

University of Engineering and Management, Jaipur
School of Management
2nd Semester Structure of MBA (2026-28)

Code	Subject Name	Credit	Type
MBA 201	Macro Economics	3	Theory
MBA 202	Supply Chain & Operations Management	3	Theory
MBA 203	Financial Reporting Statements Analysis	3	Theory
MBAESP 201	Essential Studies for Professional (ESP)-II	2	Theory
Finance Specialization			
FM201	Taxation	4	Theory
FM202	Corporate Finance	4	Theory
Marketing Specialization			
MM201	Sales & Distribution Management	4	Theory
MM202	Brand Management	4	Theory
HR Specialization			
HR201	Employee Relations	4	Theory

University of Engineering and Management, Jaipur
School of Management
2nd Semester Structure of MBA (2025-27)

Code	Subject Name	Credit	Type
HR202	Manpower Planning, Recruitment & Selection	4	Theory
Operations & Supply Chain Management Specialization			
SC201	Strategic Sourcing & Procurement	4	Theory
SC202	Logistics & Transportation Management	4	Theory
Technology Management Specialization			
TM201	Data Science using R	4	Theory
TM202	Marketing Analytics	4	Theory
LAB			
MBA 292	Computer Applications for Business	3	Lab
MBA 293	AI Using Python	2	Lab
Sessionals			
MBA 271*	Valuation	2	Sessional
MBASDP 281	Skill Development for Professional II (SDP)	1	Sessional

*MBA 271 Will be Mapped with NPTEL

Syllabus for MBA Admission Batch (2026-28)

COURSE INFORMATION:

COURSE CODE	MBA201
COURSE NAME	MACROECONOMICS
YEAR	1
Semester	II
CREDITS	3

ONLINE LEARNING RESOURCES:

1. Link for Study Material: [STUDY MATERIAL](#)

2. Link for NPTEL Course:

- Indian Economy: Some Contemporary Perspectives - [NPTEL](#)

3. Link for Coursera Course:

- Macroeconomics for Business Management - [COURSERA](#)

4. Link for LinkedIn Learning Course:

- Economics for Capital Markets -[LinkedIn Learning](#)

COURSE OBJECTIVES:

The objective of this course is to acquaint students with different aspects of the Indian economy, enabling them to understand how macroeconomic policies and reforms influence the business environment. The foundation of this course is grounded in the pillars of macroeconomic theories, where the application part is taught using macroeconomic data from various countries. This certainly helps students to understand the process, polity and impact of economic reforms on the macroeconomic structure of a country. In addition, the course gives an in-depth understanding of the Indian banking system and financial markets and discusses stabilization policies related to inflation, exchange rates, fiscal deficits, etc. Finally, the course links sustainable development with business and discusses how clean energy, a carbon-neutral economy and green businesses are essential in the worldwide agenda.

COURSE OUTCOMES:

After completing this course students would be able to –

CO 1	Learn macroeconomic fundamentals and variables to comprehend a country's macro structure
CO 2	Understand the basic macroeconomic models and their connection with a country's banking and financial system

CO 3	Analyze monetary and fiscal policy measures, reforms and its impact on the Indian economy
CO 4	Assess the position of India towards meeting Sustainable Development Goals

Detailed Syllabus:

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Practical Assignment/ Industry Mapping

1.	1.1 Fundamental Concepts of Macroeconomics push;	Circular Flow of Income; National Income Accounting – terms and concepts, GDP, GNP, Real and Nominal GDP. Business cycle; Concepts of inflation – demand pull and cost Academia: Concepts of Balance of Payments; Alternative exchange rate systems – fixed, flexible and managed float system. Text Book Mapping: T1: Chapter 24, 29, 35 T2: Chapter 16, 23, 24	International (https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/pages/calendar/) AICTE-prescribed syllabus: (https://www.aicte-india.org/filipbook/p&ap/Management/Mngt.html) HBR CASE S:	10	1. Analyzing the components of GDP, GVA, NI using Indian macroeconomic data from the following database: (https://cimsdbie.rbi.org.in/#/dbie/home) 2. Trend Analysis of GDP Growth in SAARC Countries using macroeconomic data from the following database: (https://sfdb.rbi.org.in/#/general/database) 3. Case Based Assignment to understand the application of IS-LM Model in real world scenarios (https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/resources/mit15_012s11_assn01/)
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1. Fiscal

