



Andhra Loyola College (Autonomous): Vijayawada

Department of MBA

Title of the Course		STRATEGIC MANAGEMENT			
Course Code		22MBA301			
Offered to		NMBA			
Theory/Practical	Theory	No. of Hours	3	Credits	3
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSE OUTCOME	BT L	PO
CO1	Understand the fundamentals of strategic management and the different types of strategies	K2	1,2,3,6,7,8,9,11,12
CO2	Analysing different types of strategic tools for choosing a strategy	K4	3,6,7,8,11,12
CO3	Demonstration of different types of expansion strategies	K3	1,2,3,6,7,11
CO4	Analysing different aspects in strategy implementation	K4	1,2,3,6,7,10,11
CO5	Evaluation of different problems during the process of strategy evaluation	K5	3,6,7,10,11

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	
Strategic Management	22 M B A 301	CO1	1	3	1			3	3	1	2		2	2	
		CO2			1			3	3	1				2	1
		CO3	2	2	1			3	3					2	
		CO4	2	2	1			3	3			1		2	
		CO5			1			3	3			2		2	
		Sum	5	7	5			15	15	2	2	3		10	3
		Avg	1	1.4	1			3	3	0.4	0.4	1.2		2	0.6

SYLLABUS

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

SYLLABUS

UNIT – I: (10 Hours)

Evolution of Strategic Management – Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

UNIT – II: (07 Hours)

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix, Hofer’s Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porter’s Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

UNIT – III: (07 Hours)

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies

UNIT – IV: (07 Hours)

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

UNIT – V: (08 Hours)

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENT:

Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:

- Executive Summary
- Overview of Business and industry analysis
- Description of recommended strategy and justification
- Broad functional objectives and Key Result Areas.
- Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts. Analyzing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.

- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- Analyze the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors.
- Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market?
- Analyze the internal and external factors. Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty. Conduct SWOT analysis of companies around your campus by talking to them.

REFERENCE TEXT BOOKS:

1. J A. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw – Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood(Illinois).
5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, McGraw Hill, International Edition.
6. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press.
7. Kazmi, Azhar, Business Policy, Tata McGraw Hill.
8. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi.
9. Hamel, G. and S.K. Prahalad, Competing for the Future, Harvard Business School Press, Boston, 1994.
10. Srinivasan R., Strategic Management – The Indian Context, Prentice Hall of India.
11. Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management – Concepts and Applications, Prentice Hall of India.
12. Arthur Sharplin., Strategic Management, McGraw Hill.

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
STRATEGIC MANAGEMENT
MODEL PAPER

TIME: 3 HRS

MAX MARKS: 100

SECTION -A

ANSWER ALL THE QUESTIONS

5*16=80M

1.a) Define strategic management. Explain the types of strategies commonly adopted by organizations with suitable examples.

(or)

1.b) Discuss how strategies can be tailored to fit specific industry and company situations, giving examples from different sectors.

2.a) What is an Organizational Capability Profile (OCP)? Discuss how it helps in identifying an organization's strengths and weaknesses.

(or)

2.b) Elaborate on Porter's Five Forces Model of industry analysis. How does it help in assessing industry attractiveness?

3.a) Explain the importance of resource allocation in strategic management and discuss the techniques of technological and demand forecasting.

(or)

3.b) Analyze the behavioral issues in strategy implementation, focusing on leadership style, corporate culture, values, and power.

4.a) Discuss the different types of expansion strategies adopted by organizations for growth.

(or)

4.b) Discuss the various forms of growth strategies such as mergers, acquisitions, takeovers, joint ventures, strategic alliances, and collaborative partnerships, with examples.

5.a) Discuss the 7S Framework for understanding strategy implementation issues. How does it help align structure, systems, and strategy?

(or)

5.b) What is a strategic audit? Explain its process and importance in assessing strategic performance.

SECTION-B

ANSWER ANY FOUR OF THE FOLLOWING 4*5=20M

6. Describe the stages of strategic management process.
7. Discuss the guidelines for crafting effective strategies
8. Describe the BCG Matrix and mention its major categories.
9. Explain corporate social responsibility (CSR) in the context of strategic management.
10. Why is turnaround strategy important for declining organizations?
11. Explain Balanced score card and Triple Bottom Line approach.

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
STRATEGIC MANAGEMENT
SCHEME OF VALUATION

TIME: 3 HRS

MAX MARKS: 100

SECTION -A

ANSWER ALL THE QUESTIONS

5*16=80M

1.a) Define strategic management. 4M

Explain the types of strategies commonly adopted by organizations with suitable examples. 12M

(or)

1.b) Discuss how strategies can be tailored to fit specific industry (6M) and company situations (6M), giving examples from different sectors. 4M

2.a) What is an Organizational Capability Profile (OCP)? 6M

Discuss how it helps in identifying an organization's strengths and weaknesses. 10M

(or)

2.b) Elaborate on Porter's Five Forces Model of industry analysis. 8M

How does it help in assessing industry attractiveness? 8M

3.a) Explain the importance of resource allocation in strategic management 8M
and discuss the techniques of technological (4M) and demand forecasting. (4M)

(or)

3.b) Analyze the behavioral issues in strategy implementation, focusing on leadership style (4M), corporate culture (4M), values (4M), and power (4M).

4.a) Discuss the different types of expansion strategies adopted by organizations for growth. 16M

(or)

4.b) Discuss the various forms of growth strategies such as mergers, acquisitions, takeovers, joint ventures, strategic alliances, and collaborative partnerships, with examples. 16M

5.a) Discuss the 7S Framework for understanding strategy implementation issues. 8M

How does it help align structure, systems, and strategy? 8M

(or)

5.b) What is a strategic audit? 3M

Explain its process and 5M

importance in assessing strategic performance. 8M

SECTION-B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6. Describe the stages of strategic management process. 5M

7. Discuss the guidelines for crafting effective strategies. 5M

8. Describe the BCG Matrix (3M) and mention its major categories. (2M)

9. Explain corporate social responsibility (CSR) in the context of strategic management. 5M

10. Why is turnaround strategy important for declining organizations? 5M

11. Explain Balanced score card (3M) and Triple Bottom Line approach. (2M)



Andhra Loyola College (Autonomous): Vijayawada
Department of MBA

Title of the Course		B2B MARKETING			
Course Code		22MBA302 (I)			
Offered to		NMBA Marketing			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

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

CO NO	COURSE OUTCOME	BT L	PO
CO1	Understand the concepts of B2B Marketing	K1	PO1, PO3, PO5, PO8, PO10, PO11
CO2	Demonstrate the concepts of Organizational Buying behaviour	K2	PO1, PO3, PO4, PO6, PO7, PO8, PO9, PO10, PO11, PO12
CO3	Applying B2B Strategies	K3	PO2, PO3, PO4, PO5, PO6, PO7, PO8, PO9, PO10, PO11, PO12
CO4	Analysing various promotional strategies	K4	PO2, PO3, PO4, PO5, PO6, PO7, PO8, PO9, PO10, PO11, PO12
CO5	Evaluate metrics for B2B Marketing	K5	PO2, PO3, PO4, PO5, PO6, PO7, PO8, PO9,

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
B2B Marketing	22M BA302 (I)	CO1	3		3		1			3		1	2	
		CO2	3		3	3		3	3	3	3	3	3	3
		CO3		2	3	3	2	3	3	3	3	3	3	3
		CO4		2	3	3	2	3	3	3	3	3	3	3
		CO5		2	3	3	2	3	3	3	3	3	3	3
		Sum	6	6	15	12	7	12	12	15	12	13	14	12
		Avg.	1.2	1.2	3	2.4	1.4	2.4	2.4	3	2.4	2.6	2.8	2.4

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

SYLLABUS

UNIT-I

Introduction to B2B Marketing: Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers, B2B vs B2C Marketing.

UNIT-II

Organizational Buying and Buyer Behaviour: Organizational buyers 'decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers.

UNIT-III

B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy- Managing Products for Business Markets-Managing Services for Business Markets- Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.

UNIT-IV

B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and Positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM.

UNIT-V

Business Marketing Communications and Channels- B2B Advertising, Digital marketing, - Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis -Business marketing channels and participants - Channel design and management decisions -B2B logistics management

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
I MBA II SEMESTER
B2B MARKETING
(MODEL PAPER)

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1. a) Define Business-to-Business (B2B) Marketing. Explain the characteristics and structure of business markets.

(or)

b) Compare and contrast B2B and B2C Marketing with suitable examples.
2. a) Explain the stages in the organizational buying decision process using an appropriate model.

(or)

b) Discuss the role of government, commercial enterprises, and institutional customers' in business markets.
3. a) Discuss the process of strategy making and management in B2B Marketing.

(or)

b) Explain industrial product and service strategies for business markets with examples.
4. a) Explain the concept of Market Segmentation, Targeting, and Positioning (STP) in B2B marketing.

(or)

b) Describe pricing strategies and relationship marketing in B2B markets. How does CRM support this?
5. a) Discuss the role of business marketing communications and channels in B2B Marketing.

(or)

b) Explain B2B logistics management and channel design decisions with examples.

