

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)			Semester:3rd
CourseCode: MBA 3.1		CourseName:OrganizationalEffectiveness& Change	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the objectives of organizational effectiveness?	2	
2	Listthebasic componentsoforganizationaldesign.	2	
3	What is resistance to change?	2	
4	WhatistheprocessofOrganizationalLearning?	2	
5	Whatisstrategicchange management?	2	
6	Define effectiveness and efficiency.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and types of organizational change.	6	
8	Discuss the relationship between organizational culture and organizational effectiveness.	6	
9	Explainthefivephasesoftheorganizationallife cycle.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)			Semester:3rd
CourseCode: MBA 3.2		CourseName:ProjectManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the characteristics of a project?	2	
2	Writethekeystepsofcriticalpathmethod?	2	
3	What is a work breakdown structure (WBS)?	2	
4	DifferentiatebetweenProject monitoringandProjectControl.	2	
5	Define project cost management.	2	
6	Describethepurposeandimportanceofprojectevaluation?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and application of Critical Path Method (CPM).	6	
8	Discuss the importance of project monitoring and control.	6	
9	Discuss the advantages and limitations of Gantt charts.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:HR	
CourseCode: MBA 3.11		CourseName:HumanResourceDevelopment	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Differentiate between HRM and HRD.	2	
2	What is employee development?	2	
3	WhatisJOHARIwindowmodel?	2	
4	WhatistheroleofHRDprofessionalswithinthe organization?	2	
5	Define Career Planning.	2	
6	WhatisthedifferencebetweenJobrotationandJobenrichment?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the role of mentoring and coaching in employee development.	6	
8	What doyou meanbyreward management?Definecomponentsandprocessof reward system.	6	
9	Explain the concept and process of career planning and career development.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd OptionalGroup:HR	
CourseCode: MBA 3.12		CourseName:LaborRelations&Legislation	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the objectives of trade unions?	2	
2	Whatarethe typesofarbitration?	2	
3	Define industrial dispute.	2	
4	Writeanyfourprinciplesofcodeof conduct.	2	
5	Whatisstrike&lock-out?Whenisastrikeor lock-outillegal?	2	
6	Define minimum wages.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the process and significance of collective bargaining.	6	
8	Explainthecausesforaccidentsinindustries.Suggestpreventivemeasuresand safety provisions to ensure industrial safety.	6	
9	Explain the methods of settlement of industrial disputes.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)			Semester:3rd OptionalGroup:HR
CourseCode: MBA 3.13		CourseName: Wages&Salary Administration	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What is compensation management?	2	
2	Whatarethefactorsaffecting wages?	2	
3	What is incentive wage plan?	2	
4	Whataremeritsanddemeritsofperformancelinkedrewardsystem?	2	
5	Discussrole ofILOinprotectionofwages.	2	
6	What is salary administration?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and significance of bonus and incentive schemes.	6	
8	Explain the factors affecting wage determination.	6	
9	Whatisinternationalcompensation?Whatcompetitivestrategiesare important for internationalcompensation?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd OptionalGroup:HR	
CourseCode: MBA 3.14		CourseName:Strategies&Practicesof HRM	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What is Manpower planning?	2	
2	WhatisMBO?Whatadvantagedoesithaveovertraditionalmethod?	2	
3	What is performance management?	2	
4	Whataretheexternalsourcesforrecruitment?	2	
5	What is employer branding?	2	
6	Variouslimitationsofperformanceappraisalsystem?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the role of HRM strategies in achieving organizational goals.	6	
8	Discusstheprocessofperformanceappraisal?	6	
9	Explain the importance of succession planning in organizational growth.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Finance	
CourseCode: MBA 3.21		CourseName:FinancialDerivativesand Services	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Define financial derivatives.	2	
2	Explainbrieflydifferenttypesofsettlement.	2	
3	What is a forward contract?	2	
4	What is a futures contract?	2	
5	Explaintheterm– calloptionand putoption?	2	
6	What are financial services?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and types of options contracts.	6	
8	Discuss the functions and services provided by merchant banks.	6	
9	Explaintherisksinfinancialderivativesandsuggest somemeasuresto minimize them.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Finance	
CourseCode: MBA 3.22		CourseName:SecurityAnalysisandPortfolioManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Differentiate between risk and return.	2	
2	Enlist the different types of risks associated with investment.	2	
3	What is portfolio management?	2	
4	Explain the powers and functions of SEBI in financial market?	2	
5	Differentiate between active and passive portfolio management.	2	
