

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA201: MARKETING MANAGEMENT

SYLLABUS

UNIT -I:

12 HOURS

Introduction: Basic marketing concepts – Understanding Customers – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Analyzing Markets and Customers – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Research and Information – Adapting Marketing to New Liberalized Economy – Digitalization and Customization – Latest marketing practices (virtual & physical)

UNIT -2:

12 HOURS

Strategic Marketing Planning – Consumer buying behavior process – Consumer vs. Organizational Buyers – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes.

UNIT-3:

12 HOURS

Marketing Channel System – Functions and Flows – Channel Design – Channel management – Selection, Training, Motivation, and Evaluation of Channel Members Channel dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions - Online marketing channels

UNIT_4:

12 HOURS

Marketing Communication: Concept, Definition, and Importance – Marketing Communication Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy – Recent trends in Marketing communications – Digital Communication platforms.

UNIT-5:

12 HOURS

Marketing Organization and Control: Types of Marketing Organization Structures, and Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities.

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA**

SEMESTER-II

MBA 201: MARKETING MANAGEMENT

MODEL PAPER

Time: 3 hours

Max Marks: 100

SECTION A

Answer ALL questions

5*16=80 Marks

1.a) Explain the core marketing concepts and their relevance in modern business environments. (Level-2, Understand)

Or

1.b) Analyze the role of marketing in delivering customer value and satisfaction. (Level-4, Analyze)

2.a) Develop a strategic marketing plan considering segmentation, targeting and positioning strategies. (Level-3, Apply)

Or

2.b) Examine consumer behavior and its implications on marketing decisions. (Level-4, Analyze)

3.a) Evaluate the structure and functions of various marketing channel systems. (Level-5, Evaluate)

Or

3.b) Design effective distribution strategies considering modern logistics and online channels. (Level-6, Create)

4.a) Formulate an integrated marketing communication strategy for a product launch. (Level-5, Evaluate)

Or

4.b) Discuss recent trends and digital platforms in marketing communication. (Level-2, Understand)

5.a) Explain various types of marketing control mechanisms with examples. (Level-2, Understand)

Or

5.b) Analyze customer relationship strategies and the concept of consumerism. (Level-4, Analyze)

SECTION B

Answer any FIVE of the following

5*4=20 Marks

6. Define Relationship Marketing. (Level-1, Remember)

7. Explain Macro and Micro marketing environment. (Level-2, Understand)

8. Describe the stages of Product Life Cycle. (Level-2, Understand)

9. Illustrate the consumer adoption process for new products. (Level-3, Apply)

10. Evaluate the components of an Integrated Marketing Communication mix. (Level-5, Evaluate)

11. Summarize marketing audit and its significance. (Level-2, Understand)

12. Explain digitalization and customization in the liberalized economy. (Level-2, Understand)

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA**

SEMESTER-II

**MBA 201: MARKETING MANAGEMENT
SCHEME OF VALUATION**

Time: 3 hours

Max Marks: 100

SECTION A

Answer ALL questions – 5×16=80 Marks

1. **a)** Explain the core marketing concepts and their relevance in modern business environments. (*Level-2, Understand*)
→ *Definition - 4m, Explanation with examples - 12m*
OR
b) Analyze the role of marketing in delivering customer value and satisfaction. (*Level-4, Analyze*)
→ *Key aspects - 4m, Detailed analysis - 12m*
2. **a)** Develop a strategic marketing plan considering segmentation, targeting and positioning strategies. (*Level-3, Apply*)
→ *Framework - 4m, Application to scenario - 12m*
OR
b) Examine consumer behavior and its implications on marketing decisions. (*Level-4, Analyze*)
→ *Stages and implications - 4m, Explanation - 12m*
3. **a)** Evaluate the structure and functions of various marketing channel systems. (*Level-5, Evaluate*)
→ *Structure - 4m, Evaluation - 12m*
OR
b) Design effective distribution strategies considering modern logistics and online channels. (*Level-6, Create*)
→ *Strategy design - 4m, Implementation plan - 12m*
4. **a)** Formulate an integrated marketing communication strategy for a product launch. (*Level-5, Evaluate*)
→ *Definition - 4m, Plan development - 12m*
OR
b) Discuss recent trends and digital platforms in marketing communication. (*Level-2, Understand*)
→ *Trends overview - 4m, Examples and relevance - 12m*
5. **a)** Explain various types of marketing control mechanisms with examples. (*Level-2, Understand*)
→ *Types - 4m, Examples - 12m*
OR

- b) Analyze customer relationship strategies and the concept of consumerism.**
(Level-4, Analyze)
→ *Concepts - 4m, Analytical discussion - 12m*

SECTION B

Answer any FIVE of the following – 5×4=20 Marks

(Each answer carries 4 marks)

6. Define Relationship Marketing *(Level-1, Remember)*
→ *Definition and basic understanding - 4m*
7. Explain Macro and Micro marketing environment *(Level-2, Understand)*
→ *Description of both environments with examples - 4m*
8. Describe the stages of Product Life Cycle *(Level-2, Understand)*
→ *Explanation of all stages - 4m*
9. Illustrate the consumer adoption process for new products *(Level-3, Apply)*
→ *Steps with application - 4m*
10. Evaluate the components of an Integrated Marketing Communication mix *(Level-5, Evaluate)*
→ *Assessment of all components with critical insight - 4m*
11. Summarize marketing audit and its significance *(Level-2, Understand)*
→ *Definition, process and importance - 4m*
12. Explain digitalization and customization in the liberalized economy *(Level-2, Understand)*
→ *Explanation with recent trends/examples - 4m*

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA 202: HUMAN RESOURCE MANAGEMENT

SYLLABUS

UNIT 1:

Introduction: Meaning, Definition, Nature, scope, and Importance of HRM – objectives and Functions of HRM – Policies, Procedures and Programmes, and Practices of HRM – Organization of HRM – Line and Staff Responsibility – Role of Personnel Manager and HR manager – Models of HRM – HRM in a Changing Environment.

