



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>International Business</b>			
<b>Course Code</b>		<b>22MBA 401</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>45</b>	<b>Credits</b>	<b>3</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Analyze the various components of the International Business environment and their impact on business operations.	<b>K4</b>	<b>PO1,PO2,PO6,PO7, PO8,PO10,PO12</b>
<b>CO2</b>	Identify and compare different modes of International Business and select the most appropriate one for specific business scenarios.	<b>K1</b>	<b>PO3,PO4,PO6,PO7, PO11,PO12</b>
<b>CO3</b>	Analyze the structure and functioning of Multinational Corporations and their influence on the global and Indian economies.	<b>K4</b>	<b>PO3,PO4,PO6,PO7,PO11,PO12</b>
<b>CO4</b>	Assess the factors influencing Foreign Direct Investment and its impact on economies, with a focus on FDI trends in India.	<b>K5</b>	<b>PO3,PO4,PO6,PO7, PO11,PO12</b>
<b>CO5</b>	Explain the roles of GATT and WTO in facilitating international trade and resolving trade disputes.	<b>K2</b>	<b>PO3,PO4,PO6,PO7,PO11,PO12</b>

For BTL: L1: Remember; L2: Understand; L3: Apply; L4: Analyze; L5: Evaluate; L6: Create

### CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	
International Business		CO1	3	3				2	2	2		1		3	
		CO2			3	3		2	2				3	3	
		CO3			3	3		2	2				3	3	
		CO4			3	3		2	2				3	3	
		CO5			3	3		2	2				3	3	
		Sum		3	3	12	12		10	10			1	12	15
		Avg		0.6	0.6	2.4	2.4		2	2			0.2	2.4	3

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

### SYLLABUS

#### UNIT-I (10 Hours)

Fundamentals of International Business: Evolution of International Business, Nature of International Business, Importance of International Business – International Business Environment: Economic Environment, Political Environment, Legal Environment, Technological Environment, Socio-Cultural Environment – Emerging Trends in International Business.

#### UNIT-II (08 Hours)

International Trade Theories: Mercantilism, Theory of Absolute Cost Advantage, Comparative Cost Advantage Theory, Relative Factor Endowment Theory, The New Trade Theory, Heckscher – Ohlin Theory, Product Life Cycle Theory – Modes of International Business: Exporting, Licensing, Franchising, Contract Manufacturing, Management Contracts, Turnkey Projects, Joint Ventures, Mergers and Acquisitions – Instruments of International Trade Policy – Regional Integrations – Trade Barriers.

#### UNIT-III (07 Hours)

Multinational Corporation: Features, Organizational Structure, Merits and Demerits, Role of MNCs in Indian Economy, Role of MNCs in Global Economy - Ethics in International Business – International Business Negotiations – GATT – WTO.

#### **UNIT–IV (07 Hours)**

International Financial Institutions: IMF, World Bank Group, Asian Development Bank, International Development Association – International Balance of Payments: Fundamentals, Types of Balance of Payments, Disequilibrium in Balance of Payments, Methods of Correction - Foreign Direct Investment: Factors Influencing FDI, Reasons for FDI, Costs and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India.

#### **UNIT–V(07 Hours)**

International Accounting Management – International Human Resource Management, International Marketing Management – International Production and Logistics –Recent trends in International Business.

*Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Case Studies and Analysis: Students will be provided with case studies related to international business scenarios. They will analyze these cases, identify challenges, and propose suitable strategies for successful global business operations. This will enhance their problem-solving and critical thinking skills.
- Mini Research Projects: Students will be assigned mini research projects on topics related to international business trends, market analysis, trade policies, or global financial institutions. Students will conduct research, gather data, and present their findings and suggestions.
- International Business Plan: Students will be divided into groups and assigned with task to develop a comprehensive international business plan. They will choose a product or service, analyze target markets, devise market entry strategies, create financial projections, and address legal and cultural considerations.
- Group Presentations: Students are to be organized into groups of 2-4, and should be assigned specific topics related to international business. Each group should give a presentation utilizing visual aids. These presentations foster collaboration, diverse perspectives, improved communication skills, and critical thinking, providing students with valuable learning experiences and opportunities to showcase their knowledge to peers and instructors.

#### **REFERENCE TEXT BOOKS**

1. Sumati Varma. (2013). International Business (1st edi), Pearson.
2. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, New

Delhi.

3. Warren J. Keegan. (2010). Global Marketing Management (9th edi), Prentice Hall of India, New Delhi.
4. Bholanath Dutta. (2010). International Business Management: Text and Cases, Excel Books, New Delhi.
5. Sanjay Misra. PK Yadav. (2009). The International Business Environment: Text and Cases, PHI Learning Private Limited, New Delhi.

## International Business

Time: 3 Hours

Max Marks:100

### Section - A

Answer ALL the following Questions

5\*16=80.

1. A) Explain the **evolution, nature, and importance of International Business.**(Level 2 Understand) .

OR .

B) . Analyze the reasons for the growth of international trade and evaluate its significance for developing economies like India. ( Level 4 Analyze ) .

2. A) Discuss the **instruments of international trade policy**. Analyze the role of **tariff and non-tariff barriers**, subsidies, and quotas in regulating international trade. (L2 + L4 + L5 – Understand, Analyze, Evaluate).

OR

B) . Analyze different forms of regional integration and evaluate their impact on international trade, trade barriers, and global economic cooperation.( Level 4 Analyze ) .

3.A) Define a **Multinational Corporation (MNC)** and explain its **features and organizational structure**. ( Level 2 Understand ) .

OR

B) . Discuss the objectives and functions of **GATT and WTO**, and evaluate their role in promoting free and fair international trade. ( Level 4 Analyze ) .

4. A) Explain the **fundamentals of Balance of Payments (BoP)**. ( Level 2 Understand ) .

OR

B) Apply these trends to analyze the **growth and pattern of FDI in India**, highlighting recent developments and policy initiatives. ( Level 3 Apply ) .

5. A) Explain the concept and scope of **International Accounting Management**. ( Level 2 Understand ) .

OR

B) . Discuss the major accounting issues faced by multinational companies and analyze the role of international accounting standards in global business operations. (L4 + L5 – Analyze, Evaluate) .

### SECTION –B

Answer any four of the following

4\*5=20 M.

6. Define **International Business**. (L1 – Remember).
7. Explain the **nature of International Business**. (L2 – Understand).
8. What is the **Theory of Comparative Cost Advantage** . ( L1 – Remember ) .
9. Define a **Multinational Corporation**. ( L1 – Remember ) .
10. State the objectives of **WTO**. (L1 + L2 – Remember, Understand).
11. Define **Balance of Payments**. (L1 – Remember).
12. Define **International Human Resource Management** (L1 – Remember).

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**II MBA IV SEMESTER**  
**International Business.**  
**Schemes of Evaluation**

**Time: 3 Hours**

**Max Marks:100**

**Section - A**

**Answer ALL the following Questions**

**5\*16=80.**

1.A) Explain the **evolution, nature, and importance of International Business.** (Level 2 Understand) .  
16 M

OR .

B) . Analyze the reasons for the growth of international trade and evaluate its significance for developing economies like India. ( Level 4 Analyze ) . 16 M

2.A) Discuss the **instruments of international trade policy.** Analyze the role of **tariff and non-tariff barriers**, subsidies, and quotas in regulating international trade. (L2 + L4 + L5 – Understand, Analyze, Evaluate). 16 M

OR

B) . Analyze different forms of regional integration and evaluate their impact on international trade, trade barriers, and global economic cooperation.( Level 4 Analyze ) . 16 M

3.A) Define a **Multinational Corporation (MNC)** and explain its **features and organizational structure.** ( Level 2 Understand ) . 16M

OR

B) . Discuss the objectives and functions of **GATT and WTO**, and evaluate their role in promoting free and fair international trade. ( Level 4 Analyze ) . 16M

4.A) Explain the **fundamentals of Balance of Payments (BoP).** ( Level 2 Understand ) . 16 M

OR

**B)** Apply these trends to analyze the **growth and pattern of FDI in India**, highlighting recent developments and policy initiatives. ( Level 3 Apply ) . 16 M

5. A) Explain the concept and scope of **International Accounting Management.** ( Level 2 Understand ) .16 M

OR

B) . Discuss the major accounting issues faced by multinational companies and analyze the role of international accounting standards in global business operations. (L4 + L5 – Analyze, Evaluate) . 16 M

**SECTION –B**

**Answer any four of the following**

**4\*5=20 M.**

6. Define **International Business.** (L1 – Remember). 5M

7. Explain the **nature of International Business.** (L2 – Understand). 5M

8. What is the **Theory of Comparative Cost Advantage .** ( L1 – Remember) . 5M

9. Define a **Multinational Corporation**. ( L1 – Remember) . 5M
10. State the objectives of **WTO**. (L1 + L2 – Remember, Understand). 5M
11. Define **Balance of Payments**. (L1 – Remember). 5M
12. Define **International Human Resource Management** (L1 – Remember). 5M



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>STRATEGIC MARKETING</b>			
<b>Course Code</b>		<b>22MBA402(I)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Analyze marketing opportunities and threats	<b>K4</b>	<b>PO5,PO6,PO7,PO8,P O9,PO10,PO11,PO12</b>
<b>CO2</b>	Discuss strategic concepts and theories and their application in marketing environments.	<b>K2</b>	<b>PO5,PO6,PO7,PO8,P O9,PO10,PO11,PO12</b>
<b>CO3</b>	Identify and resolve well-defined problems reaching substantiated conclusions employing methods of analysis specific to marketing.	<b>K2</b>	<b>PO5,PO6,PO7,PO8, PO9,PO10,PO11,PO 12</b>
<b>CO4</b>	Develop and critically assess marketing strategies	<b>K6</b>	<b>PO5,PO6,PO7,PO8,P O9,PO10,PO11,PO12</b>
<b>CO5</b>	Employ strategies and processes which assist independent learning.	<b>K3</b>	<b>PO5,PO6,PO7,PO8, PO9,PO10,PO11,PO 12</b>

**ForBTL:L1:Remember;L2:Understand;L3: Apply;L4:Analyze;L5:Evaluate;L6: Create**

## CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
STRATEGIC MARKETING		CO1					3	3	3	3	2	2	3	3
		CO2					2	2	2	3	3	3	3	3
		CO3					2	3	1	2	2	2	2	2
		CO4					1	1	2	2	1	1	2	2
		CO5					2	1	3	2	1	1	2	2
		Sum					10	10	11	12	9	9	12	12
		Avg.					2	2	2.2	2.4	1.8	1.8	2.4	2.4

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

## SYLLABUS

### UNIT-I (15 Hours)

Introduction to strategy, strategic concepts and strategic levels - Fundamentals of Strategic Marketing- Marketing as strategy - Alternative marketing strategies: Generic and Specific - Creating an Effective Marketing Plan and Decision Making Process – Strategic marketing planning in the Contemporary Environment – Components of a Strategic Marketing Plan – Use of Market Research for Marketing Strategy Decisions.

### UNIT-II (12 Hours)

Analytical Approaches to Strategic Marketing: Organization for Marketing – Strategy Environment & Competitive Analysis- Strategic Analysis (SWOT Analysis, GAP Analysis – Competitive Analysis – Porter’s 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing – Strategic options: Value, Focus, Innovation and Customer Relationships – Strategic Positioning, Position Options, Development and Selection of a Strategic Position.

### UNIT-III (12 Hours)

Marketing Strategy Formulation: Developing Competitive Marketing Strategies: Role of Marketing Mix – Diversification Strategies (related and unrelated diversification, synergy, entry strategies) – Strategies for Growth Markets (Penetration, Product-Market Expansion, Vertical Integration and the Big Idea – Strategies for Mature, Declining and Hostile Markets (creating growth, right strategy, milk or harvest, divestment or liquidation) – Turnaround Strategies – Strategies for New Economies – Competitive Positioning Strategies: Competitive Advantage through Innovation and Managing Customer Relationships – Global Marketing Strategies..