SECTION – B

ANSWER ANY FOUR OF THE FOLLOWING

4 × 5 = 20 Marks

6. Explain the strategic role of marketing in business markets.
7. Write a short note on environmental factors influencing B2B markets.
8. What is competitive bidding? Explain with an example.
9. Describe the Growth-Share Matrix in business marketing strategy.
10. Write short notes on trade shows and business exhibitions.
11. Explain the importance of digital marketing in B2B communication.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
I MBA II SEMESTER
B2B MARKETING
(SCHEME OF VALUATION)

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1. a) Definition of B2B marketing – 4m; Characteristics and market structure – 12m
(or)
b) Comparison between B2B and B2C – 8m; Examples and applications – 8m
2. a) Explanation of organizational buying process – 8m; Diagram/model with steps – 8m
(or)
b) Role of government, commercial, institutional customers – 5m each (Total 15m + 1m for examples)
3. a) Strategy making and management process – 8m; Strategic role in B2B – 8m
(or)
b) Industrial product strategy – 6m; Service strategy – 6m; Examples – 4m
4. a) Definition and framework of STP – 4m; Application to B2B context – 12m
(or)
b) Pricing strategies – 8m; Relationship marketing and CRM – 8m
5. a) Role of communication and channels – 8m; Tools and examples – 8m
(or)
b) Definition of logistics management – 4m; Channel design and management – 8m; Examples – 4m

SECTION – B

ANSWER ANY FOUR OF THE FOLLOWING

4 × 5 = 20 Marks

6. Strategic role of marketing – 5m
7. Environmental factors – 5m
8. Competitive bidding – 5m
9. Growth-Share Matrix – 5m
10. Trade shows and exhibitions – 5m
11. Digital marketing in B2B – 5m



Andhra Loyola College (Autonomous): Vijayawada
Department of MBA

Name of the Course		Product and Brand Management			
Course Code		22MBA302(II)			
Offered to		NMBA(Marketing)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

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

CO NO	COURSE OUTCOME	BT L	PO
CO1	Analyze product life cycles, demand patterns, and develop strategies for product planning and launch.	K 6	PO1, PO2, PO3, PO6, PO11
CO2	Explain product mix and positioning, evaluate decisions, and analyze market potential.	K 5	PO3, PO6, PO7, PO8, PO11
CO3	Understand branding concepts and analyze strategies for strong brand management.	K 4	PO3, PO6, PO7, PO9, PO10, PO11
CO4	Evaluate brand strategies like extension and repositioning, and measure brand equity outcomes.	K 5	PO3, PO6, PO7, PO9, PO10, PO11

CO5	Analyze global branding, loyalty, and packaging strategies while addressing branding failures.	K 6	PO3, PO6, PO7, PO9, PO10, PO11
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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
Product & Brand Management	22MBA302(II)	CO1	3	2	3	-	-	2	2	-	-	-	2	-
		CO2	-	-	3	-	-	3	2	2	-	-	2	-
		CO3	2	-	3	-	-	2	2	-	1	2	3	-
		CO4	-	3	3	-	-	3	2	-	-	2	3	-
		CO5	-	3	3	-	-	3	2	-	1	2	3	-
		Sum	5	8	15	0	0	13	10	2	2	4	11	2
		Avg.	1.0	1.6	3.0	0.0	0.0	2.6	2.0	0.4	0.4	0.8	2.2	0.4

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

SYLLABUS

UNIT-I

Product: Concepts, Product Levels, Product Hierarchy, and Product Classification – Product Life Cycle – Portfolio Management – Market Potential – Product Demand Pattern and Trend Analysis – New Product: Planning, Development Strategies, and Launching Strategies.

UNIT-II

Product Mix - A Strategic Choice: Product Mix Decisions, Product Line Decision – strategic Decision involving Adding or Pruning Product Lines – Concept of Product Positioning: Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy, and Developing Positioning Strategy – Product Research: Importance, Tools and Analysis.

UNIT-III

Brand: Meaning, Definition, Evolution of Brands, Different Types of Brands, Functions of Brand to Consumer – Role of Brand – Advantages of Brand – Product Vs Brand – Brand Life Cycle – Branding: Meaning, Creation of Brands – Branding Decisions – Brand Management: Meaning and Definition – Strategic Brand Management Process: Meaning, Steps in Brand Management Process – Concept of Brand Equity: Customer Based Brand Equity, and Models of CBBE – Brand Building and its Implications – Brand Value Chain.

UNIT-IV

Branding Strategies: Multiple Branding, Brand Extension, Co-branding Strategies, Brand Personality, Brand Image Building, Brand Repositioning, Brand Leveraging – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Methods for Measuring Brand Performance – Brand Audit.

UNIT-V

Brand Rejuvenation and Re-launch – Brand Development through Acquisition, Takeovers and Merger – Brand Licensing and Franchising – Role of Packaging and Labeling – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Branding Failures.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
PRODUCT & BRAND MANAGEMENT
(MODEL PAPER)**

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1. a) Define Product. Explain different levels and classifications of products with examples.
(or)
b) Discuss the concept of Product Life Cycle and explain the marketing strategies suitable for each stage.
2. a) Explain the concept of Product Mix and discuss the strategic decisions involved in Product Line Management.
(or)
b) What is Product Positioning? Explain various positioning methods and how to develop a positioning strategy.
3. a) Define Brand and explain the evolution and functions of brands. How does a brand differ from a product?
(or)
b) Explain the concept of Brand Equity. Discuss the Customer-Based Brand Equity (CBBE) model in detail.
4. a) Discuss various Branding Strategies such as Brand Extension, Co-branding, and Brand Repositioning with suitable examples.
(or)
b) Explain the methods for measuring Brand Equity and Brand Performance.
5. a) Discuss Brand Rejuvenation and Re-launch strategies. Explain with examples of successful brand revivals.

(or)

b) Explain the role of packaging and labelling in brand management and discuss their impact on brand success.

SECTION – B

ANSWER ANY FOUR OF THE FOLLOWING

4 × 5 = 20 Marks

6. Explain Product Portfolio Management.
7. Write a short note on New Product Development strategies.
8. Define Brand Personality and explain its dimensions.
9. What are the steps involved in Strategic Brand Management Process?
10. Explain the concept of Brand Loyalty Programs.
11. Write short notes on Global Branding and Branding Failures.

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
PRODUCT & BRAND MANAGEMENT
(SCHEME OF VALUATION)**

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1. a) Definition of product – 4m; Explanation of product levels and classification with examples – 12m
(or)
b) Concept of PLC – 4m; Explanation of stages and marketing strategies – 12m
2. a) Definition of product mix – 4m; Strategic product line decisions (adding/pruning) – 12m
(or)
b) Definition of product positioning – 4m; Positioning methods and development process – 12m
3. a) Definition and evolution of brand – 4m; Functions and difference between product & brand – 12m
(or)
b) Concept of Brand Equity – 4m; Explanation of CBBE model – 12m
4. a) Branding strategies (Multiple, Extension, Co-branding, Repositioning) – 12m; Examples – 4m
(or)
b) Explanation of Brand Equity measurement – 8m; Brand performance measurement – 8m
5. a) Brand rejuvenation and relaunch strategies – 8m; Examples – 8m
(or)
b) Role of packaging and labeling – 8m; Impact on brand success – 8m

SECTION – B

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

6. Product Portfolio Management – 5m
7. New Product Development Strategies – 5m
8. Brand Personality – 5m
9. Strategic Brand Management Process – 5m
10. Brand Loyalty Programs – 5m
11. Global Branding and Failures – 5m

Title of the Course		DIGITAL MARKETING			
Course Code		22MBA302(III)			
Offered to		NMBA(Marketing)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					



**Andhra
Loyola
College**

(Autonomous):Vijayawada

Department of MBA

Course Outcomes

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

CO NO	COURSE OUTCOME	BTL	PO
CO1	Understand the concept of digital marketing and its real-world iterations	K2	PO3,PO6,PO11
CO2	Understand how to create and run digital media-based campaigns	K2	PO3,PO6,PO11
CO3	Identify and utilise various tools such as social media etc. Explain the role and importance of digital marketing in a rapidly changing business landscape	K1	PO3,PO6,PO11
CO4	Demonstrate advanced Understand how to create and run digital media based campaigns	K3	PO3,PO6,PO11
CO5	Apply Practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.	K3	PO3,PO6,PO11

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

CO-PO MAPPING

Cours e	Cod e	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2
DIGI TAL M A	2 2 M B A	CO 1			3			2					3	
		CO 2			3			2					2	

A R K E T I N G	3 0 2 (I I D)	CO 3			3			2				2	
		CO 4			3			2				2	
		CO 5			3			2				3	
		Sum			15			10				12	
		Avg			3			2				2.4	

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

SYLLABUS

UNIT-I (15 Hours)

Introduction to the digital marketing- History, Digital vs. Real Marketing - Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, Reasons for Growth. Need for a comprehensive Digital Marketing Strategy, Digital Marketing Channels and Classifications- Relationship to the Purchase Funnel- Fundamental Ideas Underlying Digital Marketing.

UNIT-II (12 Hours)

Managing Digital Marketing: Content Production; Video based marketing; Credibility and Digital Marketing; IoT; User Experience; Future of Digital Marketing, Creating initial digital marketing plan - Content management - SWOT analysis- Target Group Analysis- Digital Marketing Budgeting- Privacy Issues in Digital Marketing.

UNIT-III (12 Hours)

Introduction to Social Media- Basics- Different types of Social Media Channels-Role of Social Media in Marketing- Social Media Marketing Goals and Strategies- Developing a Social Marketing Plan.

UNIT-IV (12 Hours)

Facebook Marketing: Creating a Facebook page - Visual identity of a Facebook page - Types of publications in Face book, Instagram Marketing: Optimization of Instagram profiles- Integrating Instagram with a Web Site and other social networks

UNIT-V (12 Hours)

LinkedIn Marketing- Youtube Marketing- Google+ Marketing, E-mail Marketing-Social Media Advertising- Problems and Challenges in Social Media Marketing- Ethics in Social Media Market. Role of AI and ChatGPT in digital marketing.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENT:

- Students form into groups (consist of 5-8 students) to identify the practical implications of digital marketing in 21st century.
- Students are to create YouTube channel and develop YouTube marketing plan.
- Students can discuss about Facebook marketing and create page in facebook and promote product of their choice.
- Students are to identify the critical privacy issues and unethical practices in digital marketing.

REFERENCE TEXT BOOKS:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. The Beginner's Guide to Digital Marketing (2015). Digital Marketer.Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.
3. Blanchard O. (2014) Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization.
4. Marketing on Facebook – Best practice guide (2015) Facebook Marketing Press.
5. Chaffey, D., & Ellis-Chadwick, F. (2012) Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson.
6. Tapp, A., & Whitten, I., & Housden, M. (2014) Principles of Direct, Database and Digital Marketing, 5/E, Pearson.
7. Tasner, M. (2015) Marketing in the Moment: The Digital Marketing Guide to

Generating More Sales and Reaching Your Customers First, 2/E, Pearson.