			Responses to COVID- 19 2. Monetary Policy and Inflation Targeting in India		
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		Text Book Mapping: T1: Chapter 25, 26, 28, 32 T2: Chapter 18, 19, 20			4. Analyzing the Industry wise Gross Output in India from the Input-Output Transactions Table (IOTT) available in the following database: (https://data.adb.org/dataset/india-input-output-economic-indicators) 5. Subnational Fiscal Management in Indian States: A Case Study of Andhra Pradesh (https://papers.ssrn.com/sol3/papers.cfm?abstract_id=274261)
2.	2.1 Central Banking	Central Banking and instruments of monetary policy in India, Concepts and management of Deficits. Text Book Mapping: T1: Chapter 31 T2: Chapter 25	International Standards : (https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/pages/calendar/)	10	1. Time series analysis to visualize the trends in different components of money supply in India (https://rbi.org.in/Scripts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Ec)

2.2 Indian Financial System	Banking and Financial System in India, Indian Money Market and Capital market, Financial Crisis and impact on economy. Text Book Mapping: T3: Chapter 21	AICTE prescribed syllabus: (https://www.aicte-india.org/flipbook/p&ap/Management/Mngt.html) HBR CASES: 1. Deja Vu: Was India Facing Rupee Crisis Again in 2022-23? 2. Policy Tale of Two Small Open Asian Economies: Singapore and Hong Kong		onomy) - Examining the monetary policy framework in developing nations (https://www.imf.org/n/New%20Articles/2015/9/28/04/53/sopol12031a) - Understanding how changes in monetary policy by the RBI have affected money supply in India with help of data available at: (https://rbi.org.in/Scrip/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy) - RBI Monetary Policy Highlights: RBI MPC keeps repo rate unchanged at 6.5% (https://www.livemint.com/industry/banking/rbi-monetary-policy-committee-meeting-repo-rate-unchanged-at-65-11696565899535.html)
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3.	3.1 Indian Economy – An Overview	An Overview of Indian economy; New Industrial Policy (1991); Issues in Indian economy – Poverty, Inequality, Unemployment, and Social Security. Text Book Mapping: T3: Chapter 9, 11, 15	International Standards : (https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/pages/calendar/) AICTE prescribed syllabus: (https://www.aicte-india.org/flipbook/p&ap/Ma nagement/Mngt.html) HBR CASES: 1. India 2020 - Governance and Growth 2. Mumbai's Pollution Trilemma: No Smoke Without Tandoor?	10	- Assessing the Impact of NEP on the Indian Economy with the help of data on socio-economic indicators available at: (https://data.worldbank.org/country/IN) - Trend analysis of CPI and WPI data to capture YoY Inflation in India (https://www.rbi.org.in/scripts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy&fromdate=09/14/2018&todate=09/16/2018) - Case Study: The curious case of India's rising food-price inflation. (https://www.livemint.com/opinion/columns/the-curious-case-of-india-s-rising-food-price-inflation/amp11677174471767.html) - Examining India's BoP status (https://www.rbi.org.in/scripts)
	3.2 Sustainable Development and Business	Sustainable Development Goals (SDGs), Emerging Energy Economy and sustainable business. Text Book Mapping: T3: Chapter 17			

					ts/AnnualPublications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy&fromdate=09/14/2018&todate=09/16/2018) 5. Sustainable Development Report 2024 (https://dashboards.sdgindex.org/profiles/india) 6. Role of UN in supporting India's SDG target (https://india.un.org/en/sdgs)
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Text Book:

1. Managerial Economics; D N Dwivedi, 10th Edition, Vikas Publishing House **(T1)**
2. Managerial Economics; Vanita Agarwal, 1st Edition, Pearson **(T2)**
3. Datt & Sundaram's Indian Economy; Gaurav Datt, Biswajit Nag, 73rd Edition, S. Chand Publishing **(T3)**

Reference Book:

