

University of Engineering and Management, Jaipur
School of Management
3rd Semester Structure of MBA (2026-28)

Code	Subject Name	Credit	Type
MBAESP 301	Essential Studies for Professional (ESP)-III	2	Theory
Finance Specialization			
FM 301	International Finance	4	Elective
FM 302	IAPM	4	Elective
Marketing Specialization			
MM301	Consumer Behaviour	4	Elective
MM302	Customer Experience and Relationship Management	4	Elective
HR Specialization			
HR301	HR Analytics	4	Elective
HR 302	Compensation & Benefits Management	4	Elective
Operations & Supply Chain Management Specialization			
SC 301	Supply Chain Analytics	4	Elective
SC 302	Strategy Design & Planning	4	Elective
Technology Management Specialization			
TM 301	Data Mining	4	Elective

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Code	Subject Name	Credit	Type
TM 302	Buisness Forecasting	4	Elective
Practical/LAB			
MBA 391	Internship Viva	6	Practical
MBA 392	Computer Applications for Business (Advanced)	4	LAB
Sessionals			
MBASDP 381	Skill Development for Professional III (SDP)	1	Sessional
MBA 371	Project Management	2	Sessional

*MBA371 Will be Mapped with NPTEL

3rd Semester Syllabus for MBA Batch 2026-2028

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Course objective, course outcome	3
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Textbook and references	7

Syllabus Structure:

Sl. No.	Type	Subject Code	Subject Name	L	T	P	Total	Credit
1	Humanities and social sciences including management	MBAESP301	General Studies & Current Affairs-V	2	0	0	2	02
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
				Total Credit points				02



University of Engineering and Management, Jaipur



MBA Batch 2026-2028

Subject Name: General Studies & Current Affairs-III Credit: 02 Lecture Hours: 48 Subject

Code: MBAESP301

Pre-requisite: Basic knowledge of economics and general awareness.

Relevant Links:

[Study Material links:](#)

1. <http://egyankosh.ac.in/handle/123456789/67491>
2. https://books.google.co.in/books?id=4lGQISi9G7wC&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false
3. <http://egyankosh.ac.in/handle/123456789/89588>
4. <https://ncert.nic.in/textbook.php?keec1=2-8>
5. <https://ncert.nic.in/textbook.php?keec1=3-8>
6. https://books.google.co.in/books/about/Industrial_Sector_Reforms_in_Globalizati.html?id=D_kuJb_DZzgC
7. <https://egyankosh.ac.in/bitstream/123456789/8979/1/Unit-2.pdf>

COURSE OBJECTIVES:

1. To introduce fundamental concepts of market structure, economic planning, reforms, and governance mechanisms.
2. To impart practical understanding of industrial reforms, government schemes, and ongoing economic developments.

COURSE OUTCOMES:

CO 1: Apply economic concepts to understand different market structures and their real-world relevance.

CO 2: Analyze the role and evolution of planning institutions and industrial reforms in shaping India's economy.

CO 3: Identify and describe key government schemes and their socio-economic impact.

CO 4: Demonstrate an understanding of national and international current affairs relevant to economic and policy awareness.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Economics	1. Market Structure 2. Planning Commission 3. Industrial Reforms 4. Government Schemes	National Exams: 1.UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) 5. RBI Grade B https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), pg 22-23	40	1. IGNOU study material: a. BECC-101, Block-4, (Unit-9,10,11,12) b. BECC-113,Block-1,(Unit-9) c. BAPI-003 Block -1 unit-2 2. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 5) 3. Frank, ISC Economics (Chapter-9, 10, 11) 4. Indian Economic Development textbook for class XI- (Chapter- 2) 5. Industrial Sector Reforms in Globalization	❖ Assignment on “Comparative Study of Market Structures in the Indian Economy” ❖ Assignment on “From Planning Commission to NITI Aayog: A Shift in India’s Policy Framework” ❖ Assignment on “Flagship Government Schemes and Their Impact on Indian Society” ** All the assignments are in line with entrance exams for premier B-Schools and GS Paper-I of UPSC CSE.

			State Level Exams: 1.Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement), pg 1 2. Miscellaneous Services Recruitment Examination https://adda247jobs-wp-assets-prod.adda247.com/jobs/wp-content/uploads/sites/7/2022/11/21142422/2707970_2019.pdf)) pg 1		Era - P. K. Jalan	
2	Current Affairs and Static GK	National News, International News, MOU's and agreements, Summits and Conclaves, Obituaries, Awards and Events, Sports, Important Days, Banking and Economic Awareness	National Exams: 1.UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. RBI Grade B https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE	08	1. Current Affairs Magazine of IEM-UEM Lucent GK	❖ Discussion on National and International affairs ❖ Discussion on MOU's and agreements, Summits and Conclaves ❖ Discussion on recent Awards and Events, Sports. ❖ Discussion on Economic Awareness

			<u>.PDF</u>), pg 22-23 4. IBPS Probationary officer (https://www.ibps.in/wp-content/uploads/Detailed-Advt.-CRP-PO-XII.pdf),Pg 7. 5. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 6. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1.Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (https://adda247jobs-wp-assets-prod.adda247.com/jobs/wp-content/uploads/sites/7/2022/11/21142422/2707970_2019.pdf)), pg 1		
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TEXT BOOKS:

1. IGNOU study material: BECC-101, Block-4, (Unit- 9,10,11,12)
2. IGNOU study material: BECC-113,Block-1,(Unit-9)
3. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 5)
4. Frank, ISC Economics (Chapter-9, 10, 11)
5. Indian Economic Development textbook for class XI- (Chapter- 2)
6. Industrial Sector Reforms in Globalization Era - P. K. Jalan

REFERENCE BOOKS:

1. ESP Study Material

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA
Batch: 2026-28

Subject Name: INTERNATIONAL FINANCE

Credit: 4

Lecture Hours: 40

Subject Code: FM 301

COURSE OBJECTIVE:

This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm. The general emphasis is on the identification and management of opportunities and risk relating to international investments, exchange rate fluctuations, international financial markets and government policy changes.

COURSE OUTCOMES

CO1 -- Provide an in-depth understanding of the international financial management i.e. globalization, MNCs and balance of payment

CO2 -- Understanding of foreign exchange market with a special focus on exchange rate determination

CO3 -- Understanding of foreign exchange market risks and various strategies in the international financial market.

CO4 – Knowledge of international financial market, financial instruments and trade practices

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	CASE STUDIES	Mapping with Hands on Practice in Lab Using Tools.
1	International Financial Management	Domestic Financial Management & International Financial Management. The Emergence of the MNC, Nature of the MNC, BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP ,Capital Account Convertibility	International Academia: https://ocw.mit.edu/courses/15-617-the-law-of-corporate-finance-and-financial-markets-spring-2004/ https://ocw.mit.edu/courses/15-223-global-markets-national-politics-and-the-competitive-advantage-of-firms-fall-2011/ https://ocw.mit.edu/courses/14-02-principles-of-macroeconomics-spring-2014/resources/mit14_02s14_current_account/ Text Book Mapping: International Financial Management, Vyuptakesh Sharan, PHI Learning Private Ltd. Chapter 1 Chapter 2	8	1. Apples iPhone is not really made in China! 2. The BRICS solve the Trilemma with different Exchange Rate Regimes	Google Colab OECD DATA EXPLORER IMF DATA ➤ AI-assisted data visualization & interpretation of BOP, CAD
2	Exchange Rate Determination	Functions, Participants	International Academia: https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/	12	1. HP hedging strategy to protect its	Real Time Trading in MATLAB

		and Transactions – Exchange Rates and Quotations – Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract, Futures, Forwards, Swaps – Currency Swap and Interest rate Swap, Quality Spread Differential	AICTE-prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program Text Book Mapping: International Financial Management, Vyuptakesh Sharan, PHI Learning Private Ltd. Chapter – 4 Chapter – 5 Chapter- 6 Chapter -7 Chapter- 8 Chapter- 9 Chapter- 10 Chapter - 19		profit margin 2. Porsche revs up its results	https://www.mathworks.com/videos/a-real-time-trading-system-in-matlab-92900.html Simulated Trading https://www.forex.com/en/trading-platforms/simulated-trading/
3	International	Purchasing Power Parity- Interest rate	International Academia:	12	1. Hindalco Industries Ltd.	SheetAI ➤ Estimate parity conditions directly from exchange

	Parity Conditions	Parity, Fishers International Parity Theory, Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through Money Market Operation	https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/resources/mit15_012s11_lec12/ https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/ Industry Mapping: https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program Text Book Mapping: International Financial Management, P K Jain, Josette Peyrard, Surendra S Yadav ; Macmillan Chapter – 6 Chapter - 7		managing its EURO receivables exposure 2. Toyota Motor Co. managing Economic Exposure	rate data using AI inside Excel/Sheet
4	International Banking & Money Market	International banking Services- BASEL Norms, International Money Markets, International Equity Sources	International Standards https://ocw.mit.edu/courses/15-s12-blockchain-and-money-fall-2018/ https://ocw.mit.edu/courses/15-617-the-law-of-corporate-finance-and-financial-markets-spring-2004/ https://ocw.mit.edu/courses/15-015-macro-and-international-economics-fall-2011/ https://ocw.mit.edu/courses/15-015-macro-and-international-economics-fall-2011/resources/mit15_015f11_lec06/	8	1. Infosys ADR Issue 2. NTPC and PFC plan to raise 2bn dollar from Masala Bond	FinRegGPT ➤ Students analyse Basel III/IV norms using AI

		- Global Equity Markets- ADR, GDR, Process of Export and Import- necessary documentation- LC, Bank Guarantee, Letter of Intent etc.	AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.lakshmisri.com/practices/banking-finance/ https://www.lakshmisri.com/practices/international-trade-and-wto/ Text Book Mapping: International Financial Management, Vyaptakesh Sharan, PHI Learning Private Ltd. Chapter – 15 Chapter – 16 Chapter- 17 Chapter -18			
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Suggested Books:

1. International Financial Management, Vyuptakesh Sharan, PHI Learning Private Ltd.
2. International Financial Management, P K Jain, Josette Peyrard, Surendra S Yadav ; Macmillan

Reference Books:

1. Shapiro, A.C., Hanouna, P., Seal J. K. International Financial Management, Willey.
2. Apte, P.G.: International Financial Management, Tata McGraw Hill.
3. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
4. Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cengage Learning
5. O' Brien: International Finance, OUP
6. A. V. Rajwade, H. G. Desai, Foreign Exchange – International Finance Risk Management; SPD

COURSERA COURSES

[Coursera Link 1](#) - International Business Operations

[Coursera Link 2](#) - Foreign Exchange Operations

[Coursera Link 3](#) - Foreign Exchange Translation Exposure

[Coursera 4](#) - Understanding Foreign Exchange Transaction Exposure

[Coursera Link 5](#) - Economics of Money and Banking

[Coursera Link 6](#) - Forex Hedging Strategies

[Coursera Link 7](#) - Foreign Currency Exchange Risk

[Coursera Link 8](#) - Exchange Rates and Foreign Currency

NPTEL COURSES

[NPTEL 1](#) - International Financial Environment

[NPTEL 2](#) - International Parity Conditions and Movement Exchange Rate

[NPTEL 3](#) - Purchasing Power Parity

[NPTEL 4](#) - Development of Foreign Exchange Market in India

LINKEDIN LEARNING

[LinkedIn Learning 1](#) - Managerial Finance Foundations

[LinkedIn Learning 2](#) - Economics for Business Leaders

[Study Material](#)

PROGRAMME OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modelling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction

PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognise the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change
PO 9	Creative Business Solution	Analysing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	1	--	--	--	--	1	1
CO2	3	3	1	1	2	---	-	2	2
CO3	3	2	1	--	1	--	1	2	2
CO4	2	2	1	--	--	--	--	2	2



University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA I Batch: 2026-28

Subject Name: Investment Analysis and Portfolio Management

Lecture Hours: 40

Credit: 4

Subject Code: FM 302

Course Objective: To Measure the risk and return of a stock or a portfolio position. Diversify and manage investment portfolios in accordance with a person's risk Preferences. Understand and evaluate investment opportunities.