UNIT 2:

Procurement: HR Job Analysis – Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning – Demand Forecasting and Process of HR Planning – Problems and Limitations of HRP – Recruitment: Definition, Objectives, Subsystems, Factors Affecting Recruitment Policy, Centralized and Decentralized Recruitment, Recruitment Organisation, Recruitment Sources, Recruitment Techniques, Recruitment Process, and Recent Trends in Recruitment Practices – Selection: Meaning, Definition, Importance, Types of Selection, Essentials of Selection Procedure, and Process of Selection – Placement, Induction, and Socialization.

UNIT 3:

Development and Performance Management: Objectives of Training, Training Need Assessment, Designing and Administering Training Programme, Executive Development Programmes, Evaluation of Training and Development Programmes –Performance Appraisal: Meaning, Need, Purpose, Objectives, Contents of PAS, Appraisers and Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, Problems of Performance appraisal, and Post Appraisal Feedback.

UNIT 4:

Promotion and Reward Management: Promotion, Transfer, Demotion, and Career planning and Development – Compensation Management: Definition, Need for Sound salary Administration, Objectives, Factors Affecting Wages/ Salary Levels, HRM Approaches to Reward Management, Job Evaluation – Employee Welfare Measures.

UNIT 5:

Maintaining: HRM Approach to Employee – Quality of Work Life (QWL): Meaning, Conditions, Specific Issues in QWL, Strategies for Improvement of QWL – Retirement, Discharge, VRS, and Exit Interviews – Changing Role of HR in Knowledge Era, Mergers and Acquisitions, Outplacement, Outsourcing HR Functions, and Employee Leasing – HRM Changes in Management Control Systems: HRIS, HRM Accounting, and HR Audit – International HRM: Perspectives and Challenges – Grievance and Disciplinary Procedure – HR Research.

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA 202: HUMAN RESOURCE MANAGEMENT MODEL PAPER
Time :3 hours **Max marks:100**
SECTION A

Answer ALL questions **5*16=80m**

- 1.a) Explain about Nature, scope, and Importance of HRM(Level-2,Understand)
(Or)
b.) Describe about Models of HRM (Level-2,Understand)

- 2.a) Demonstrate Human Resource Planning(Level-3, Apply)
(Or)
b.) Discuss about Recruitment Policy(Level-2,Understand)

- 3.a) Categorize training and development methods(Level-4, Analysis)
(Or)
b.) Illustrate Performance Appraisal techniques(Level-3, Apply)

- 4.a) Explain about Promotion and Reward Management (Level-2, Understand)
(Or)
b) Summarize Employee Welfare Measures (Level-2, Understand)

- 5.a) Distinguish Retirement, Discharge, VRS, and Exit Interviews (Level-4, Analysis)
(Or)
b) Evaluate International HRM Practices (Level-5, Evaluate)

SECTION -B

Answer any five of the following **5*4=20m**

6. Define HRM (Level -1,Remember)
- 7.Explain Line and Staff Responsibility (Level 2-Understand)
- 8.Demosntrate Human Resource Planning (Level 3- Apply)
- 9.Describe Socialization (Level 2-Understand)
- 10.Examine Executive Development Programmes (Level 4-Analysis)

11. Discuss Demotion (Level 2-Understand)

12. Summarize Quality of Work Life (Level 2-Understand)

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA 202: HUMAN RESOURCE MANAGEMENT

SCHEME OF VALUATION
Section-A

Time :3 hours

Max marks:100

SECTION A

Answer ALL questions

5*16=80m

1.a) Explain about Nature, scope, and Importance of HRM(Level-2,Understand)
(Definition-4m, Description-12m)

(Or)

b.) Describe about Models of HRM (Level-2,Understand)
(Each model carries 4 m,4*4=16m)

2.a) Demonstrate Human Resource Planning(Level-3, Apply)
(Definition-4m, Description-12m)

(Or)

b.) Discuss about Recruitment Policy(Level-2,Understand)
(Definition-4m, Description-12m)

3.a) Categorize training and development methods(Level-4, Analysis)
(Definition-4m, Description-12m)

(Or)

b.) Illustrate Performance Appraisal techniques(Level-3, Apply)
(Definition-4m, Description-12m)

4.a) Explain about Promotion and Reward Management (Level-2, Understand)
(Definition-4m, Description-12m)

(Or)

b) Summarize Employee Welfare Measures (Level-2, Understand)
(Definition-4m, Description-12m)

5.a) Distinguish Retirement, Discharge, VRS, and Exit Interviews (Level-4, Analysis)
(Each one carries 4m,4*4=16m)

(Or)

b) Evaluate International HRM Practices (Level-5, Evaluate)

(Definition-4m, Description-12m)

SECTION -B

Answer any five of the following

5*4=20m

6. Define HRM (Level -1,Remember)
- 7.Explain Line and Staff Responsibility (Level 2-Understand)
- 8.Demosntrate Human Resource Planning (Level 3- Apply)
- 9.Describe Socialization (Level 2-Understand)
- 10.Examine Executive Development Programmes (Level 4-Analysis)
- 11.Discuss Demotion (Level 2-Understand)
- 12.Summarize Quality of Work Life (Level 2-Understand)

(Each one carries 4-marks)

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA 203: FINANCIAL MANAGEMENT

UNIT 1:

Financial Management: Conceptual Overview, Scope, Functions, Roles, Goals – Changing Role of Finance Managers –Time value for money – Present Value – Risk and Return – Profit maximization Vs. Wealth Maximization – Financial Decisions – Financial Planning and Forecasting: Meaning, Objectives, Process of Financial Planning and Financial Forecasting (*Theory and Problems*).