### UNIT-IV (12 Hours)

Marketing Strategy Implementation: A Framework for Going to Market – Prerequisites for Effective Implementation – Constraints in Marketing Strategy Implementation – Organizational Issues – Channel Tactics, New Product Development best Practices – Integration of Marketing Strategies and their Application to Different Business Sectors: FMCG, Industrial, & Services.

### UNIT-V(12 Hours)

Marketing Strategy Evaluation and Control: Measurement of Marketing Performance and its feedback to next year’s Marketing Strategy Formulation – Types of Control – Strategic Marketing Audit & Scope – Corrective Measures.

*Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

Students will undertake a strategic marketing project. The project will address an existing strategic marketing problem from an organizational/commercial partner to provide a valuable practical situation in which the strategic marketing theory can be applied to practice.

Students will conduct critical evaluation of the strategic value of marketing planning in domestic and multinational company of their choice.

Students will form into groups consist of 3-5 students to evaluate applications of strategic marketing concepts in domestic and international companies of their choice.

Each student is responsible for developing a case based upon a marketing related problem from work or from an organization in which you have a particular interest. This assignment must specifically address issues and analytical tools discussed during the semester or covered in your text.

### **REFERENCE TEXT BOOKS**

Carol H. Anderson: Strategic Marketing, Houghton Mifflin Harcourt Page.

D. W. Cravens & N. F. Piercy: Strategic Marketing, McGraw Hill/Irwin.

O.C. Ferrell, Michael D. Hartline: Strategic Marketing, South-Western Cengage

Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill

Colin, David J.: Strategic Marketing Management; Planning, Implementation & Control:

Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann

Aaker, David: Strategic Marketing, Wiley-India

George S.: Market Driven Strategy Day; Process of Creating Value, Free Press

J. P. Guiltinan, G. W. Paul, T. J. Madden: Marketing Management Strategies and Programs, McGraw-Hill Companies

Jain, Subhash : Marketing; Planning and Strategy, South-Western College Publishers

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)  
DEPARTMENT OF MBA  
SEMESTER-II  
STRATEGIC MARKETING  
MODEL PAPER**

**Time :3 hours**

**Max marks:100**

**SECTION A**

**Answer ALL questions**

**5x16=80m**

1. a) Explain the fundamentals of Strategic Marketing and discuss the components of an effective Marketing Plan.

(Or)

b) Describe the role of Market Research in Marketing Strategy Decisions and outline the decision-making process.

2. a) Demonstrate the use of SWOT Analysis and Porter's Five Forces Model in Strategic Marketing.

(Or)

b) Discuss the BCG Matrix and GE Nine-Cell Model as analytical tools for strategic marketing decisions.

3. a) Categorize and explain the different Marketing Strategies for Growth Markets.

(Or)

b) Illustrate Competitive Positioning Strategies and the role of innovation in building competitive advantage.

4. a) Explain the prerequisites and constraints in Marketing Strategy Implementation across different business sectors.

(Or)

b) Summarize the channel tactics and new product development best practices in marketing strategy implementation.

5. a) Distinguish between Strategic Marketing Audit and Marketing Performance Measurement.

(Or)

b) Evaluate the types of control and corrective measures in Marketing Strategy Evaluation.

**SECTION -B**

**Answer any five of the following**

**4x5=20m**

6. Define Strategic Marketing.
7. Explain Generic vs. Specific Marketing Strategies.
8. Demonstrate GAP Analysis.
9. Describe Diversification Strategies.
10. Examine Turnaround Strategies.
11. Discuss the Marketing Mix in Strategy Formulation.

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**SEMESTER-II**  
**STRATEGIC MARKETING**  
**SCHEME OF VALUATION**

Time :3 hours

Max marks:100

**SECTION A**

Answer ALL questions

5x16=80m

1. a) Explain the fundamentals of Strategic Marketing and discuss the components of an effective Marketing Plan.

*(Definition – 4 marks, Explanation of fundamentals & components – 12 marks)*

(Or)

b) Describe the role of Market Research in Marketing Strategy Decisions and outline the decision-making process.

*\*(Role of market research – 8 marks, Decision-making process – 8 marks)\**

2. a) Demonstrate the use of SWOT Analysis and Porter's Five Forces Model in Strategic Marketing.

*(SWOT Analysis – 8 marks, Porter's Model – 8 marks)*

(Or)

b) Discuss the BCG Matrix and GE Nine-Cell Model as analytical tools for strategic marketing decisions.

*\*(BCG Matrix – 8 marks, GE Nine-Cell Model – 8 marks)\**

3. a) Categorize and explain the different Marketing Strategies for Growth Markets.

*(Definition – 4 marks, Explanation of strategies – 12 marks)*

(Or)

b) Illustrate Competitive Positioning Strategies and the role of innovation in building competitive advantage.

*(Positioning strategies – 8 marks, Role of innovation – 8 marks)*

4. a) Explain the prerequisites and constraints in Marketing Strategy Implementation across different business sectors.

*(Prerequisites – 8 marks, Constraints – 8 marks)*

(Or)

b) Summarize the channel tactics and new product development best practices in marketing strategy implementation.

*(Channel tactics – 8 marks, NPD best practices – 8 marks)*

5. a) Distinguish between Strategic Marketing Audit and Marketing Performance Measurement.

*(Marketing Audit – 8 marks, Performance Measurement – 8 marks)*

(Or)

b) Evaluate the types of control and corrective measures in Marketing Strategy Evaluation.

*(Types of control – 8 marks, Corrective measures – 8 marks)*

**SECTION -B**

Answer any five of the following

4x5=20m

6. Define Strategic Marketing.
7. Explain Generic vs. Specific Marketing Strategies.
8. Demonstrate GAP Analysis.
9. Describe Diversification Strategies.
10. Examine Turnaround Strategies.
11. Discuss the Marketing Mix in Strategy Formulation.

***(Each answer carries 5 marks)***



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>Sales and Distribution Management</b>			
<b>Course Code</b>		<b>22MBA402(II)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Define the concept, scope, and objectives of sales management, analyze the roles of field sales managers, and assess the integration of sales with other business functions and media.	<b>K1</b>	<b>PO1, PO6, PO8, PO11</b>
<b>CO2</b>	Apply various methods of sales forecasting, design and deliver effective sales presentations, allocate resources, and control sales territories, quotas, and budgets.	<b>K3</b>	<b>PO3, PO6, PO7, PO8</b>
<b>CO3</b>	Plan manpower requirements, recruit and select sales personnel, design and administer sales training and compensation plans, and evaluate the performance of sales personnel through audits and analysis.	<b>K3</b>	<b>PO3, PO6, PO8, PO9</b>
<b>CO4</b>	Explain the role of distribution in the marketing mix, analyze the structure and functions of distribution channels, and make informed decisions on channel design, management, and conflict resolution.	<b>K 4</b>	<b>PO1, PO6, PO7, PO11</b>
<b>CO5</b>	Gain knowledge of market logistics objectives, transport economics, and supply chain operations, and understand the impact of new developments in	<b>K4</b>	<b>PO1, PO6, PO11, PO12</b>

	supply chain management on distribution efficiency.		
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### CO-PO MAPPING

Cour se	Cod e	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO12
S		CO 1	3					2		2			2	
		CO 2			3			2	2	2				
		CO 3			3			2		2	2			
		CO 4	3					2	2				2	
		CO 5	3					2					2	2
		Sum	9		6			10	4	6	2		6	2
		Avg.	1.8		1.2			2.0	0.8	1.2	0.4		1.2	0.4

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

### SYLLABUS

#### UNIT-I (15 Hours)

Sales Management: Concept, Nature and Scope, Objectives and Functions –Interface of Sales with different functions – Theories of Selling – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix – Trends and Challenges – Selling Through Different Media.

#### UNIT-II (12 Hours)

Sales Forecasting & Operations: Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation — Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales – Sales Meeting.

#### UNIT-III (12 Hours)

Sales force Management: Planning Manpower Requirements – Recruiting and Selecting Sales Personnel – Methods and Administering Selection Procedures – Developing Sales Training Programs, Executing and Evaluating Sales Training Programs, Motivating Sales Personnel, Compensating Sales Personnel – Designing and Administering Various Compensation Plans, Controlling Sales Personnel and Managing, Sales Evaluation Programs, Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

#### UNIT-IV (12 Hours)

Distribution Management: Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Planning and organizational Patterns in Marketing Channels – Channel Design Process and Channel Management Decisions – Channel Intermediaries: Role and Types – Wholesaling: Types of Wholesalers, and Wholesaler marketing decisions – Retailing: Types of Retailers, and Retailer Marketing Decisions – Channel Dynamics and Conflicts.

## UNIT-V (12 Hours)

Market Logistics & Supply Chain: Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling: Economic of Transportation – Modes of Transport, Organizing Transport Facilities – Supply Chain Operations – New Developments in Supply Chain Management.

### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

Students are to interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession

Students ask their friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?

Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Roles and functions of sales manager and sales people are different in every organization Sales people view the roles of sales managers in their own way and vice versa. Assume student is sales manager of a company. Student make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.

Assume a company; XYZ is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. Students have to analyze different methods and recommend a method for your company.

#### **REFERENCE TEXT BOOKS**

1. Krishna K. Havaldar & Vasant M Cavale : Sales & Distribution Management: Text & Cases, Tata McGraw Hill.
2. Still, Cundiff and Govani , Sales Management - Decisions, Strategies and Cases, Prentice Hall.
3. Gupta S.L., Sales & Distribution Management (Text and Cases), Excel Books, New Delhi.
4. Anderson. R. Professional Sales Management: Englewood Cliffs, New Jersey, Prentice Hall Inc.
5. Buskirk, R.H. and Stanton. W.J., Management of Sales Force, Homewood Illinois, Rochard D. Irwin.
6. Dalrymple, D.J., Sales Management: Concepts and Cases, New York, John Wiley.
7. Johnson. E. M., Sales Management: Concepts, Practices and Cases, New York. McGraw Hill.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**SEMESTER-IV**  
**SALES AND DISTRIBUTION MANAGEMENT**  
**MODEL PAPER**

**Time: 3 hours                      Max Marks: 100**

**SECTION A**

**Answer ALL questions                      5×16 = 80 Marks**

1.a) Explain the nature and scope of Sales Management and its role in coordinating the marketing mix. *(Level-2, Understand)*

**OR**

1.b) Describe the tasks of a field sales manager and the challenges in modern sales management. *(Level-2, Understand)*

2.a) Discuss various methods of sales forecasting and steps in planning a sales operation. *(Level-3, Apply)*

**OR**

2.b) Design a sales presentation and explain modes of customer prospecting. *(Level-3, Apply)*

3.a) Examine the process of recruiting and training sales personnel. *(Level-4, Analyze)*

**OR**

3.b) Evaluate compensation methods for sales personnel. *(Level-5, Evaluate)*

4.a) Describe the functions and structure of distribution channels and their importance in marketing. *(Level-2, Understand)*

**OR**

4.b) Explain the channel design process and types of channel intermediaries. *(Level-3, Apply)*

5.a) Analyze logistics decisions and supply chain operations for effective market distribution. *(Level-4, Analyze)*

**OR**

5.b) Evaluate modes of transportation and developments in supply chain management. *(Level-5, Evaluate)*

**SECTION B**

**Answer any FOUR of the following                      4\*5 = 20 Marks**

6. Define Sales Management. *(Level-1, Remember)*

7. Explain the theories of selling. *(Level-2, Understand)*

8. Discuss sales budgeting. *(Level-2, Understand)*

9. Describe sales territory design. *(Level-3, Apply)*

10. Outline the recruitment process of sales personnel. *(Level-2, Understand)*

11. Explain types of retailers. *(Level-2, Understand)*

12. Describe logistics objectives in a distribution channel. (*Level-2, Understand*)

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)  
DEPARTMENT OF MBA  
SEMESTER-IV  
MBA403MKT: SALES AND DISTRIBUTION MANAGEMENT**