Course Outcomes

CO1 - Description of the general structure of various financial markets.

CO2 - Value of financial products such as common stocks (both undervalued and overvalued) and fixed-income securities.

CO3 - Concept of Financial hedging instruments.

CO4- Building a diversified portfolio and assessment of portfolio performance

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Investment & Portfolio Management :	Investment and speculation; factors in investment decision making; investment decision process; financial overview; approach to investment decisions	<i>International Academia:</i> https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154331introd	2	

			AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part I Chapter- 1,2		
2	Security Valuation (Equity and Fixed Income valuation)	Valuation of Shares – different methods; valuation of convertible bonds on the basis of Immunization	International Standards https://ocw.mit.edu/courses/15.401-finance-theory-i-fall-2008/resources/mit15_401f08_lec04/	4	

			AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.moneycontrol.com/stocks/marketinfo/disc2bv/bse/index.php Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 8,9		
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3	Risk and Return	Definition of Risk and Return; risk measurement; beta of a security, covariance and correlation, concept of portfolio risk and return Case study- A Case Study of Risk and Return Analysis of Indian Banking Securities chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ijisrt.com/assets/upload/files/IJISRT23JUL2213.pdf	International Standards 1. https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/15433portfolio1/ 2. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401fall1ec13/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 7	4	
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4	Asset Selection Techniques/ Security Analysis	Fundamental Analysis; calculation of intrinsic value of security; Technical Analysis; difference between Fundamental and Technical Analysis; Dow Theory; Elliot Wave Theory; Application of charts and graphs used in Technical Analysis – support and resistance levels; Line and Candlestick Chart; various patterns; analytical tools like MA, MACD, ROC, RSI COMPREHENSIVE STUDY ON SECURITY ANALYSIS OF SELECTED STOCKS LISTED AT BSE-A COMPARATIVE STUDY chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.jetir.org/papers/JETIRGB06020.pdf	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.moneycontrol.com/markets/technical/?classic=true https://www.moneycontrol.com/news/business/markets/-1288903.html https://www.moneycontrol.com/us-markets/technical-analysis/fortunebrandshome/esecurity/ Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 11,12, 13 -	10	
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5	Portfolio Theory and its application:	Measurement of Portfolio risk and return -- Traditional theory; Modern Portfolio theory - Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.	International Standards: 1 https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154333portfolio1/ 2 https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/ 3. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec13/ Industry Mapping: https://www.scribd.com/document/368765029/291392962-Security-Analysis-and-Portfolio-Management-Case-Study Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 17, 18	6	Assignments - exercises using real time and EOD data interspersed in the theory classes
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6	Sharpe Single Index Model:	advantages over Markowitz theory/model	International Standards: https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 19	4	
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7	CAPM Model:	Concept and interpretation – Security Market Line (SML) and Capital Market Line (CML); analysis, interpretation and application	International Standards: 1. https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/ 2. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08 lec15/ Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 20	4	
8	Arbitrage Pricing Theory and Multi Factor Theory.	Arbitrage Pricing Theory and Multi Factor Theory. Case study - AN EMPIRICAL STUDY ON ARBITRAGE PRICING THEORY IN INDIAN CAPITAL MARKETS https://www.academia.edu/93027362/An_Empirical_Study_on_Arbitrage_Pricing_Theory_in_Indian_Capital_Markets	International Standards: 1 https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/ 2. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08 lec15/ Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 20	2	

9	Managing Portfolio/Mutual Funds :	Portfolio evaluation -- techniques of analyzing portfolio performance, modification of portfolio Case Study : Case study: portfolio (mis)management by a reputed wealth management firm https://blog.truemindcapital.com/case-study-portfolio-mismanagement-by-a-reputed-wealth-management-firm/	Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 21	3	
10	Efficient Market Hypothesis:	Concept of market efficiency; different types of market efficiency and their interpretation	Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 14	1	

Suggested Books:

- 1) Security Analysis & Portfolio Management by Pandian;

<https://www.amazon.in/Security-Analysis-Portfolio-Management-Punithavathy/dp/9325963086>

- 2) Investment Analysis & Portfolio Management by Prasanna Chandra;

<https://www.amazon.in/Investment-Analysis-Portfolio-Management-6th/dp/9354600077>

- 3) Security Analysis & Portfolio Management by Nagarajan & Jayabal

<https://www.amazon.in/Security-Analysis-Portfolio-Management-Nagarajan/dp/8122430430>

[Coursera Link 1](#) [Coursera Link 2](#) [NPTEL](#) [Linkedin Learning 1](#) [Linkedin Learning 2](#) [Linkedin Learning 3](#) [Study Material](#)

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modelling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community

		issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognise the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change
PO 9	Creative Business Solution	Analysing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO – PO MAPPING

	PO - 1	PO - 2	PO - 3	PO - 4	PO - 5	PO - 6	PO - 7	PO-8	PO-9
CO – 1	1	1	1	1	3	1	1	3	2
CO – 2	3	2	1	2	3	2	1	3	1
CO – 3	3	3	2	2	3	2	1	3	1
CO – 4	2	3	3	3	3	1	1	3	1

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA
Batch: 2026-28

Subject Name: Consumer Behaviour

Credit: 4

Lecture Hours: 40

Subject Code: MM 301

Pre-requisite: Fundamentals of Marketing

COURSE OBJECTIVES:

1. This course is designed to impart knowledge to the students in enabling them to identify the behavior of consumers before, during and after purchase.
2. Students will gain a conceptual knowledge of how the intrinsic and extrinsic factors influence the consumer in making purchase decisions.
3. To help the students to gain an insight about the application of consumer behavior concepts and analyze the trends in consumer
4. To equip the students to develop better marketing programs and strategies in solving practical problems

COURSE OUTCOMES:

1. To understand the fundamental concepts of consumer behaviour
2. To gain an insights into intrinsic factors of consumer Behaviour in connection to Consumer personality, perception and learning perspective and its impact on marketing decisions.
3. To comprehend the influences of consumer motivation , self concepts and attitude on devising marketing strategies
4. To Identify and critically examine factors which influence consumer behaviour inclusive of family, society and culture in regard to solve practical marketing problems.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Chapter 1 Introduction to Consumer Behaviour:	Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior, socially responsible marketing Consumer Behavior in the networked era . interactive communication channel, Consumer Behavior., Consumer in digital era, technolofy and consumer satisfaction and retention. Role of Generative AI in consumer behaviour and its related issues, Ethical issues in consumer behaviour	International Standards: https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Developing marketing strategy Case study: Marico Industries Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe,	3	Locate two websites that you visit regularly and discuss how they can (and probably do) track your behavior and enable marketers to target you more effectively.

			Wisnblit;S. Ramesh Ch. 1		
Module 1	Chapter 2 Segmentation and Targeting	Market Segmentation, Bases of segmentation, Behavioural targeting and Positioning, Repositioning	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Case study: Porsche STP Frame work HBR Case: Target the Right Market Text Book: Consumer Behavior, 12/e 2018 Ch. 2 by Kumar Leon G., Schiffman;Joe, Wisnblit;S. Ramesh HBR Case: Taj Hotels : Jewel in the crown	3	The owners of a local health-food restaurant have asked you to prepare a psychographic profile of families living in the community surrounding the restaurant's location. Construct a 10-item psychographic questionnaire that measures a family's dining out preferences Tools Mixpanel

Module 1	Chapter 3 Consumer Decision Process:	Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, disposing of products. Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse websites buying, loyalty, degree of involvement in buying, Buying Roles	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Consumer Decision making process and marketing strategy Case study: Evolution of matrimonial websites HBR Case: Fret and Regret: A Consumer Decision-Making Dilemma Text Book: Consumer Behaviour : Sangeeta Sahney, Oxford Publication Ch. 4 HBR case: Sorry for your data loss : Managing customer	2	Compare high and low involvement product with respect to nature of the product, frequency of purchase, perceived risk, post purchase behavior Tools: CleverTap
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Module 2	Chapter 4 Individual Characteristics	Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements Self concept Perspective of self, Consumption and self concept, Gender roles	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Identifying customer persona Case study : Brand personality of Surf HBR Case: Gillette Takes a Stand: Toxic Masculinity and #thebestmencanbe Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh Ch.3 Self concept : Consumer Behaviour : Sangeeta Sahney, Oxford Publication Ch. 8	4	. Interview three friends about their favorite leisure-time activities. Do your leisure-time preferences differ from those of your friends? Which personality traits might explain why your preferences are different from or the same as those of your friends, and how so? Tools: Hubspot Buyer persona
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Module 2	Chapter 5 Consumer Perception	Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Advertising strategy and consumer perception Case Study: Airlines HBR Cases: Note on Sensory Marketing: Shaping Consumer Perception and Behavior Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe, Wisnblit;S. Ramesh Ch.4	3	Select a company that produces several versions of the same product under the same brand name (do not use one of the examples discussed in this chapter). Visit the firm's website and prepare a list of the product items and the benefits that each item offers to consumers. Are all these benefits believable, and will they persuade consumers to buy the different versions of the product? Explain your answers.
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Module 2	Chapter 6 Learning and Memory	: Information acquisition and processing, Learning elements, Theories, Memory processes	<i>International Standards</i> https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ <i>AICTE prescribed syllabus</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> Developing Marketing strategy to boost memory	3	Visit a supermarket. Can you identify any packages where you think the marketer's knowledge of stimulus generalization or stimulus discrimination was incorporated into the package design? Note these examples and present them in class. Tools : Mixpanel
			Case study : Luxor writing Instruments Pvt. Ltd Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe, Wisnblit;S. Ramesh Ch. 5		