UNIT2:

Financial Leverages: Types of Financial Leverages-EBIT and EPS analysis – Cost of Capital – Measurement of Specific Costs of Capital – Weighted Average Cost of Capital (*Theory and Problems*).

UNIT3:

Capital Structure: Determinants of Capital Structure, and Optimum Capital Structure – Capital Structure theories: Traditional, NI, NOI and MM Theories – Capital Budgeting: Nature, Scope, Significance of Capital Budgeting –Techniques of Capital Budgeting: Traditional and DCF techniques (*Theory and Problems*)

UNIT 4:

Working Capital Management: Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements – Operating cycle – Financing of Working Capital– Management of Cash, Receivables, and Inventory .(*Theory and Problems*).

UNIT 5:

Management of Profits: Meaning, Factors influencing Dividend Policy,Dividend Policy and Dividend Theories(*Theory and Problems*).

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA II- SEMESTER
MBA203 - FINANCIAL MANAGEMENT MODEL QUESTION PAPER

TIME -3HOURS

MAX MARKS 100

SECTION-A

ANSWER ALL OF THE FOLLOWING

5*16=80m

1.a) Define financial management . Discuss its scope and Objectives.
(Level 2- Understand)

(or)

b) Explain about the concepts of risk, return, time value of money, present value ,future value,profit maximization and wealth maximization. (Level 2- Understand)

2.a) Define Leverage? Categorize types of Leverages. (Level 4- Analysis)

(or)

b) A firm has the following capital structure.(Level 4- Analysis)

Sources of funds	Rs.	After tax cost(%)
Debentures	30,00,000 /-	4
Preference shares	10,00,000/-.	8.5
Equity shares	20,00,000/-.	11.5
Retained earnings	40,00,000/-	10

Calculate Weighted Average Cost of Capital

3.a). Define capital structure? Explain about theories of capital structure
(Level 2- Understand)

(or)

b)

Project	1	2	3	4	5
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A	Rs .4,000	4000	4000	4000	4000
B	6000	3000	2000	5000	5000

A company is considering two mutually exclusive projects. Both require an initial cash outlay of Rs.10,000 each, and have a life of 5 years .The company's required rate of return is 10% and pays tax at 50 %.The projects will be depreciated on a straight line basis. The net cash flows (before taxes) expected to generate by the projects are as follows. Calculate net present value for each project. At 10 % discount rate.(Level 5-Evaluate)

4.a)Define working capital?. Explain about types and determinants of working capital (Level 2-Understand)

(or)

b). Describe Cash Management models? Memorize the techniques of Inventory Management.

(Level 2- Understand)

5.a). What is Dividend Policy? Describe the factors influencing Dividend Policy

(Level 2- Understand)

(or)

b) Evaluate theories of dividend (Level 5- Evaluate)

Section-B

Answer any five of the following 5*4=20m

6.Discuss Functions of Financial Management (Level 2- Understand)

7.Explain Changing Role of Finance Managers (Level 2- Understand)

8.Describe Financial Break-Even Point (Level 2- Understand)

9.Explain EBIT-EPS proforma (Level 2- Understand)

10.Classify components of Cost of Capital (Level 4- Analysis)

11.Categorize Techniques of Capital Budgeting (Level 4- Analysis)

12.Define Operating Cycle (Level 1- Knowledge)

**SCHEME OF VALUATION FOR FINANCIAL MANAGEMENT
SECTION-A**

ANSWER ALL QUESTIONS 5*16=80M

- 1.a)Definition -2 m,Scope:7m, Objectives:7m
- b).Each concept 2m(8*2=16m)
- 2.a)Definition -4, Types:12m
- b) Consider as a whole:16m
- 3.a)Definition -4 m,Each theory -3m(4*3=12m)
- b)Data-4 m,each project npv caluculation-6 m(2*6=12m)
- 4.a).Definition -4m,Types-6 m,determinents-6m
- b)Cash mgt Models:8m, .Inventory mgt techniques:8m
- 5.a)Definition -4m,Factors-12m
- b).All theories:16m

SECTION-B

Answer any five of the following 5*4=20m

- 6.Each question carries 4 marks
- 7.Each question carries 4 marks
- 8.Each question carries 4 marks
- 9.Each question carries 4 marks
- 10.Each question carries 4 marks
- 11.Each question carries 4 marks
- 12.Each question carries 4 marks

**ANDHRA LOYOLA COLLEGE
(AUTONOMOUS)
DEPARTMENT OF MBA
II- SEMESTER
PAPER CODE: - MBA204
OPERATIONS RESEARCH
SYLLABUS**

UNIT - 1:- Operations research-Uses, scope and applications of Operations research, Formulation of models –Technique of operations research – Limitations of operations research. Linear Programming: Mathematical formulation of LP models-Graphical Method-Simplex method- Technical issues in Simplex method.

UNIT – 2: - Transportation Problem: Introduction-Initial Basic Feasible ;Solution (IBFS) method-Optimum solution-Modi method.

UNIT – 3 :- Job sequencing :- Introduction-Terminology and notations - Solution of sequencing problem-processing ‘n’ jobs through 2 machines-processing of ‘n’ jobs through 3 machines- processing of ‘n’ jobs through ‘m’ machines.

UNIT4: Project Management-Introduction-Network diagram representation-Rules for drawing network diagram-Fulkerson’s ‘1-j’ rule. Critical Path Method-Forward pass computation, Backward passes computation, determination of critical path. Project Evaluation Review Technique- Resource smoothing- resource allocation.