**SCHEME OF EVALUATION**

**SECTION A (Each question carries 16 Marks)**

- 1.a) Definition - 4m, Explanation of scope and coordination - 12m
- 1.b) Field manager roles - 4m, Challenges - 12m
- 2.a) Forecasting methods - 4m, Sales operation planning - 12m
- 2.b) Presentation design - 4m, Prospecting methods - 12m
- 3.a) Recruitment and training steps - 4m, Explanation with examples - 12m
- 3.b) Compensation strategies - 4m, Evaluation with reasoning - 12m
- 4.a) Structure and functions - 4m, Importance in mix - 12m
- 4.b) Design process - 4m, Types of intermediaries - 12m
- 5.a) Logistics decisions - 4m, SCM operation analysis - 12m
- 5.b) Transportation modes - 4m, Recent SCM developments - 12m

**SECTION B (Each question carries 5 Marks)**

- 6. Definition with explanation - 5m
- 7. Overview of theories - 5m
- 8. Purpose and steps in budgeting - 5m
- 9. Key considerations and procedure - 5m
- 10. Steps in recruitment - 5m
- 11. Types with examples - 5m
- 12. Objectives and application - 5m



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>Retail Management</b>			
<b>Course Code</b>		<b>22MBA402(III)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
CO1	Describe the fundamental concepts, scope, and functions of retailing, and compare retail trends in Indian and global contexts.	K2	PO1, PO 9, PO11, PO12
CO2	Analyze consumer buying behavior, retail market strategies, and the impact of innovative business models such as e-tailing.	K4	PO3, PO4, PO6, PO7, PO8, PO9, PO11
CO3	Apply strategic and financial planning techniques, including merchandise planning and category management, to real-world retail scenarios.	K3	PO3, PO6, PO7, PO8, PO9, PO11

<b>CO4</b>	<b>Evaluate</b> retail pricing, promotion, and location strategies, and <b>assess</b> their role in achieving a sustainable competitive advantage.	<b>K5</b>	<b>P03,P06, P07, P08, P09,P011</b>
<b>CO5</b>	<b>Design</b> effective store layouts, customer relationship management (CRM) programs, and retail information systems to improve customer satisfaction and business efficiency.	<b>K6</b>	<b>P03, P06, P07, P08,P09, P011</b>

**ForBTL:L1:Remember;L2:Understand;L3:Apply;L4:Analyze;L5:Evaluate;L6: Create**

### CO PO MAPPING

Course	Code	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
		CO 1	3								3		2	2
		CO 2			3	2		3	3	3	3		2	
		CO3			3			3	3	2	2		3	
		CO4			3			3	3	2	2		3	
		CO 5			3			3	3	2	2		3	
		Sum	3		12	2		12	12	9	12		13	2
		Avg.	0.6		2.4	0.4		2.4	2.4	1.8	2.4		2.6	0.4

**Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO**

UNIT-I (15 Hours)

Introduction to Retailing: Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Indian & Global Retailing – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing – Retail Customers and Consumers – Changing Trends of Consumerism and Consumer Buying Behavior Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping, and Crossbuying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing: e-tailing.

UNIT-II (12 Hours)

Retail Market Strategy: Concept, Definition, and Need for Retail Market Strategy – Developing a

Sustainable Competitive Advantage – Strategic Retail Planning Process – Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

#### UNIT-III (12 Hours)

Retail Management: Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

#### UNIT-IV (12 Hours)

Retail Pricing & Promotion: Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy

#### UNIT-V (12 Hours)

Store Management: Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising – Retail Customer Service: Managing Service Quality, Complaint Handling, and Service Recovery Strategies – Customer Relationship Management: CRM Process and CRM Programs – Retail Customer Satisfaction, Loyalty, and Retention Strategies – CRM Measurements: Customer Life Time Value and Customer Equity – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

Students are to visit nearby retail stores (both organised and unorganised) and identify their retail marketing strategies, and to submit a detailed report.

Students are to form in groups (a group consists of 5-8 students) to prepare a concise note on HRM and Financial strategies of retailers in local /regional area.

Students are to identify and examine retail marketing communication strategies of local retailers and submit a report on the same.

Students are to identify retail pricing techniques of the local retailers and choose the best pricing technique and price promotion and submit justification.

### REFERENCE TEXT BOOKS

Levy & Weitz, Retailing Management, TMH.

Swapna Pradhan, Retailing Management Texts & Cases, McGraw Hill Companies.

A.J.LNMBA, The art of Retailing, TMH.

Andrew J Newmann & Petescullen, Retailing Management, Thomson Learning.

Barry Berman Joel & R Evans, Retailing Management-A Strategic Approach, Pearson Education.

Gilbert, Retail Marketing Management, Pearson Education.

Chetan Bajaj, Rajnish Tuli and Srivatsva, Retail Management, Oxford University Press.

Lecy, M., B.A. Weitz, and Ajay Pundit., Retailing Management, The McGraw-Hill Companies.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS) VIJAYAWADA**  
**DEPARTMENT OF MBA**  
**II MBA. – SEMESTER IV**  
**COURSE TITLE-RETAIL MANAGEMENT MODEL QUESTION PAPER**  
**SECTION – A**

*(Answer **any five** of the following. Each question carries 16 marks. Internal choice is provided. One question from each unit.)*

**(5 x 16 = 80 marks)**

Q1. a) Explain the different theories of retail development and discuss the functions and significance of retailing in modern business. *(BTL 2 – Understanding)*

OR

b) Analyze the changing trends in consumer buying behavior and examine the implications of cross-shopping and cross-buying behavior in Indian retailing. *(BTL 4 – Analyzing)*

Q2. a) Describe the strategic retail planning process and evaluate how a retailer can develop a sustainable competitive advantage. *(BTL 5 – Evaluating)*

OR

b) Discuss the various types of retail locations and assess how location decisions affect overall retail strategy. *(BTL 5 – Evaluating)*

Q3. a) Explain the process of merchandise planning and discuss the emergence and role of private labels in retailing. *(BTL 2 – Understanding)*

OR

b) Apply the Strategic Profit Model to evaluate a retailer's financial performance and analyze its implications for retail decision-making. *(BTL 3 – Applying, BTL 4 – Analyzing)*

Q4. a) Examine the components of a retail promotion mix and evaluate techniques used to increase retail sales in competitive markets. *(BTL 5 – Evaluating)*

OR

b) Design a multichannel retailing strategy for a new retail brand considering communication budget, promotion, and integration challenges. *(BTL 6 – Creating)*

Q5.a) Discuss the elements of store layout and visual merchandising and their role in enhancing customer experience. *(BTL 2 – Understanding)*

OR

b) Design a CRM strategy for a retail brand that ensures customer satisfaction, loyalty, and retention, integrating retail information systems and lifetime value concepts. *(BTL 6 – Creating)*

## SECTION – B

*(Answer any five of the following. Each question carries 5 marks.)*

**(4\*5 = 20 marks)**

Q6. Define the term "Retailing" and state its importance in the Indian economy. *(BTL 1 – Remembering)*

Q7. List and explain any four types of non-store based retailing formats. *(BTL 1 – Remembering)*

Q8. Illustrate the key steps in the retail location selection process. *(BTL 3 – Applying)*

Q9. Summarize the objectives of financial strategies used in retailing. *(BTL 2 – Understanding)*

Q10. Differentiate between retail advertising and in-store promotions with examples. *(BTL 4 – Analyzing)*

Q11. Explain the importance of customer service and complaint handling in store management. *(BTL 2 – Understanding)*

Q12. Propose an innovative e-tailing model suitable for rural India. *(BTL 6 – Creating)*

## SCHEME OF EVALUATION

### SECTION – A

*(Answer any five of the following. Each question carries 20 marks. Internal choice is provided)*  
**(5 x 16 = 80 Marks)**

#### Q1.

**a) Explain the different theories of retail development and discuss the functions and significance of retailing in modern business.**  
**(BTL2–Understanding)**

- Theories of retail development : 6 marks
- Functions of retailing: 6 marks
- Significance of retailing in business: 4 marks

**OR**

**b) Analyze the changing trends in consumer buying behavior and examine the implications of cross-shopping and cross-buying behavior in Indian retailing.**  
**(BTL4–Analyzing)**

- Identification of recent trends: 5 marks
- Analysis of cross-shopping and cross-buying: 6 marks
- Implications in Indian context: 5 marks

#### Q2.

**a) Describe the strategic retail planning process and evaluate how a retailer can develop a sustainable competitive advantage.**  
**(BTL5–Evaluating)**

- Description of strategic planning process: 8 marks
- Evaluation of strategies for sustainable advantage: 8 marks

**OR**

**b) Discuss the various types of retail locations and assess how location decisions affect overall retail strategy.**  
**(BTL5–Evaluating)**

- Types of retail locations: 6 marks
- Importance and factors influencing choice: 6 marks
- Impact on strategy with examples: 4 marks

#### Q3.

**a) Explain the process of merchandise planning and discuss the emergence and role of private labels in retailing.**  
**(BTL2–Understanding)**

- Process of merchandise planning: 8 marks
- Role and significance of private labels: 8 marks

**OR**

**b) Apply the Strategic Profit Model to evaluate a retailer's financial performance and analyze its implications for retail decision-making.**  
**(BTL3–Applying, BTL4–Analyzing)**

- Diagram and explanation of Strategic Profit Model: 6 marks
- Application to financial data or scenario: 6 marks
- Analysis and interpretation of results: 4 marks

**Q4.**

**a) Examine the components of a retail promotion mix and evaluate techniques used to increase retail sales in competitive markets.**

**(BTL5–Evaluating)**

- Elements of promotion mix: **8 marks**
- Evaluation of promotion techniques: **8 marks**

**OR**

**b) Design a multichannel retailing strategy for a new retail brand considering communication budget, promotion, and integration challenges.**

**(BTL6–Creating)**

- Design and components of the strategy: **6 marks**
- Budget and promotion integration: **6 marks**
- Addressing challenges and feasibility: **4 marks**

**Q5.**

**a) Discuss the elements of store layout and visual merchandising and their role in enhancing customer experience.**

**(BTL2–Understanding)**

- Store layout elements: **6 marks**
- Visual merchandising techniques: **6 marks**
- Impact on customer experience: **4 marks**

**OR**

**b) Design a CRM strategy for a retail brand that ensures customer satisfaction, loyalty, and retention, integrating retail information systems and lifetime value concepts.**

**(BTL6–Creating)**

- CRM strategy framework: **6 marks**
- Integration with retail IS and data usage: **6 marks**
- Incorporating CLV and equity concepts: **4 marks**

### **SECTION – B**

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

**(4\*5 = 20 Marks)**

**Q6.** Define "Retailing" and state its importance in the Indian economy. *(BTL 1 – Remembering)*

–Definition:2marks

– Importance in Indian economy: 3 marks

**Q7.** List and explain any four types of non-store based retailing formats. *(BTL 1 – Remembering)*

–Listing of four formats: 2 mark

– Explanation of each format : 3 marks

**Q8.** Illustrate the key steps in the retail location selection process. *(BTL 3 – Applying)*

–Explanation of key steps: 3 marks

– Logical illustration or example: 2 mark

**Q9.** Summarize the objectives of financial strategies used in retailing. *(BTL 2 – Understanding)*

– Identification and explanation of objectives: 3 marks

– Summary or conclusion: 2 mark

**Q10.** Differentiate between retail advertising and in-store promotions with examples. (*BTL 4 – Analyzing*)

- Differences between the two concepts: 2 marks
- Relevant examples for each: 3 marks

**Q11.** Explain the importance of customer service and complaint handling in store management. (*BTL 2 – Understanding*)

- Explanation of importance: 2 marks
- Justification with examples: 3 marks

**Q12.** Propose an innovative e-tailing model suitable for rural India. (*BTL 6 – Creating*)

- Innovation in the model: 2 marks
- Relevance to rural Indian context: 3 marks



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>STRATEGIC HRM</b>			
<b>Course Code</b>		<b>22MBA402(V)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Explain the concepts, scope, and strategic importance of SHRM in alignment with corporate goals.	<b>K2</b>	PO1,PO3,PO7,PO8,PO11
<b>CO2</b>	Apply SHRM strategies such as strategic planning, forecasting HR supply, and acquisition methods to real-world business scenarios	<b>K3</b>	PO7,PO8,PO9,PO10,PO11, PO12
<b>CO3</b>	Analyze the integration of HR strategies with organizational culture, leadership styles, and strategic business needs during implementation and M&A activities.	<b>K4</b>	PO3, PO6, PO8,PO9,PO11
<b>CO4</b>	Evaluate the effectiveness of HR strategies related to recruitment, retention, training, and development using tools such as benchmarking and Balanced Scorecard.	<b>K5</b>	PO9, PO10, PO11
<b>CO5</b>	Design innovative HR strategies that support sustainable competitive advantage, strategic flexibility, and global organizational capability.	<b>K6</b>	PO6,PO11,PO12

**For BTL: L1: Remember; L2: Understand; L3: Apply; L4: Analyze; L5: Evaluate; L6: Create**

## CO-PO MAPPING

Course	Code	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12
		CO1	3		3				2	2			2	
		CO2							3	2	3	2	3	3
		CO3			3			3		3	2		2	
		CO4									3	3	2	
		CO5						2					3	3
		Sum	3		6			5	5	7	8	5	12	6
		Avg	0.6		1.2			1.0	1.0	1.4	1.6	1.0	2.4	1.2

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

## SYLLABUS

### UNIT-I (15 Hours)

Introduction to Strategic HRM: Definition - Importance – Evolution of Strategic Role of Human Resource Management - Strategic Framework for HRM– Process of Strategic HRM – Corporate Strategy and SHRM – SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

### UNIT-II (12 Hours)

Strategy Formulation: Strategic planning – Multinational Strategies – Strategic alliance – Sustainable global competitive advantage – Assessment of strategic alternatives – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future – An investment perspective of Human Resources – HR investment consideration.