1. Principles of Macroeconomics (with MindTap); N. Gregory Mankiw, Cengage India Pvt. Ltd., 8th Edition, 2022
2. Indian Economy Since Independence; Uma Kapila, Academic Foundation, 34th Edition, 2023
3. Indian Economy and Financial System; IIBF, Macmillan Education India Pvt. Ltd. 1st Edition, 2023
4. Indian Economy; Puri, Misra, Garg, Himalaya Publishing House, 41st Edition, 2023
5. Macroeconomics: Theory and Policy; H L Ahuja, S. Chand, 20th Edition, 2019
6. Macroeconomics; Dornbusch, Fischer, Startz, Mc Graw Hill Education, 12th Edition, 2018

7. Applied Intermediate Macroeconomics; Kevin D. Hoover, Cambridge University Press, 2015
8. Money, Banking, and Financial Markets: A Modern Introduction to Macroeconomics; Cline, Mazumder, Routledge, 2022



University of Engineering and Management, Jaipur

Syllabus for the Batch 2026-28

Semester- II

Subject Name: **Supply Chain & Operations Management**

Credit: 3

Lecture Hours: 30

Subject Code: MBA 202

Course Description:

Operations and Supply Chain Management are vital to every successful organisation. The Operations and Supply Chain Management offers a deep dive into operational excellence and general management. Blending rigorous academics with industry-focused training, this programme equips students to solve complex challenges, integrate advanced technologies, and master efficiency.

Course Objectives

The objectives of this course are to

- Help the student to apply operational management principles and supply chain strategies to optimise processes and enhance organisational efficiency.
- Help the student to utilise data analytics and performance metrics to identify opportunities for process improvement and cost reduction.
- Help the student to implement inventory management strategies and demand forecasting techniques to ensure supply chain resilience and customer satisfaction.
- Help the student to apply quality management methodologies to drive continuous improvement and ensure product/service excellence.
- Help the student to lead cross-functional teams and collaborate with stakeholders to optimise supply chain operations and achieve strategic objectives.

Course Outcomes (COs)

By the end of this course, students will be able to:

- CO1:** Explain and apply fundamental concepts of operations and supply chain, including flow, capacity, and performance metrics.
- CO2:** Analyse processes using Lean, Quality, and Continuous Improvement principles for efficiency and effectiveness.
- CO3:** Apply forecasting, inventory management, and planning models for decision-making under uncertainty.
- CO4:** Evaluate strategies in procurement, logistics, and network design with focus on sustainability, ethics, and risk management.

Detailed Syllabus

Module Number	Topic	Sub-Topics	Mapping with Industry and International Academia	Lecture Hours	Practical Assessment / Industry Mapping
1	Operations Foundations & Process Excellence	Chapter 1: Foundations of Operations Management • Strategy, metrics (OTIF, lead time, inventory turns, OEE) • Little's Law, bottlenecks, takt vs cycle time	International Academia: MIT OpenCourseWare – Operations Management (https://ocw.mit.edu/courses/sloan-school-of-management/15-761-operations-management-spring-2002/)	8	1. Analyze the impact of bottlenecks and Little's Law in production systems using real factory data. 2. Case-based assignment on Lean implementation and waste elimination. 3. Evaluate the S&OP process alignment using an industry scenario (e.g., Medtronic case).
		Chapter 2: Lean, Quality & Continuous Improvement • Toyota Production System, Kaizen, 5S, waste elimination, SPC, Poka-yoke, standard work	AICTE Prescribed: Industry-aligned learning through case-based pedagogy focusing on global operations strategies		
		Chapter 3: MRP, S&OP, and Capacity Planning • MRP inputs, BOM, exception messages, S&OP process, frozen horizons, demand-supply-finance alignment	Mapped Cases 1: Benihana of Tokyo, Sport Obermeyer Ltd., Mapped Case 2 : Toyota Production System, Hilti Lean Transformation, Medtronic Supply Chain Innovation Mapped Case 3: Medtronic Supply Chain Innovation		
2	Supply Chain Strategy, Fundamentals & Coordination	Chapter 4: Supply Chain Management Fundamentals • Definition, objectives, importance, decision phases,	International Academia: MIT OpenCourseWare – Supply Chain Management (https://ocw.mit.edu/courses/sloan-	10	1. Analyze Bullwhip Effect through simulation of order fluctuations across the supply chain.