UNIT – 5: Queuing Model (M/M/1 only): Components, Basic structure and assumptions- Waiting line decision problem-Kendall’s notation for Queuing models, (M/M/1: /FCFS): Birth and Death process

**ANDHRA LOYOLA COLLEGE
(AUTONOMOUS)
DEPARTMENT OF MBA
II- SEMESTER
PAPER CODE : - MBA204
OPERATIONS RESEARCH
MODEL QUESTIONPAPER**

TIME: 3 HOURS

MAX MARKS:- 100

SECTION- A

ANSWER ALL THE QUESTIONS

5X16=80

- 1 (a) Write the procedure for Simplex Method of Linear Programming Problem?
(*Level 1 : Knowledge*)

(OR)

- (b) Solve the following L.P.P graphically. (*Level 3: Apply*)

$$\text{Minimize } Z = -6x_1 - 4x_2$$

Subject to

$$2x_1 + 3x_2 \geq 30$$

$$3x_1 + 2x_2 \leq 2$$

$$24x_1 + x_2 \geq 3$$

$$x_1, x_2 \geq 0$$

- 2(a) Define a transportation problem? Write the procedure for North West corner rule.

(*Level 1 : Knowledge*)

(OR)

- (b) Find the optimum solution to the following transportation problem by Vogel's Approximation Method
(*Level 6 : Design*)

DESTINATIONS

D₁

D₂

D₃

D₄

ORIGINS	O ₁	27	23	31	69
	O ₂	10	45	40	32
	O ₃	30	54	35	57

3 (a) Solve the following Job Sequencing problem for an optimal solution. (*Level 3 : Apply*)

JOBS				
A	B	C	D	E
11	13	9	16	16
4	3	5	2	6
6	7	5	8	4
15	8	13	9	11

(OR)

(b) Write the procedure for processing of 'n' jobs on three machines. (*Level 5 : Evaluate*)

4 (a) Explain the concept of Network analysis ? Draw a network diagram to the following project. (*Level 6 : Design*)

Job :-	A	B	C	D	E	F	G	H	I
Predecessor :-	-	A	B	B	C	D	C	E, F	G, H

(OR)

(b) Construct a PERT network. Find the project duration and find critical path ?

(*Level 6 : Design*)

JOBS

3	2	6	2	5	3	3	1	4
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	6	5	12	5	11	6	9	4	19
	15	14	30	8	17	15	27	7	28
1-2	1-6	2-3	2-4	3-5	4-5	6-7	5-8	7-8	

D T_o
 U
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 A T_M
 T
 I
 O T_p
 N

5) (a) In a railway marshalling yard, goods trains arrive at a rate of 30 trains per day. Assuming that the inter-arrival time follows an exponential distribution and the service time (the time taken to hump a train) distribution is also exponential with an average 36 minutes. Calculate the following:

- The average number of trains in the queue.
- The probability that the queue size exceeds 10.
- If the input of trains increases to an average 33 per day, what will be change in (i) and (ii) ?

(Level 3 :

Apply)

(OR)

5 b) Define Queueing Theory?
(Knowledge)

(Level 1 :

SECTION – B

ANSWER ANY FIVE FOLLOWING QUESTIONS

5*4=20M

6.How to resolve Degeneracy in LPP ?

(Level 1 : Knowledge)

7.Define Slack, Surplus and Artificial variables in LPP?

(Level 1 : Knowledge)

8.Explain MODI method of a Transportation Problem?

(Level 1 : Knowledge)

9.Explain Rules for Network diagram?

(Level 1 : Knowledge)

10. Define PERT and CPM? (Level 1 : Knowledge)
11. Define Nature and Scope of OR? (Level 1 : Knowledge)
12. Explain Birth and Death process of Queueing Theory? (Level 1 : Knowledge)

**ANDHRA LOYOLA COLLEGE
(AUTONOMOUS)
DEPARTMENT OF MBA
II- SEMESTER
PAPER CODE :- MBA 204
OPERATIONS RESEARCH
SCHEME OF EVALUATION**

SECTION – A

- 1 a) Procedure of Simplex Method -16 M
(OR)
- b) Converting inequalities into equations and finding (X_1, X_2) - 3M
 Drawing graph and finding feasible region - 7M
 Substituting the values of X_1 and X_2 in Objective function - 6M
- 2 a) Defining a Transportation Problem - 8M
 Procedure for North West Corner Rule - 8M
(OR)
- b) IBFS using Vogel's Approximation Method - 8M
 OBFS Method - 8M
- 3 a) Checking criteria to convert 4 machine problem to
 2 machine problem - 3M
 Finding Optimal sequence - 3M
 Finding Total Elapsed Time - 4M
 Finding Idle times for Machines - 6M
(OR)
- b) Procedure for 'n' jobs and 3 machines - 16M
- 4 a) Concept of Network Analysis - 6M
 Drawing Network Diagram - 10M
(OR)
- b) Finding $T_E = (T_O + 4T_M + T_P)/6$ - 4M

Drawing Network Diagram	- 8M
Finding Critical Path	- 4M
5 a) Calculation of 'ρ'	-2M
i) Average number of trains in the queue (L_q)	- 2M
ii) $P(n > 10)$	- 2 M
iii) Using $\mu = 1/33$, finding (i) and (ii)	- 10M
(OR)	
b) Define Queueing Theory	- 16M

SECTION – B

6.How to resolve Degeneracy in LPP?	- 4M
7.Define Slack, Surplus and Artificial variables in LPP?	- 4M
8.Explain MODI method of a Transportation Problem?	- 4M
9.Explain Rules for Network diagram?	- 4M
10.Define PERT and CPM?	- 4M
11.Define Nature and Scope of OR?	- 4M
12.Explain Birth and Death process of Queueing Theory?	- 4M

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS) VIJAYAWADA
DEPARTMENT OF MBA**

(Revised CBCS 2024-25 Batch onwards)

I MBA– SEMESTER II Course code-MBA205

Course Title: Entrepreneurship Theory and Practice

SYLLABUS

UNIT-1

12 HOURS

Introduction: Fundamentals of Entrepreneurship – Evolution of the Concept–Basic Models and Theories of Entrepreneurship – Psychological Theories of Entrepreneurship – Social, Cultural and Political Dimensions of Entrepreneurship – Functions of an Entrepreneur –Types of Entrepreneur – Different Forms of Enterprises – Entrepreneurial Culture – Stages in Entrepreneurial Process – Intrapreneurship – Entrepreneurship as a Style of Management – Entrepreneurial Challenges.