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
DIGITAL MARKETING(MODEL PAPER)**

TIME : 3 HRS

MAX MARKS:100M

SECTION -A

Answer the following questions

5*16=80M

- 1.a)** Analyze the relationship between digital marketing channels and the purchase funnel with suitable examples.
(or)
- 1.b)** Discuss the reasons for the rapid growth of digital marketing in the modern business environment.
- 2.a)** Discuss the role of content production and management in effective digital marketing.
(or)
- 2.b)** Describe how SWOT and Target Group Analysis are used in preparing a digital marketing strategy.
- 3.a)** Analyze how social media goals and strategies help in improving marketing effectiveness.
(or)
- 3.b)** Discuss the different types of social media channels and their uses in marketing.
- 4.a)** Explain the steps involved in creating and optimizing a Facebook business page.
(or)
- 4.b)** Describe how to integrate Instagram with a website and other social networks.
(or)
- 5.a)** Describe the role of AI and ChatGPT in enhancing digital marketing effectiveness.
(or)
- 5 b)** Discuss the problems and ethical issues in social media marketing

SECTION-B

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

- 6.** Define IoT and explain its role in digital marketing.
- 7.** What are the major differences between digital and real marketing?
- 8.** What is credibility in digital marketing and why is it important?
- 9.** What is the significance of developing a social media plan?
- 10.** What is LinkedIn marketing?
- 11.** List any three types of Facebook posts used for marketing.

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
DIGITAL MARKETING
(SCHEME OF EVALUATION)

TIME : 3 HRS

MAX MARKS:100M

SECTION -A

Answer the following questions

5*16=80M

1.a) Analyze the relationship between digital marketing channels(4m) and the purchase funnel(4m) mapping (6m)with suitable examples.(2m)

(or)

1.b) Discuss the reasons for the rapid growth of digital marketing in the modern business environment.(for any 10 reasons-16m)

2.a) Definition of content marketing – **4m** Process of content creation and management tools – **12 m**

(or)

2.b) Describe how SWOT(8m) and Target Group Analysis(8m) are used in preparing a digital marketing strategy.

3.a) Analyze how social media goals(8m) and strategies (8m)help in improving marketing effectiveness.

(or)

3.b) Definition-2m different types of social media channels and their uses in marketing.(14m)

4.a) Definition-4m steps involved in creating and optimizing a Facebook business page.(12m)

(or)

4.b) Definition-2m how to integrate Instagram with a website and other social networks.(12m)

(or)

5.a) Describe the role of AI(8m) and ChatGPT (8m)in enhancing digital marketing effectiveness.

(or)

5 b) Discuss the problems(8m) and ethical issues (8m)in social media marketing

SECTION-B

Answer any four of the following

4*5=20m

6. Define IoT(2m) and explain its role in digital marketing.(3m)

7. any 5 major differences between digital and real marketing(5m)

8. What is credibility in digital marketing(2m) why is it important(3m)

9. What is the significance of developing a social media plan(5m)

10. What is LinkedIn marketing(Definition-2m;importance-3m)

11. List any three types of Facebook posts used for marketing.(5m).



Andhra Loyola College (Autonomous): Vijayawada
Department of MBA

Title of the Course		HUMAN RESOURCE PLANNING & DEVELOPMENT			
Course Code		22MBA302(V)			
Offered to		NMBA(HR)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

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

CO NO	COURSE OUTCOME	BT L	PO
CO1	Explain the purpose of a human resource information system (HRIS) and describe how it facilitates HRP	K2	PO1,PO3,PO7,PO8,PO9,PO11,PO12
CO2	Examine the different levels of planning in an organization and explain the relationship between human resource planning (HRP) and business planning at each level	K4	PO3,PO7,PO8,PO12
CO3	Analyze and explain the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level	K4	PO6,PO7,PO8,PO12
CO4	Develop strategies to address environmental factors and shape organizational and HR plans and strategies	K6	PO6,PO7,PO8,PO12

CO5	Analyze how job analysis and/or job design and organizational change and/or development are linked to HRP	K4	PO6,PO7,PO8,PO12
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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	
Product & Brand Management	2	CO1	3		2				2	2	2		3	3	
	2	CO2			2				2	3				3	
	M	CO3						3	3	2				3	
	A	CO4						3	3	2				3	
	3	CO5						3	3	2				3	
	0	Sum	3		4				9	13	11	2		3	15
	2	Avg.	0.6		0.8				1.8	2.6	2.2	0.4		0.6	3
	(I)														

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

SYLLABUS

UNIT-I

Human Resource Planning: Concept, importance, Need for Human Resource Planning, objectives, Types of HR plan, Human Resource Planning Process, Benefits of Human Resource Planning, Problems/Barriers to Human Resource Planning. Dimensions of Human Resource Planning, Approaches to Human Resource Planning -Social Demand Approach, Rate of Return Approach, Manpower Requirement Approach –Human Resource Information System.

UNIT-II

Career planning: Concept, objective, Career Stages, Significance of Career Planning, Need and Components of Career Planning, Career planning vs. Human resource planning, career planning vs. succession planning, Process of career planning and career development, Human Resources Evaluation: Human Resources Audit and Human Resource Accounting, Succession planning, HR Metrics.

UNIT-III

Evolution and Concept of HRD: HRD – concept – meaning – philosophy – nature – need and significance, HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario- HRSD – Contextual factors and Human Resource System Designing-Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

UNIT-IV

Assessing and Implementing HRD Programmes: Task analysis, Person Analysis, Organizational analysis, Assessing HRD needs, HRD process models Training Vs HRD, HRD intervention, Quality of Work-life. Empowerment, Creating

HRD environment, Evaluation framework; collecting, data for evaluation, research design, issues concerning evaluation, assessing the impact of HRD.

UNIT-V

HRD challenges in 21st century – HR outsourcing – Concept and Objectives of HRD Audit, Methodology, Preparation of HRD Audit, HRD Score Card, HRD Audit Failures - Future of HRD Organization.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
HUMAN RESOURCE PLANNING & DEVELOPMENT
(MODEL PAPER)

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1.a) Define Human Resource Planning. Explain the process and importance of Human Resource Planning in modern organizations.

(or)

b) Discuss the various approaches to Human Resource Planning. Explain the relevance of Human Resource Information System (HRIS) in planning.

2.a) Explain the concept and objectives of Career Planning. Discuss the stages in career development process.

(or)

b) Define Human Resource Audit and Human Resource Accounting. Explain the significance of HR Metrics and Succession Planning in organizations.

3.a) Explain the concept, nature, and significance of Human Resource Development. Discuss its goals, competencies, and functions.

(or)

b) What is Role Analysis? Explain its importance and describe the methods of role analysis in HRD system designing.

4.a) Explain the steps involved in assessing HRD needs. Describe the HRD process models and their importance in organizational development.

(or)

b) Explain the framework for evaluating HRD programmes. Discuss various issues concerning HRD evaluation and impact assessment.

5.a) Discuss the major HRD challenges in the 21st century and the concept of HR outsourcing.

(or)

b) Explain the concept and methodology of HRD Audit. Discuss HRD Scorecard and causes for HRD Audit failures.

SECTION – B

ANSWER ANY FOUR OF THE FOLLOWING

4 × 5 = 20 Marks

6. Write short notes on the objectives of Human Resource Planning.

7. Explain the relationship between Career Planning and Succession Planning.

8. What are the key elements of HRD Climate?

9. Write short notes on Quality of Work Life and Empowerment.

10. Explain the concept of HRD Audit Scorecard.

11. Discuss the future of HRD in organizations.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
HUMAN RESOURCE PLANNING & DEVELOPMENT
(SCHEME OF VALUATION)

TIME: 3 HRS

MAX MARKS: 100

SECTION – A

ANSWER ALL THE QUESTIONS

5 × 16 = 80 Marks

1. a) Definition of HRP – 4m; Process and importance explained with examples – 12m
(or)
b) Approaches to HRP (Social Demand, Rate of Return, Manpower Requirement) – 8m; Role of HRIS – 8m
2. a) Concept and objectives of career planning – 4m; Stages of career development – 12m
(or)
b) Definition of HR Audit and HR Accounting – 6m; Significance of HR Metrics & Succession Planning – 10m
3. a) Concept, nature, and significance of HRD – 6m; Goals, competencies, and functions – 10m
(or)
b) Definition of Role Analysis – 4m; Importance and methods of role analysis – 12m
4. a) Steps in HRD needs assessment – 6m; HRD process models and importance – 10m
(or)
b) Framework for evaluation – 6m; Data collection, design issues, and impact assessment – 10m
5. a) HRD challenges – 8m; Concept and relevance of HR outsourcing – 8m
(or)
b) Concept of HRD Audit – 6m; Methodology and scorecard – 6m; Audit failures – 4m

SECTION – B

ANSWER ANY FOUR OF THE FOLLOWING

4 × 5 = 20 Marks

6. Objectives of HRP – 5m
7. Career and Succession Planning relationship – 5m
8. Elements of HRD Climate – 5m
9. Quality of Work Life and Empowerment – 5m
10. HRD Scorecard – 5m
11. Future of HRD – 5m

Andhra Loyola College (Autonomous): Vijayawada

Department of MBA

Title of the Course		PERFORMANCE AND REWARD MANAGEMENT			
Course Code		22MBA302(VI)			
Offered to		NMBA(HR)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSEOUTCOME	BTL	PO
CO1	Define the concept, objectives, and characteristics of an ideal performance management (PM) system.	K1	PO1, PO8, PO9, PO10, PO11, PO12
CO2	Explain the components, ideas, and elements that affect performance management systems.	K2	PO8, PO9, PO10, PO11, PO12
CO3	Apply the performance management procedure in organizational settings in a way that is consistent with strategic planning.	K3	PO8, PO9, PO10, PO11, PO12
CO4	Analyze the pitfalls of poorly implemented PM systems and assess their impact on overall performance.	K4	PO8, PO9, PO10, PO11, PO12

CO5	Evaluate the relationship between performance management and performance appraisal to improve organizational effectiveness.	K5	PO9,PO10,PO11,PO12
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Use the codes 3,2,1 for High, Moderate and Low correlation

CO-PO CO-PO MAPPING

Course	Code	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12
Performance & Reward Management	22MBA302(VI)	CO 1	3							3	3	3	3	3
		CO 2	3							3	2	3	2	2
		CO 3	3							1	2	3	3	2
		CO 4	2							2	3	2	2	3
		CO 5	2							3	3	1	1	2
		Sum	13							12	13	12	11	12
		Avg	2.6							2.4	2.6	2.4	2.2	2.4

SYLLABUS

UNIT-I(15 Hours)

Performance Management: Concept and Objectives, Prerequisites, Principles, and Characteristics of an Ideal PM Systems – Dimensions of Performance Management – Factors Affecting Performance Management – Pitfalls of Poorly Implemented PM systems – Performance Management Process – Performance Management and Strategic Planning – Performance Management and Performance Appraisal Concept.