### UNIT-III (12 Hours)

HR Strategy Implementation: Human Aspects of Strategy Implementation: Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Personal Values and Business

Ethics – Retrenchment Strategies: Downsizing, Voluntary Retirement Schemes (VRS), HR Outsourcing, Early Retirement Plans, and Project Based Employment.

#### **UNIT-IV (12 Hours)**

Recruitment and Retention Strategies: Online Recruitment, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Executive Education, Flexi Timing- Telecommuting – Work– life Balance Practices – Employee Empowerment – Employee Involvement – Autonomous Work Teams – Training, Development and Performance Strategies: Creating a Learning Organization, Competency Mapping, Multi-Skilling Succession Planning, Cross Cultural Training.

#### **UNIT-V (12 Hours)**

HR Strategy Evaluation: HR evaluation process – Overview– Scope – Strategic Impact – Level of Analysis – Criteria – Level of Constituents – Ethical Dimensions – Approaches to Evaluation

- Balanced score card perspective – Bench marking – Evaluating Strategic Contribution of Traditional areas such as selection, Training, Compensation – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- **Case Studies and Analysis:** Students will analyze real-world case studies related to strategic HRM, HR strategy formulation, workforce planning, and performance management. They will identify challenges, propose solutions, and discuss the implications of strategic decisions.
- **HR Strategy Formulation Exercise:** Students will work in groups to develop HR strategies aligned with corporate objectives for specific business scenarios. They will present their strategies and defend their choices to gain a competitive advantage.
- **HR Training and Development Plan:** Students will create a comprehensive training and development plan for an organization, integrating it with performance management systems and compensation strategies to enhance employee performance and skill development.
- **Emerging HR Trends Presentation:** Students will research and present on emerging trends in strategic HRM, such as HR technology, diversity and inclusion initiatives, employee well-being programs, and other relevant topics

shaping the HR landscape.

**REFERENCE TEXT BOOKS**

- 1) Jeffery Mello (2008), Strategic HRM, Thompson publication, New Delhi
- 2) Charles R. Greer, Strategic Human Resource Management, Pearson Education.
- 3) Michael Armstrong, Strategic HRM, Kogan page, London
- 4) Agarawala Tanuja (2007) Strategic Human Resource Management, Oxford University Press.
- 5) Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- 6) Srinivas R. Kandula,(2002),Strategic
- 7) Human Resource Development, Prentice Hall India.



**DEPARTMENT OF MBA**  
**SEMESTER-IV**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT MODEL PAPER**  
**Time: 3 hours** **Max marks: 100**

**SECTION A**

**Answer ALL questions**

**5\*16=80m**

1. a). Define HRM? Write about its importance & the process of Strategic HRM?  
or  
b). Define HRM? Write about SHRM approaches?
2. a). Write about Assessment of strategic alternatives & Managerial issues in strategic formulation?  
or  
b). Write about importance and methods of forecasting the supply of HR?
2. a). Explain about human aspects of strategy implementation & behavioral issues in strategy implementation?  
or  
b). Write about the Retrenchment strategies: Downsizing, VRS, HR outsourcing & early retirement plans?
3. a). Explain the following: Online recruitment, Employee referrals, recruitment process outsourcing & Head hunting?  
or  
b). Write about the training, development and performance strategies: creating a learning organization, competency mapping & cross cultural training
4. a). Explain the HR strategy evaluation? Write about HR evaluation process (6+10)  
or  
b). Discuss in detail about the approaches to Evaluation covering the concepts of Balanced score card perspective & Bench marking
5. a). Explain the HR strategy evaluation? Write about HR evaluation process  
or  
b). Discuss in detail about the approaches to Evaluation covering the concepts of Balanced score card perspective & Bench marking

**Answer any of the 4 short notes given below 4\*5=20 marks**

6. Compensation
7. Quality Readiness
8. Multi skilling succession planning
9. Project based Management
10. HR investment decision
11. Strategic HR planning

**DEPARTMENT OF MBA**  
**SEMESTER-IV**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT MODEL PAPER with Schema**  
**of Valuation**

**Time: 3 hours**

**Max marks: 100**

**SECTION A**

**Answer ALL questions**

**5\*16=80m**

1. a). Define HRM? Write about its importance & the process of Strategic HRM? (4+6+6)

**or**

b). Define HRM? Write about SHRM approaches? (4+6+6)

2. a). Write about Assessment of strategic alternatives & Managerial issues in strategic formulation?(8+8) **or**

b). Write about importance and methods of forecasting the supply of HR? (8+8)

3. a). Explain about human aspects of strategy implementation & behavioral issues in strategy implementation?(8+8) **or**

b). Write about the Retrenchment strategies: Downsizing, VRS, HR outsourcing & early retirement plans? (4+4+4+4)

4. a). Explain the following: Online recruitment, Employee referrals, recruitment process outsourcing & Head hunting?(4+4+4+4) **or**

b). Write about the training, development and performance strategies: creating a learning organization, competency mapping & cross cultural training (6+5+5)

5. a). Explain the HR strategy evaluation? Write about HR evaluation process (6+10)

**or**

b). Discuss in detail about the approaches to Evaluation covering the concepts of Balanced score card perspective & Bench marking (8+4+4)

**Answer any of the 4 short notes given below 4\*5=20 marks**

6. Compensation                      7. Quality Readiness    8. Multi skilling succession planning  
9. Project based Management    10. HR investment decision    11. Strategic HR planning



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS</b>			
<b>Course Code</b>		<b>22MBA402(VI)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Knowledge of Industrial Relations Concepts and Practices.	<b>K1</b>	<b>PO1,PO4,PO5,PO8,PO9,PO12</b>
<b>CO2</b>	Understanding Trade Unions and Industrial Disputes	<b>K4</b>	<b>PO1,PO3,PO5,PO6,PO8</b>
<b>CO3</b>	Applying Collective Bargaining and Worker Participation Techniques	<b>K3</b>	<b>PO4,PO9,PO10, P O12</b>
<b>CO4</b>	Evaluating Dispute Resolution Mechanisms and Judicial Impact	<b>K5</b>	<b>PO1,PO2, P O5,PO8,PO9</b>

<b>CO5</b>	Understanding and Applying Labor Legislations	<b>K3</b>	<b>PO1,PO12,</b>
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**ForBTL:L1:Remember;L2:Understand;L3: Apply;L4:Analyze;L5:Evaluate;L6:  
Create CO-PO MAPPING**

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	
<b>I IND UST RIA L REL ATI ONS AND L AB OU R LE GI SL AT IO NS</b>	<b>22 MB A40 2(V I)</b>	CO1	3			2	2			3	2			3	
		CO2	2		3		2	2		2					
		CO3				3						2			2
		CO4	3	2			3				2				
		CO5	3												2
		Sum	11	2	3	5	7	2		7	4				7
		Avg.	2.2	0.4	0.6	1	1.4	0.4		1.4	0.8				1.4

### **SYLLABUS**

#### **UNIT-I (15 Hours)**

Concept of Industrial Relations- Concept, Definition and Importance, Factors affecting Industrial Relations, Approaches to Industrial Relations, Impact of Technology on Industrial Relations, Concept of Co-Operation in India, Parties in industrial relations, workers

employers and government, trade unions, Nature of Trade Unions, Trade Union Movement in India, Benefits of Trade Unions for Workers, Problems of Trade Unions & Remedies.

**UNIT-II (12 Hours)**

Collective Bargaining: Objectives, Principles, Prerequisites for Collective Bargaining, Collective Bargaining Process, Conditions for the Success of Collective Bargaining, Collective Bargaining and Labour Management, Workers Participation in Management: Concept and Objectives of

Workers Participation in Management, Growth and Development of Workers Participation in Management, Levels and Mode of participation, Works Committee, Joint Management councils, Worker Director, Causes of Grievance, Grievance Redressal Procedure, Quality Circles, Benefits and Problems of Quality Circles.

### **UNIT-III (12 Hours)**

The Factories Act 1948, Definition, approval, licensing and registration, health and welfare measures, employment of women and young persons, leave with wages and weekly holidays. **UNIT-IV (12 Hours)**

Trade Union Act 1926: Immunity granted to Registered Trade Unions, Recognition of Trade Unions, The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation and enforcement, The Industrial Disputes Act 1947, Industrial Conflicts: Meaning & Causes and Types, Strikes & Lockouts, Machinery for Resolving Industrial Disputes under Law.

### **UNIT-V (12 Hours)**

Payment of Wages Act 1936: Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965, ESI Act 1948, The Payment of Gratuity Act 1972, PF Act 1952, Workmen's Compensation Act 1923.

### ***Case Study (Not Exceeding 300 words)***

### **PRACTICAL COMPONENTS:**

- **Case Studies and Analysis:** Students will analyze real-life cases of industrial disputes and legal principles related to labor issues in India. They will critically evaluate how legal principles have been applied to solve labor-related problems, including situations, service conditions, division of labor, labor discipline, and their sphere of activity.
- **Legislative Evaluation:** Students will critically analyze and interpret the provisions of various labor legislations in India. They will assess recent amendments, understand the legislative intent behind the changes, and discuss the implications of these modifications on both employees and employers.
- **Group Discussions:** Classroom discussions will focus on the significance of peaceful settlement in resolving industrial disputes. Students will explore different alternatives and mechanisms available for resolving conflicts between labor and employers, promoting a

harmonious work environment.

- **Practical Application of Labor Laws:** Students will be assigned practical exercises to apply their knowledge of labor laws to hypothetical scenarios. They will propose solutions based on legal principles to address labor-related challenges faced by employers and employees.
- **Role-Play:** Students will participate in role-play scenarios that simulate possible disagreements between labor and employers. Through these role-plays, they will practice conflict resolution techniques and develop negotiation skills to resolve industrial disputes effectively.

#### **REFERENCE TEXT BOOKS:**

1. C.B.Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13<sup>th</sup> Edition, 2014.
2. C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2012.
3. Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
4. T N Chhabra, Industrial Relations and Labour Laws, Dhanpat Rai Publishing House, Edition 5<sup>th</sup>, 2013.
5. S C Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House.2012.
6. Labour and Industrial Laws , S.N.Mishra, Central Law House.
7. Introduction Labour and Industrial Relations By Avathar singh.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**IV SEMESTER**  
**INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**  
**MODEL QUESTION PAPER**  
**TIME: 3 HOURS** **MAX MARKS: 100**

**SECTION – A**  
**ANSWER ALL THE QUESTIONS 5 × 16 = 80 Marks**

1. **a)** Define Industrial Relations. Explain the factors affecting Industrial Relations and discuss different approaches to Industrial Relations.
- (or)**
- b)** Explain the concept and importance of Trade Unions. Discuss the Trade Union Movement in India and the problems faced by trade unions with suitable remedies.
2. **a)** Explain the objectives, principles, and process of Collective Bargaining. What are the conditions necessary for its success?
- (or)**
- b)** Discuss the concept and objectives of Workers' Participation in Management. Explain various levels and modes of participation.
3. **a)** Explain the objectives and scope of the Factories Act, 1948. Discuss health and welfare measures provided under the Act.
- (or)**
- b)** Explain the provisions relating to employment of women and young persons and leave with wages under the Factories Act, 1948.
4. **a)** Explain the provisions of the Trade Union Act, 1926 with reference to registration, recognition, and immunities granted to trade unions.
- (or)**
- b)** Discuss the Industrial Disputes Act, 1947. Explain the meaning, causes, and types of industrial disputes and machinery for their settlement.
5. **a)** Explain the salient features of the Payment of Wages Act, 1936 and the Minimum Wages Act, 1948.
- (or)**
- b)** Explain the provisions of the Payment of Bonus Act, 1965 and the Payment of Gratuity Act, 1972. Discuss their importance to employees.