UNIT-2

12 HOURS

Innovation and Entrepreneurship: Cognitive Approaches to Opportunity Recognition, Evaluating, and Moving Innovative Ideas – Entrepreneurship and Creativity – Financing Entrepreneurial Innovation – Protection of Entrepreneurial Rents – Business Innovation – Business Model Change – Creating New Marketing Space – Discovering New Points of Differentiation.

UNIT-3

12 HOURS

Small Firms & New Ventures: Dynamics of Small Business Environment – Entrepreneurial Venture and the Entrepreneurial Organization –Types and Characteristics of Small Firms and Ventures – Resource Acquisition for Small Firms and New Ventures –Angel Funding and Venture Capitalists – Causes for Small Business Failure – Success Factors for Small Business – Management of Small Business –Entrepreneuring in the Corporate Environment – Need for and Possible Barriers to Corporate Entrepreneurship – Legal Structures and Regulatory Framework of Entrepreneurship.

UNIT-4

12 HOURS

Entrepreneurial Decision Making: Characteristics of Entrepreneurial Leadership – Different Categories of Decisions Taken by an Entrepreneur along the Entrepreneurial process – Differences between the Logic of Causation and the Logic of Effectuation in

Explaining Venture Creation – Role of Affect in Entrepreneurial Decision Making – Risk taking in Entrepreneurship.

UNIT-5

12 HOURS

Entrepreneurial Life Cycle: Life Cycle of Entrepreneurial Venture – Role of Entrepreneur during various Transition Stages – Requirements for Successful Patent Grants – Protection of intellectual property – Different Approach on Entrepreneurial Research – Emerging trends in Entrepreneurship: Technopreneurship, netpreneurs, agripreneurs, Women entrepreneurship, and Portfolio entrepreneurship.

Reference Books:

Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi

Saini, J. S., 'Entrepreneurial Development Programmes and Practices', Deep & Deep Publications (P), Ltd.

Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi

Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.

Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.

Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.

WEB REFERENCES:

<https://www.slideshare.net/GDRCSTR1/fundamentals-of-entrepreneurship-62133534>

<https://byjus.com/commerce/what-is-entrepreneurship/>

<https://www.investopedia.com/terms/e/entrepreneur.asp>

https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_Entrepreneurial_Development_NOTES.pdf

https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_introduction.htm

ANDHRA LOYOLA COLLEGE (AUTONOMOUS) VIJAYAWADA
DEPARTMENT OF MBA
(Revised CBCS 2024-25 Batch onwards)
I MBA– SEMESTER II Course code-MBA205
Course Title: Entrepreneurship Theory and Practice

Answer ALL the following Questions

5x16=80Marks

1. **A. Explain** the evolution of the concept of entrepreneurship. Discuss any **two psychological and two social** dimensions that influence entrepreneurial behavior. Level 2: Understand)

Or

B. Apply your understanding of the **entrepreneurial process** by explaining its stages. Support your answer with an example of a successful entrepreneur or startup journey. Level 3: Apply)

2. **A. Describe** how entrepreneurship is linked to creativity and innovation. Explain with examples how a new marketing space can be created. Level 2: Understand).

Or

B. Apply the concept of business model change to a business you are familiar with. How can discovering new points of differentiation help it grow? Level 3: Apply)

3. **Discuss** the characteristics of small firms and new ventures. What are the main causes for small business failure? Level 2: Understand).

Or

B. Apply the concept of resource acquisition by explaining how a startup might secure **angel funding** or support from **venture capitalists**. Level 3: Apply)

4. **Explain** the difference between **causation** and **effectuation logic** in entrepreneurial decision making. Provide real-life or hypothetical examples. Level 2: Understand)

Or

B. **Apply** your knowledge of entrepreneurial leadership by describing how risk-taking plays a role in key decisions during startup growth. Level 3: Apply).

5. **Describe** the life cycle of an entrepreneurial venture and explain the role of an entrepreneur in each phase of transition. Level 2: Understand).

Or

B. **Apply** your knowledge of intellectual property protection by explaining the basic **requirements for successful patent grants** and how they benefit new ventures. Level 3: Apply)

Section -B

Answer Any four Question

4x5=20Marks

6. **Define** entrepreneurship and list any two types of entrepreneurs with brief examples. Level 1: Remember)

7. **Explain** the functions of an entrepreneur in starting and running a business. Level 2: Understand).

8. **Describe** how creativity plays a role in identifying business opportunities. Level 2: Understand)

9. **What is a business model?** Give one example of a business that changed its model successfully. Level 1: Remember)

10. **List** any three causes of small business failure and briefly explain one. Level 2: Understand).

