. At the same time, he observed increasing startup activity and support systems emerging for new entrepreneurs. Months passed, but Hamza remained undecided, unsure whether his hesitation was practical caution or a missed opportunity.</p> <p>(a) Evaluate whether Hamza demonstrates the essential characteristics of an entrepreneur. Support your answer with references from the case and how an entrepreneurial mindset can be cultivated.</p> <p>(b) Examine the steps in setting up a VENTURE.</p>	15	CO1
P.T.O.			



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MBM
Sem - II

20 APR 2028

Semester (Dec 2025 to April 2026)		
Examination: End Semester Examination April 2026 (PG Programmes)		
Programme code: Programme: MBM - 1	Class: MBM	Semester: II
Name of the Constituent College: Dr. Shantilal K Somaiya School of Commerce and Business Studies		Name of the Department: Commerce
Course Code:	Name of the Course: Intellectual Property Rights	
Duration : 2 Hrs.	Maximum Marks: 60	<i>Copyright Exam.</i>
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Question No.		Max. Marks	CO Attainment
Q.1.A.	Copyright offers variety of rights to the creator, explain in detail with examples, also explain performers and broadcaster's rights	07	C02
Q.1.B.	What is trademark? Explain use of Trademarks in the business. Also explain the process of getting trademark registered.	08	C04
OR			
Q.1.C.	What is IPR? Explain needs of an IPR in today's world. Explain impacts of IPR on the business. Also explain WIPO	07	C01
Q.1.D.	What is Patent? Explain the key features of the patent. Also explain ground of revocation of patent	08	C03
Q.2.A.	As per patent act, explain provisions of sec - 104, 107, 8 and 114	07	C03
Q.2.B.	Explain WIPO, UNESCO, TRIPS and Patent co-operation treaty	08	C01
OR			
Q.2.C.	Explain the concepts of Trade secrets, Geographical Indications Biodiversity and Design as per IPR provisions	07	C01
Q.2.D.	Patent is essential for innovation and business to grow and sustain. Highlight the importance of patent w. r. t. to businesses	08	C03
Q.3	Mohan is a famous playwright and a theatre director. In 2008 he wrote and directed a play titled "Fear of the Unknown". The play portrays the	15	C03

	<p>story of a teenaged girl who has everything that life could offer but still was suffering from depression and who finally commits suicide. The play received appreciation from the press and critics. Bhishma is a struggling film producer and director from Bollywood. He saw the play when it was staged at National School of Drama on February 2008 and was inspired to make a film on the same theme, In January 2010 his new film “The Unknowable” is released which contains similar story of a middle-aged man who is very successful in his profession and has a stable family life but still is suffering from depression. In contrast to the play, in the film the protagonist is ultimately able to come out of depression with the help of meditation and starts living a meaningful life again. Mohan, on seeing the film, sues Bhishma for copyright infringement. You are required to decide the case.</p> <p>Explain:</p> <ol style="list-style-type: none"> 1. How do patents encourage innovation while safeguarding intellectual property rights? 2. Based on the facts, should the court rule in favor of Mohan or Bhishma? And Why? 3. Does Bhishma’s inspiration from the play amount to unlawful copying or permissible creative influence? 	<p>05</p> <p>05</p> <p>05</p>	
<p>Q.4</p>	<p>Case Study: Novartis AG v. Union of India (2013)</p> <p>1. Background</p> <p>Novartis, a Swiss pharmaceutical company, developed Gleevec (Imatinib Mesylate), a life-saving cancer drug. The drug was initially patented in many countries. However, India did not provide product patents for pharmaceuticals until 2005.</p> <p>Novartis filed for a patent in India in 2006 for a new version of the drug: beta-crystalline imatinib mesylate. Novartis argued that this version had increased bioavailability and stability compared to the earlier form (imatinib mesylate).</p> <p>2. The Legal Issue</p>	<p>15</p>	<p>CO3</p>



The Indian Patent Office rejected the application based on Section 3(d) of the Indian Patents Act, 1970.

Section 3(d) states that a mere discovery of a new form of a known substance, which does not result in a significant increase in the therapeutic efficacy of that substance, is not patentable.

Novartis argued that the beta-crystalline form was a "new invention" with superior properties, not merely a new form of an old drug.