Module 2	Chapter 7 Consumer Motivation	: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Customer motivation techniques Case study: Renault Duster HBR Case : Ather Energy: Motivating India for Smart Electric Scooters Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh Ch.3	3	Find two examples of ads that are designed to arouse consumer needs and discuss their effectiveness.
Module 2	Chapter 8 Consumer Attitude:	Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change, Consumer persuasion	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE-MBA.pdf Industry Mapping	4	Find advertisements that illustrate each of the four motivational functions of attitudes. Describe how each ad either reinforces an existing attitude or is aimed at changing an attitude Tools : Mixpanel

			Attitude models Case Study : Banking with an Indian public sector Bank or Others Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh Ch. 6		
Module 3	Chapter 9 Culture Subculture and Social Class	Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Questionnaire tool Case study : TATA's Gold Plus Jewellery Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh Ch.11	3	a. Find advertisements for two brands of deodorants. Do a content analysis of the written and pictorial aspects of each ad. Identify any core values portrayed in each ad and explain your choices. b. Describe how the symbols in each ad convey the deodorant's characteristics and brand image.
Module 3	Chapter 10 Reference Group Influence	Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus	3	Prepare a list of negative rumors that you (or your friends) have heard recently about a company or a product.

			https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Questionnaire tool Text Book: Standard Chartered Bank Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh Ch.9		
Module 3	Chapter 11 Family and Household	Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behaviour	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Advertisement study Case Study: Which school to choose from Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh Ch.10 Consumer Behaviour : Sangeeta Sahney, Oxford Publication Ch.12	3	we have considered how parents and siblings play a role in the consumer socialization of their children and young brothers and sisters, and how adults continue to be socialized throughout their lives. However, we have not considered how children (especially teens and young adults) influence the socialization of their parents. Make a list of ten ways in which you have contributed to or influenced the ongoing socialization of your parents

Module 4	Chapter 12 Organizational and Institutional Buying Behaviour:	Basic concepts, Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Organizational buying behavior framework Case Study: Crompton Greaves Text Book: Consumer Behaviour : Sangeeta Sahney , Oxford Publication Ch.5	2	Interview 10 of your friends and enquire whether their purchases for the following products is based on brand loyalty a. toothpaste b. bathing soap, c. fruit juice d. shoes e. formal apparel wear. Tools : SPSS
	Chapter 13 Models of Consumer Behaviour:	Basic understanding and applications of Nicosia, Howard-Sheth & EKB Model	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Case Study : Booming Batter Business Component study Text Book: Consumer Behaviour : Sangeeta Sahney , Oxford Publication Ch.5	2	

Module 4	Chapter 14 AI & consumer Behaviour	Concept and application of different AI tools.	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application of AI tools	2	AI Tools application: Hotjar
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Relevant Links: [Study Material](#) [LinkedIn](#) [Coursera](#) [NPTEL](#)

No 1.	Coursera An Introduction to Consumer Neuroscience & Neuromarketing https://www.coursera.org/learn/neuromarketing	LinedIn Marketing Foundations: Consumer Behavior	NPTEL https://archive.nptel.ac.in/courses/110/105/110105054/ Module 1: Introduction To The Study of Consumer Behaviour Module 2: Market Research and Consumer Behavior Module 3: Market Segmentation and Positioning Module 4: The Consumer Decision Making Process Module 5: Models Of Consumers Module 6: Psychological Influences on Consumer Decision Making Module 7 : Sociological Influences on Consumer Decision Making Module 8: Diffusion of Innovation
2.	Market Research and Consumer Behavior https://www.coursera.org/learn/market-research	Customer Insights and Consumer Analytics for Organizations: Concepts	
3.	Enhancing Customer Insights with Generative AI	Consumer Behavior: Using	

	https://www.coursera.org/learn/enhancing-customer-insights-with-generative-ai	Neuroscience to Improve Your Marketing	
4. 5.		Customer Insights and Consumer Analytics for Organizations: Tools and Analysis Consumer Behavior Trends: Meet the Postmodern Consumer	
	TEXT BOOK: Consumer Behavior, 12/e 2018 - by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, Pearson Publication - Sahney Sangeeta, Consumer Behaviour, Oxford Higher Education Reference Books: - Satish K. Batra, S.H.H Kazmi & Satish K. Batra : Consumer Behaviour: Text and Cases: Excel Book - Loudon & Bitta, Della: Consumer Behaviour; TMH - Solomon, M. R., Consumer Behaviour, Pearson Education		

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction

PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO 9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	3	2	1	1	2	1	3	2
CO2	1	1	1	3	2	3	2	1	1
CO3	3	1	1	2	1	1	3	2	1
CO4	2	2	3	1	3	1	1	1	3



University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch: 2026-28



Subject Name: Customer Experience and Relationship Management

Credit: 4

Lecture Hours: 40

Subject Code: MM 302

COURSE OBJECTIVE:

1. To understand the customer journeys, digital touchpoints and their impact on customer experience
2. To understand various concepts of CRM and how it is evolving towards customer experience management
3. To design strategies to manage and improve customer experience.
4. To understand the role AI in customer experience and relationship management

COURSE OUTCOME

CO1: Understand the impact of customer journeys, digital touch points on customer engagement and customer experience

CO2: Understand the various aspects of CRM, brand loyalty and their relation to customer experience management

CO3 : Develop effective strategies to manage, enhance, and personalize the customer experience across various stages of the customer journey.

CO4: Integrate AI with CRM systems to enhance customer experience

DETAILED SYLLABUS:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Foundations of Customer Experience in Customer Relationship Management	Understanding the customer experience, Building customer-centric cultures, Effective customer journey mapping, The role of customer satisfaction in sustainable relationship management, Leveraging CRM software for effective customer relationship management, Unlocking the power of customer data for enhanced customer experiences, Omni-channel customer engagement, Crisis management and service recovery	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will understand the importance of Customer experience models in industry Reference : Study material Course Outcome CO1	8	

2	Foundations of Customer Relationship Management	Cost of acquiring customers, Driving customer loyalty (Why customer loyalty critical? KPIs for measuring customer loyalty, Driving customer loyalty, Customer life cycle management/Customer journey mapping), Components of CRM systems (Marketing, Sales force automation, Customer service and support), Types of CRM (Operational CRM, Analytical CRM, Collaborative CRM, Social CRM), Evolution from CRM to CEM	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will understand how the concepts of customer relationship management has evolved towards customer experience management in the Reference : Ch 1: Defining CRM ; Book : Customer relationship management by Anjali Kaushik Course Outcome CO2	8	
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3	CRM in Marketing	Paradigm shifts in marketing, Campaign management, CRM Marketing initiatives Cross-Selling and Upselling Customer segmentation Behaviour Prediction Customer Profitability and Value Modelling Channel Optimization Personalization Event-based Marketing	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will understand what the industry does for CRM strategy Reference : Ch 2: CRM in Marketing; Book : Customer relationship management by Anjali Kaushik Course Outcome CO3	8	Case Study: The Fab Lab (Page 58 from text Book)
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4	Permission Marketing	• Permission Marketing Essential for Marketing • Permission Marketing Requirements for E-Commerce • Data Gathering • Data Management • Data Analysis • Data Breach	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will understand what the industry does in taking permissions from the customers Reference : Ch 3: Permission marketing; Book : Customer relationship management by Anjali Kaushik Course Outcome CO3	8	
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5	Integrating AI with CRM systems	Introduction of AI into CRM AI based predictive dialer and pacing ratio Conversational AI: Chatbots (Book) Customer service interactions: The circular loop	https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will learn about chatbots and other AI agents used by the industry Reference : Study Material	8	Case Study: CRMify (Page 119 from text)
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Text book :

- **Customer Relationship Management : An AI driven approach : by Anjali Kaushik, Publisher: Wiley India Pvt. Ltd.**

Program Outcome:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modelling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
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CO-PO MAPPING

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	1	3	2	1	1	2	1	3	2
CO2	1	1	1	3	2	3	2	1	1
CO3	3	1	1	2	1	1	3	2	1
CO4	2	2	3	1	3	1	1	1	3

University of Engineering and Management, Jaipur
3rd Semester Syllabus for MBA I Batch: 2026-28
Subject Name: HUMAN RESOURCE METRICS AND ANALYTICS

Credit: 4

Lecture Hours: 40

Subject Code: HR 301

Pre-requisite: Basic understanding of organizations, evolution, structure and functions

COURSE OBJECTIVES:

To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently

To understand the different compliance related measures, industrial relations and labour laws for better employee relations

COURSE OUTCOMES

CO1: Developing a knowhow on definitions and classifications used in the study of Human Resource Management to grasp concepts involving best HR Management practices

CO2: Apply the information to plan and recruit employees of an organization thoroughly to achieve the organizational goals in an effective, efficient and optimum way.

CO3: Analyze the performance aspects of individual employees and evaluate as per organizational parameters and communicate shortcomings in a positive way to improve the organization's effectiveness.

CO4: Create a benchmark for best HRM practices that shall aid in establishing sustainable and positive work culture at workplace.

DETAILED SYLLABUS

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	1. Introduction to HR Analytics	Introduction, Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, HR Analytics Phase	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : Importance of HR Analytics: A Case study of HEG Limited -Nishant Uppal – Page No 29 Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 1	4	Data Examination and Purification Group Exercise - HR Analytics in Action
1	2. Understanding Analytics work	Introduction, How to conduct a purposeful workforce analytics, Key influencers in the HR Analytics	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data	8	Data Analysing Techniques – Regression Analysis

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Process, Model for Adoption of HR Analytics, Application and status of HR Analytics	AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case : Human Resource Planning through HR Analytics in CPP Mill, Lakuan, Nishant Uppal Page No 32 Text Book Mapping: HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 2		
1	3. HR Analytics Tools and Techniques	Importance of data, Types of Data, Data Capturing Methods, Data Examination and Purification, Data Analysing Techniques	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : “Y2K or KMN”	6	Data Analysing Techniques – Clustering Analysis

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Human Information Systems – Nicolas A.-Valcik Meghna Sabharwal Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 3		
2	4. Usage of HR Analytics	Introduction, recruitment, Training and Development Performance Appraisal (PA), Talent Management, Employee Compensation Management, Expatriate Management).	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : The Employee who was “Deadpool” in HRIS Human Information Systems - Nicolas A.-Valcik Meghna Sabharwal Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory,	6	Data Analysing Techniques – Association Analysis Icebreaker - HR Analytics Scavenger Hunt

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 4		
2	5. Building an HR Analytics Culture	Current status of HR Analytics in HR Analytics as a Change-Management Process, Establishing a Culture of HR Analytics, Build versus Buy Approach	International Academia: https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: The Big Database that “Couldn’t” Human Information Systems - Nicolas A. Valcik Meghna Sabharwal Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 6	6	Data Analysing Techniques – Anomaly Detection Analysis Assignment on Cost Per Hire (CPH)

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	6. Future of HR Analytics	Introduction, Factors determining adoption of HR Analytics, HR Analytics Adoption: Responsibility of HR Department	International Standards https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Failure to Launch Human Information Systems - Nicolas A. Valcik Meghna Sabharwal Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 7	4	Data Analysing Techniques – Correlation

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	7. AI for HR Analytics	Introduction to Artificial Intelligence, Core HR Functions Impacted by AI: Recruitment, talent management, performance evaluation, employee engagement, and retention, Benefits of AI in HR: Improving decision-making, predictive insights, efficiency, and personalized employee experiences, HR Data Sources: Types of data available for HR analytics (e.g., recruitment data, performance metrics, employee surveys), Data Preprocessing: Cleaning, transforming, and organizing HR data for analysis, Ethics and Privacy in HR Data: Ensuring data	International Standards: https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: “Houston, we have a problem.” Human Information Systems - Nicolas A. Valcic Meghna Sabharwal Teodoro J. Benavides	6	AI Exercises Absenteeism Trend Analysis using AI. Industry Tool : Zoho Overview SAP overview

Module number	Topic	Sub - Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		privacy and ethical use of employee data			

Text Book

HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari

[Amazon Link](#)

Reference Books

1. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page
2. Gueutal and Stone, The Brave New World Of e-HR
3. Monk and Wagner, Concepts in Enterprise Resource Planning, Thomson
4. Steve VanWieren, Quantifiably Better: Delivering Human Resource Analytics from start to finish.
5. Bernard Marr, Data-driven HR: How to use Analytics and Metrics to drive performance.
6. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitive advantage.