11. **What is the difference** between risk-taking and risk-avoidance in entrepreneurship? Level 1: Remember)

12. **Explain** what is meant by “Technopreneurship” and give one example of a technopreneur. Level 2: Understand)

ANDHRA LOYOLA COLLEGE (AUTONOMOUS) VIJAYAWADA
DEPARTMENT OF MBA
(Revised CBCS 2024-25 Batch onwards)
I MBA– SEMESTER II Course code-MBA205
Course Title: Entrepreneurship

Scheme of Evaluation

Answer ALL the following Questions

5x16=80Marks

1. **A. Explain** the evolution of the concept of entrepreneurship. Discuss any **two psychological and two social** dimensions that influence entrepreneurial behavior. Level 2: Understand) 16 Marks

Or

- B. Apply** your understanding of the **entrepreneurial process** by explaining its stages. Support your answer with an example of a successful entrepreneur or startup journey. Level 3: Apply) 16 Marks

2. **A. Describe** how entrepreneurship is linked to creativity and innovation. Explain with examples how a new marketing space can be created. Level 2: Understand). 16 Marks

Or

- B. Apply** the concept of business model change to a business you are familiar with. How can discovering new points of differentiation help it grow? Level 3: Apply) 16 Marks

3. **Discuss** the characteristics of small firms and new ventures. What are the main causes for small business failure? Level 2: Understand). 16 Marks

Or

- B. Apply** the concept of resource acquisition by explaining how a startup might secure **angel funding** or support from **venture capitalists**. Level 3: Apply) 16 Marks

4. A.Explain the difference between **causation** and **effectuation logic** in entrepreneurial decision making. Provide real-life or hypothetical examples.

(Level 2: Understand) 16 Marks

Or

B. **Apply** your knowledge of entrepreneurial leadership by describing how risk-taking plays a role in key decisions during startup growth. Level 3: Apply). 16 Marks

5.A. **Describe** the life cycle of an entrepreneurial venture and explain the role of an entrepreneur in each phase of transition. Level 2: Understand). 16 Marks

Or

B. **Apply** your knowledge of intellectual property protection by explaining the basic **requirements for successful patent grants** and how they benefit new ventures. Level 3: Apply) 16 Marks

Section -B

Answer Any four Question

4x5=20Marks

6. Define entrepreneurship and list any two types of entrepreneurs with brief examples. Level 1: Remember) 5 Marks

7. Explain the functions of an entrepreneur in starting and running a business. Level 2: Understand). 5 Marks

8. Describe how creativity plays a role in identifying business opportunities. Level 2: Understand) 5 Marks

9. What is a business model? Give one example of a business that changed its model successfully. Level 1: Remember) 5 Marks

10. List any three causes of small business failure and briefly explain one. Level 2: Understand). 5 Marks

11. What is the difference between risk-taking and risk-avoidance in entrepreneurship? Level 1: Remember) 5 Marks

12. Explain what is meant by “Technopreneurship” and give one example of a technopreneur. Level 2: Understand) 5 Marks

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA206 - BUSINESS RESEARCH METHODS
SYLLABUS

UNIT - 1: 12 HOURS
- Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis - Research Design – Exploratory Research – Descriptive Research – Casual Research

UNIT – 2: 12 HOURS
Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale –Guttman Scale – Likert Scale – Schematic Differential Scale- Classification of Data – Tables and Graphical Presentation

UNIT –3: 12 HOURS
Sampling & Sampling Designs - Advantages of Sampling - Sampling Methods. Testing of Hypothesis – Null & Alternatives hypothesis, Critical region-Types of error-level of significance. Large sample tests: single mean, single proportion, Difference of two means and two proportions, test for difference of two standard deviations.

UNIT-4: 12 HOURS
ANOVA – One way and two way classification, Small sample tests: Testing for the mean and variance of univariate normal distribution, testing of equality of two means and testing of equality of two variances. Chi - square test - Single variance.

UNIT –5: 12 HOURS
Research Report Writing and Presentation: Concept, Purpose, Guidelines for Research Report Writing –Steps in Report Writing-Layout of Report-Types of Research Reports-Presentation of Research Report.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA206 - BUSINESS RESEARCH METHODS
MODEL QUESTION PAPER

Total 100 Marks

Section-A

Answer ALL questions

5x16=80Marks

1. (a) Explain the various steps involved in Research Process? (Level-2, Understand)
Or
(b) Define Research. Discuss the various types of Research. (Level-2, Understand)
2. (a) What is measurement? What are the primary scales of measurement? (Level-3, Apply)
Or
(b) What are primary and secondary data? State the various sources of secondary data. (Level-Apply)
3. (a) What is a sample? Explain different methods of sample survey? (Level-2, Understand)

Or

(b) Samples of students were drawn from two universities and from their weights in kilograms, mean and standard deviations are calculated and shown below. Make a large sample test to test the significance of the difference between the means,

	Mean	Standard Deviation	Size of Sample
University A	55	10	400
University B	57	15	100

(Level-4,

Analysis)

4. (a) Write various steps for ANOVA testing in two way classification? (Level-4, Analysis)

Or

(b) The following table gives the yields of 15 samples of plot under three varieties of seed.

A	B	C
20	18	25
21	20	28
23	17	22
16	15	28
20	25	22

Test using Analysis of Variance whether there is a significant difference in the average yield of seeds. (Level-5, Evaluate)

5. (a) Explain various steps involved in report writing? (Level-2, Understand)

(Or)

(b) Explain types of research reports. (Level-2, Understand)

Section-B

Answer any five of the following

5 X 4 = 20

6. Exploratory Research. (Level -1, Remember)

7. Classification of Data (Level -1, Remember)

8. Briefly describe about designing of questionnaire. (Level-2, Understand)

9. Define null and alternative hypothesis. (Level-2, Understand)

10. Types of error. (Level-3, Apply)

11. Chi-square test. (Level-3, Apply)

12. Guidelines for Research Report. (Level -1, Remember)

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
SEMESTER-II
MBA206 - BUSINESS RESEARCH METHODS

SCHEME OF VALUATION

Section A

- 1 A) Consider as a whole.
B) Define Research.(5) Discuss the various types of Research.(11)
- 2) A) What is measurement? (6) What are the primary scales of measurement? (10)
B) What are primary and secondary data? (8) State the various sources of secondary data. (8)
- 3) A) What is a sample? (6) Explain different methods of sample survey?(10)
B) Consider as a whole.
- 4) A) Consider as a whole.
B) Consider as a whole.
- 5) A) Consider as a whole.
B) Consider as a whole.