UNIT-II(12Hours)

Performance Appraisal System: Concept, Defining Performance, Determinants of Performance, Performance Dimensions – Approaches to Measuring Performance, Diagnosing the Causes of Poor

Performance–Differentiating Task from Contextual Performance–Choosing a Performance Measurement Approach: Traditional Methods and Modern Methods – Measuring Results and Behaviors – Gathering Performance Information, and Implementing Performance Management System.

UNIT-III(12 Hours)

Performance Management and Employee Development Plan: Components and Process of Personal Development Plans – HR Score Card – Performance Reviews – Conducting performance review meetings – Mentoring – Coaching – Role Efficacy – Performance Consulting: Concept, the Need for Performance Consulting, designing and Using Performance Relationship Maps – Contracting for Performance Consulting services – Organizing Performance Improvement Department.

UNIT-IV(12Hours)

Performance Management & Reward Systems: Performance Linked Remuneration System, Performance Linked Career Planning & Promotion Policy – Reward Management: Objectives and Criteria – Statutory Provisions Governing Different Components of Reward Systems – Competitiveness and Equity – Designing Compensation – Wage Levels and wage Structures – Determining Individual Pay – Executive Compensation Systems in Multinational Companies and IT companies.

UNIT-V(12 Hours)

Performance pay – Incentives, Individual, Group, Short-term and Long-term – Compensation of Special Groups, Supervisors, Executives, Directors, Sales Force, Technical Professional, and Women Executives – Fringe Benefits – Retirement Benefits including VRS / Golden Handshake Schemes

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students need to study the pay structure of at least 3 companies from 3 different industries.
- Students need to review the payroll system of company.
- Students can study the legal provisions related to compensation with respect to company.
- Students can interview H.R Manager and find out how the compensation management has evolved from traditional to strategic Compensation.
- Students must prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Students to collect information from an IT organization regarding the Cost To Company of an employee.
- Students have to prepare questionnaire for conducting wages survey and carry out wage survey for any selected sector and prepare a report for the same.
- Solve various case studies.

- Students must compare and analyze compensation practices in different countries.
- Students to calculate the bonus amount eligible to an employee working as a HR
- Executive for the past 10 years in an automobile manufacturing organization.

REFERENCE TEXT BOOKS

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books
2. G.K. Suri, Performance Measurement and Management, Excel Publications
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. D.K. Srivastava, Strategies for Performance Management, Excel Publications.
5. R.K. Sahu, Performance Management System, Excel Publications
6. Chadha, Performance Management, MacMillan.
7. Michael Armstrong, Performance Management, Kogan Page India Ltd.
8. Boyett, J. Hand Conn, H.P., Maximizing Performance Management, Glenbridge Publishing, Oxford
9. Dipak Kumar Bhattacharya, Compensation Management, Oxford.
10. Pareek, U., Managing Transitions: The HRD Response, TMH

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA II MBA III SEMESTER**

PERFORMANCE & REWARD MANAGEMENT

TIME : 3 HRS

MAX MARKS:100

ANSWER ALL THE QUESTIONS

5*16=80 M

1. a).What is performance management? Give the objectives, principles and characteristics of an ideal performance management system. **(or)**
b).Write about Performance management and strategic planning.
2. a).What is performance appraisal system? Discuss the concept defining performance and determinants of performance. **(or)**
b).What is performance measurement approach? Distinguish between traditional methods and modern methods of measuring performance.
3. a).Explain about performance management and employee development plan? Write about the components and the process of personal development plans? **(or)**
b). what is performance consulting? Explain in detail about designing and using performance relationship maps?
4. a). Explain in detail about performance linked remuneration system covering the aspects of performance linked career planning and promotion policy? **(or)**
b).Write about the statutory provisions governing different components of reward systems?

5.a). Write about performance pay covering the aspects of incentives which are of individual and group, and also of short term and long term? **(or)**

b). What is compensation? Discuss how compensation is paid to executives, Directors, professionals & women executives?

SECTION -B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6. Performance Management Process

7. Task & contextual performance

8. HR Score card

9. Competitiveness and equity

10. Wage levels and wage structures

11. Golden handshake schemes

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA II MBA III SEMESTER

PERFORMANCE & REWARD MANAGEMENT

TIME : 3 HRS

MAX MARKS:100

ANSWER ALL THE QUESTIONS

5*16=80 M

1. a).What is performance management?(4m) Give the objectives, principles and characteristics of an ideal performance management system. (4m+4m+4m) **(or)**
b).Write about Performance management and strategic planning. (8m+8m)
2. a).What is performance appraisal system? (8m) Discuss the concept defining performance and determinants of performance. (4m+4m)**(or)**
b).What is performance measurement approach? (8m) Distinguish between traditional methods and modern methods of measuring performance.(8m)
- 3.a).Explain about performance management and employee development plan? (4m+4m)Write about the components and the process of personal development plans? (4m+4m) **(or)**
b). what is performance consulting? (6m) Explain in detail about designing and using performance relationship maps? (5m+5m)
4. a). Explain in detail about performance linked remuneration system covering the aspects of performance linked career planning and promotion policy? (8m+4m+4m) **(or)**
b).Write about the statutory provisions governing different components of reward systems? (5x2=10m) + (2x3=6m)
- 5.a).Write about performance pay covering the aspects of incentives which are of individual and group, and also of short term and long term? (8m) +(4x2=8m) **(or)**
b). What is compensation? (4m) Discuss how compensation is paid to executives, Directors, professionals & women executives? (4x3=12m)

SECTION -B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6. Performance Management Process
7. Task & contextual performance
8. HR Score card
9. Competitiveness and equity
10. Wage levels and wage structures
11. Golden handshake schemes



Andhra Loyola College (Autonomous): Vijayawada

Department of MBA

Title of the Course		MANAGERIALCOMPETENCIESAND EMPLOYEE DEVELOPMENT			
Course Code		22MBA302(VII)			
Offered to		NMBA(HR)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSE OUTCOME	BTL	PO
CO1	Describes managerial roles and the skills and competencies associated with them.	K2	PO1,PO3,PO6,PO7,PO8 ,PO9,PO11,PO12
CO2	Analyzing learning need and transfero femployee development	K4	PO1,PO3,PO6,PO7,PO8 ,PO9,PO11,PO12
CO3	Evaluating various program designed for career planning and development	K5	PO1,PO3,PO6,PO7,PO 8,PO9,PO11,PO12
CO4	Evaluateandforecastfuturetrendsin effectiveemp loymentdevelopmentandbusiness strategy	K5	PO1,PO3,PO6,PO7,PO8 ,PO9,PO11,PO12

CO5	To understand managerial competencies in changing business environment and the resultant challenges	K2	PO1,PO3,PO6,PO7,PO8,PO9,PO11,PO12
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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	PO10	PO11	PO12
M A N A G E R I A L C O M P E T E N C I E S A N D E M P L O Y E E D E V E L O P M E N T	22MBAS02(VI)	CO 1	2		3			3	3	3	3		3	3
		CO 2	2		1			2	2	3	3		2	3
		CO 3	3		2			2	1	2	3		2	2
		CO 4	2		3			3	3	3	3		2	2
		CO 5	1		2			1	3	3	3		2	2
		Sum	10		10			11	12	14	15		11	12
		Avg	2		2			2.2	2.4	2.8	3		2.2	2.4

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

SYLLABUS

UNIT-I(15 Hours)

Concept of Competencies: Meaning and significance of Managerial competencies for effective work performance, Theoretical foundations for competency identification and its role in career development, managerial competency and career development in a dynamic business environment and in global workplace, PJ Job fit Theory, PE fit Theory, Holland Theory.

UNIT-II(12Hours)

Competency Mapping for Career Development: Competency Mapping - concept and scopes, significance of competency mapping for effective HRM, techniques for competency mapping, career planning, role of competency mapping in career planning and development, Traditional career development vs. Protean career development theory, contribution of effective competency mapping in effective career development system.

UNIT-III(12 Hours)

Competencies and Career Development Practices: Career Anchors, relevant issues in career development – competency approach to career development, competency building, competencies and career development strategies, mentoring for career development. Succession planning, fast tracking, dual laddering - Competency Appraisal for Career Development: Need and benefits of effective appraisal for career management by organizations, techniques of appraisal, identifying performance dimensions for competency building.

UNIT-IV(12Hours)

Training for Competency Management for Effective Career Development: Drawing career paths for self and the employees of the organization - career transition and career plateauing, identifying training needs, develop suitable training programmes for competency management, challenges in training for career development of employees, implementing and managing training programmes consistently.

UNIT-V(12Hours)

Management Competencies and Career Development in Organizations: Developing a

model for competency mapping and management for effective career development for a chosen firm- Career Development and Business strategy- Special issues in Career Development.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students need to study the requisite managerial competencies in public and private organizations.
- Students need to review extant techniques for competency mapping in public and private sector organizations.
- Students are to identify and write down career development plans and strategies.
- Students are to form into groups (consist of 5-8 students) to prepare an effective career development plans for employees in 21st century.