3. The Dispute

Novartis' Position: The beta-crystalline form had 30% higher bioavailability, making it more effective in treating cancer, thus satisfying the requirement for a new invention.

Opponents' Position (Generic Manufacturers & Health Groups): This was a case of "evergreening"—a strategy where companies slightly modify a drug to extend the 20-year patent life, preventing affordable generic alternatives from entering the market.

Discuss –

1. What impact did the Supreme Court's decision have on India's pharmaceutical industry and global access to medicines? **05**
2. Do you think India's strict interpretation of Section 3(d) discourages pharmaceutical innovation, or does it protect against exploitation of patent law? Explain **05**
3. How might this case influence future patent applications for incremental innovations in pharmaceuticals? **05**



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VIDYAVIHAR UNIVERSITY



MBM
Sem. II

22 APR 2026

January/February 2026		
Examination: In Semester Examination (UG/PG Programmes)		
Programme code: Programme: MBM	Class: FY	Semester: II
Name of the School: Dr Shantilal K Somaiya school of commerce and Business Studies		Name of the Department : Commerce
Course Code:	Name of the Course: HR & IR	
Duration : 2 Hrs	Maximum Marks : 60	
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Question No.		Max. Marks	CO
Q1	<p>Pune-based IT services firm, TechNova, wants to shift focus to AI-driven solutions. The CEO believes training existing staff is key, stating, "Training is not an expense but a long-term investment on people." TechNova has 200 employees, mostly in traditional IT roles. The HR team proposes ₹20 lakh training budget for upskilling in AI/ML. Some managers question this spend, citing immediate project costs.</p> <p>Discuss how TechNova can leverage training as a long-term investment, covering benefits for employees and the organization, alignment with business goals, and metrics to measure effectiveness.</p>	15	CO3
	OR		
	<p>A company is launching a new mobile payment app and needs to fill 100+ tech roles (developers, UX designers, data analysts) urgently. It wants to attract top talent quickly while ensuring cultural fit for its fast-paced, innovative environment. Challenges: Competition from bigger fintech firms, limited employer brand in tech circles, and candidates preferring work-from-home options. It's budget for recruitment is ₹50 lakh.</p> <p>Design a recruitment strategy for its tech roles, covering sourcing channels, selection methods, and approaches to ensure cultural fit and candidate experience, given the urgent hiring need and remote work preferences.</p>	15	CO2
Q2	<p>A manufacturing company has recently reported frequent workplace accidents and inadequate safety measures. Employees have also raised concerns about poor welfare facilities and lack of social security benefits. Due to these issues, dissatisfaction among workers has increased, leading to an industrial dispute between employees and management.</p> <p>How should the organization address employee health and safety, improve welfare and social security measures, and resolve the industrial dispute using appropriate settlement machinery?</p>	15	CO4
	OR		
	<p>A company is revising its wage structure due to increasing employee dissatisfaction and rising competition in the industry. Management is unsure whether to base wages on productivity, cost of living, or market standards, leading to confusion in wage fixation.</p> <p>How can the organization apply different theories of wages and adopt suitable methods of wage fixation to design a fair and effective wage structure?</p>	15	CO4
Q3	<p>GlobalTech, a multinational IT firm with headquarters in Bangalore, is expanding aggressively to new markets in Southeast Asia, Africa, and Latin America. To ensure smooth operations and drive growth, HR needs to implement a unified performance management system across regions with varying labor laws, work cultures, and employee expectations.</p>	15	CO1

GlobalTech has 10,000+ employees from diverse backgrounds, with offices in 10 countries and clients in 50+. HR professionals work closely with department heads in India, Singapore, South Africa, Brazil, and Mexico to roll out the system. They provide training, policy guidance, and support, enabling department heads to handle employee appraisals effectively in their regions. The goal is to boost employee engagement, retention, and productivity across GlobalTech's global operations.

Recently, some regional offices reported issues with data consistency, adapting the system to local needs, and resistance from employees accustomed to legacy appraisal methods. The HR team must balance global standardization with local flexibility. GlobalTech's leadership emphasizes data-driven decisions and continuous improvement in HR processes.

Case Questions:

1. Explain how HR professionals facilitate department heads to function as HR managers in GlobalTech's global context. How does this partnership benefit the organisation?
2. What challenges might GlobalTech face in implementing a unified performance management system across diverse regions? How can HR address these, considering local laws and cultural differences?
3. Suggest ways GlobalTech can measure the effectiveness of its performance management system and drive continuous improvement in its global HR processes.