SECTION –B

- | | |
|-------------------------|---------|
| 6. Consider as a whole | 4 marks |
| 7. Consider as a whole | 4 marks |
| 8. Consider as a whole | 4 marks |
| 9. Consider as a whole | 4 marks |
| 10. Consider as a whole | 4 marks |
| 11. Consider as a whole | 4 marks |
| 12. Consider as a whole | 4 marks |

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)

DEPARTMENT OF MBA II- SEMESTER

MBA207-PROJECT MANAGEMENT

SYLLABUS

Unit 1 - Basics of Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

Unit 2 - Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point

Unit 3 - Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

Unit 4- Project Execution and Control: Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control, PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System

Unit 5- Project Close-out, Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow- up

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)

DEPARTMENT OF MBA II- SEMESTER

MBA207-PROJECT MANAGEMENT

QUESTION PAPER

SECTION – A

(Answer the following. Each question carries 16 marks. Internal choice is provided.

One question from each unit.)

(5 × 16 = 80 Marks)

Q1. a) Explain the phases of the project management life cycle and discuss the impact of delays in project completion. *(BTL 2 – Understanding)*

OR

b) Analyze the role of the project manager in different phases of a project and explain the essentials of project management philosophy. *(BTL 4 – Analyzing)*

Q2. a) Describe the project identification process. Evaluate the role of feasibility studies in project selection. *(BTL 5 – Evaluating)*

OR

b) Explain the significance of the project break-even point and analyze how it influences project selection. *(BTL 4 – Analyzing)*

Q3. a) Discuss the importance of project planning and explain the process of developing a Work Breakdown Structure (WBS). *(BTL 2 – Understanding)*

OR

b) Apply the concept of team roles and responsibilities in project planning to enhance teamwork and ensure success. *(BTL 3 – Applying)*

Q4. a) Analyze the application of PERT and CPM techniques in project execution and control. How are critical paths determined? *(BTL 4 – Analyzing)*

OR

b) Describe the steps involved in developing a project network. Explain how time estimation and network cost systems support project control. *(BTL 2 – Understanding)*

Q5. a) Explain the process of project close-out and discuss the steps required for effective project follow-up. *(BTL 2 – Understanding)*

OR

b) Evaluate the importance of project termination and follow-up in ensuring long-term project success. *(BTL 5 – Evaluating)*

SECTION – B

(Answer any five of the following. Each question carries 4 marks.)

(5 × 4 = 20 Marks)

Q6. Define project management and state its importance in today's business environment. *(BTL 1 – Remembering)*

Q7. List any four key project management principles. *(BTL 1 – Remembering)*

Q8. What is a feasibility study? Mention two types. *(BTL 1 – Remembering)*

Q9. Explain any two responsibilities of a project team member. *(BTL 2 – Understanding)*

Q10. How does the PERT model help in project control? *(BTL 3 – Applying)*

Q11. Differentiate between project close-out and project termination. *(BTL 4 – Analyzing)*

Q12. Evaluate why follow-up is necessary after a project's completion. *(BTL 5 – Evaluating)*

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)

DEPARTMENT OF MBA II- SEMESTER

MBA207-PROJECT MANAGEMENT

SCHEME OF EVALUATION

SECTION – A

(Each question carries 16 marks; evaluate for conceptual clarity, application, analysis, and structure.)

Q1a.

- Explanation of phases of project management life cycle – 8 marks
- Discussion on impact of project delays – 8 marks

Q1b.

- Role of project manager in various phases – 8 marks
- Essentials of project management philosophy – 8 marks

Q2a.

- Explanation of project identification process – 6 marks
- Types and importance of feasibility studies – 10 marks

Q2b.

- Meaning and significance of break-even point – 6 marks
- Analysis of its influence on project selection – 10 marks

Q3a.

- Importance and need of project planning – 6 marks
- Explanation of WBS and its purpose – 10 marks

Q3b.

- Application of roles and responsibilities in a project – 8 marks
- Discussion on teamwork and planning – 8 marks

Q4a.

- Overview of PERT and CPM – 6 marks
- Steps for critical path determination – 10 marks

Q4b.

- Steps for developing a project network – 6 marks
- Time estimation and cost systems in control – 10 marks

Q5a.

- Steps in project close-out – 8 marks
- Follow-up process explained – 8 marks

Q5b.

- Evaluation of project termination process – 8 marks
- Importance of follow-up in long-term success – 8 marks

SECTION – B

(Each question carries 4 marks.)

Q6.

- Definition – 2 marks
- Importance – 2 marks

Q7.

- Listing of four valid principles – 1 mark each $\times 4 = 4$ marks

Q8.

- Definition – 2 marks
- Two types with examples or names – 1 mark each = 2 marks

Q9.

- Explanation of two responsibilities – 2 marks each = 4 marks

Q10.

- Application of PERT in control – Key idea + example = 4 marks

Q11.

- Two valid points of difference – 2 marks each = 4 marks

Q12.

- Two reasons with brief evaluation – 2 marks each = 4 marks

ANDHRA LOYOLA COLLEGE (AUTONOMOUS) VIJAYAWADA
DEPARTMENT OF MBA
I MBA– SEMESTER II Course code-MBA208
COURSE TITLE-CRITICAL THINKING & PROBLEM SOLVING
(Skill Development Course)

UNIT 1-

12 HOURS

Importance of critical thinking and reason in skills, problem, definition, its parts, prioritizing issues and relevance of issues.