REFERENCE TEXT BOOKS

1. Whetten, D.A., Cameron, K.S., Developing Management Skills, Pearson, 2016, Literaturauzupełniająca:
2. Armstrong, M., Armstrong's Handbook of Management and Leadership. Developing effective people skills for better leadership and management, Kogan Page Publishers 2012,
3. Caproni, P., Management skills for everyday life, Pearson, 2012. Supplementary literature:
4. Brett, J.M. (2007). Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries. John Wiley & Sons.
5. Lisa Manero, Cheryl Tromley, Developing Managerial Skills in OB.
6. T.B. Rao, Assessment Center Vasant Naik, Assessment Center.
7. Nitin Sarawadekar, Career Development.
8. Spencer and Spencer, Competency at Work, Wiley Publication.
9. Radha Sharma, 350 degree Feedback, Competency Mapping and Assessment Center.

b). Write about the challenges faced in training, implementing and managing training programmes for the career development of the employees.

5. a). Analyse about developing a model for competency mapping and management for effective career development for a chosen firm? **(or)**

b).Discuss about Career development and business strategy and the special issues in career development.

SECTION -B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6. Career planning and development 7. Holland Theory 8. Career anchors
9. Competency Appraisal 10. Identifying Training needs 11. PE Job fit theory

**ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA II MBA III SEMESTER
MANAGERIAL COMPETENCIES & EMPLOYEE DEVELOPEMNT
TIME : 3 HRS MAX MARKS:100**

SECTION -A

ANSWER ALL THE QUESTIONS

5*16=80 M

1. a). Define the concept of competencies?(6m) Give the meaning & significance of managerial competencies for effective work performance. (5+5= 10m) **(or)**

b). Write about the theoretical foundations for competency identification and its role in career development. (8m+8m)

2. a). Explain the techniques for competency mapping and career planning (8m+8m) **(or)**

b). Discuss in detail about traditional career development vs. Protean career development theory. (8m+8m)

3. a). What is career development? (6m) Write about competency building and career development strategies? (5m+5m) **(or)**
b).what is succession planning? (6m) In the context, explain about fast tracking and dual ladderling? (5m+5m)
4. a).How do you distinguish between Career Translation and Career plateauing? (8m+8m) **(or)**
b). Write about the challenges faced in training, implementing and managing training programmes for the career development of the employees. (5m+5m+6m)
5. a). Analyse about developing a model for competency mapping and management for effective career development for a chosen firm? (8m+8m) **(or)**
b).Discuss about Career development and business strategy and the special issues in career development. (8m+8m)

SECTION -B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6. Career planning and development 7. Holland Theory 8. Career anchors
9. Competency Appraisal 10. Identifying Training needs 11. PE Job fit theory



Andhra Loyola College (Autonomous): Vijayawada

Department of MBA

Course Outcomes

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

Title of the Course		BEHAVIOURAL FINANCE			
Course Code		22 MBA302 (VIII)			
Offered to		NMBA(Finance)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	I
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					
CO NO	COURSE OUTCOME		BTL	PO	
CO1	Understand what behavioral finance is, how it differs from modern finance, and how it impacts financial markets		K2	PO6,PO7,PO11	
CO2	Understand cognitive biases and explore their root causes with real-life examples		K2	PO6,PO7,PO11	
CO3	Apply analytical skills for financial decision making		K3	PO6,PO7,PO11	
CO4	Develop strategies to manage wealth effectively and wisely from mispriced assets		K6	PO6,PO7,PO11	
CO5	Understand some psychological biases which lead to various anomalies		K2	PO6,PO7,PO11	

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	PO1 0	PO1 1	PO1 2	
BE HA VI OR AL FIN AN CE (V II I)	2	CO 1						3	3				2		
	2	CO 2						2	2				1		
	3	CO 3						1	1				2		
	0	CO 4						3	3				3		
	2	CO 5						2	3				1		
		Sum							11	12				9	
		Avg							2.2	2.4				1.8	

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

SYLLABUS

UNIT-I (15 Hours)

Introduction to Behavioral finance – Nature, scope, objectives and application;
Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting

UNIT-II (12Hours)

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency.

UNIT-III (12 Hours)

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

UNIT-IV (12 Hours)

Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using Behavioral factors in corporate decision making - External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

UNIT-V (12 Hours)

Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

- Students are to list out the most common emotional biases and discuss their causes with examples.
- Students are to study the herding bias and other social factors that distort decision-making.
- Students are to identify and write down career development plans and strategies.
- Students are form into groups (consists of 5-8 students) to explore and examine external factors and its influence on investor Behavior.
- Students are to identify irrational‘ financial behavior, including: spending, investing, trading, retirement planning, wellbeing, and public policy.

REFERENCE TEXT BOOKS

1. Ackert, Deaves. Behavioral Finance: Psychology, Decision-Making, and Markets. Cengage Learning; 1 edition, 2010.
 2. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
 3. Meir Statman, What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill
 4. Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGrawHill

**ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
BEHAVIOURAL FINANCE**

TIME : 3 HRS

MAX MARKS:100

SECTION -A

ANSWER ALL THE QUESTIONS

5*16=80M

- 1.a) Define Behavioral Finance. Explain the nature and scope of Behavioral Finance
(or)**
- 1.b) Describe Exponential discounting - Hyperbolic discounting**
- 2.a) Discuss Theories based on Expected Utility Concept
(or)**
- 2.b) Demonstrate Investor rationality and market efficiency.**
- 3.a) Illustrate the Efficient Markets Hypothesis
(or)**
- 3.b) Distinguish the Concept of limits of Arbitrage Model**
- 4.a) Summarize the Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy
(or)**
- 4.b) Examine Connection to human psychophysiology and emotional regulation Active portfolio management**
- 5.a) Discuss Emotional mechanisms in modulating risk-taking attitude
(or)**
- 5.b) Illustrate Personality traits and risk attitudes in different domains.**

SECTION-B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

- 6.Explain Investment Decision Cycle**
- 7.Write Short note on - Investor rationality and market efficiency.**
- 8.Discuss Asset management and behavioral factors**
- 9.Discuss Capital Structure dependence on Market Timing**

- 10. Describe Neurophysiology of risk taking**
11. Write about Fundamental information and technical analysis

ANDHRA LOYOLA COLLEGE(AUTONOMOUS)
DEPARTMENT OF MBA
II MBA III SEMESTER
BEHAVIOURAL FINANCE

TIME : 3 HRS

MAX MARKS:100

SECTION -A

ANSWER ALL THE QUESTIONS

5*16=80M

1.a) Define Behavioral Finance. Explain the nature and scope of Behavioral Finance(Definition -4m, Explanation-12m)

(or)

1.b) Describe Exponential discounting - Hyperbolic discounting(Definition -4m, Explanation-12m)

(or)

2.a) Discuss Theories based on Expected Utility Concept (Definition -4m, Explanation-12m)

(or)

(or)

2.b) Demonstrate Investor rationality and market efficiency. (Definition -4m, Explanation-12m)

(or)

3.a) Illustrate the Efficient Markets Hypothesis(Definition -4m, Explanation-12m)

(or)

(or)

3.b) Distinguish the Concept of limits of Arbitrage Model(Definition -4m, Explanation-12m)

(or)

4.a) Summarize the Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy(Definition -4m, Explanation-12m)

(or)

(or)

4.b) Examine Connection to human psychophysiology and emotional regulation Active portfolio management (Definition -4m, Explanation-12m)

(or)

5.a) Discuss Emotional mechanisms in modulating risk-taking attitude (Definition -4m, Explanation-12m)

(or)

(or)

5.b) Illustrate Personality traits and risk attitudes in different domains. (Definition -4m, Explanation-12m)

(or)

SECTION-B

ANSWER ANY FOUR OF THE FOLLOWING

4*5=20M

6.Explain Investment Decision Cycle

7.Write Short note on - Investor rationality and market efficiency.

8.Discuss Asset management and behavioral factors

9.Discuss Capital Structure dependence on Market Timing

10.Describe Neurophysiology of risk taking

11.Write about Fundamental information and technical analysis

(Each one carries 5 marks)



Andhra Loyola College (Autonomous):Vijayawada

Department of MBA

Title of the Course		SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			
Course Code		22MBA302(IX)			
Offered to		NMBA(Finance)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSE OUTCOME	BT L	PO
CO1	Evaluate investment avenues and assess risk-return trade-offs using standard deviation and beta.	K 5	PO1, PO6, PO7, PO9
CO2	Analyze bond valuation models and their application in investment decision-making.	K 4	PO3, PO6, PO7, PO9
CO3	Evaluate equity stocks using fundamental and technical analysis, including key technical indicators.	K 5	PO6, PO7, PO9, PO11
CO4	Create optimal portfolios using risk-return calculations and models like Markowitz and Sharpe.	K 6	PO3, PO6, PO8, PO9, PO11

CO5	Develop investment strategies through capital market theories, performance evaluation, and revisions.	K 6	PO6, PO7, PO9, PO11, PO12
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CO-PO MAPPING

Course	Code	CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO11	PO12
Security Analysis & Portfolio Management	22M BA3 02(I X)	CO 1	3	2	1	-	-	3	3	1	3	1	1	-
		CO 2	2	-	3	-	-	3	3	-	3	-	2	-
		CO 3	-	-	2	1	-	3	3	-	3	-	3	-
		CO 4	1	-	3	-	1	3	2	3	3	-	3	2
		CO 5	-	-	-	-	-	3	3	-	3	-	3	3
		Sum	6	2	9	1	1	15	14	4	15	1	12	5
		Avg	1.2	0.4	1.8	0.2	0.2	3.0	2.8	0.8	3.0	0.2	2.4	1.0

SYLLABUS

UNIT-I (15 Hours)

Investment: Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues: Traditional and Modern – Risk: Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Measurement of Risk: S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

UNIT-II (12 Hours)

Valuation of Shares and Bonds: Concept of Present Value, Share Valuation Model, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiplier Approach to Share Valuation, and Regression Analysis – Bond Valuation: Bond Returns, Bond Prices, Bond Pricing Theorems, Bond Risks and Bond Duration.