**SECTION – B**  
**ANSWER ANY FOUR OF THE FOLLOWING 4 × 5 = 20 Marks**

6. Impact of technology on Industrial Relations
7. Grievance redressal procedure
8. Quality Circles – benefits and problems
9. Standing Orders Act, 1946 – scope and coverage
10. ESI Act, 1948 – objectives and benefits
11. Workmen's Compensation Act, 1923

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**IV SEMESTER**  
**INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS**  
**SCHEME OF VALUATION**  
**TIME: 3 HRS**                      **MAX MARKS: 100**

**SECTION – A**

**ANSWER ALL THE QUESTIONS**                      **5 × 16 = 80 Marks**

1. a) Define Industrial Relations and explain factors and approaches.

- Definition of Industrial Relations – **4 Marks**
- Factors affecting Industrial Relations – **6 Marks**
- Approaches to Industrial Relations – **6 Marks**

**(or)**

b) Trade Unions: concept, movement, problems and remedies.

- Concept and importance of Trade Unions – **6 Marks**
- Trade Union Movement in India – **6 Marks**
- Problems of Trade Unions and remedies – **4 Marks**

2. a) Collective Bargaining: objectives, process and success conditions.

- Objectives and principles of Collective Bargaining – **6 Marks**
- Collective Bargaining process – **6 Marks**
- Conditions for successful Collective Bargaining – **4 Marks**

**(or)**

b) Workers' Participation in Management.

- Concept and objectives – **6 Marks**
- Levels and modes of participation – **10 Marks**

3. a) Factories Act, 1948 – objectives, scope, health and welfare measures.

- Objectives and scope of the Factories Act – **6 Marks**
- Health measures – **5 Marks**
- Welfare measures – **5 Marks**

**(or)**

b) Factories Act provisions relating to employment and leave.

- Employment of women and young persons – **8 Marks**
- Leave with wages and weekly holidays – **8 Marks**

4. a) Trade Union Act, 1926 – registration, recognition and immunities.

- Registration and recognition of Trade Unions – **6 Marks**
- Immunities granted to registered Trade Unions – **10 Marks**

**(or)**

b) Industrial Disputes Act, 1947.

- Meaning, causes and types of Industrial Disputes – **8 Marks**
- Machinery for settlement of Industrial Disputes – **8 Marks**

5. a) Wage legislations.

- Payment of Wages Act, 1936 – salient features – **8 Marks**
- Minimum Wages Act, 1948 – objectives and provisions – **8 Marks**

**(or)**

b) Social security legislations.

- Payment of Bonus Act, 1965 – provisions – **8 Marks**
- Payment of Gratuity Act, 1972 – provisions and importance – **8 Marks**

**SECTION – B**

**ANSWER ANY FOUR OF THE FOLLOWING**

**4 × 5 = 20 Marks**

Each question carries **5 Marks**

6. Impact of technology on Industrial Relations – **5 Marks**
7. Grievance Redressal Procedure – **5 Marks**
8. Quality Circles – benefits and problems – **5 Marks**
9. Industrial Employment (Standing Orders) Act, 1946 – **5 Marks**
10. ESI Act, 1948 – **5 Marks**
11. Workmen's Compensation Act, 1923 – **5 Marks**



**Andhra Loyola College (Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>Human Resource Analytics</b>			
<b>Course Code</b>		<b>22MBA402(VII)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Understand insights into conceptual knowledge on HR analytics.	<b>K2</b>	<b>PO3,PO4,PO6,PO7,PO8,PO9,PO10,PO11</b>
<b>CO2</b>	Describe core human resource analytics concepts and explain the value of human resource analytics practice to human resource management practice.	<b>K2</b>	<b>PO3,PO4,PO6,PO7,PO8,PO9,PO10,PO11</b>
<b>CO3</b>	Analyze problems and issues in HR and the relevance of HR analytics.	<b>K4</b>	<b>PO3,PO4,PO6,PO7,PO8,PO9,PO10,PO11</b>
<b>CO4</b>	Apply the tools, methods and techniques of HR analytics to understand real world corporate scenario.	<b>K3</b>	<b>PO3,PO4,PO6,PO7,PO8,PO9,PO10,PO11</b>
<b>CO5</b>	Identify the application and uses of HR analytics in various HR sub-systems	<b>K2</b>	<b>PO3,PO4,PO6,PO7,PO8,PO9,PO10,PO11</b>

**For BTL: L1: Remember; L2: Understand; L3: Apply; L4: Analyze; L5: Evaluate; L6: Create**

## CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
<b>Huma n Resou rce Analy tics</b>		CO1			3	3		3	2	2	3	2	2	
		CO2			3	3		3	2	2	3	2	2	
		CO3			1	3		3	2	2	3	2	2	
		CO4			2	1		3	2	2	3	2	2	
		CO5			3	1		2	3	2	2	1	2	
		Sum			12	11		14	11	10	14	9	10	
		Avg.			2.4	2.2		2.8	2.2	2	2.8	1.8	2	

### the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO UNIT-I (12 Hours)

Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Scope of Text Analytics in HR Analytics, Significance and concept of HR Analytics,- HR Measurement: Need for HR Measurement, HR Analytics and business linkages, Types of data, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital.

#### UNIT-II (12 Hours)

HRIS for HR Analytics: Concept of Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.

#### UNIT-III (12 Hours)

Analytics for HR sub-systems HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.

#### UNIT-IV (12 Hours)

HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard.

#### UNIT-V (12 Hours)

Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience.

*Case Study (Not Exceeding 300 words)*

## **PRACTICAL COMPONENTS:**

Students are to visit an Organisation and interact with Analyst who deals with HR function; know how the data is used and worked.

Students are to apply HR analytics to solve various HR & Business challenges faced by organizations in the local and regional.

Students are to use HR dashboards to tell stories that can sell to the business heads.

Students are to use Tableau as a tool to analyze HR data effectively.

Students are to analyze the stages of diagnostic, predictive and prescriptive analytics in HR.

Students are to prepare a dashboard and analysis various functions and interrelations of data.

Work on Excel through real time data of any company and generate the output.

Group Discussions: • Classroom discussions will focus on the significance of contemporary HR analytical tools and techniques to solve day to day HR problems faced by business organizations.

## **REFERENCE TEXT BOOKS:**

- 1) Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication.
- 2) The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback.
- 3) Shonna D. Waters , Valerie N. Streets , Lindsay Mcfarlane , Rachael Johnson-murray
- 4) Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset, Boyce Byerly, GenePease, and Jac Fitz-enz.
- 5) Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Pub.
- 6) The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Guenole Nigel, Ferrar Jonathan, Feinzig Sheri, Pearson Publication.
- 7) Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.  
Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
- 8) Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
- 9) Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill.
- 10) Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press .
- 11) Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press.
- 12) Practical Applications of HR Analytics Pratyush, Banerjee; Jatin Pandey; Manish Gupta Sage Texts, India 2019.
- 13) HR Analytics- Understanding Theories and Applications Bhattacharya, Dipak Kumar Sage Texts,

India 2017.

- 14) Winning on HR Analytics Leveraging Data for Competitive Advantage Ramesh, Soundarajan and Kuldeep Singh Sage Publication India Pvt. Ltd. 2016.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)  
DEPARTMENT OF MBA  
SEMESTER – IV**

**Time:** 3 Hours

**Max. Marks:** 100

**SECTION – A**

**Answer ALL questions**

**(5 × 16 = 80 Marks)**

1.a) Explain the meaning and evolution of HR Analytics. Discuss the levels of HR Analytics with suitable examples.

(OR)

b) Discuss the models and frameworks of HR Analytics and explain how HR Analytics creates business linkages.

2.a) Explain the concept and role of HRIS in HR Analytics. Describe the HRIS development and implementation process.

(OR)

b) Discuss HRIS applications and explain how organizations can make HRIS work effectively for analytics-driven decisions.

3.a) Explain the application of HR Analytics in Staffing, Training & Development.

(OR)

b) Analyze the role of HR Analytics in Performance Management Systems and Career Planning Systems

4.a) Explain HR performance frameworks and measurement systems, and discuss how HR climate and people management capabilities are measured in organizations.

(OR)

b) Examine competency management frameworks and competency mapping, and explain the role of the HR Scorecard in measuring HR effectiveness

5.a) Explain the impact of Technology, Big Data, Predictive Analytics, and Social Media on HR Analytics.

(OR)

b) Discuss the post-analysis steps in HR Analytics, issues in HR valuation and measurement, and emerging challenges in HR Analytics with special reference to India.

**SECTION – B**

**Answer ANY FOUR of the following**

**(4 × 5 = 20 Marks)**

6. Define HR Analytics and state its objectives.
7. What is Text Analytics in HR? Explain its scope.
8. List and briefly explain the types of data used in HR Analytics.
9. What is Intellectual Capital? How can it be measured?
10. Explain Competency Mapping and its relevance to HR Analytics.
11. Explain the HR Scorecard.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**SEMESTER – IV**  
**22MBA402 HR ANALYTICS**  
**SCHEME OF VALUATION**

**SECTION – A**

**Answer ALL questions**

**(5 × 16 = 80 Marks)**

1.a) Explain the meaning and evolution of HR Analytics.(8M) Discuss the levels of HR Analytics with suitable examples.(8M)

(OR)

b) Discuss the models and frameworks of HR Analytics (10M)and explain how HR Analytics creates business linkages.(6M)

2.a) Explain the concept and role of HRIS in HR Analytics.(8M) Describe the HRIS development and implementation process.(8M)

(OR)

b) Discuss HRIS applications (8M)and explain how organizations can make HRIS work effectively for analytics-driven decisions.(8M)

3.a) Explain the application of HR Analytics in Staffing,(8M) Training & Development.(8M)

(OR)

b) Analyze the role of HR Analytics in Performance Management Systems (8M)and Career Planning Systems(8M)

4.a) Explain HR performance frameworks and measurement systems,(8M) and discuss how HR climate and people management capabilities are measured in organizations.(8M)

(OR)

b) Examine competency management frameworks and competency mapping.(8M) and explain the role of the HR Scorecard in measuring HR effectiveness(8M)

5.a) Explain the impact of Technology, Big Data, Predictive Analytics, and Social Media on HR Analytics.(EACH carries 4 Marks)

(OR)

b) Discuss the post-analysis steps in HR Analytics,(6M) issues in HR valuation and measurement, (5M)and emerging challenges in HR Analytics with special reference to India.(5M)

**SECTION – B**

**Answer ANY FOUR of the following**

**(4 × 5 = 20 Marks)**

6. Define HR Analytics and state its objectives.(Definitions-1M, Objectives-4M)
7. What is Text Analytics in HR? (1M) Explain its scope.(4M)
8. List and briefly explain the types of data used in HR Analytics.(5M)
9. What is Intellectual Capital?(1M) How can it be measured?(4M)
10. Explain Competency Mapping (1M)and its relevance to HR Analytics.(4M)
11. Explain the HR Scorecard.(5M)



**Anna Loyola College (Autonomous):Vijayawada**  
**Department of MBA**

<b>Title of the Course</b>		<b>International Financial Management</b>			
<b>Course Code</b>		<b>22MBA402(VIII)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course ,the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	<b>Explain</b> the features, motives, and challenges of Multinational Corporations (MNCs) and their role in the global financial environment.	<b>K2</b>	<b>PO2,PO6,PO10,PO 11,PO12</b>
<b>CO2</b>	<b>Differentiate</b> between domestic and international financial management by identifying the complexities in financial decision-making for MNCs.	<b>K4</b>	<b>PO2,PO6,PO10,PO 11,PO12</b>
<b>CO3</b>	<b>Discuss</b> the objectives and importance of International Financial Management (IFM) in managing cross-border financial operations.	<b>K2</b>	<b>PO2,PO6,PO10,P O11,PO12</b>
<b>CO4</b>	<b>Analyze</b> the structure and components of the Balance of Payments (BoP) and assess its impact on international financial decisions.	<b>K4</b>	<b>PO2,PO6,PO10,PO 11,PO12</b>
<b>CO5</b>	<b>Classify</b> the various modes of international business and <b>evaluate</b> their relevance for multinational expansion strategies.	<b>K4</b>	<b>PO2,PO6,PO10,P O11,PO12</b>

**ForBTL:L1:Remember;L2:Undrstand;L3: Apply;L4:Analyze;L5:Evaluate;L6: Create**

## CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
International Financial Management	2 2 2 1 4 4 0 2 ( ( I I I )	CO 1		2				3				3	3	3
		CO 2		2				3				3	3	3
		CO 3		2				3				3	3	3
		CO 4		2				3				3	3	3
		CO 5		2				3				3	3	3
		Sum		10				15				15	15	15
		Avg.		2				3				3	3	3

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

## SYLLABUS

### UNIT-I (15 Hours)

Multinational Corporations: Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits, Complexities and Issues in Financial Decisions of a Multinational Firm - International financial Environment: Features, Objectives, and Importance of IFM - Financial Management Versus International Financial Management.