Relevant Links:

LinkedIn –

People Analytics - <https://www.linkedin.com/learning/people-analytics>

Using AI to Improve Human Resources Practices - https://www.linkedin.com/learning/using-ai-to-improve-human-resources-practices?trk=learning-serp_learning-search-card_search-card&upsellOrderOrigin=default_guest_learning

Coursera -

Human Resources Analytics - <https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/human-resources-analytics?source=search>

Using Metrics in HR: Driving Decisions and Measuring Success - <https://www.coursera.org/videos/human-resources-analytics/y7Vjx?source=search&query=HR%20analytics>

NPTEL

<https://nptel.ac.in/courses/110107492>

AI FOR HR

<https://www.coursera.org/specializations/generative-ai-for-human-resources?authMode=login>

AI TOOL

HR with Microsoft 365 Copilot

SIMULATIONS

<https://www.theforage.com/simulations/ge-aerospace/human-resources-8hl7>

PROGRAM OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
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CO-PO MAPPING

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1



University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA

Batch: 2026-28

Subject Name: Compensation & Benefits Management

Subject Code: HR 302

Credit: 4

Lecture Hours: 40

Pre-Requisite: Basic understanding of organizations, evolution, structure and functions

COURSE OBJECTIVES:

- To evaluate an organization's compensation strategy
- To explain different benefit types and options
- To evaluate and select an appropriate pay system for an organization's needs

COURSE OUTCOMES

CO1. Recognize how pay decisions help the organization achieve a competitive advantage.

CO2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

CO3. Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.

CO4. Design rational and contemporary compensation systems in modern organizations

Detailed Syllabus

Module number	Topic	Sub-topics	Text Book Mapping	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Compensation Management	Introduction, Compensation and Non-compensation Dimensions, Objectives of Compensation, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues UK Case Centre: Compensation Management Caselet 1	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Academia https://www.hbs.edu/coursecatalog/1816.html (Point-1) AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise - Pay Matters (Productivity Does, Too) Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	5	Experiential Exercise Mapping Compensation Strategies, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
1	Job Evaluation Approach to Compensation Management	Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation.	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Academia https://www.hbs.edu/coursecatalog/1816.html (Point-4) AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	5	Experiential Exercise Job Evaluation at Whole Foods, Compensation: George T Milkovich,

		Compensation Strategy at Micro Level, Concept of Equity UK Case Centre: Compensation Management Caselet 2		Industry Mapping Experiential Exercise The Customer Service Agent, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam		Jerry M Newman and C S Venkata Ratnam
1	Compensation Structure	Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation, Pay for Performance, Executive Compensation UK Case Centre: Compensation Management Caselet 3	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise o You Want to Lead an Orchestra! Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	5	Experiential Exercise Climb the Legal Ladder, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
2	Rewards	Objectives and Purpose of Rewards System, Elements of Total Rewards,	Compensation: George T Milkovich, Jerry M Newman and C S Venkata	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	6	Experiential Exercise Fit the Pay-Mix Policy to the Compensation Strategy,

		Types of Rewards – Financial (Incentives, Direct, Indirect) and Non-Financial, Equity based rewards, Team rewards, Reward strategy and psychological contract, Designing the Reward System, VIE Theory. UK Case Centre: Compensation Management Caselet 4	Ratnam	india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise Sledge Dog Software, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam		Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
3	Concept of Wage and Compensation	Definition of Wage, Theories and Principles of Wage Determination, Types of Wages, Objectives of Sound Wage Policy	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Academia https://www.hbs.edu/coursecatalog/1816.html AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Experiential Exercise Word-of-Mouse: Dot-Com Comparisons, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	5	Experiential Exercise Burger Boy, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam

3	Bonuses	Concept and Methods of calculations.	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Academia: https://www.hbs.edu/coursecatalog/1816.html AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Incentives in the Club House, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	4	Experiential Exercise Merit Pay: Making Policies and Practices That Work! Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
4	Law Relating to Compensation and Benefits administration	Payment of Wages Act (1936), Minimum Wages Act (1948), Payment of Bonus Act (1965), Equal Remuneration Act (1976), Statutory Social Security Benefits.	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Standards: https://www.hbs.edu/coursecatalog/1816.html AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Lightening Industries, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	6	Experiential Exercise Love Inc. Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam

4	Employee Welfare and Working Conditions	Statutory and voluntary measures	Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	International Standards : https://www.hbs.edu/coursecatalog/1816.html AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise Compensation for Special Groups, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam	4	Experiential Exercise General Technology, Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
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Text Book

- Compensation: George T Milkovich, Jerry M Newman and C S Venkata Ratnam
- Compensation Management: Dipak kumar Bhattacharyya, Oxford Press
- <https://www.amazon.in/Compensation-Management-Dipak-Kumar-Bhattacharyya/dp/0199456542>

Reference Books

- Strategic Compensation: A Human Resource Management Approach. Joseph J. Martocchio, Pearsons 7/E. 2014
- Compensation and Reward Management. B D Singh, Excel Books, 2008

Relevant Links:

LinkedIn –

People Analytics - <https://www.linkedin.com/learning/people-analytics>

Using AI to Improve Human Resources Practices - https://www.linkedin.com/learning/using-ai-to-improve-human-resources-practices?trk=learning-serp_learning-search-card_search-card&upsellOrderOrigin=default_guest_learning

Coursera

Human Resources Analytics - <https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/human-resources-analytics?source=search>

Using Metrics in HR: Driving Decisions and Measuring Success - <https://www.coursera.org/videos/human-resources-analytics/y7Vjx?source=search&query=HR%20analytics>

NPTEL

<https://nptel.ac.in/courses/110107492>

AI for HR

<https://www.coursera.org/specializations/generative-ai-for-human-resources?authMode=login>

AI Tool

HR with Microsoft 365 Copilot

SIMULATIONS

<https://www.theforge.com/simulations/ge-aerospace/human-resources-8hl7>

PROGRAM OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO 9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch: 2026-28

Subject Name: Supply Chain Analytics

Credit: 4

Lecture Hours: 40

Subject Code: SC 301

Pre-requisite: Basic knowledge of statistics, mathematics, and familiarity with computers and data handling concepts.

Course Description:

Introduce students to the fundamentals of supply chain management and the role of analytics in improving supply chain performance. The course will help students to develop analytical and data-driven decision-making skills for managing supply chain operations.

Course Objectives:

- Understand the concept Supply-Chain Analytics and the imperatives in governance.
- The role of data cleansing, filtering and preparation.
- Understanding its role in analyzing and interpreting the data.
- Understanding how to visualize the data through graphs, tables, charts.
- The application of Analytics in Scheduling, Optimizing and Financial Planning.
- The steps in digitization and the underlying technologies.

Course Outcome:

CO1. Understand the necessity of Supply-chain Analytics.

CO2. Map Data Identification, Data Analysis, and Data Visualization to Supply-Chain Analytics.

CO3. Appreciate the utility of Supply-Chain Analytics to effectively and optimally manage the Supply-Chain

CO4. Get acquainted with the modern technological developments and its relevance to the Supply-Chain.

Complete Syllabus:

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Overview of Supply-Chain and Logistics	Competitive advantage of Supply-Chain. Technological changes empowering the Supply-Chain. Activities in the Supply-Chain function. Trading off Cost Centers with other functions. Cycles within the Logistics function. Process integration and SCOR processes. Types of Analytics - Descriptive, Predictive, Prescriptive, Cognitive – and their relevancies to Supply-	T. A. S. Vijayaraghavan Supply Chain Analytics Publisher – Wiley India Chapter 1.	introduction to Supply Chain Management Harvard Business Publishing Education Harvard Business Publishing Education	4	

		Chain. Case Study: Case-Study-Keeping-Mission-Critical-Automotive-Manufacturing-Operations-Running-around-the-Clock-1-220448.pdf				
Module 2	Fundamentals of Analytics	Introduction of Data Analytics Data Analysis and Analytics – the difference Dimensions of Data Analytics Data Types Measurement scales Population and sample Central Tendency Skewness and Kurtosis Data visualization. Case Study : 5 Business Intelligence & Analytics Case Studies Across Industry Emerj Artificial Intelligence Research	Business Analytics – the Science of Decision-making U. Dinesh Kumar Chapter 2		4	
Module 3	Optimization models	General forms of LPP Graphical solution to Furniture Problem Simplex Method Solving LP in Excel Transportation Model Assignment Model Case Study:	T. A. S. Vijayaraghavan Supply Chain Analytics Publisher – Wiley India Chapter 2.	Linear Programming Basics Harvard Business Impact Education	8	Basic Linear Programming Assignment solutions through MS-Excel

		Applying Integer Programming in an Everyday Transportation Case: An Optimization Problem - The Case Centre				
Module 4	Operational decisions in Warehousing	Space determination Warehouse Operations and Layout decisions Handling decisions Configuration decisions Allocation strategies Case Study: Raymond: Design of Warehouse Operations Harvard Business Publishing Education Vytec Corporation: Warehouse Layout Planning - The Case Centre The Basics of the Newsvendor Model by Pat DeMarle Medium	T. A. S. Vijayaraghavan Supply Chain Analytics Publisher – Wiley India Chapter 5	https://hbsp.harvard.edu/home/ roduction to Supply Chain Management Harvard Business Publishing Education	8	Warehouse Optimization Mini Project
Module 5	Inventory – concepts and modelling	Overview of Inventory, ABC Analysis, XYZ Analysis, ECQ, Managing Inventory Inventory models Demand and Lead-time uncertainty and sticking models	T. A. S. Vijayaraghavan Supply Chain Analytics Publisher – Wiley India		12	

		Service levels and average Inventory Case study: Supply Chain Management @BigBasket (Hyperlocal E-Commerce Service) - The Case Centre https://hbr.org/2015/06/inventory-management-in-the-age-of-big-data https://www.thecasecentre.org/products/view?id=14523	Chapter 6 and 7.			
Module 6	Simulations	Hands on Supply chain and Inventory Modelling through BI and Generative AI tools, Brief overview of Simulators Case Study: https://www.anylogistix.com/features/supply-chain-simulation/	-----	-----	4	Inventory Dashboard Using Power BI Demand Forecasting with Excel + GenAI AI-Powered Supply Chain Risk Analysis Conversational BI Chatbot

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
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PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
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PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

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CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
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CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Text Book

Supply Chain Analytics: Concepts, Techniques and Applications (2022 Edition) – Kurt Y. Liu

Supply Chain Management – Sunil Chopra and Peter Meindl., Pearson publications.