		process view • Competitive and supply chain strategies, achieving strategic fit • Supply chain drivers, obstacles, facilities, inventory, transportation, information, sourcing, pricing Chapter 5: Coordination in a Supply Chain • Supply chain coordination and Bullwhip effect • Obstacles to coordination, managerial levels • Building partnerships and trust • Continuous replenishment and vendor-managed inventories • Collaborative planning, forecasting, and replenishment	school-of-management/15-762j-supply-chain-planning-spring-2005/) Industry Mapping: Based on global retail and e-commerce best practices from Walmart and Amazon supply networks Mapped Cases: Walmart Supply Chain Management, Amazon.com: Supply Chain Management, Tesla: Building an Electric Vehicle Global Supply Chain		2. Case-based assessment on achieving strategic fit using the Walmart model. 3. Report on vendor-managed inventory (VMI) in Indian FMCG industry.
3	Supply Chain Planning & Execution	Chapter 6: Forecasting & Inventory Management • Forecast accuracy, MAD/MAPE, EOQ, safety stock, ABC classification, review policies Chapter 7: Network, Logistics & Warehousing • Facility location, risk pooling, cross-docking, slotting, picking	International Academia: Harvard Business School Case Collection – Global Supply Chain Cases AICTE Prescribed: Integration of forecasting and logistics decision-making using ERP and simulation tools	6	1. Forecasting project using MAD/MAPE calculation from past data. 2. Inventory optimization case using EOQ and ABC classification. 3. Network design simulation using warehouse location and cross-docking principles.

		strategies	Mapped Cases: Barilla SpA (A), HP DeskJet in Europe, Seven-Eleven Japan, National Cranberry Cooperative		
4	Transportation, Sourcing & Sustainability in Supply Chains	Chapter 8: Transportation Networks and Sourcing • Role of transportation, modes and their performance, transportation infrastructure and policies • Tailored transportation, sourcing decisions, in-house vs outsource, supplier scoring and assessment	International Academia: MIT Center for Transportation & Logistics (https://ctl.mit.edu/) AICTE Prescribed: Sustainability integration and ethical sourcing frameworks Mapped Cases: Gati: Achieving Quality Excellence in Shipment Delivery, Supply Chain Outsourcing at DB Toys, IBM's Green Supply Chain	6	1. Analyze transportation cost optimization through case-based discussion. 2. Project on supplier scoring and outsourcing decision-making. 3. Assignment on developing a Green Supply Chain strategy using IBM case.
		Chapter 9: Green Supply Chain Management			
		• Introduction to Green SCM, Reverse Logistics, Green SC Strategy, Life Cycle Assessment			

Mapped Coursera Courses:

Coursera Courses	Learning Outcome
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https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/browse?source=search&query=SUPPLY%20CHAIN%20MANAGEMENT	Supply Chain Management. Master the Fundamentals: Logistics, Operations, Planning, Sourcing, and Strategy
https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/learn/supply-chain-management?source=search	Value creation, value chain, supply chain, and the importance of achieving both responsiveness and efficiency, the learning perspective and the value life cycle.
https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/learn/supply-chain-management?source=search	Importance of understanding international business and its relevance for business managers, administrators, government officials, and NGO managers. experience and the variety and challenges of international business.
https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/learn/strategic-supply-chain-management?source=search	Supply chain's significant impact on a company's financial performance and how utilizing data and optimization techniques can drive cost savings and strategic decision-making in today's turbulent business environment.
https://www.coursera.org/programs/iem-faculty-learning-program-rttyr7/learn/issues-in-supply-chain-management?source=search	Global trade agreements -- including policies, barriers, and regulations -- of agricultural commodities, and discuss implications of world and economic disruptions on the food supply chain. sustainability, technology, and the environment to the supply and distribution of food products.
https://www.coursera.org/videos/supply-chain-excellence/iPmMn?query=SUPPLY%20CHAIN%20MANAGEMENT&page=2&sortBy=BEST_MATCH&source=search	Agility in supply chain management, including speed, flexibility, and experimentation. It explains how an agile supply chain differs from traditional approaches and its relevance in industries
https://www.coursera.org/videos/operations-management-quality-and-supply-chain/pGrEQ?query=SUPPLY%20CHAIN%20MANAGEMENT&page=2&sortBy=BEST_MATCH&source=search	Green Supply Chain Management (GSCM), which involves incorporating environmental concerns into supply chain management, including product design, materials sourcing, manufacturing, delivery, and end-of-life cycle management. It also discusses the motivations for GSCM, the concept of carbon footprint, and initiatives to improve the environmental friendliness of a supply chain.