6	What is the role of mutual funds in the investment process?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the principles of portfolio diversification.	6	
8	Discuss the role of beta coefficient in measuring portfolio risk.	6	
9	Give an account on the reforms introduced by SEBI in primary and secondary market?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd OptionalGroup: Finance	
CourseCode: MBA 3.23		CourseName:WorkingCapitalManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Differentiate between gross working capital and net working capital.	2	
2	Statethe differencebetweenTradeCreditand LetterofCredit.	2	
3	Define receivables management.	2	
4	Whatis inventorymanagement?Explaintheobjectivesofinventory management.	2	
5	Explainthedifferentmotivesfirholdingcashinabusinessfirm.	2	
6	What is Economic Order Quantity (EOQ)?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the meaning and importance of working capital management.	6	
8	What is cash management?Explaintheobjectivesofcash management. Discuss briefly the four facets of cash management.	6	
9	Discuss the methods of estimating working capital requirements.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Finance	
CourseCode: MBA 3.24		CourseName: IncomeTaxPlanningandManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What is TDS (Tax Deducted at Source)?	2	
2	Distinguish betweenTaxEvasionandTax Avoidance.	2	
3	Whatincentiveisavailableu/s80-IAOfIncomeTaxAct?	2	
4	What is capital gain?	2	
5	What is deduction under Section 80C?	2	
6	Whatarethedifferent headsofincomeundertheIncomeTaxAct?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Differentiate between tax planning, tax avoidance, and tax evasion with examples.	6	
8	Explain the role of tax planning in reducing tax liability legally.	6	
9	Explain the ethical considerations involved in tax planning and management.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd OptionalGroup:Production	
CourseCode: MBA 3.31		CourseName:MaterialManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the objectives of material management?	2	
2	What is Purchasing?	2	
3	Discussthefactorsaffecting materialrequirementplanning.	2	
4	ListthemajoradvantagesanddisadvantagesofFIFOandLIFO.	2	
5	Define ABC Analysis.	2	
6	Whatareinventurymodels?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the principles and techniques of inventory management.	6	
8	Discuss the significance of VED analysis in inventory control.	6	
9	Explain the role of store management in material control.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
CourseCode: MBA 3.32		OptionalGroup:Production	
CourseName: TotalQuality Management			
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the objectives of TotalQualityManagement.	2	
2	Define Kaizen.	2	
3	What is Six Sigma?	2	
4	What is the PDCA Cycle?	2	
5	What is ISO 9000?	2	
6	State the principles and applications of re-engineering.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and methodology of Six Sigma.	6	
8	Discuss the benefits and challenges of implementing TQM in an organization.	6	
9	Explain all the elements in 5'S principle and also the implementation procedure of 5'S in a manufacturing company.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
CourseCode: MBA 3.33		OptionalGroup:Production	
CourseName: LogisticandSupplyChainManagement			
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	WhatisDemand Forecasting?	2	
2	Definewarehousing.Whatarefunctionsofwarehousing?	2	
3	Distinguishbetweenthird- andfourth-partylogistics.	2	
4	Define Reverse logistics.	2	
5	Whatarethemajorchallengesthatmustbeovercometomanagesupplychain successfully.	2	
6	Whatistotallogisticscost?Explain.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Differentiate between logistics and supply chain management with examples.	6	
8	ExplaintheneedandprocessofSupplyChainProcessrestructuring.	6	
9	What is the bullwhip effect and what are the main causes of the bullwhip effect?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
CourseCode: MBA 3.34		OptionalGroup:Production	
CourseName:ProductionPlanningandControl			
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What is production scheduling?	2	
2	What is material requirement planning (MRP)?	2	
3	What is inventory control?	2	
4	Whatismethodstudy?Statethreedifferentlevels inmethod study.	2	
5	WhatisMotionstudy?List theobjectivesofMotionstudy.	2	
6	What is Just-in-Time (JIT) production?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the functions and objectives of Production Planning and Control (PPC).	6	
8	Explainindetailthevarioussteps involved in the product planning process.	6	
9	Discuss the significance of capacity planning in production management.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd OptionalGroup:Marketing	
CourseCode: MBA 3.41		CourseName: AdvertisingandBrand management	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Explainthe importanceofadvertising.	2	
2	What is brand positioning?	2	
3	Whatarethefactorsinfluencingchoiceofmedia?	2	
4	What is brand equity?	2	
5	ExplainDAGMARapproach.	2	
6	WhatisEthicalAdvertising?Explainwithexamples	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the advertising process and its components.	6	
8	What arecelebrityendorsements?Useexamples.What aretheadvantagesand disadvantages of celebrity endorsements?	6	