Modelling the Supply-Chain Jeremy FG. Shapiro, Duxbury Thomson Learning.

Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time by Gerald Feigin (Author) – business

expert Press.

Reference Books

Supply Chain Analytics A Complete Guide - 2021 Edition Paperback by [The Art of Service - Supply Chain Analytics Publishing](#) (Author)

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

[Foundations: Data, Data, Everywhere | Coursera](#)

<https://www.linkedin.com/learning/supply-chain-foundations-analytics>

<https://www.linkedin.com/learning/the-ai-driven-supply-chain-manager/using-ai-for-supply-chain-data-analysis?u=229219690>

<https://nptel.ac.in/courses/110107074>

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch 2026-28

Subject Name: Supply Chain Design & Planning

Credit: 4

Lecture Hours: 40

Subject Code: SC302

Pre-requisite:

Fundamental concepts of SCM

1. Showing how SCM, together with other disciplines, contributes to the mission of the firm.
2. Introducing practical issues and challenges in managing the resource flows for products and services and showing how cross-functional approaches can lead to effective business solutions and
3. Pinpointing the relationship between SCM and other business disciplines.

Course Description:

This course introduces MBA students to the fundamentals of supply chain design and strategy in a simple, practice-oriented manner. It explains how goods, information, and money move across suppliers, manufacturers, distributors, retailers, and customers. The course prioritizes business understanding, real-life illustrations, basic decision frameworks, and classroom application rather than advanced analytical modelling.

Course Objectives:

- Develop a basic understanding of supply chain concepts and their relevance in business.
- Familiarize students with major supply chain drivers such as inventory, transportation, facilities, sourcing, and information.
- Enable students to recognize common supply chain problems in procurement, warehousing, logistics, and customer service.
- Build the ability to apply simple managerial frameworks to supply chain decision-making.

- Prepare students to analyze elementary business situations and suggest practical supply chain improvements.

Course Outcome:

CO1: Understand the basic concepts, components, and objectives of supply chains.

CO2: Identify and analyze common supply chain issues using simple managerial tools.

CO3: Able to apply basic concepts of inventory, transportation, sourcing, and service to business cases.

CO4: Able to evaluate simple supply chain strategies in terms of cost, speed, quality, and customer satisfaction and present a practical supply chain improvement idea for a firm or industry situation.

Complete Syllabus:

Module number	Topic	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours
Module 1	Chapter 1 Introduction to Supply Chain Management and Design	Meaning and importance of SCM; logistics vs supply chain; stages and flows; why supply chains matter; strategic fit. Linked Case Study: IRCTC Supply Chain Management Linked Case Study: Supply Chain Management of PepsiCo	Designing & Managing the Supply Chain: Concepts, Strategies and Case studies by DAVID SIMCHI-LEVI, PHILIP KAMINSKY, EDITH SIMCHI-LEVI, RAVI SHANKAR 4th Edition	International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/	5
	Chapter 2 Supply Chain Drivers and Performance	Cost, speed, quality, flexibility, availability; facilities, inventory, transportation, information, sourcing, pricing; efficiency vs responsiveness. Linked Case Study: Dell's Supply Chain Management Practices Linked Case Study: Supply Chain Management@BigBasket(Hyperlocal e-Commerce Service)	Designing & Managing the Supply Chain: Concepts, Strategies and Case studies by DAVID SIMCHI-LEVI, PHILIP KAMINSKY, EDITH SIMCHI-LEVI, RAVI SHANKAR 4th Edition & Material from Subject Matter Expert		5
Module 2	Chapter 3 Sourcing, Purchasing, Transportati	Purchasing and sourcing; supplier selection; transportation modes; warehousing basics; packaging, handling, cost-service trade-offs.	Designing & Managing the Supply Chain: Concepts, Strategies and Case	International Academia https://www.michiganstateuniversityonline.com/programs/course/strategic-sourcing-2/ AICTE Prescribed Syllabus	

	on, and Warehousing	Linked Case Study: Strategic Sourcing at Whirlpool China: Finding the Ideal Supplier Linked Case Study: Whirlpool Corporation Global Procurement Linked Case Study: Mars Incorporated: Online Procurement Linked Case Study: Unilever Group in Arabia: Towards Strategic Sourcing	studies by DAVID SIMCHI-LEVI, PHILIP KAMINSKY, EDITH SIMCHI-LEVI, RAVI SHANKAR 4th Edition & Material from Subject Matter Expert	https://www.aicte-india.org/sites/default/files/Model_Curriculum/AICTE-%20Logistic%20and%20supply%20chain%20(MTECH%202Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/	10
	Chapter 4 Supply Chain Design	Distribution network design; Network design decisions; Models for potential sites identification	Ch 4-6, Chopra and Kalra; Ch 6, Collier and Evans & Material from Subject Matter Expert		4
Module 3	Chapter 5 Supply Chain Planning and managing inventories	Introduction to demand forecasting; Planning Decisions; Managing inventory to satisfy customer demand	Chopra and Kalra, Ch 7, 9, 10, 11. Collier and Evans, Ch 12 & Material from Subject Matter Expert	International Academia. https://openlearning.mit.edu/courses-programs/mitx-courses/supply-chain-design https://www.gsb.stanford.edu/faculty-research/publications/designing-right-global-supply-chain-network	4
	Chapter 6 Supply Chain Problems and Improvement Tools	Demand-supply mismatch; Inventory Imbalance; Delays and variability; Information distortion; Sources of inefficiencies; Best diagnostic tools; Improvement approaches	Chopra and Kalra; SCM-strategy, planning and operations Simchi-Levi et al., Designing and managing the supply chains: concepts, strategies and cases Lora Cecere, Supply Chain Metrics that Matter & Material from Subject Matter Expert	https://openlearning.mit.edu/user/login?destination=/courses-programs/mitx-courses/supply-chain-fundamentals https://executiveeducation.wharton.upenn.edu/supply-chain-management-courses/ https://michiganross.umich.edu/graduate/full-time-mba/curriculum https://openlearning.mit.edu/courses-programs/mitx-courses/supply-chain-analytics https://www.insead.edu/executive-education/digital-transformation AICTE Syllabus: (https://www.aicte-india.org)	4

				india.org/sites/default/files/AICTE_MBA.pdf) Selected and relevant Industry white papers, use cases and HBR cases to be discussed	
Module 4	Chapter 7 Digital Supply Chain in design and planning	ERP; Cloud; IoT; Impact on demand planning, Challenges and strategic considerations	Coyle et al. Managing supply chains- a logistics approach; Holtschulte, Digital supply chain and logistics with IoT: practical guide, methods, tools and use cases for Industry	International Academia: https://openlearning.mit.edu/courses-programs/mitx-courses/supply-chain-design https://www.gsb.stanford.edu/faculty-research/publications/designing-right-global-supply-chain-network	4
	Chapter 8 SC Design and Planning from AI perspective	Introduction to AI in supply chain design and planning; Applications of AI and ML in supply chain planning; Challenges and considerations	Case- Lenovo: Digital Transformation for Supply Chain Intelligence Industry White Papers & Material from Subject Matter Expert	https://openlearning.mit.edu/user/login?destination=/courses-programs/mitx-courses/supply-chain-fundamentals https://executiveeducation.wharton.upenn.edu/supply-chain-management-courses/ https://michiganross.umich.edu/graduate/full-time-mba/curriculum https://openlearning.mit.edu/courses-programs/mitx-courses/supply-chain-analytics https://www.insead.edu/executive-education/digital-transformation AICTE Syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
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PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
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CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

Text Book

1. Designing & Managing the Supply Chain: Concepts, Strategies and Case studies by DAVID SIMCHI-LEVI, PHILIP KAMINSKY, EDITH SIMCHI-LEVI, RAVI SHANKAR, McGraw Hill| 4th Edition
2. Supply Chain Management: Strategy, Planning, & Operation 7e by Sunil Chopra, Dharam Vir Karla, Gourav Dwivedi| Case studies- Tanishq, Lenskart, Relaxo Footwears-Pearson
3. Purchasing & Supply Chain Management 7th Edition, Monczka, Giunipero, Handfield & Patterson, Cengage

4. SUPPLY CHAIN MANAGEMENT: CONCEPTS AND CASES, 2nd Edition, ALTEKAR, RAHUL V., PHI

Reference Books

1. Supply Chain Management: A Logistics Perspective, 11th Edition, C. John Langley, Jr. | Robert A. Novack | Brian J. Gibson | John J. Coyle, Cengage
2. New Perspectives of Microsoft Office 365 & Excel 2019

Referred Cases

1. e-Procurement at Cathay Pacific Airways: e-Business Valuation
2. Unilever Restructures Its Supply Chain Management Practices
3. HyperPure: Zomato's Foray into B2B Foodtech
4. Wal-Mart's Supply Chain Management Practices
5. Supply Chain Transformation at Starbucks (B)
6. Supply Chain Transformation at Starbucks (A)
7. TSG Hoffenheim: Step-by-Step Analysis in Excel
8. DHL Supply Chain: Spurring Capacity Building to Fuel Expansion in India
9. Reimagining Amazon Product Packaging

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

<https://www.coursera.org/learn/strategic-sourcing#modules>

<https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/procurement-basics#modules> <https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/specializations/supply-chain-management?source=search>

<https://www.linkedin.com/learning/search?keywords=strategic%20sourcing%20and%20procurement&u=229219690>

https://onlinecourses.nptel.ac.in/noc24_mg57/preview

University of Engineering and Management, jaipur

3rd Semester Syllabus for MBA Batch: 2026-28

Subject Name: Data Mining

Credit: 4

Lecture Hours: 40

Subject Code: TM 301

Pre-requisite:

Basic knowledge of statistics, mathematics, and familiarity with computers and data handling concepts.

Course Description:-

This course introduces the concepts, techniques, and tools used to extract meaningful patterns and knowledge from large datasets. It covers key areas such as data preprocessing, classification, clustering, association rule mining, and predictive analytics. Students will learn how to apply data mining methods using modern analytical tools to support business decision-making. The course emphasizes real-world applications in marketing, finance, and operations, enabling learners to transform raw data into actionable insights for strategic advantage.