UNIT-III (12 Hours)

Fundamental Analysis & Technical Analysis of Equity Stock: Economic, Industry and Company Analysis Framework, Economic Forecasting Techniques – Technical Analysis (Case Study: Coca Cola): Basic Principles and Assumption of Technical Analysis, Chart Patterns, and Technical Indicators – Dow Theory, Elliot Wave theory, Confidence Index, RSI, Moving Average Analysis, and Japanese Candlesticks.

UNIT-IV (12 Hours)

Portfolio and Management: Random walk Theory, Efficient Market Hypothesis (Case Study: E Bay Stock Market Efficiency), and Forms of Market Efficiency – Portfolio Management: Process of Portfolio Management, Portfolio Analysis, Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier – Security Market Line – CML – Selection of Optimal portfolio using Markowitz and Sharpe Single Index model. (Case Study: Vanguard - Mutual Funds and Taxes).

UNIT-V (12 Hours)

Capital Market Theory: CAPM-Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation: Sharpe, Traynor, and Jensen – Measures Portfolio Revision: Need for Revision, Constraints in Revision, Revision Strategies, Formula Plans.

Case Study/Problem (From 2, 4 & 5 Units Only)

PRACTICAL COMPONENTS:

- Students are to list out various investment alternatives available, and develop a criteria to choose the best one
- Students are to submit an assignment on basics of equity market.
- Students are to identify and write down career development plans and strategies.
- Students are form into groups (consists of 5-8 students) to explore and examine external factors and its influence on investor Behavior.
- Students are to formulate and exercise appropriate judgment in selecting and presenting information using various methods relevant to securities analysis and portfolio management.
- Conduct practical session on functioning of stock exchanges using Yahoo Finance, Google Finance.
- Conduct practical session on Technical analysis tools.
- Collect analyze equity research reports published by Citi group, Barkley's and HSBC on fundamental analysis.

REFERENCE TEXT BOOKS

1. Reilley and Brown, Investment Analysis & Portfolio Management, Thomson Learning.
2. Fisher and Jordan, Security Analysis & Portfolio Management, Pearson, PHI.
3. David G. Luenberger, Investment science, Oxford.
4. Alexander, Sharpe, Bailey, Fundamentals of Investment – Pearson / PHI.
5. Barua, Verma and Raghunathan, Portfolio Management, TMH.
6. S. Kevin, Portfolio Management, Prentice Hall India.
7. Ranganathan & Madhumathi, Investment Analysis & Portfolio Management, PHI.
8. V A Avadhani, Securities Analysis & Portfolio Mgt.,

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)

**DEPARTMENT OF MBA
MBA - SEMESTER III**

**COURSE TITLE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MODEL QUESTION PAPER**

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

1. (a) Define investment. Explain the differences between investment, speculation, and gambling, and outline the objectives of investment. *(Level 2: Understand)*

OR

(b) Discuss the concept of risk, its elements, and the distinction between systematic and unsystematic risk. How is risk measured using standard deviation, variance, correlation, regression, and beta coefficients?*(Level 4: Analyze)*

2. (a) Explain the concept of present value and describe the constant growth and multiple growth share valuation models.*(Level 2: Understand)*

OR

(b) What is bond valuation? Discuss bond pricing theorems, bond risks, and the concept of bond duration.*(Level 4: Analyze)*

3. (a) Describe the framework of economic, industry, and company analysis. How are economic forecasting techniques used in fundamental analysis?*(Level 3: Apply)*

OR

(b) Discuss the Dow Theory and Elliot Wave Theory. Explain the role of chart patterns and technical indicators, including Japanese Candlesticks and Moving Average Analysis, in technical analysis.*(Level 5: Evaluate)*

4. (a) Explain the Random Walk Theory and the Efficient Market Hypothesis (EMH). Discuss the forms of market efficiency *(Level 3: Apply)*

OR

(b) Discuss the process of portfolio management, including portfolio risk and return calculation, diversification of risk, and portfolio selection using the Markowitz model. *(Level 5: Evaluate)*

5. (a) Explain the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT). How do they differ in approach? *(Level 4: Analyze)*

OR

(b) Discuss portfolio performance evaluation methods, such as Sharpe, Treynor, and Jensen measures. Why is portfolio revision necessary, and what are the common revision strategies? *(Level 5: Evaluate)*

SECTION - B

Answer any five questions

5 x 4 = 20 Marks

6. List the characteristics and types of investors. *(Level 1: Remember)*
7. Describe the key characteristics that distinguish investment from other financial activities. *(Level 2: Understand)*
8. Briefly explain the multiplier approach to share valuation. *(Level 2: Understand)*
9. Outline the assumptions of technical analysis. *(Level 1: Remember)*
10. What is the Security Market Line (SML)? How is it used in portfolio management? *(Level 3: Apply)*
11. Summarize the concept of diversification and its role in risk reduction. *(Level 2: Understand)*
12. Highlight the constraints faced during portfolio revision. *(Level 5: Evaluate)*

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
MBA - SEMESTER III
COURSE TITLE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
SCHEME OF EVALUATION

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

1. (a) Define investment. Explain the differences between investment, speculation, and gambling, and outline the objectives of investment.
- o Definition of investment (4 marks)
 - o Differences among investment, speculation, and gambling (6 marks)
 - o Objectives of investment (6 marks)
- (Total: 16 Marks)(Level 2: Understand)*

OR

(b) Discuss the concept of risk, its elements, and the distinction between systematic and unsystematic risk. How is risk measured using standard deviation, variance, correlation, regression, and beta coefficients?

- o Explanation of risk elements (6 marks)
 - o Systematic vs. unsystematic risk (6 marks)
 - o Risk measurement techniques (4 marks)
- (Total: 16 Marks)(Level 4: Analyze)*
2. (a) Explain the concept of present value and describe the constant growth and multiple growth share valuation models.
- o Present value concept (6 marks)
 - o Constant growth model (5 marks)

- o Multiple growth model (5 marks)
(Total: 16 Marks)(Level 2: Understand)

OR

(b) What is bond valuation? Discuss bond pricing theorems, bond risks, and the concept of bond duration.

- o Bond valuation concept (6 marks)
- o Bond pricing theorems (4 marks)
- o Bond risks and duration (6 marks)
(Total: 16 Marks)(Level 4: Analyze)

3. (a) Describe the framework of economic, industry, and company analysis. How are economic forecasting techniques used in fundamental analysis?

- o Economic, industry, and company analysis framework (10 marks)
- o Economic forecasting techniques (6 marks)
(Total: 16 Marks)(Level 3: Apply)

OR

(b) Discuss the Dow Theory and Elliot Wave Theory. Explain the role of chart patterns and technical indicators, including Japanese Candlesticks and Moving Average Analysis, in technical analysis.

- o Dow and Elliot Wave Theory (8 marks)
- o Role of chart patterns and indicators (8 marks)
(Total: 16 Marks)(Level 5: Evaluate)

4. (a) Explain the Random Walk Theory and the Efficient Market Hypothesis (EMH).

- o Explanation of Random Walk and EMH (8 marks)
- o Forms of market efficiency (8 marks)
(Total: 16 Marks)(Level 3: Apply)

OR

(b) Discuss the process of portfolio management, including portfolio risk and return calculation, diversification of risk, and portfolio selection using the Markowitz model.

- o Portfolio management process (6 marks)
- o Risk/return calculation and diversification (6 marks)

- o Markowitz model (4 marks)
(Total: 16 Marks)(Level 5: Evaluate)
5. (a) Explain the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT). How do they differ in approach?
- o Explanation of CAPM and APT (10 marks)
 - o Comparison of approaches (6 marks)
(Total: 16 Marks)(Level 4: Analyze)

OR

(b) Discuss portfolio performance evaluation methods, such as Sharpe, Treynor, and Jensen measures. Why is portfolio revision necessary, and what are the common revision strategies?

- o Explanation of performance evaluation methods (10 marks)
- o Need and strategies for revision (6 marks)
(Total: 16 Marks)(Level 5: Evaluate)

SECTION - B

Answer any five questions

5 x 4 = 20 Marks

6. List the characteristics and types of investors.
- o Listing and explanation (4 marks) *(Level 1: Remember)*
7. Describe the key characteristics that distinguish investment from other financial activities.
- o Characteristics (4 marks) (Level 2 :Understand)
8. Briefly explain the multiplier approach to share valuation.
- o Explanation of multiplier approach (4 marks) *(Level 2: Understand)*
9. Outline the assumptions of technical analysis.
- o Assumptions of technical analysis (4 marks) *(Level 1: Remember)*
10. What is the Security Market Line (SML)? How is it used in portfolio management?
- o Explanation of SML (2 marks)

- o Application in portfolio management (2 marks) (*Level 3: Apply*)
11. Summarize the concept of diversification and its role in risk reduction.
- o Explanation of diversification (4 marks) (*Level 2: Understand*)
12. Highlight the constraints faced during portfolio revision.
13. Listing and explanation of constraints (4 marks) (*Level 5: Evaluate*)



Andhra Loyola College (Autonomous):Vijayawada

Department of MBA

Title of the Course		FINANCIAL INSTITUTIONS & MARKETS			
Course Code		22MBA302(XI)			
Offered to		NMBA(Finance)			
Theory/Practical	Theory	No. of Hours	5	Credits	4
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		Core Course			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSE OUTCOME	BTL	PO
CO1	Understand the Structure and Role of the Financial System	K2	PO1,PO2
CO2	Analyze the Role and Functions of Development Banks and International Institutions	K4	PO3, PO6, PO7, PO10, PO12.
CO3	Apply Knowledge of Venture Capital, Leasing, and Merchant Banking	K3	PO3, PO6,PO7,
CO4	Evaluate Credit Rating, Factoring, and Financial Instruments	K5	PO6,PO7,PO10,PO11,PO12
CO5	Apply Concepts of Mutual Funds and Debt Securitization	K3	PO1,PO2,PO6,PO7,PO10

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	PO10	PO11	PO12
Financial Institutions & Markets	22BAA302 (XI)	CO 1	3	3										
		CO 2			3	2	3					2		2
		CO 3			3		3		3					
		CO 4						3	2			2	3	3
		CO 5	3	2				3	2			2		
		Sum	6	5	6	2	6	6	7			6	3	5
		Avg	1.2	1	1.2	0.4	1.2	1.2	1.4			1.2	0.6	1

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

SYLLABUS

UNIT-I

Functions of Financial System: An overview of Indian Financial System – Constituents of Indian Financial System – Role and functions of participants in the Financial Markets – Factors impacting the dynamics of financial system (Theory).