9	Explain the process of brand positioning with suitable examples.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Marketing	
CourseCode: MBA 3.42		CourseName:ConsumerBehavior	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What are the objectives of studying consumer behaviour?	2	
2	Writeashortnoteonorganizationalbuying behavior.	2	
3	What is family influence on consumer behavior?	2	
4	Whatis meantbyAttitude?	2	
5	Defineopinionleaders.Whatarethetraits/characteristicsofopinionleaders?	2	
6	Explainthesignificance ofConsumerism‘in Marketing.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the factors influencing consumer behavior.	6	
8	Explain the influence of culture and social class on consumer behavior.	6	
9	Explain the concept and causes of impulse buying.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Marketing	
CourseCode: MBA 3.43		CourseName:InternationalMarketing	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Whatarethe featuresofinternationalmarketing?	2	
2	Differentiate between domestic marketing and international marketing.	2	
3	Whatisdomesticpurchasing?Discussitsimportanceover international marketing.	2	
4	What is licensing in international marketing?	2	
5	Discussaboutthegreymarketwithexamples.	2	
6	Defineindirectexportingandmentionitsadvantagesanddisadvantages.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the factors affecting international marketing decisions.	6	
8	Discuss the role of foreign direct investment (FDI) in international marketing.	6	
9	Thepolicydecisionsofanexportfirmare influencedbyvariousfactors. Discuss.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd	
		OptionalGroup:Marketing	
CourseCode: MBA 3.44		CourseName:Industrial&ServiceMarketing	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	EnumerateServicesMarketingtriangle?	2	
2	Define service gap.	2	
3	What is customer relationship management (CRM)?	2	
4	What is industrial buying behavior?	2	
5	Mentionthereasonsforthegrowthofserviceeconomy.	2	
6	What arethedeterminantsofcustomerbehaviorinservicemarket?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the service marketing mix (7Ps) with suitable examples.	6	
8	Discuss the characteristics and types of industrial products.	6	
9	Describethefactorsthatinfluencethechoiceoflocationofservicesite.	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd Optional Group: (InformationTechnology)	
CourseCode: MBA 3.51		CourseName: ComputerFundamentalandItsOrganization	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	ExplaintheOperating system.	2	
2	Whatisthedifferencebetweenbatchandtime-sharingoperating systems?	2	
3	Differentiate between hardware and software.	2	
4	Whatisinput-outputDevice?Explaintherole ofinput-outputdevice incomputer system?	2	
5	What are the main components of CPU?	2	
6	What is differencebetweenMagneticdisk&MagneticTape?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	WhyComputerisknownasaDataProcessingSystem?	6	
8	Explain the meaning, characteristics, and applications of computers.	6	
9	Explaintheconceptofcachememoryand itsimportanceinimprovingComputer Performance?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd Optional Group: (InformationTechnology)	
CourseCode: MBA 3.52		CourseName: Web Technology	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What ishttp?	2	
2	Differentiate between a web page and a website.	2	
3	Writeshort noteonthe“FundamentalASPObjets”?	2	
4	Explaindomain name.	2	
5	Whatisthepurpose offramesinHTML?	2	
6	What isweb hosting.	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Differentiate between static and dynamic web pages with examples.	6	
8	Explain the process of web hosting and domain registration.	6	
9	WhatisIIS?ExplaindifferentfeaturesofIIS?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd Optional Group: (InformationTechnology)	
CourseCode: MBA 3.53		CourseName:SoftwareEngineeringManagement	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	What is software project management?	2	
2	What isa Software Process Model?	2	
3	What is software quality assurance (SQA)??	2	
4	What isthe difference between a data flow diagram and a control flow diagram?	2	
5	What are the three primary activities of Project Management?	2	
6	What is the purpose of risk identification?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Explain the concept and importance of software maintenance.	6	
8	Discuss the role of software quality assurance (SQA) in ensuring software quality.	6	
9	Discuss the different phases of the software development lifecycle (SDLC)?	6	

Session:2026-27		Max.Marks:30	
ProgramName: MasterofBusinessAdministration(MBA)		Semester:3rd Optional Group: (InformationTechnology)	
CourseCode: MBA 3.54		CourseName: DataBaseManagement System	
SECTION-A			2*6=12marks
Q.No.	Shortanswertypequestion(approx.200-300words)	Marks	
1	Defineadatabasemanagementsystem(DBMS)?	2	
2	Define primary key.	2	
3	Discussthechallengesandopportunities ofdistributeddatabasesystems?	2	
4	What is data integrity?	2	
5	What is a relationship in DBMS?	2	
6	Analyzetheroleofconcurrencycontrolinensuringdataconsistency?	2	
SECTION-B			6*3=18Marks
Q.No.	Longanswertypequestion(approx.500-800words)	Marks	
7	Discuss the components and architecture of DBMS.	6	
8	Explainedifferenttypesofdatamodelsandtheircharacteristics?	6	
9	Explain the different types of keys used in DBMS.	6	