Course Objectives:-

The aim of this paper is to prepare management students for understanding and applying data mining techniques for extraction, association, clustering, prediction and decision making from business prospective. The course will also help students to understand various machine learning algorithms and their application in business.

Course Outcomes:-

At the end of this course the students will be able to:

CO1	Demonstrate fundamental understanding of Data mining, Machine learning techniques.
CO2	Apply basic principles of Data mining in solutions that require problem,solving, inference, perception, knowledge representation, and learning.
CO3	Demonstrate proficiency in applying data mining techniques for Business prediction
CO4	Discuss different data mining algorithms and tools for better data management

Complete Syllabus

Module number	Topic	Sub-topics	Text Book As Per Syllabus With Chapters	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Data Mining	Definition, scope, goals, significance of data mining, Stages of the data mining process, Data Mining issues, Data Mining history - Machine Learning, Statistics, Knowledge Applications & Representation Methods, Data Mining Du,	Dr. I. Ganesh, Introduction to Data Mining, B. S. K. Reddy, U. Chandra Sekher, Dreamtech Press, Data Mining Techniques Applications By Hongbo S, Cengage	International Article : (https://online.stanford.edu/courses/cs2007-11-12/learning-assessment-dataset) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Explore Data Processing 2 AI Tools for Data Mining Techniques using AI Tools https://www.akkio.com/post/ai-data-mining https://julius.ai/	4	Students will be taught to use basic machine learning features on sales and marketing dataset
2	Data Warehouse	Data Warehouse and DBMS, Multidimensional data model, OLAP operations, Data Mining Ch-4	Data Mining Concepts and Techniques, by Jiawei Han, Micheline Kamber and Jian Pei 3rd edition,			Students will study various data extraction process from multidimensional database using drill down, drill up, slicing, dicing techniques.

3	at Reprocess	Data lean g, at reduction, tion, Data	Da a i i ch iques Cengage	I t nati nal standards (https://ocw.mit.edu/courses/15-062-data-mining-spring-2003/pages/lecture-notes/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA Tool, SPSS, R	4	Students will study various Marketing and Sales Data Preprocessing techniques using basic analytical tools
4	ir i K l dge pres ation	T l nt data, k r n c n l dge, Inte i measures, knowledge, ist liz ticn te hr iques, E r i e t it i liz i r	A p l i c a t i o n s By c Du, Cengage	6	Students will also learnt to handle business data for extraction, clearing and decision making prospective.	
5	it i t Orient d Analysis	trib r l i z a t o , A u t r l v r e , e s s o m s o n , t t i c a l m a s u r , C o n e t t i n i n g & N e u r a l N e t o r k	D a t a M i n i n g T e c h n i q u e s A p l i c a t i o n s By O Du, Cengage	4	Students will explore Text mining and sentimental analysis features using analytical tools	

	Data Mining	Association rules, Market Basket Analysis,	International	4	Case Study Solutions
6	Algorithms I	Generating item sets and rules efficiently, Correlation analysis	Data Mining and Business Intelligence by S.K.Shind , U Chandra Sekher, Dreamtech Press Ch-7	Academia: (https://online.stanford.edu/courses/soe-yics0007-mining-massive-data-sets/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: KNIME Tools, SPSS, R	on Product Management, Product Affinity Analysis based problems solving
7	Algorithms II	Classification, inference/mining task , rudimentary rules: 1R Algorithm, Decision trees, Covering rule	Data Mining Concepts and Techniques, 3 rd Edition, a	6	Students will study to
			Ch-9	Academia: (https://ocw.mit.edu/courses/15-062-data-mining-spring-2003/pages/lecture-notes/) (https://www.cse.iitk.ac.in/pages/CS685.html) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Handling Large Datasets For Product association Analysis	apply various classification techniques for product segmentation , product categorization etc

				using WEKA and Math lab, SPSS, R		
8	Machine Learning Algorithms III	Introduction, The Classification, Statistical (Bayesian) classification, Bayesian networks, Instance-based methods (nearest neighbor), Linear Regression, Definition, types of Clustering, Application, Basic issues in clustering, conceptual clustering system, Partitioning methods: k-means, expectation maximization (EM), Hierarchical methods: distance based divisible clustering, agglomerative and Conceptual clustering: Cobweb	Data Mining Concepts and Techniques, by Jiawei Han, Micheline Kamber and Jian Pei, 3rd Edition, 2011, Ch-9 Data Mining Concepts and Techniques, by Jiawei Han, Micheline Kamber and Jian Pei, 3rd Edition, Ch-10	International Case i https://online.stanford.edu/courses/CS229/Introduction-models-and-analysis-1119-2019 https://www.cse.iitk.ac.in/pages/CS685.html AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Mat Lab, SPSS, R	4	Students will study to develop sales forecasting models using analytical platforms
9	Clustering				4	Students will study to apply clustering techniques for market segmentation
10	Case Study	https://hbr.org/2022/11/can-ai-really-help-you-sell https://hbr.org/2018/05/using-analytics-to-prevent-customer-problems-before-they-arise		Simulation : https://aidungeon.com/	2	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in Business

PROGRAM OUTCOME

PO Code	Description
PO1 – Problem Analysis	Ability to analyze complex business problems and extract meaningful patterns from large datasets using data mining techniques.
PO2 – Modern Tool Usage	Proficiency in using modern data mining tools and technologies such as Python, R, SQL, and machine learning platforms for data analysis.
PO3 – Communication	Ability to effectively communicate data-driven insights through reports, visualizations, and presentations to stakeholders.
PO4 – Ethics	Understanding and application of ethical principles in data collection, processing, privacy, and responsible use of data.
PO5 – Project Management and Finance	Ability to apply data mining in project planning, resource allocation, and financial decision-making.
PO6 – The Manager and Society	Evaluate the societal impact of data-driven decisions, including issues related to data privacy, security, and public welfare.
PO7 – Individual and Team Work	Ability to work effectively both independently and collaboratively in data analytics and data mining projects.
PO8 – Lifelong Learning	Recognition of the need for continuous learning in evolving data mining techniques, tools, and technologies.
PO9 – Creative Business Solution	Ability to develop innovative and data-driven business solutions using data mining models and analytical thinking.

Mapping of Cos with POs:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2			1	2	2	
CO2	3	3		1				2	2
CO3	3	3					2	1	
CO4		3	1		1			1	1

SUGGESTED READINGS:

Suggested Readings:

Text Books

- o Data Mining and Business Intelligence by S.K.Shinde and U Chandrasekhar, DreamTech Press
- o Data Mining Techniques and Applications by Hongbo Du, Cengage
- o Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson ,3rd Edition
- o J.Han, M. Kamber and J Pei , Data Mining: Concepts and Techniques, Morgan Kaufmann

Reference Books

- o Foreman, Data Smart: Using Data Science to Transform Information into Insight, John Wiley
- o Dunham, Data Mining : Introductory and Advanced Topics, Pearson

Relevant Links:

LinkedIn

Coursera

NPTEL

<https://www.coursera.org/specializations/data-mining>

<https://www.linkedin.com/learning/predictive-analytics-essential-training-data-mining/data-mining-and-predictive-analytics?u=229219690>

https://onlinecourses.nptel.ac.in/noc21_cs06/preview

<https://www.iemlearning.com/courses/data-mining>

<https://www.iemlearning.com/courses/marketing-analytics>



University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch: 2026-28

Subject Name: Business Forecasting

Credit: 4

Lecture Hours: 40

Subject Code: TM 302

Pre-Requisite: Mathematics, Machine Learning.

Course Objectives:

1. **Understand Forecasting Techniques:** Equip students with a solid understanding of various forecasting methods, both qualitative and quantitative, used in business decision-making.
2. **Analyze Data for Forecasting:** Enable students to analyze historical data effectively to make accurate business predictions, including identifying trends, cycles, and patterns.
3. **Evaluate Forecasting Models:** Teach students to critically evaluate and select the most appropriate forecasting models for different business contexts, based on accuracy, cost, and complexity.
4. **Apply Forecasting to Business Decisions:** Encourage the practical application of forecasting techniques to real-world business problems, helping students make informed strategic decisions.

Course Outcome:

CO1: Ability to Apply Forecasting Methods: Students will be able to apply various forecasting methods (e.g., time series analysis, regression analysis, and qualitative forecasting) to predict future business outcomes.

CO2: Data Interpretation and Analysis Skills: Students will be proficient in interpreting historical data and using it to generate meaningful forecasts, recognizing patterns and seasonality in business data.

CO3: Model Evaluation and Selection: Students will be able to assess and select the most suitable forecasting model based on factors such as data characteristics, forecast horizon, and accuracy metrics.

CO4: Informed Decision-Making: Students will demonstrate the ability to use forecasting results to make strategic and operational decisions in areas such as sales, inventory management, and market demand planning.

Detailed Syllabus:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Historical Insights into Business Forecasting: Concepts and Key Differences	Historical perspective of Business Forecasting: Concept of Business forecasting, Difference between Mathematics and Statistics.	International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education Chapter 1, 2	2	Platform: Excel, Python, R. Topics: Historical milestones, trend analysis, regression modeling, and math vs. stats in forecasting.

1	Regression Models	Regression Model: Steps, Linear, nonlinear.	International Academia: International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education Chapter 5, 6	4	Platform: Excel, Python, R. Topics: Regression steps, linear vs. nonlinear models, and practical implementation.
1	Modelling in R	Introduction to R studios: Programming in R for time series forecasting	International Standards International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education	4	Develop sales forecasting models using R.
1	Univariate Time Series Analysis: Linear Models, Stationarity, and ARIMA	Univariate time series: Linear model, Stationarity, Autocorrelation, Partial A to correlation, Multicollinearity, ARIMA, ARMA processes.	International Academia: International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/)	10	Platform: Excel, Python, R, MATLAB. Topics: Univariate time series, linear models, stationarity, autocorrelation, ARIMA, ARMA processes.

	Processes		fall-2013/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education Chapter 8		
1	Stationarity and Unit Root Tests: An Introduction and Methods	Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests	International Academia: International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education	4	Apply basic time series forecasting using R analytical environment
1	Introduction to Volatility Models (ARCH & GARCH)	Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model	International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping:	6	Platform: Excel, Python, R,
					MATLAB. Topics: GARCH, ARCH.

			Time series analysis by Hamilton Chapter 21		
2	Multivariate time series analysis	Multivariate time series analysis: Vector Autoregression and Cointegration	International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Time series analysis by Hamilton Chapter 17	4	Platform: Python, R. Topics: Multivariate time series, Vector Autoregression (VAR) model, Cointegration analysis.
2	Reinforcement and deep learning	Introduction to Reinforcement learning and deep learning. Introduction to ANN.	International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Introduction to Data Science by B Uma Maheswari R. Sujatha, Wiley Chapter 15		Platform: Python (TensorFlow, Keras, PyTorch). Topics: Reinforcement learning, deep learning, introduction to Artificial Neural Networks (ANN).
2	CASE Study	Walmart: Demand Forecasting for Inventory Management Amazon: Sales Forecasting for	International Academia: https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)		PYTHON.