UNIT-II

Financial Institutions: Indian Banking System - An overview – Recent Developments; Banking Institutions – Classification of Banks. Role of Reserve Bank of India, NABARD, Regulatory issues of Banking Institutions: Non Banking Institutions – Role of NBFCs in the economic development – Types of NBFCs – Regulatory Framework of NBFCs.

UNIT-III

International Financial Institutions: Overview of Global Financial Institutions – Role of International Bank for Reconstruction and Development (IBRD) – International Monetary Fund (IMF), Asian Development Bank (ADB), European Central Bank (ECB) – Bank for International Settlement (BIS) – New Development Bank (NDB) formerly referred to as the BRICS Development Bank.

UNIT-IV

Capital Market: Evolution and development of Capital Market, Future trends, Components of Capital Markets – Primary market and Secondary market, Equity and debt, Domestic Institutions and Foreign institutions, Role of Stock Exchange Depositories; Regulatory framework – Role of SEBI, RBI, Ministry of Finance, IRDA.

UNIT-V

Introductory Concepts: Money Market, Importance, Composition and Constituents, Instruments of Money Market, Role of SEBI, RBI in regulating Money Market, Concept of Derivatives

Case Study (Not exceeding 300 words)

Practical component:

1. Students are asked to examine the financial system in any two products or service oriented companies and present a brief report on the same in the seminar period.
2. The class will be divided into small groups (consisting of 6 members). The groups are to discuss and present their views on variety of financial instruments used in the corporate sector.
3. Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

Reference Text Books

1. L.M. Bhole – Financial Market and Institutions
2. M.Y. Khan – Indian Financial System
3. Vasant Desai – Development Banking–Issues and Options, Himalaya Pub.
4. M.Y. Khan – Industrial Finance, Tata McGraw Hill Publishers.
5. L.C. Gupta – The Changing Structure of Industrial Finance in India, Oxford University Press
6. Avadhani – Marketing of Financial Services, Himalaya Publishing House.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
MBA - SEMESTER III
COURSE TITLE: FINANCIAL INSTITUTIONS & MARKETS.

MODEL QUESTION PAPER

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

1. (a). Explain the major *functions of the Indian financial system* and describe its key *constituents in detail*. (Level-1- Remembering).

OR

(b). Discuss the *role and functions of various participants* in the Indian financial markets with suitable examples. (Level-2-Understanding) .

2. (a). Explain the *role of the Reserve Bank of India and NABARD* in strengthening the Indian financial system. (Level-2-Understanding) .

OR

(b). Evaluate the *impact of NBFCs* on rural credit delivery and financial inclusion in India.(Level-5- Evaluating).

3. (a) . Write short notes on the *objectives and functions* of IBRD, IMF, and ADB. (Level-1- Remembering) .

OR

(b). Evaluate the *relevance of global financial institutions* in the era of emerging regional alliances like BRICS. (Level-6- Evaluating) .

4. (a) . Discuss the *functions and operations* of the *primary* and *secondary markets* in India. (Level-2-Understanding) .

OR

(b). Analyze the *role of SEBI, RBI, and Ministry of Finance* in regulating and developing the Indian capital market. (Level -4- Analyzing) .

5. (a). Define the *money market* and describe its *major instruments* with examples. (Levels -1- Remembering).

OR

(b). Evaluate the *role of derivatives* in risk management and financial innovation in the Indian context.(Level-5- Evaluating) .

SECTION - B

Answer any five questions.

5 x 4 = 20 Marks.

- 6 . Explain the *constituents* of the Indian financial system with examples. (Level -2- Understanding)
7. Evaluate how *technological and policy changes* impact the dynamics of the Indian financial system. (Level-5 Evaluating) .
8. Differentiate between *Banking Institutions and Non-Banking Financial Companies (NBFCs)* with examples. (Levels -4 – Analyzing) .
9. Explain the *functions of the International Monetary Fund (IMF)*. (Level -2 Understanding)
10. What is the *capital market*? Mention its two main segments. (Level -1 – Remembering).
11. Evaluate the *impact of capital market reforms* on India's economic growth. (Level-5- Evaluating).
12. Analyze the *relationship between money market and capital market* in ensuring economic stability. (Level-4 – Analyzing)

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
MBA - SEMESTER III
COURSE TITLE: FINANCIAL INSTITUTIONS & MARKETS.

Schemes Of Evaluation

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

2. (a). Explain the major *functions of the Indian financial system* and describe its key *constituents* in detail. (Level-1- Remembering). (16 Marks)

OR

(b). Discuss the *role and functions of various participants* in the Indian financial markets with suitable examples. (Level-2-Understanding) . (16 Marks)

2. (a). Explain the *role of the Reserve Bank of India and NABARD* in strengthening the Indian financial system. (Level-2-Understanding) . (16 Marks)

OR

(b). Evaluate the *impact of NBFCs* on rural credit delivery and financial inclusion in India.(Level-5- Evaluating). (16 Marks)

3. (a) . Write short notes on the *objectives and functions* of IBRD, IMF, and ADB. (Level-1- Remembering) . (16 Marks)

OR

(b). Evaluate the *relevance of global financial institutions* in the era of emerging regional alliances like BRICS. (Level-6- Evaluating) .(16 Marks)

4. (a) . Discuss the *functions and operations* of the *primary and secondary markets* in India. (Level-2-Understanding) . (16 Marks)

OR

(b). Analyze the *role of SEBI, RBI, and Ministry of Finance* in regulating and developing the Indian capital market. (Level -4- Analyzing) . (16 Marks)

5. (a). Define the *money market* and describe its *major instruments* with examples. (Levels -1- Remembering). (16 Marks)

OR

(b). Evaluate the *role of derivatives* in risk management and financial innovation in the Indian context.(Level-5- Evaluating) . (16 Marks)

SECTION - B

Answer any five questions.

5 x 4 = 20 Marks.

6 . Explain the *constituents* of the Indian financial system with examples. (Level -2-Understanding) (5 Marks)

13. **Evaluate how *technological and policy changes* impact the dynamics of the Indian financial system. (Level 5 Evaluating) . (5 Marks)**
14. **Differentiate between *Banking Institutions and Non-Banking Financial Companies (NBFCs)* with examples. (Levels -4 – Analyzing) . (5 Marks)**
15. **Explain the *functions of the International Monetary Fund (IMF)*. (Level -2 Understanding) . (5 Marks)**
16. **What is the *capital market*? Mention its two main segments. (Level -1 – Remembering). (5 Marks)**
17. **Evaluate the *impact of capital market reforms* on India's economic growth. (Level-5-Evaluating). (5 Marks)**
18. **Analyze the *relationship between money market and capital market* in ensuring economic stability. (Level-4 – Analyzing) (5 Marks) .**

Andhra Loyola College (Autonomous):Vijayawad

Department of MBA

Title of the Course		MANAGING THE SELF & LEADING OTHERS			
Course Code		22MBA304(IV)			
Offered to		NMBA			
Theory/Practical	Theory	No. of Hours	3	Credits	3
Year of Introduction		2025-2026		Semester	III
Course Category		Core	Relate to	Global	
Revision Carried		NA	Percentage	NA	
Type of Course		INTERDISCIPLINARY /MULTIDISCIPLINARY COURSE			
Crosscutting Issues					

Course Outcomes

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

CO NO	COURSE OUTCOME	BTL	PO
CO1	Understand and apply the theoretical basis of personal leadership	K2	PO1,PO3,PO4,PO5,PO6 ,PO8,PO9,PO11,PO12
CO2	Analyze and evaluate the impact of personal leadership in educational contexts	K4	PO1,PO3,PO4,PO5,PO6 ,PO8,PO9,PO11,PO12
CO3	Create a personal vision as a transformational leader of self and others.	K6	PO1,PO3,PO4,PO5,PO6,PO8,PO9,PO11,PO12
CO4	To assess determinants of problems	K4	PO1,PO3,PO4,PO5,PO6 ,PO8,PO9,PO11,PO12
CO5	To evaluate how to engineer self-interventions	K5	PO1,PO3,PO4,PO5,PO6,PO8,PO9,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
Managing the Self & Leading Others	22MBA304 (IV)	CO 1	3		3	3	3	3		3	2		3	3
		CO 2	2		2	2	1	3		2	1		2	2
		CO 3	2		1	2	1	2		3	3		3	3
		CO 4	2		2	1	2	1		3	2		2	2
		CO 5	2		1	2	2	2		3	1		2	2
		Sum	11		9	10	9	11		14	9		12	12
		Avg.	2.2		1.8	2	1.8	2.2		2.8	1.8		2.4	2.4

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

SYLLABUS

UNIT-I (08 Hours)

Anatomy of the self-The mind-The intellect-The sub-conscious mind-Consciousness-Self-awareness: Assessing your self-awareness - Why increase your self-awareness -How to increase your self-awareness: Self-awareness questionnaires, Emotional intelligence questionnaire, Interpersonal needs questionnaire (FIRO-B), Assertiveness questionnaire, Cognitive style questionnaire.

UNIT –II (10 Hours)

Self-management: Behavioural Tools, Cognitive and Affective tools for self-management - Cognitive and Affective TOOLS for self-management

Clarifying values, Setting Goals, and Planning - Self-management - Personal and Social skills - Self-management Skills and Lifelong learning -Personal Goal setting -Personal mission statements -Strategies for Effective Goal Setting
- Self-Monitoring - Self-Analysis -Self-Change - Recognizing strengths and blind spots in yourself and others – Self control and self regulation.