### UNIT-II (12 Hours)

International Monetary System: Gold Standard, Interwar Period, Bretton Woods System, Fixed and Floating Exchange Rate System – Foreign Exchange Market: Features and Functions – Exchange Rate: Determination of Exchange Rate – Spot and Forward Rates – International Parity Conditions: Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition – Exchange Rate Movement and Decision to Invest – Global Financial Markets: Euro Currency Market, Euro Bond Market and Global Equity Market.

### UNIT-III (12 Hours)

Management of Exposure: Economic, Transaction, Translation, and Real Operating Exposure – Exposure

Management Contractual and Natural Hedging – Interest Rate Risk Assessment and Management – International Capital Budgeting: Multinational Considerations and Calculation of Cash Flows, and Adjusted Present Value Approach.

#### **UNIT-IV (12 Hours)**

International Portfolio Management: Decision to Invest in Portfolio, International CAPM, and Identification of Optimum Portfolio – International Project Financing: Concepts, Types, Techniques and Key Elements – Cost of Capital and Capital Structure of Multinational Firms – Long term Financing Sources of MNCs.

#### **UNIT-V (12 Hours)**

International Working Capital Management: Cash Management, Receivables and Inventory Management – Short-term Financing – International Accounting: Foreign Currency Translation, Multinational Transfer Pricing and Performance Measurement – Consolidated Financial Reporting International Accounting Standards and Practices – International Taxation: Key elements and Issues, International Tax Environment, Bilateral Treaties, and Tax Heavens – Dividend Policy for Multinational Corporations: Issues, Challenges, and Dividend

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to study the documentation in international finance (For example, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
- Students may need to take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
- Students are to take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, and Exchange Rate Forecasting.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock Index.
- Students can visit a bank and study the foreign exchange derivatives offered by them.

#### **REFERENCE TEXT BOOKS:**

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India.
2. V.Sharan, International Financial Management, 3<sup>rd</sup> Edition, Prentice Hall of India.

3. A.K.Seth, International Financial Management, Galgothia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGraw Hill, 3<sup>rd</sup> Edition.
5. Bhalla, V.K., International Financial Management, 2<sup>nd</sup> Edition, New Delhi, Anmol.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol.
8. Buckley Adrin, Multinational Finance, 3<sup>rd</sup> Edition, Engle Wood Cliffs, Prentice Hall of India
9. Jain, International Financial Management, MacMillan.
10. Thomas J.O' Brien, International Financial Economics, Oxford.
11. Alan C, Shapiro, Multinational Business Financial Management, Wiley India.
12. Jeff Madura, International Corporate Finance, Cengage.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS) : VIJAYAWADA**

**DEPARTMENT OF MBA  
SEMESTER-IV- 2024-2026  
INTERNATIONAL FINANCIAL MANAGEMENT  
MODEL PAPER**

**Time: 3 hours**

**Max marks: 100**

**SECTION A**

**Essay type questions Answer ALL questions**

**5 x16 = 80 M**

1.a) Explain about features of mncs, motives for going global, factors inhibiting mncs to maximize profits(Level 2-Understand)

**(OR)**

b) Describe features, Objectives, and Importance of IFM. (Level 2-Understand)

2 a) Demonstrate about International Monetary System (Level 3-Apply)

**(OR)**

b) Evaluate Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition (Level 5-Evaluate)

3.a) Distinguish Economic, Transaction, Translation, and Real Operating Exposure (Level 4- Analysis)

**(OR)**

b) Illustrate exposure Management Contractual and Natural Hedging (Level 3-Apply)

4.a) Discuss about International Portfolio Management (Level 2- Understand)

**(OR)**

b) Summarize International CAPM, and Identification of Optimum Portfolio (Level 2-Understand)

5.a) Describe International Working Capital Management (Level 2-Understand)

**(OR)**

b) Discuss Consolidated Financial Reporting International Accounting Standards and Practices (Level 2- Understand)

**SECTION-B**

**Answer any FOUR of the following**

**4 x 5 = 20M**

6. Explain the differences between FM and IFM (Level 2-Knowledge)

7. Describe the Functions of FOREX market (Level 2-Understand)

8. Explain the concept of Interest rate risk assessment and management (Level 2-Apply)

9. Discuss Euro bond market (Level 2-Understand)

10. Describe adjusted present value approach ((Level 2-Understand)

11. Define cost of capital (Level 1-Knowledge)

12. Discuss Bilateral Treaties (Level 2-Understand)

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS) : VIJAYAWADA**  
**DEPARTMENT OF MBA**  
**SEMESTER-IV**  
**INTERNATIONAL FINANCIAL MANAGEMENT**  
**SCHEME OF EVALUATION**

**Time: 3 hours**

**Max marks: 100**

**SECTION A**

**Essay type questions Answer ALL questions**

**5 x 16 = 80M**

- 1 .a) Explain about features of mncs, motives for going global, factors inhibiting mncs to maximize profits (Level 2-Understand) (Def-4m, Description-12m)  

**(OR)**

b) Describe features, Objectives, and Importance of IFM.(Level 2-Understand) (Def-4m, Description-12m)
  
- 2 a) Demonstrate about International Monetary System (Level 3-Apply) (Def-4m, Description-12m)  

**(OR)**

b) Evaluate Purchasing Power Parity, Forward Rate Parity and Interest Rate Parity – Fisher Open Condition (Level 5-Evaluate) (Def-4m, Description-12m)
  
3. a) Distinguish Economic, Transaction, Translation, and Real Operating Exposure (Level 4- Analysis) (Def-4m, Description-12m)  

**(OR)**

b) Illustrate exposure Management Contractual and Natural Hedging (Level 3-Apply) (Def-4m, Description-12m)
  
4. a) Discuss about International Portfolio Management (Level 2-Understand) (Def-4m,Description-12m)  

**(OR)**

b) Summarize International CAPM, and Identification of Optimum Portfolio (Level 2-Understand) (Def-4m, Description-12m)
  
5. a) Describe International Working Capital Management (Level 2-Understand) (Def-4m, Description-12m)  

**(OR)**

b) Discuss Consolidated Financial Reporting International Accounting Standards and Practices (Level 2- Understand) (Def-4m, Description-12m)

## **SECTION-B**

**Answer any FOUR of the following**

**4 x 5 =20 M**

6. Explain the differences between FM and IFM (Level 2-Knowledge)
7. Describe the Functions of FOREX market (Level 2-Understand)
8. Explain the concept of Interest rate risk assessment and management  
(Level 2-Apply)
9. Discuss Euro bond market (Level 2-Understand)
10. Describe adjusted present value approach ((Level 2-Understand)
11. Define cost of capital (Level 1-Knowledge)
12. Discuss Bilateral Treaties (Level 2-Understand)

**(Each one carries 5 marks)**



**Andhra Loyola College**  
(Autonomous): Vijayawada Department  
of MBA

<b>Title of the Course</b>		<b>Strategic Tax Management</b>			
<b>Course Code</b>		<b>22MBA402(IX)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Explain the factors that drive the need for tax planning strategies and management, and understand the consequences of breaching these laws in a highly legalised world	<b>K4</b>	<b>PO2,PO6,PO10,P O 11,PO12</b>
<b>CO2</b>	Explain case laws governing core provisions of the above Acts	<b>K3</b>	<b>PO3,PO4,PO6,P O7,PO8,PO9,PO1 0,PO11</b>
<b>CO3</b>	Explain tax assessment for various assesses and return filing procedures	<b>K4</b>	<b>PO2,PO6,PO10,P O 11,PO12</b>
<b>CO4</b>	Understand various tax considerations that arise while taking decisions by the management in the organization.	<b>K3</b>	<b>PO3,PO4,PO6,P O7,PO8,PO9,PO1 0,PO11</b>

<b>CO5</b>	Understand the significance of strategically managing tax in financial analysis and decision-making while proactively controlling your organization's tax position so that legal requirement is met	<b>K2</b>	<b>PO2,PO6,PO10, PO11,PO12</b>

**ForBTL:L1:Remember;L2:Understand;L3: Apply;L4:Analyze;L5:Evaluate;L6:**

### **Create CO PO Mapping**

<b>Course</b>	<b>Code</b>	<b>CO</b>	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>	<b>PO7</b>	<b>PO8</b>	<b>PO9</b>	<b>PO10</b>	<b>PO11</b>	<b>PO12</b>	
<b>Strategic Tax Management</b>		CO1		3				2				3	2	3	
		CO2			3	3		3	3	3	2	3	2		
		CO3		3					3				2	3	3
		CO4				3	2		3	3	3	3	3	2	
		CO5			3				3				2	3	3
		Sum			8	6	5		15	6	6	5	13	12	9
		Avg.			1.6	1.2	1.00		3	1.2	1.2	1.00	2.6	2.4	1.8

**Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO**  
**SYLLABUS**

#### **UNIT-I (15 Hours)**

Overview of Tax Structure - Overview of Income Tax Law – Importance of Tax Management in Business Organizations – Expenditure Tax Act - Interest Tax Act, Finance Act, Black Money and Imposition Tax Act, Indirect Tax –Current Tax Rates - Central Excise and VAT, Customs Duty, Service Tax, Central Sales Tax and VAT, GST Law-Act, Rule, Amendment, Notifications, etc. relating to GST Law issued by Central and/or State Government. GSTN, IGCT, SGST, UTGST, GST Council.

#### **UNIT-II (12 Hours)**

Tax planning & Strategies: Introduction to Tax Planning – Features and different types of tax planning – Methods of Tax Planning – Tax Planning Process - Tax management in relation to Real Estate, Securities, Retirement Accounts, Small Business - Tax planning and tax management in

relation to Central Excise Act; Customs Act; Sales Tax.

### **UNIT-III (12 Hours)**

How the Tax System Works for Businesses - Tax considerations arising with regard to specific management decisions such as make or buy; own or lease; retain or replace; repair of scrap or return; export versus local sale; shut down or continue; expand or contract -- Tax implications

in International Joint Venture - Tax aspects of mergers and amalgamations - New Industrial establishment and tax planning.

### **UNIT-IV (12 Hours)**

Tax Incentives and Export Promotions; Tax aspects of Investments; Tax implications in developing Capitalization Structure and Short Term Loans; Deposits from public; Term loans; Bonus Issues; Dividend Policy.