UNIT 2-

12 HOURS

Fact vs opinion, tentative truths, claim credibility, recognizing bias, incomplete claims, test and studies

UNIT 3-

12 HOURS

Working with arguments, inductive reasoning, deductive reasoning, evaluating evidence, types of evidence, credibility of evidence

UNIT 4-

12 HOURS

Logical fallacies, appeals to emotions, scare tactics, flattery, peer pressure, slippery slope, circular reasoning and two wrongs makes a right

UNIT 5-

12 HOURS

Jumping to conclusions, hasty generalizations, biased generalizations, determined cause, problem solving revisited

REFERENCE BOOKS:

Reasoning skills success - Learning express editors(e-book)

Critical thinking skills success -Learning express editors(e-book)

WEB REFERENCES:

<https://www.skillsyouneed.com/learn/critical-thinking.html>

<https://study.com/academy/lesson/what-is-critical-thinking-definition-skills-meaning.html>

https://www.tutorialspoint.com/critical_thinking/critical_thinking_introduction.htm

<https://courses.lumenlearning.com/suny-basicreadingwriting/chapter/outcome-critical-thinking/>

https://www.academia.edu/13170528/Critical_Thinking_Lecture_Notes_1

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)

DEPARTMENT OF MBA

SEMESTER-II

MBA 208: CRITICAL THINKING & PROBLEM SOLVING (Skill Development Course)

Answer ALL the following Questions

5x16=80Marks

1.A. Explain the meaning of critical thinking and reasoning. How are these skills useful in solving everyday problems? Understand Level -2

Or

B. Apply the concept of issue prioritization by identifying the parts of a problem (e.g., time management issue in college life) and organizing them based on relevance. Level 3: Apply.

2. A. Differentiate between facts, opinions, and tentative truths with suitable examples. Why is it important to recognize these differences? Level 2: Understand)

Or

B. Apply your understanding of claim credibility and bias to examine a newspaper article or social media post. Identify at least two signs of bias or incomplete information. Level 3: Apply.

3. A. Describe inductive and deductive reasoning with examples. How do they differ in approach and conclusion? Level 2: Understand)

Or

B. Apply your knowledge of argument structure to identify types of evidence in a simple argument. Mention the credibility of the evidence used. Level 3: Apply)

4. Explain any four common logical fallacies such as scare tactics, flattery, or slippery slope with simple examples. Level 2: Understand)

Or

B. Apply your understanding by finding fallacies in an advertisement, movie dialogue, or speech. Mention how each fallacy affects the message. Level 3: Apply)

5. Define jumping to conclusions and biased generalizations. Provide simple examples to show why they lead to incorrect judgments. Level 2: Understand)

Or

B. Apply a basic problem-solving method to a personal or classroom issue. Show how avoiding hasty generalizations helped reach a better solution. Level 3: Apply)

Section -B

Answers any Four Questions,

4x5=20 Marks

6. Explain the importance of critical thinking in solving everyday problems. Give one example from real life. Level 2: Understand)

7. Define the term "tentative truth" and give one example to illustrate it. Level 1: Remember)

8. Differentiate between inductive and deductive reasoning with one example each. Level 2: Understand).

9. List any three common logical fallacies and give a short example of one. Level 1: Remember).

10. Apply a basic problem-solving approach to a classroom or group project problem. Describe how you avoided jumping to conclusions. Level 3: Apply).

11. What is the problem? List any two parts of a problem with a short example. Level 1: Remember)

12. How can you recognize bias in a news article or a social media post? Give one real or hypothetical example. Level 2: Understand)

ANDHRA LOYOLA COLLEGE(AUTONOMOUS) DEPARTMENT OF MBA

SEMESTER-II

MBA 208 : CRITICAL THINKING & PROBLEM SOLVING

Scheme of Evaluation

(Skill Development Course)

Answer ALL the following Questions

5x16=80Marks

1.A. Explain the meaning of critical thinking and reasoning. How are these skills useful in solving everyday problems? Understand Level -2 16 Marks

B. Apply the concept of issue prioritization by identifying the parts of a problem (e.g., time management issue in college life) and organizing them based on relevance. Level 3: Apply. 16 Marks

2. A. Differentiate between facts, opinions, and tentative truths with suitable examples. Why is it important to recognize these differences? Level 2: Understand) Or 16 Marks

B. Apply your understanding of claim credibility and bias to examine a newspaper article or social media post. Identify at least two signs of bias or incomplete information. Level 3: Apply. 16 Marks

3. A. Describe inductive and deductive reasoning with examples. How do they differ in approach and conclusion? Level 2: Understand) OR 16 marks

B. Apply your knowledge of argument structure to identify types of evidence in a simple argument. Mention the credibility of the evidence used. Level 3: Apply) 16 Marks

4. Explain any four common logical fallacies such as scare tactics, flattery, or slippery slope with simple examples. Level 2: Understand) OR 16 Marks

B. Apply your understanding by finding fallacies in an advertisement, movie dialogue, or speech. Mention how each fallacy affects the message. Level 3: Apply) 16 Marks

5. Define jumping to conclusions and biased generalizations. Provide simple examples to show why they lead to incorrect judgments. Level 2: Understand) OR 16 Marks

B. Apply a basic problem-solving method to a personal or classroom issue. Show how avoiding hasty generalizations helped reach a better solution. Level 3: Apply) 16 Marks

Section -B

Answers any Four Questions

4x5=20 Marks

6. Explain the importance of critical thinking in solving everyday problems. Give one example from real life. Level 2: Understand) 5 Marks

7. Define the term "tentative truth" and give one example to illustrate it. Level 1: Remember) 5 Marks

8. Differentiate between inductive and deductive reasoning with one example each. Level 2: Understand). 5 Marks

9. List any three common logical fallacies and give a short example of one. Level 1: Remember). 5 Marks

10. Apply a basic problem-solving approach to a classroom or group project problem. Describe how you avoided jumping to conclusions. Level 3: Apply). 5 Marks

11. What is the problem? List any two parts of a problem with a short example. Level 1: Remember) 5 Marks

12. How can you recognize bias in a news article or a social media post? Give one real or hypothetical example. Level 2: Understand) 5 Marks

