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 thedifferenttypesofrisksassociatedwithinvestment.	**2**
3	What is portfolio management?	**2**
4	ExplainthepowersandfunctionsofSEBIinfinancialmarket?	**2**
5	Differentiatebetweenactiveandpassiveportfoliomanagement.	**2**
6	Whatistheroleofmutualfunds intheinvestment 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	Giveanaccountonthereforms introducedbySEBI inprimaryandsecondary 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 iscashmanagement?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-IACofIncomeTaxAct?	**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	Whatareinventorymodels?	**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 OptionalGroup:Production**	
CourseCode: MBA 3.32	**CourseName: TotalQuality Management**	

SECTION-A	**2*6=12marks**	
Q.No.	**Shortanswertypequestion(approx.200-300words)**	**Marks**
1	What are the objectives ofTotalQualityManagement.	**2**
2	Define Kaizen.	**2**
3	Whatis Six Sigma?	**2**
4	Whatis the PDCA Cycle?	**2**
5	WhatisISO 9000?	**2**
6	Statetheprinciplesandapplicationsofre-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	Explainalltheelementsin5'Sprincipleandalsothe implementationprocedure of 5'S in a manufacturing company.	**6**

Session:2026-27	**Max.Marks:30**	
ProgramName: MasterofBusinessAdministration(MBA)	**Semester:3rd OptionalGroup:Production**	
CourseCode: MBA 3.33	**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 OptionalGroup:Production**	
CourseCode: MBA 3.34	**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?Statethreedifferentlevelsinmethod 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	Explainindetailthevariousstеps 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“FundamentalASPObjects”?	**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	WhatisaSoftwareProcess Model?	**2**
3	What is software quality assurance (SQA)??	**2**
4	Whatisthedifferencebetweenadataflowdiagramandacontrolflowdiagram?	**2**
5	NamethethreeprimaryactivitiesofProjectManagement?	**2**
6	Whatisthepurposeofrisk 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	Discussthedifferentphasesofthesoftwaredevelopmentlifecycle(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	Explainthedifferenttypesofdatamodelsandtheircharacteristics?	**6**
9	Explain the different types of keys used in DBMS.	**6**