### **UNIT-V (12 Hours)**

International Taxation: International Taxation & Transfer Pricing issues, Application of Generally Accepted Cost Accounting Principles and techniques for determination of Arm's Length Price - Indirect Taxation issues in cross-border services - General Anti-Avoidance Rule (GAAR) – concept and application - Advance Pricing Agreement (APA) – Concept and application.

### *Case Study (Not Exceeding 300 words)*

### **PRACTICAL COMPONENTS:**

- Students are to visit the local corporate companies/business organisations to identify the application of various tax acts and tax provisions.
- Students are to visit local companies/business organisations to identify various methods of tax planning used and practiced.
- Students are to prepare a report on tax incentives and export promotions availed by local companies and business organisations.
- Students are to visit multinational companies in their region to identify international taxation & transfer pricing policies adopted and implemented.
- Students can visit Any MNC to understand the indirect taxation issues in cross-border services.

### **REFERENCE TEXT BOOKS:**

- 1) E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.

- 2) Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
- 3) V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
- 4) Allahabad.
- 5) A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
- 6) Taxman, The Tax and Corporate Law Weekly.
  
- 7) Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan
- 8) Direct Taxes: Laws & Practice, V.K. Singhania, Taxman Publications.
- 9) Direct Tax planning and Management, V.K. Singhania, Taxman publications.
- 10) Corporate Tax Planning, R.N. Lakhotia, Vision Publications
- 11) Systematic Approach to Income Tax and Central Sales Tax, Ahuja and Gupta, Bharat Law House.
- 12) Income Tax Act, 1961, Ahuja and Gupta, Bharat Law House.
- 13) Income Tax Rules, 1962, Ahuja and Gupta, Bharat Law House.

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**SEMESTER IV**  
**Strategic Tax Management**

**Time :3 hours**

**Max marks:100**

**SECTION A**

**Answer ALL questions**

**5\*16=80m**

1. A) Analyze the role of **Income Tax Law** in revenue generation and evaluate the **importance of Tax Management in Business Organizations**. ( Level 4-Analyze)

**(OR)**

- B) Explain the **Overview of Indian Tax Structure**. Distinguish between **Direct Taxes and Indirect Taxes**.

(Level 2 – Understand ).

- 2.A) Explain the **concept of Tax Planning**. Discuss its features and different types of tax planning.

**( Level- 5 ,Evaluate )**

**B)** Analyze the **importance of tax planning and tax management** in achieving long-term financial efficiency for individuals and business organizations. (Level 4 Analyze )

- 3.A) Explain the **tax implications in International Joint Ventures (IJVs)**. ( Level 5 – Evaluate )

**OR**

- B) Analyze **the tax aspects of mergers and amalgamations**, including capital gains, carry forward of losses,

and tax exemptions. Evaluate their role in corporate restructuring. ( Level 4 Analyze )

- 4.A) Discuss the **tax aspects of investment decisions**. Explain how taxation affects **capital investment, securities investment, and long-term financial planning**.( Level 3 – Apply )

**OR .**

- B) Explain the **tax implications involved in developing an optimal capitalization structure**. Discuss the tax treatment of:

- ❖ Short-term loans
- ❖ Public deposits
- ❖ Term loans.

- 5.A) Discuss the **Indirect Taxation issues in cross-border services**, including place of supply, taxability, and compliance requirements. Analyze the impact of these issues on international trade in services. (L2 + L4 + L5 – Understand, Analyze, Evaluate).

**OR**

- B) Explain the **methods for determination of Arm's Length Price** under transfer pricing regulations. Apply relevant **cost accounting techniques** to illustrate ALP determination and analyze the challenges involved in practical implementation.

(L3 + L4 + L5 – Apply, Analyze, Evaluate).

**SECTION -B**

**Answer any four of the following**

**4\*5=20m.**

6. Define **Tax Management**. State its importance in business organizations.(Level 1 Remember).

7. Briefly explain the functions and significance of the **GST Council** (L2 – Understand).

8. Define **Tax Planning**. State its objectives. (L1 – Remember).

9. Distinguish between **Tax Planning and Tax Management**. (L1 + L2 – Remember, Understand).

10. What is meant by **managerial decision-making under taxation**? (L1 – Remember).

11. What are **Tax Incentives**? State their objectives. (L1 – Remember).

12. Explain the **role of cost accounting principles** in transfer pricing. (L2 – Understand)

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**SEMESTER IV**  
**Strategic Tax Management**

**Schemes of Evaluation**

**Time :3 hours**

**Max marks:100**

**SECTION A**

**Answer ALL questions**

**5\*16=80m**

2. Analyze the role of **Income Tax Law** in revenue generation and evaluate the **importance of Tax Management in Business Organizations**. ( Level 4-Analyze) 16 M

**(OR )**

B) Explain the **Overview of Indian Tax Structure**. Distinguish between **Direct Taxes and Indirect Taxes**. (Level 2 – Understand ). 16 M

2. Explain the **concept of Tax Planning. Discuss its features and different types of tax planning**.

**( Level- 5 ,Evaluate ) 16 M**

**B)** Analyze the **importance of tax planning and tax management** in achieving long-term financial efficiency for individuals and business organizations. (Level 4 Analyze ) 16 M

3. Explain the **tax implications in International Joint Ventures (IJVs)**. ( Level 5 – Evaluate ) 16 M

**OR**

B) Analyze **the tax aspects of mergers and amalgamations**, including capital gains, carry forward of losses, and tax exemptions. Evaluate their role in corporate restructuring. ( Level 4 Analyze ) 16 M

4. Discuss the **tax aspects of investment decisions**. Explain how taxation affects **capital investment, securities investment, and long-term financial planning**.( Level 3 – Apply ) 16 M

**OR .**

B) Explain the **tax implications involved in developing an optimal capitalization structure**. Discuss the tax treatment of: 16 M ( Level 5 Evaluate )

- ❖ Short-term loans
- ❖ Public deposits
- ❖ Term loans.

5. Discuss the **Indirect Taxation issues in cross-border services**, including place of supply, taxability, and compliance requirements. Analyze the impact of these issues on international trade in services. (L2 + L4 + L5 – Understand, Analyze, Evaluate). 16 M

**OR**

B) Explain the **methods for determination of Arm's Length Price** under transfer pricing regulations. Apply relevant **cost accounting techniques** to illustrate ALP determination and analyze the challenges involved in practical implementation.

(L3 + L4 + L5 – Apply, Analyze, Evaluate). 16 M

**SECTION -B**

**Answer any four of the following**

**4\*5=20m.**

6. Define **Tax Management**. State its importance in business organizations. (Level 1 Remember) 5 M
7. Briefly explain the functions and significance of the **GST Council** (L2 – Understand). 5M
8. Define **Tax Planning**. State its objectives. (L1 – Remember). 5 M
9. Distinguish between **Tax Planning and Tax Management**. (L1 + L2 – Remember, Understand) 5M
10. What is meant by **managerial decision-making under taxation**? (L1 – Remember). 5M
11. What are **Tax Incentives**? State their objectives. (L1 – Remember). 5M

12. Explain the **role of cost accounting principles** in transfer pricing. (L2 – Understand) 5M



**Andhra Loyola College (Autonomous):Vijayawada**

**Department of MBA**

<b>Title of the Course</b>		<b>Financial Derivatives</b>			
<b>Course Code</b>		<b>22MBA402(X)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>75</b>	<b>Credits</b>	<b>4</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Core Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Explain the meaning, types, functions, and regulatory framework of financial derivatives and their evolution in India.	<b>K2</b>	<b>PO2,PO6,PO7,P PO11</b>
<b>CO2</b>	Apply concepts of financial and stock index futures to design basic hedging strategies and calculate pricing using margin systems in Indian markets.	<b>K3</b>	<b>PO6,P07,PO11</b>
<b>CO3</b>	Analyze different types of options contracts, trading strategies, and compare options with	<b>K4</b>	<b>PO6,PO7,PO8, PO11</b>
<b>CO4</b>	Evaluate option pricing using intrinsic and time value concepts, and interpret pricing outputs from models like Binomial and Black-Scholes.	<b>K5</b>	<b>PO6,PO7,PO11</b>
<b>CO5</b>	Design financial strategies using swaps such as interest rate, currency, and equity swaps for managing risk in various market scenarios	<b>K6</b>	<b>PO6,PO7,PO11</b>

ForBTL:L1:Remember;L2:Understand;L3: Apply;L4:Analyze;L5:Evaluate;L6:

### Create CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	
Financial Derivatives		CO1		3				3	3				3		
		CO2						2	3				3		
		CO3						3	2	2			3		
		CO4						3	3				3		
		CO5						2	3				3		
		Sum			3				13	14	2			15	
		Avg.			0.6				2.6	2.8	0.4			3	

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

### SYLLABUS



#### UNIT-I (15 Hours)

Introduction to risk management: (Only theory) -Defining and managing risk - Upside and downside risks - Commodity price risk - Interest rate risk -Approaches to risk management - An overview of Financial Derivatives – History of derivate markets - Types of trades and traders – Types and Purpose of Derivatives – Uses of Derivatives- Derivatives Market in India and other Countries –Derivatives trading at NSE/BSE.

#### UNIT-II (12 Hours)

Forwards & Futures: Introduction – Evolution of Futures Market in India - Futures terminology – Key features of Futures and Forward contracts – Futures vs. Forwards –Classification of Forward Contracts - Types of Financial Futures - Pay off for futures – Equity futures in India – Index futures – Stock futures – Futures trading strategies – Hedging – Speculation – Arbitrage – Spread trading.

#### UNIT-III (12 Hours)

Options: Meaning of Options, Types – Options Valuation – Option Positions: Naked and

Covered

Option – Underlying assets in Exchange traded Options – Determinants of Option Prices - Option Pricing: Black- Scholes - Option Pricing Model – Binominal Option Pricing model – Speculation – Arbitrage – Straddle – Strangles – Strips and straps – Spread trading.

#### **UNIT-IV (12 Hours)**

Swap: Concept, Nature, Evolution of Features of Swap – Types of financial Swaps – Interest rate Swaps – Currency Swaps –Debt Equity Swap – Commodity Swaps – Equity Index Swaps.

#### **UNIT-V (12 Hours)**

Hedging: Concepts-Hedging objectives - Model- Basic Long and Short Hedges – Cross hedging – Basis Risk and Hedging – Basis Risk Versus Price risk –Devising a Hedging Strategy -

#### *Case Study (Not Exceeding 300 words)*

#### **PRACTICAL COMPONENTS:**

- Students are to submit a detailed note on the role of derivatives in the present economy.
- Students are to visit the local/regional stock exchanges to get exposed to realtime differences between the various financial derivative securities (Futures, Forwards and Options).
- Students are to write in detail about mechanics of the futures market and evaluate the various hedging strategies using futures.
- Students are asked to submit homework assignment about definition and interpretation of the different Greek measures used to define the risk of options.
- Students are to prepare a report and discuss on the Black-Scholes-Merton pricing model and its real time implications.
- Students are to visit nearby commodity exchanges to understand the real time nuances of its functioning.

#### **REFERENCE TEXT BOOKS:**

1. David A. Dufofsky and Thomas W. Miller: Derivatives, Oxford.
2. John C. Hull: Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.
3. N DVohra and B R Bagri, Futures and Options, McGraw Hill
4. Robert .A. Strong, Derivatives, Cengage.
5. Don M. Chance and Robert Brooks: Derivatives and Risk Management Basics, Cengage.
6. Jayanth Rama Varma, Derivatives and Risk Management, McGraw Hill.
7. BishnuPriya Mishra, Financial Derivatives, Excel Books, New Delhi.

8. Franklin Edwards and Cindy Ma, Futures and Options, Tata McGraw Hill, NewDelhi.
9. Redhead, Financial Derivatives, An Introduction to Futures, Forwards, Options, Prentice Hall of India, New Delhi
10. Bhalla, V.K, Financial Derivatives, Sultan Chand, New Delhi.
11. Gupta S L., Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India, New Delhi.
12. Kumar S.S, Financial Derivatives, Prentice Hall of India, New Delhi.