Dynamic Pricing and Inventory Management-----

			india.org/sites/default/files/AI_CTE_MBA.pdf)		
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Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognize the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change.
PO 9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

SUGGESTED READINGS:

TEXT BOOKS:

1. Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education
2. James D. Hamilton, Time Series Analysis, Princeton University Press
3. Introduction to Data Science by B Uma Maheswari R. Sujatha, Wiley

REFERENCE BOOKS:

1. R for Data Science – Hadley Wickham and Garrett G. Grolemund

Relevant Links:

1. Links for Study Material: <https://drive.google.com/file/d/1auMCevdkZtlYW-zP0ttv2UtB45fT9yeV/view?usp=sharing>
2. Link for LinkedIn Learning Course (Time Series Modeling in Excel, R, and Power BI): <https://www.linkedin.com/learning/time-series-modeling-in-excel-r-and-power-bi/predicting-the-future-with-time-series-models?u=229219690>
3. Link for NPTEL Course (Applied Time-Series Analysis, IIT Madras, Dr. Arun K. Tangirala): <https://nptel.ac.in/courses/103106123>
4. Link for Coursera Course (Practical Time Series Analysis): <https://www.coursera.org/learn/practical-time-series-analysis>

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch 2026-28

Subject Name: Internship Viva

Credit: 6

Duration: 8 Weeks

Subject Code: MBA 391

Fundamental concepts of Summer Internship

A Summer Internship is an integral part of an MBA program conducted during the summer break after the first year of MBA studies, where students work with organizations on live business projects. The duration of the internship generally ranges from eight to ten weeks, depending on the company requirements.

The primary objective of a summer internship is to bridge the gap between theoretical knowledge and practical application. During the MBA program, students learn various concepts related to marketing, finance, human resources, operations, analytics, and strategy. A summer internship allows students to apply academic concepts to actual organizational challenges and gain hands-on experience.

Summer internships are highly important for MBA students in developing professional skills such as communication, teamwork, leadership, problem-solving, analytical thinking, and decision-making. Students get an opportunity to interact with industry professionals, understand organizational culture, and learn workplace ethics and discipline. It provides a platform for students to transform theoretical understanding into practical skills and become industry-ready professionals. In many cases, companies evaluate interns based on their performance and may offer Pre-Placement Offers (PPOs) to deserving candidates.

Course Objectives of Summer Internship Project

1. To provide practical exposure to students by enabling them to apply theoretical management concepts and techniques learned during the MBA program in real business situations.
2. To develop professional and managerial skills such as communication, teamwork, leadership, problem-solving, analytical thinking, and decision-making through hands-on industry experience.
3. To understand the industry business context (eg. Stakeholders, business process, solutions, KPI), pain points, suggested implementation, adoption, incremental progressions and generalizations or assetization.
4. To enhance employability and industry readiness by giving students experience in handling live projects, preparing reports, and presenting business solutions effectively.

Course Outcomes of Summer Internship Project

CO1: Students will be able to apply management theories and concepts learned during the MBA program to solve real-world business problems effectively.

CO2: Students will develop professional competencies and interpersonal skills including communication, teamwork, leadership, and decision-making required in the corporate environment.

CO3: Students will gain practical understanding of organizational functions and industry practices through exposure to live projects and workplace experiences.

CO4: Students will be able to analyze business situations and provide suitable recommendations by using research, analytical, and problem-solving techniques.

Preliminary Pages

1. Title Page
2. Certificate from Company
3. Faculty Guide Certificate
4. Declaration by Student
5. Acknowledgement
6. Executive Summary
7. Table of Contents
8. List of Tables/Figures

Main Chapters

Chapter 1 – Introduction

Include:

- Company profile
- Industry overview
- Organizational structure
- Nature of business
- Internship objectives

Chapter 2 – Research Methodology

Mention:

- Problem statement
- Scope of study/Industry use case
- Research design
- Data collection methods
- Sampling technique
- Analytical tools used

Chapter 3 – Findings & Analysis

This is the core section:

- Data interpretation
- Graphs/charts
- Observations
- Market/business analysis
- Insights derived

Chapter 4 – Recommendations

Provide:

- Strategic suggestions
- Practical business recommendations
- Improvements proposed
- Feasibility discussion

Conclusion

Summarize:

- Key learning
- Internship outcomes
- Contribution to company
- Personal development

References/Bibliography

Use proper citation style:

APA

Annexures

Attach:

- Turnitin plagiarism check is required.
- Similarity index above 15% may attract penalties.
- Completion certificate from company mentor must be attached.
- Attendance Report signed by Industry mentor and Academic mentor

Formating Guidelines

Component	Format
Font	Times New Roman
Font Size	12
Heading Size	14–16 Bold
Line Spacing	1.5
Margin	1 inch
Alignment	Justified
Page Size	A4
Binding	Hard Bound (Book Binding)

Suggested Report Length

MBA Summer Internship Reports are:

50–80 pages(Suggested)

Excluding annexures

Program Outcomes:

PO 1	Problem Analysis	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusions using Meaning, Importance, Overview.
PO 2	Modern Tool Usage	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
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PO9	Creative Business Solution	Analyzing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO-PO MAPPING:

CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	1	1	1	1	1	1
CO2	3	2	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	1	1	2	3	3	2	3	2	1

University of Engineering and Management, Jaipur

Syllabus for 3rd Semester MBA Batch: 2026-28

Subject Name: Computer Applications for Business (Advanced)

Credit: 4

Credit: MBA 392

Lecture Hours: 40

Course Objectives.

To provide hands-on training in Advanced Excel analytical functions, Power Query, Pivot Table, Solver, and Automation tools.

To enable students to clean, transform, merge, and visualize datasets for business decision support.

To develop optimization and simulation-based problem-solving skills using Solver and What-If analysis.

To automate data processing using VBA Macros and real-time reporting dashboards.

Course Outcomes.

After successful completion of the course, students will be able to:

CO1: Apply advanced Excel tools such as Lookup functions, conditional logic, Pivot Tables, and dashboards for data analysis and business reporting.

CO2: Use Power Query for data cleaning, merging, and automated data transformation tasks.

CO3: Apply Excel Solver and What-If Analysis tools to develop optimization models for practical business problem-solving.

CO4: Design automated workflows and interactive dashboards using VBA Macros and analytical modelling techniques for enhanced productivity.

Part 1 (Analytics Lab II)			Book As Per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment	Lab Hours
Module	No.	Overview and Concept	Need of pre-process	Academia	Mapping with Industry and International Academia		
1	7	Overview and Concept	Review of Excel basics, Data types, Named ranges, Conditional formatting, Data validation, Sorting & Filtering, Lookup functions (VLOOKUP, XLOOKUP, INDEX-MATCH)	Used in corporate analytics teams, MIS dashboards, and business intelligence reporting in leading industries	2	Basic BI Platform	6
2	2	Introduction to Advanced Excel Dashboarding	data, Data types, Pivot Table, Pivot Chart, Slicers & Timelines, Data Mining Concepts, Missing Values, Business reporting with KPIs, Connecting to external data sources	Aligned with BI training at global universities	0	navigation and concepts	6
3	3	Pivot Table & Pivot Chart	transformation - Importing datasets from multiple formats, Transform & clean data, Merge & append, Custom columns, Unpivot Tables to multiple data sources	used in industry roles such as business & financial analysts	007-	Core ETL skills used in real analytics teams	8
4	4	Solver & What-If Analysis	Solver setup, constraints, linear & nonlinear optimization, Goal Seek, Scenario Manager, Sensitivity Analysis	Used in supply chain optimization, in ERP systems (SAP, Oracle, IBM)	defa		
5	5	VBA Macros & Automation	Macro recording, VBA editor, writing functions, automating tasks, generating reports, error handling	Automation skill essential for corporate productivity, RPA-based workflow automation, MIS dashboard automation	india.org/sites/files/AICTE_MBA		8
6	6	Integrated Business Case Study	Live problem-solving using dataset (Marketing/Finance/SCM/HR), Create business dashboard & presentation	Capstone aligned with global practice-based learning pedagogy – Harvard/MIT simulation methodologies	Industry Mapping:		6
				Data Preprocessing Techniques using			
				Power Query ,Power BI and Tableau			

8	Data Visualization using Power BI	Overview of Power BI , Installation, Connect to multiple data sources like Excel, CSV, and SQL with ease Clean, transform, Extract and model data using Power Query Create dynamic visualization-charts, maps, filters and dashboards Build interactive reports with slicers, filters, drill-downs, and tooltips Publish and share dashboards securely via Power BI Service	Microsoft Power BI For Dummies-A Wiley Brand By Jack Hyman Ch-5,7,11,12
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10	After completion of this unit of module, the Learner will be able to: • Understand the need and importance of Data Visualization in decision-making • Gain hands-on experience with Power BI Interface, including its core components • Connect Power BI to various data sources such as Excel, CSV, and databases Design data dashboards and publish them to the Power BI Service.
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9	Data Visualization using Tableau	Overview of Tableau, Design Flow, Data and File types, Operators, Functions, Filters. Dealing With interactive charts and maps	Tableau For Dummies-A Wiley Brand By Molly Monsey and Paul Sochan Ch1,4,5,6	6	Connect Tableau to an Excel file named "Sales.xlsx" Load and preview the data Create a bar chart showing: Product Names on X-axis Total Sales on Y-axis Add interactivity to a dashboard: Add a filter to select Region Create a Map Visualization: Show sales distribution across different states with color intensity to reflect higher/lower sales
10	Case Study	https://hbr.org/2018/05/using-analytics-to-prevent-customer-problems-before-they-arise	Simulation : MIT Project Management Game Forio AI Tools: 1. https://www.thoughtspot.com/ 2. https://julius.ai/	2	Case Study Solutions on various functional domains of Business Management.