Q4	<p>Shivshankar has been employed with Premier Data Systems (PDS) for five years and during that time has progressed to his position of senior programmer analyst. He is generally happy with the company and thoroughly enjoys the creative demands of his job. One Saturday afternoon during a snooker game with his friend and co-worker Ram Swarup, Shivshankar discovered that.</p> <p>His department had hired recently qualified university graduate as programmer analyst. Shivshankar, although a good-natured fellow, got upset when he learned that the newly appointed employee's starting salary was only Rs. 500 a month lower than his Own. Shivshankar was bewildered. He felt that he was being treated unfairly. The following Monday morning, Shivshankar met Rajan, the personnel director and asked him what he heard was true. Rajan apologetically admitted that it was true and attempted to explain the company's situation thus: "Shivshankar, the market for Programmer analyst is very demanding, and in order to attract right candidates, we have to offer a higher starting salary. We Desperately needed another analyst, and this was the only way we could meet our requirements. Shivshankar asked Rajan whether his salary would be adjusted accordingly. Rajan answered, "your salary will be revaluated periodically at the time of performance appraisal. You are doing a good job, but I am not sure about the recommendation from Your boss to this effect." Shivshankar thanked Rajan for his time but left the office disappointed and wondering about his future with PDS.</p> <p>Case Questions</p> <ol style="list-style-type: none"> 1. Do you feel that Rajan's explanation was satisfactory? Discuss. 2. What is likely to be the impact of this incident on Shivshankar's motivation to work? 	15	CO3
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	3. What action do you think the company should have taken regarding Shivshankar? Explain.		
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24 APR 2026

Semester (November 2025 to April 2026)		
Examination: End Semester Examination April 2026 (PG Programmes)		
Programme code: 23 Programme: MCOM BM	Class: MBM	Semester: II
Name of the Constituent College: Dr. Shantilal K somaiya School of Commerce and Business studies		Name of the Department: Commerce
Course Code: 31P23C203	Name of the Course: Business Research Methods	
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	Different measurement scales are used in a study to assess employee performance in an organization. Evaluate the effectiveness of these measurement tools based on the criteria of a good measurement. Suggest which criteria are most important and justify your answer.	15	CO3
	OR		
Q1. B	A company conducts a study to examine whether a new pricing strategy has significantly increased sales. The researcher formulates hypotheses and applies a T-test for analysis. However, the data is non-normal and sample size is small. Analyze the appropriateness of the chosen test and identify potential errors in hypothesis testing (Type I and Type II errors).	15	CO 3
Q2 A	A research agency in India conducted a study for a retail company and presented findings through an oral presentation to top management. Apply your understanding of research reporting to explain how the	15	CO 5

	agency can improve the effectiveness of its oral report. Suggest practical measures.		
	OR		
Q2 B	A business research proposal is prepared without clearly defining objectives, methodology, and data collection techniques. Evaluate the effectiveness of such a proposal by examining the steps involved in preparing a business research plan. Suggest improvements to enhance its quality and usefulness for decision-making.	15	CO 2
Q3	<p>Case study</p> <p>An IT firm conducted a study to measure employee engagement levels. The HR team used a non-probability sampling technique, specifically convenience sampling, by collecting responses from employees who were easily available.</p> <p>Sampling Details Population: All employees in the company</p> <p>Sample: 200 employees from head office</p> <p>Data collection: Online survey</p> <p>The results indicated high engagement levels. However, employees from remote offices and night shifts were excluded, raising concerns about sampling errors and bias.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Critically examine the use of convenience sampling in this case. What are its advantages and limitations? 2. Analyze the types of sampling errors present in this study. 3. Recommend a more suitable sampling technique and explain how it would improve the reliability of results. 	15	CO 4
Q4	Case study	15	CO 1

A retail company wants to study the buying behavior of customers in Mumbai malls. The company already knows the problem and wants detailed information about who buys, what they buy, and how often they shop.

The company conducts a survey using structured questionnaires and collects data from 300 customers. The data is then analyzed to describe customer characteristics such as age, income, and preferences.

Questions

1. Identify the type of research used and justify your answer.
2. What are the different types of descriptive research that can be used in such studies?
3. Explain the data collection method used in this case and its advantages.