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**II MBA IV SEMESTER**  
**Financial Derivatives Model Paper**

**Time : 3 Hrs**

**Max Marks:100**

**Section -A**

**Answer the following questions      5\*16=80m**

- 1.a) Define Risk Management and Explain about approaches to Risk Management  
(or)  
1.b) Summarize the concept of Derivatives
- 2.a) Describe Index Futures  
(or)  
2.b) Compare Forward Contract and Future Contract
- 3.a) Demonstrate concept of Options  
(or)  
3.b) Write about Determinants of Option Prices
- 4.a) Classify types of financial Swaps with examples  
(or)  
4.b) Explain Concept, Nature, Evolution and Features of Swap
- 5.a) Describe Basic Long and Short Hedges  
(or)  
5.b) Explain the concepts of Basis Risk Versus Price risk

**Section-B**

**Answer any four of the following      4\*5=20m**

- 6.** Explain types of traders in Derivatives Market
- 7.** Write about types of Financial Futures
- 8.** Narrate Naked Option
- 9.** Describe Currency Swap
- 10.** Define Cross hedging
- 11.** Demonstrate Hedging objectives

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**DEPARTMENT OF MBA**  
**II MBA IV SEMESTER**  
**Financial Derivatives Model Paper Scheme of Valuation**

**Time : 3 Hrs**

**Max Marks:100**

**Section -A**

**Answer the following questions      5\*16=80m**

- 1.a) Define Risk Management and Explain about approaches to Risk Management(Definition-4m,Explanation-12m)  
(or)
- 1.b)Summarize the concept of Derivatives(Definition-4m,Explanation-12m)
- 2.a)Describe Index Futures(Definition-4m,Explanation-12m)  
(or)
- 2.b)Compare Forward Contract and Future Contract(Definition-4m,Explanation-12m)
- 3.a) Demonstrate concept of Options(Definition-4m,Explanation-12m)  
(or)
- 3.b)Write about Determinants of Option Prices(Definition-4m,Explanation-12m)
- 4.a) Classify types of financial Swaps with examples(Definition-4m,Explanation-12m)  
(or)
- 4.b) Explain Concept, Nature, Evolution and Features of Swap  
(Definition-4m,Explanation-12m)
- 5.a) Describe Basic Long and Short Hedges(Definition-4m,Explanation-12m)  
(or)
- 5.b)Explain the concepts of Basis Risk Versus Price risk(Definition-4m,Explanation-12m)

**Section-B**

**Answer any four of the following      4\*5=20m**

- 6.** Explain types of traders in Derivatives Market
- 7.** Write about types of Financial Futures
- 8.** Narrate Naked Option
- 9.** Describe Currency Swap
- 10.** Define Cross hedging
- 11.** Demonstrate Hedging objectives

**(Each question carries 5 marks)**



**Andhra Loyola College  
(Autonomous):Vijayawada  
Department of MBA**

<b>Title of the Course</b>		<b>Banking Technology Management</b>			
<b>Course Code</b>		<b>22MBA404 (I)</b>			
<b>Offered to</b>		<b>NMBA</b>			
<b>Theory/Practical</b>	<b>Theory</b>	<b>No. of Hours</b>	<b>60</b>	<b>Credits</b>	<b>3</b>
<b>Year of Introduction</b>		<b>2025-2026</b>		<b>Semester</b>	<b>IV</b>
<b>Course Category</b>		<b>Core</b>	<b>Relate to</b>	<b>Global</b>	
<b>Revision Carried</b>		<b>NA</b>	<b>Percentage</b>	<b>NA</b>	
<b>Type of Course</b>		<b>Skill related Domain Specific Elective Course</b>			
<b>Crosscutting Issues</b>					

**Course Outcomes**

At the end of the course, the student will be able to;

<b>CO NO</b>	<b>COURSE OUTCOME</b>	<b>BTL</b>	<b>PO</b>
<b>CO1</b>	Understand the concepts of application of Technology in banking sector.	<b>K2</b>	<b>PO3,PO6,PO11</b>
<b>CO2</b>	Describe various modes of electronic fund transfer available.	<b>K2</b>	<b>PO3,PO6,PO11</b>
<b>CO3</b>	To gain knowledge about CBS components and other banking software.	<b>K2</b>	<b>PO3,PO6,PO11</b>
<b>CO4</b>	To analyse practical knowledge on Banking Technology.	<b>K4</b>	<b>PO3,PO6,PO11</b>
<b>CO5</b>	Appraise technologies involved in different fund transfer modes.	<b>K5</b>	<b>PO3,PO6,PO11</b>

**ForBTL:L1:Remember;L2:Understand;L3: Apply;L4:Analyze;L5:Evaluate;L6: Create**

## CO-PO MAPPING

Course	Code	CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
B		CO1			2			3					3	
		CO2			3			2					2	
		CO3			3			3					1	
		CO4			2			2					2	
		CO5			1			3					2	
		Sum			11			13					10	
		Avg.			2.2			2.6					2	

Use the codes 3, 2, 1 for High, Moderate and Low correlation Between CO-PO

## SYLLABUS

### UNIT-I (12 Hours)

Branch Operation and Core Banking- Introduction and Evolution of Bank Management - Analysis of Rangarajan Committee Reports - Technological Impact in Banking Operations– Different approaches to banking computerization, WAN, LAN, VAST, Networking System - Single window concept- Total Branch Computerization - Centralized Banking.

### UNIT-II (10 Hours)

Delivery Channels -Overview of delivery Channels – Automated Teller Machine (ATM) – Phone Banking –Call Centers – Internet Banking – Mobile Banking- USSD, UPI, BHIM – Payment Gateways – Card Technologies – MICR Electronic clearing.

### UNIT-III (10 Hours)

Back office Operations - Back Office management -Document Storage: Signature Storage and Display by Electronic means – Documents Handling Systems and Document Storage and Retrieval system -Inter branch reconciliation – Treasury Management– Forex Operations – Risk Management – Data center Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationships Management (CRM).

#### **UNIT-IV (10 Hours)**

Interbank Payment System – INFINET Interface with Payment system Network– Structured Financial Messaging system –Electronic Fund transfer – RTGS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques.

#### **UNIT-V (10 Hours)**

Contemporary Issues in Banking Technology: Block Chain and Bit-coin – Crypto currency Analysis of Recent Core Banking Software- CYBER Law Protecting – Confidentiality and Secrecy data - Computer Audit, Information System Audit, Information Security.

#### **PRACTICAL COMPONENTS:**

- Students are to visit the local public/private sector banks to get exposed to real time applications of technology in banking management.
- Practical's on E-BANKING: Creating a bank web site and e-banking software using WAMP/LAMP Creating master, checking balance, creating reports, and other e-banking services.
- Students are to visit local banks for understanding the functioning of payment gateways.
- Students are to conduct mini project work on the implementation of cyber laws, information system audit and security in scheduled and private banks and foreign banks if available.

#### **REFERENCE TEXT BOOKS:**

1. Mark O' Neill "Web Services Security".
2. Nixon Brian "Teach yourself E-Banking".
3. E-Banking: Global Perspective by Vivek Gupta, Edition June 2000, ICFAI University Press.
4. P.H. Bassett - Computerized Accounting, NCC Blackwell Ltd. Oxford, 1994
5. M.C Shukla & T.S.Grewal, Advanced Accounts- S.Chand & Co., New Delhi
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**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)  
II MBA IV SEMESTER  
BANKING TECHNOLOGY MANAGEMENT**

**Time: 3 Hours**

**Max Marks:100**

**Section - A**

**Answer ALL the following Questions**

**5\*16=80.**

1.A) Explain the introduction and evolution of Bank Management in India .( Level 2 – Understand)

**OR**

B) Analyze the recommendations of the Rangarajan Committee Reports and evaluate their impact on branch operations and the development of Core Banking systems. (Level 4 – Analyze).

2.A) Analyze the role of ATM, Phone Banking, Call Centers, and Internet Banking in improving banking services and evaluate their effectiveness in customer service delivery. (Level 4,5 – Analyze, Evaluate ) .

**OR**

B) Discuss digital payment delivery channels such as Mobile Banking, USSD, UPI, BHIM, Payment Gateways, Card Technologies, and MICR Electronic Clearing. (Level 3 Apply)

3.A) Explain the concept and importance of Back Office Operations in banks. (Level 2- Understand ) .

**OR**

B) Explain Forex Operations, Risk Management, Data Centre Management, Network Management, Knowledge Management (MIS/DSS/EIS), and Customer Relationship Management (CRM). (Level 2 -Understand ) .

4.A) Analyze the role of INFINET as an interface with the payment system network and Structured Financial Messaging System in ensuring secure and efficient interbank fund transfers. (Level 4 – Analyze).

**OR**

B) . Discuss various electronic payment and settlement mechanisms such as Electronic Fund Transfer, RTGS, Negotiated Dealing Systems, Securities Settlement Systems, Electronic Money, and E-Cheques. (Level -3 Apply ) .

5. A) Explain Blockchain technology and Bitcoin. (Level -2 Understand ) .

**OR**

B) Illustrate the role of Computer Audit, Information System Audit, and Information Security and design a comprehensive security framework for banks. (Level -6 Create ) .

## SECTION –B

**Answer any four of the following 4\*5=20 M**

6. Define Core Banking. Briefly explain the Single Window Concept in bank branch operations.

(Level 1,2 -Remember, Understand) .

7. Briefly explain any two approaches to banking computerization such as LAN, WAN, or VSAT.

(Level 2 Understand) .

8. Define delivery channels in banking. Briefly explain ATM and Mobile Banking. ( Level 1,2 -Remember, Understand) .

9. Briefly explain UPI and MICR Electronic Clearing and state their practical applications in banking transactions. ( Level 2 Understand) .

10. What is Back Office Management? Briefly explain electronic document storage and retrieval systems used in banks. (Level 1- Remember )

11. Define Interbank Payment System. Briefly explain RTGS and its importance in high-value transactions.(Level 1,2 -Remember, Understand) .

12. Briefly explain Electronic Money and E-Cheques and state their practical applications in banking. ( Level 2 Understand) .

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)**  
**II MBA IV SEMESTER**  
**BANKING TECHNOLOGY MANAGEMENT**

**Schemes of Evaluation**

**Time: 3 Hours**

**Max Marks:100**

**Section - A**

**Answer ALL the following Questions**

**5\*16=80.**

1. A) Explain the introduction and evolution of Bank Management in India .( Level 2 – Understand) 16M

**OR**

B) Analyze the recommendations of the Rangarajan Committee Reports and evaluate their impact on branch operations and the development of Core Banking systems. (Level 4 – Analyze). 16 M

2. A) Analyze the role of ATM, Phone Banking, Call Centers, and Internet Banking in improving banking services and evaluate their effectiveness in customer service delivery. (Level 4,5 – Analyze, Evaluate ) . 16 M

**OR**

B) Discuss digital payment delivery channels such as Mobile Banking, USSD, UPI, BHIM, Payment Gateways, Card Technologies, and MICR Electronic Clearing. (Level 3 Apply) 16M

3. A) Explain the concept and importance of Back Office Operations in banks. (Level 2- Understand ) . 16M

**OR**

B) Explain Forex Operations, Risk Management, Data Centre Management, Network Management, Knowledge Management (MIS/DSS/EIS), and Customer Relationship Management (CRM). (Level 2 -Understand ) . 16 M

4. A) Analyze the role of INFINET as an interface with the payment system network and Structured Financial Messaging System in ensuring secure and efficient interbank fund transfers. (Level 4 – Analyze). 16 M

**OR**

B) . Discuss various electronic payment and settlement mechanisms such as Electronic Fund Transfer, RTGS, Negotiated Dealing Systems, Securities Settlement Systems, Electronic Money, and E-Cheques. (Level -3 Apply ) . 16 M

5. A) Explain Blockchain technology and Bitcoin. (Level -2 Understand ) . 16 M

**OR**

B) Illustrate the role of Computer Audit, Information System Audit, and Information Security and design a comprehensive security framework for banks. (Level -6 Create ) . 16 M

## **SECTION –B**

**Answer any four of the following      4\*5=20 M**

6. Define Core Banking. Briefly explain the Single Window Concept in bank branch operations.  
(Level 1,2 -Remember, Understand ) . 5 M
7. Briefly explain any two approaches to banking computerization such as LAN, WAN, or VSAT.  
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