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Part 2 (Tech Enablers for Digital Business)

Module	Topic	Sub-Topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Digital Transformation	Concept of Digital Transformation; Digital Business Models; Industry 4.0 and Digital Enterprise; Role of Technology Enablers in Organizations	Aligned with global digital transformation practices adopted by organizations such as Amazon, Microsoft, SAP, and Deloitte Digital MIT Sloan School of Management – Digital transformation strategy, algorithmic business thinking and digital enterprise frameworks https://executive.mit.edu/course/accelerating-digital-transformation-with-algorithmic-business-thinking/a056g00000URaaQAAT.html https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/leadership-and-digital-transformation	20 hours	Digital maturity assessment Framework & actual maturity assessment of a selected company; Relevant Business Cases
2	SMAC Technologies	Social Technologies in Business; Mobile Business Applications; Overview of Business Intelligence and Analytics; Cloud Computing Fundamentals like Cloud Service Models (IaaS, PaaS, SaaS); Public, Private, and Hybrid Cloud; Cloud-based Enterprise Applications; Cloud Adoption Challenges	Based on enterprise digital ecosystem frameworks used in consulting and IT industries & Industry alignment with AWS, Microsoft Azure, Google Cloud, and Salesforce platforms https://cloud.google.com/learn/training https://learn.microsoft.com/en-us/certifications/azure-fundamentals		Exploring collaboration and analytics tools used in business firms Industry centric SMAC case studies – analysis and assignments

			https://dschool.stanford.edu/resources/getting-started-with-design-thinking		
4	AI strategy and Business Transformation	AI in Business Strategy; AI Adoption Lifecycle; Generative AI and Business Applications; AI Use Cases Across Industries	Reflects global practices in AI-enabled enterprises and digital strategy frameworks from MIT Sloan and McKinsey https://executive.mit.edu/ https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights		Relevant business cases; AI-assisted business problem-solving using <u>ChatGPT</u>/Copilot/Gemini or equivalent tools. Hands on case studies/industry lecture
5	Digital Transformation through agile delivery method, Complex Project implementation /Management	DX strategy and agile mindset; Capturing customer requirements; Agile sprint planning and delivery; Technology implementation roadmap using Project Management Technique; Managing resistance, failures and digital risk; Measuring impact and value realization	Aligning with recent industry practices followed in MNCs. Project Management Institute – Agile project management and transformation leadership https://www.pmi.org/certifications/agile-certifications		User story sprint; Failure autopsy, Redesigning approach, RCA, Risk identification and mitigation strategies, Solution development Approach Hands on case studies/industry lecture

Suggested readings.

Microsoft Excel 365 Bible – John Walkenbach

Power Query for Power BI and Excel – Chris Webb

Business Analytics Using Excel – Conrad Carlberg

VBA and Macros: Microsoft Excel – Bill Jelen & Tracy Syrstad

- o Microsoft Power BI For Dummies-A Wiley Brand By Jack Hyman
- o Tableau For Dummies-A Wiley Brand By Molly Monsey and Paul Sochan
- o Data Mining and Business Intelligence by S.K.Shinde and U Chandrasekhar, DreamTech Press
- o Data Mining Techniques and Applications by Hongbo Du, Cengage

PROGRAMME OUTCOMES

PO 1	Problem Analysis	Identify, formulate, research literature, and analyse managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	Modern Tool Usage	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modelling to complex managerial activities with an understanding of limitations.
PO 3	Communication	Communicate effectively on complex managerial activities with the organizational community and with the society at large, such as being able to comprehend and write effective

		reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
PO 8	Lifelong Learning	Recognise the need for, and have the preparation and ability to engage in, independent and life-long learning in the broadest context of technological change
PO 9	Creative Business Solution	Analysing, diagnosing and prescribing creative solutions to solve real life business problems and situations.

CO – PO Mapping

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	3	2	2	2	2	1	3	2
CO2	3	3	2	2	3	2	3	2	3
CO3	3	2	3	3	2	3	2	2	3
CO4	3	3	3	2	2	2	3	2	3

Working Day (2 hours/Wk)	Date	Description	Module/Chapter
1	As Per Routine	Data preprocessing, Data cleaning: Missing Values treatments, transformation - Data Reduction, Outliers ,Concept of Business Intelligence	Module 1
2	As Per Routine	Overview of Power BI , Installation and setup,	Module 1
3	As Per Routine	Connect to multiple data sources like Excel, CSV, and SQL	Module 2
4	As Per Routine	Clean, transform, Extract and model data using Power Query	Module 2
5	As Per Routine	Create dynamic visualization-charts, maps, filters and dashboard	Module 3
6	As Per Routine	Build interactive reports and dashboards	Module 3
7	As Per Routine	Overview of Tableau, Design Flow,	Module 3
8	As Per Routine	Data and File types, Operators, Functions, Filters.	Module 4
9	As Per Routine	Dealing with interactive charts and maps	Module 4
10	As Per Routine As Per Routine	Case Study Solutions on various functional domains of Business Management	Module 4

3rd Semester Syllabus for MBA Batch 2026-2028

Index:

Content	Page No.
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Course objective, course outcome	2
Detailed syllabus	3-7
Textbook and references	8

Syllabus Structure:

Sl. No.	Type	Subject Code	Subject Name	L	T	P	Total	Credit
1	Humanities and social sciences including management	MBASDP381	Skill Development for Professionals-V	2	0	0	2	01
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								
16								
17								
				Total Credit points				01



University of Engineering and Management, Jaipur



3rd Semester Syllabus for MBA Batch 2026-2028

Subject Name: Skill Development for Professionals-III Credit: 01 Lecture Hours: 48

Subject Code: MBASDP381

Pre-requisite: Basic knowledge of school-level Mathematics, Reasoning and English

COURSE OBJECTIVES:

1. To introduce essential techniques in quantitative aptitude, reasoning, English, and data interpretation.
2. To impart practical methods for solving problems on probability, mensuration, geometry, ranking, grammar, and comprehension.

COURSE OUTCOMES:

- CO1:** Apply quantitative techniques to solve problems related to probability, mensuration, and geometry.
- CO2:** Analyze and solve reasoning problems on order-ranking, analogy, classification, and calendars using structured approaches.
- CO3:** Identify and describe grammar rules and writing strategies for sentence improvement, connectors, and email writing.
- CO4:** Demonstrate an understanding of core concepts in aptitude, reasoning, English, and comprehension.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Quantitative Aptitude	1. Probability: Coins, Dices, Drawing of balls, Cards, Numbers, Miscellaneous. 2. Mensuration: Rectangle, Square, Triangle, Rhombus, Parallelogram, Cylinder, Cone, Sphere, Hemisphere 3. Geometry: Lines, Angles, Triangles, Quadrilateral and circles.	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS)	12	1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand (Chapter 24, 25, 31)	❖ Probability o Problems based on different numbers of coin tossed, rolling dices, drawing of cards ❖ Mensuration. o Problems based on 2D and 3D shapes, mixed shapes, Prism Pyramid. finding the volume based on different shapes. ❖ Geometry: o Problems based on Lines and Angles, scalene,

			https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement , pg 1 2. Miscellaneous Services Recruitment Examination file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			isosceles triangles, quadrilaterals, chords and tangents.
2	Logical Reasoning	1. Order ranking and 2. Analogy & Classification 3. Calendar	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-	12	1. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand	❖ Assignment on Order and ranking, Calendar, Analogy & Classification

			content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement_pg_1 2. Miscellaneous Services Recruitment Examination file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
3	Verbal English	1. Sentence improvement 2. Rearrangement of Sentences. 3. Conjunction and Connectors 1. Fillers (double) 2. Reading Comprehension 3. Email writing	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21	12	Textbook: 1. Objective General English, Author: R.S Agarwal, Publishing house: S. Chand	❖ Assignment on sentence improvement, rearrangement of sentences., fillers (double), email writing

			3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
4	Data Interpretation	1. Miscellaneous	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37 National Exams: 1. UPSC Civil Services Exam https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-	12	2. Textbook: An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S.	❖ Assignment on tabular data, pie, bar, line Graphs

			010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-Notification-Emp-News.pdf) State Level Exams: 1. Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1	Chand	
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TEXT BOOKS:

1. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand
2. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand
3. Objective General English, Author: R.S Agarwal, Publishing house: S. Chand
4. An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S. Chand

REFERENCE BOOKS:

1. SDP Study Material

University of Engineering and Management, Jaipur

3rd Semester Syllabus for MBA Batch 2026-28

Subject Name: Project Management

Credit: 2

Lecture Hours: 20

Subject Code: MBA-371

Study Material

Course Objective:

Project management theory, terms and concepts are introduced in this course. Students will understand the project life cycle and learn how to build a successful project from pre-implementation to completion. It will introduce project management topics such as resources, costs, time constraints and project tools and techniques.

COURSE OUTCOME

- CO1** – Understand the concept of project life cycle, various project issues and problems
- CO2** -- Exhibit skills in using various project management techniques
- CO3** – Developing the knowledge of project feasibility and project appraisal
- CO4** - Understand Capital Budgeting Process, Social Cost Benefit analysis

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Project Management	Definitions of Project and Project Management, Issues and Problems in Project Management, - Initiation / Conceptualization Phase, Planning Phase, Implementation / Execution Phase, Closure	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping Group Discussion and scenario analysis - The Apple iPhone Development Project	4	The Apple iPhone Development Project The Apple iPhone Development Project started in 2004, aiming to create a groundbreaking mobile device. In 2007, the iPhone transformed the industry with its innovative touchscreen interface, sleek design, and advanced features. This project involved significant research, development, marketing, and

					supply chain management investments.
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2	Project Network Model	Importance of Project Planning, Steps of Project Planning, Project Scope, Project Life Cycle, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning, Schedule , Gantt chart, PERT and CPM concept	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping Group Discussion and scenario analysis - Uber Disruptive Business Model Project	5	The Uber Disruptive Business Model Project The Uber Disruptive Business Model Project was a startup that introduced a new ride business model that disrupted the taxi-cab industry by connecting riders with drivers via a mobile app. Launched in 2010, this project required innovative technology, marketing and regulatory strategies and faced legal actions and ethical challenges related to labour, safety, and
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					competition. Uber has since then dominated the market with its ride-sharing business plan.
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3	Project Schedule and Cost Management	Role of Project Manager, procurement process ,stakeholder identifications, identification of the critical path and its significance, calculation of floats, crashing, time cost trade-off analysis, Capital budgeting techniques	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform	6	The Airbnb Online Marketplace Platform Project The Airbnb Online Marketplace Platform Project was a startup that created an online platform which connected travellers with hosts offering short-term rental accommodations in flights. The project required innovative technology, user experience design and stakeholder management. Airbnb's success has led to the disruption of the hospitality industry and inspired many other project case
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					study examples of sharing economy platforms.
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4	Legal Framework and Behavioral Aspects of Project	Understanding different types of contract, behavioural aspects in project management, Project cost, Pre-Feasibility and Feasibility Studies, Technical Appraisal, Economic/Commercial/ Financial Appraisal including, Social Cost Benefit Analysis , Preparation of Detailed Project Report.	International Academia https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MB_A.pdf Industry Mapping Group Discussion and scenario analysis. The AirBNB Online Marketplace Platform	5	The Netflix Original Content Development Project The Netflix Original Content Development Project was an initiative created to launch its original content for its platform. This launch by the online streaming giant in 2012 was a huge success for the company. The project required huge investments in content creation, distribution and marketing and resulted in award-winning shows and films that redefined the entire entertainment industry's business model.
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Suggested Readings:

1. Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan
2. Project Management : R. Panneerselvam , P.Senthilkumar ; PHI
3. Project Appraisal & Management: Prof. Rashmi Agarwal, Dr. Yogietas Mehera

NPTEL Course:

Project Management for Managers

By Prof. Mukesh Kumar Barua