UNIT –III (07 Hours)

Persuading others with tact and diplomacy: Definition of Persuasion -Persuasion strategies: Credibility, Logical Reasoning, Emotional appeal - Improving your persuasive skills - Persuasive skills in formal presentations - Persuasion versus negotiation -The art of persuasion: thirty proven tips and techniques - Influencing others from a position of authority—or without authority - Managing within organizational hierarchies.

UNIT –IV (07 Hours)

Leading others with active coaching: Characteristics of an ideal coach - How a good coach is described - 7 masterful coaching personality traits - Myths and realities - Seven communication principles for coaching -Gather good information with EARS -Good habits of effective listeners
-Leadership coaching styles: What kind of a coach are you? -

UNIT –V (07 Hours)

Transforming others with influence and inspiration: Transformational leadership defined - Transformational leadership and charisma - A model of transformational leadership - Transformational leadership factors - Transactional leadership factors - Other transformational perspectives -How does the transformational approach to leadership work.

Case Study (Not Exceeding 300 words)

PRACTICAL COMPONENTS:

Activity 1:

Self-management skills Materials required Student textbooks, pen Procedure Read the following paragraph. Write in class. One volunteer can read what he/she wrote and other students can discuss. —Manish got admission to a new school. His clothes were

not clean, shoes were not polished and laces were not tied. He did not smile at anyone and looked sad. He did not look confident. What are the qualities of self-management that you think are missing in Manish?|| **Activity 2:**

The teacher will facilitate these activities by showing you the e-learning module for this lesson via http://www.psscive.ac.in/Employability_Skills.html. The module will include videos and e- content for the above topics as well as detailed instructions for some activities below.

After watching the initial video in the e-learning lesson, write down the points that you will use from the video to understand your own strengths and weaknesses.

Activity (i) Aim in life:

Materials required Pen/pencil, notepad or sheets of paper Procedure:

- Form pairs of students. Make a list of tasks/activities you can do well.
- Write your main aim in life.
- Share your notes with your partner and discuss your personal characteristics.

List what you believe as a person by starting the sentences with I am‘ (I am a sensitive person). List all you can do well by starting the sentences with I can‘ (I can identify safety aspects and seek support when witnessing or experiencing violence and abuse).

List what you plan to do by starting the sentences with I will‘ (I will train myself in yoga). State your aim in life.

Start the sentence with My aim is‘ (My aim is to become an accomplished sportsperson).

Activity3:

Students will practice self-management techniques to regulate emotions such as

- Mindfulness
- Conditioned relaxation response
- Boundary setting

Students will practice various techniques of relationship management such as engaging with:

- Display of empathy
- Effective communication
- Teamwork ● Conflict resolution

Any other If required, students can share their experiences in the form of a Project Report. Any other Practical/Practice as decided from time to time.

Activity 4:

Make an Emotion Vs Logic List

Differentiating between your emotional and rational brain will help you discover the best route forward when faced with a difficult situation. Use this exercise to make the distinction and clarify your decision-making process.

1. Think of an issue you're currently experiencing that requires you to make a decision. Describe it.
2. What is your emotional brain telling you to do? List your options.
3. What is your rational brain telling you to do? List your options.
4. Compare the two lists you just made. How are your emotions clouding your rationality? Where is your rationality ignoring important cues from your emotions?

REFERENCE TEXT BOOKS

- 1) The Organizational Behavior Reader, 9th Edition (it is critical to have the 9th edition) by
J. S. Osland, & Turner, M. E. (Eds). Upper Saddle River, NJ: Prentice Hall.
- 2) Leaders Eat Last. By Simon Sinek. Penguin Publishing.
- 3) Packet of Harvard Business School Cases – The HBS case numbers are listed below in this syllabus. Here is the link for purchasing cases from the Harvard website: <http://cb.hbsp.harvard.edu/cbmp/access/65798749>
- 4) Netepchuk V.V. Self-management : taught . manual. Rivne NUVHP, 2013.
- 5) Sakun A.A. Self-management : учеб. help _ for tanks Odessa: ONAS named after A.S. Popova, 2015..
- 6) Self-management: study guide / G. Z. Leskiv, G. Ya. Levkiv, M. M. Blihar , V. V. Gobela
, O. P. Podra , G. V. Koval. Lviv: Lviv State University of Internal Affairs

decided cases, 2021.

7) Seagull G.L. Manager's self-management: training help _ K.: Znannia, 2014.

8) Chkan A. S. Self-management: study guide. Zaporizhzhia: ZNU, 2014.

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
MBA - SEMESTER IV
COURSE TITLE: MANAGING THE SELF & LEADING OTHERS

MODEL QUESTION PAPER

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

1. (a). Explain the components of the self—mind, intellect, sub-conscious mind, and consciousness—and discuss how they influence human behaviour. (Level-2- Understanding)

OR

(b). Analyze the different *self-awareness assessment tools* such as FIRO-B, assertiveness questionnaire, and emotional intelligence tests, and discuss how they help in self-development.

(Level-4 – Analyzing)

2. (a). Create a *self-management framework* that integrates personal goal setting, self-regulation, and recognition of individual strengths and blind spots. (Level-6 – Creating).

OR

(b) . Define *persuasion* and explain various *persuasion strategies* such as credibility, logical reasoning, and emotional appeal with suitable examples. (Level-2-Understanding)

3. (a). Evaluate the effectiveness of *emotional appeal* and *credibility* in influencing others without authority in organizational contexts. (Level-5- Evaluating)

OR

(b). Illustrate how the *EARS model* and *seven communication principles* can be applied for effective leadership coaching.(Level-3- Applying).

4. (a). Explain the essential *characteristics of an ideal coach* and discuss the myths and realities associated with coaching. (Level-2-Understanding).

OR

(b). Design a *transformational leadership model* incorporating vision, inspiration, and personal influence to enhance organizational effectiveness.(Level-6-Creating) .

5. (a). Analyze how *self-monitoring*, *self-analysis*, and *self-change* contribute to personal and professional improvement.(Level-4-Analyzing) .

OR

(b). Evaluate the impact of *transformational leadership* on employee performance, satisfaction, and innovation. (Level 5 -Evaluating).

SECTION - B

Answer any five questions.

5 x 4 = 20 Marks

6. Define *self-awareness* and explain its importance in personal development.

(Level-1- Remembering).

7. Analyze how *self-monitoring* contributes to better self-regulation and decision-making.

(Level 4 Analyzing).

8. Apply *emotional appeal* in a workplace scenario to influence team cooperation.

(Level-3- Applying).

9. Analyze the differences between *directive* and *non-directive* coaching styles.

(Level -4- Analyzing).

10. Apply transformational leadership principles to motivate a demotivated team.

(Level 3. Applying).

11. Evaluate the role of *self-control* and *self-regulation* in achieving long-term success.

(Level 5 Evaluating).

12. List any four *characteristics of an ideal coach*.

(Level-1- Remembering) .

ANDHRA LOYOLA COLLEGE (AUTONOMOUS)
DEPARTMENT OF MBA
MBA - SEMESTER III
COURSE TITLE: MANAGING THE SELF & LEADING OTHERS

Schemes Evaluation

Time: 3 Hours

Max Marks: 100

SECTION - A

Answer all questions

5 x 16 = 80 Marks

1 (a). Explain the components of the self—mind, intellect, sub-conscious mind, and consciousness—and discuss how they influence human behaviour. (Level-2- Understanding) (16 Marks)

OR

(b). Analyze the different *self-awareness assessment tools* such as FIRO-B, assertiveness questionnaire, and emotional intelligence tests, and discuss how they help in self-development.

(Level-4 – Analyzing) (16 Marks)

2. (a). Create a *self-management framework* that integrates personal goal setting, self-regulation, and recognition of individual strengths and blind spots. (Level-6 – Creating). (16 Marks)

OR

(b) . Define *persuasion* and explain various *persuasion strategies* such as credibility, logical reasoning, and emotional appeal with suitable examples. (Level-2-Understanding) (16 Marks)

3. (a). Evaluate the effectiveness of *emotional appeal* and *credibility* in influencing others without authority in organizational contexts. (Level-5- Evaluating) (16 Marks)

OR

(b). Illustrate how the *EARS model* and *seven communication principles* can be applied for effective leadership coaching.(Level-3- Applying). (16 Marks)

4. (a). Explain the essential *characteristics of an ideal coach* and discuss the myths and realities associated with coaching. (Level-2-Understanding). (16 Marks)

OR

(b). Design a *transformational leadership model* incorporating vision, inspiration, and personal influence to enhance organizational effectiveness.(Level-6-Creating) . (16 Marks)

5. (a). Analyze how *self-monitoring*, *self-analysis*, and *self-change* contribute to personal and professional improvement.(Level-4-Analyzing) . (16marks)

OR

(b). Evaluate the impact of *transformational leadership* on employee performance, satisfaction, and innovation. (Level 5 -Evaluating). (16 Marks)

SECTION - B

Answer any five questions.

5 x 4 = 20 Marks

6. Define *self-awareness* and explain its importance in personal development.

(Level-1- Remembering). (5 Marks)

7. Analyze how *self-monitoring* contributes to better self-regulation and decision-making.

(Level 4 Analyzing). (5 Marks)

8. Apply *emotional appeal* in a workplace scenario to influence team cooperation.

(Level-3- Applying). (5 Marks)

9. Analyze the differences between *directive* and *non-directive* coaching styles.

(Level -4- Analyzing).

10. Apply transformational leadership principles to motivate a demotivated team.

(Level 3. Applying). (5 MARKS)

11. Evaluate the role of *self-control* and *self-regulation* in achieving long-term success.

(Level 5 Evaluating). (5 Marks)

12. List any four *characteristics of an ideal coach*.

(*Level-1*- Remembering) . (5 Marks)