Mapped LinkedIn Courses

<https://www.linkedin.com/learning/paths/explore-a-career-as-a-supply-chain-manager>

1. [Careers in Supply Chain and Operations](#)
2. [Job Skills: Supply Chain and Operations](#)
3. [Supply Chain Foundations](#)
4. [Purchasing Foundations](#)
5. [Understanding Logistics](#)
6. [Inventory Management Foundations](#)
7. [Implementing Supply Chain Management](#)
8. [Process Improvement Foundations](#)
9. [Quality Management Foundations](#)
10. [Lean Six Sigma Foundations](#)
11. [Supply Chain Foundations: Risk and Resilience](#)
12. [Supply Chain and Operations Management Tips](#)
13. [Leading Projects](#)
14. [Finance for Non-Financial Managers \(2015\)](#)

Learning Outcome: Transition to a career in supply chain management, operations, logistics, or procurement. Explore the jobs, skills, and networking opportunities in this lucrative and diverse field

Learning Outcome: Learn about becoming a supply chain and operations professional. In this collection of short, lively, animated videos, discover the most critical skills needed to excel on the job.

Learning Outcome: Get a primer on supply chain management. Learn how to connect and integrate the links of sourcing, procurement, conversion, and logistics management.

Learning Outcome: Learn the fundamentals of purchasing for business. Find out how to manage suppliers, contracts, and costs, and implement strategic sourcing.

Learning Outcome: An excellent logistics network can help ensure your company's long-term success. This course helps you understand logistics and how it impacts your company and customers.

Learning Outcome: Learn how to effectively manage inventory within your company. Explore analytical tools and control systems that can help you improve your inventory management efforts.

Learning Outcome: Learn how to implement supply chain management in your company. This course covers challenges, a five-step process for implementing supply chain management effectively, and more.

Learning Outcome: Learn how to better manage the processes—and thus the outcomes—of your project or business.

Learning Outcome: Learn how to properly manage quality in your company. Explore major frameworks, tools, and strategies that you can leverage to enhance your quality management approach.

Learning Outcome: Learn what Lean Six Sigma is, why it is used, and how it can be applied to manufacturing, services, and supply chain management.

Learning Outcome: Learn why supply chain resilience is critically important for every company, how to build resilience, and how to manage risk to protect and sustain competitive advantage.

	Learning Outcome: Improve your knowledge in supply chain and operations management, from strategic sourcing to supply chain security, one tip at a time. Learning Outcome: Learn how to lead projects successfully using the DIRECT project leadership framework—define, investigate, resolve, execute, change, and transition. Learning Outcome: Get a basic understanding of financial management, sufficient to interpret reports, draft budgets, cost products, and make informed financial decisions.
https://www.linkedin.com/learning/operations-management-foundations-24561699/operations-basics-for-business-professionals?u=229219690	Learning Outcome: Understand operations management, Make key inventory decisions, Balance holding costs and ordering costs, Choose a production strategy and facility layout, Manage waiting-line systems, Define quality and improve quality, Manage business processes.
https://www.linkedin.com/learning/lean-inventory-management/what-is-lean-inventory-management?u=229219690	Learning Outcome: Describe what takt time is and why it is used, Explain how using standardized parts reduces costs, Summarize the importance of quality at the source, Cite who should manage lean inventory, Describe how to create a lean culture in your business.

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
PO8	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.
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

Text Book

David A. Collier | James R. Evans, Operations and Supply Chain Management, Cengage
Chopra, S. Supply Chain Management: Strategy, Planning, and Operation. Pearson

Suggested Readings

Heizer, J., Render, B., & Munson, C. Operations Management. Pearson
Waller, M. & Fawcett, S. Data Science, Predictive Analytics, and Big Data in Supply Chain. Pearson



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch (2026)

1. Paper Name: Financial Reporting, Statements and Analysis

Paper Code- MBA203

Course Objective: To familiarize students with the procedures of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation, role of Ind AS in accounting discipline, and the concept of financial analysis and wealth creation

Course Outcomes

CO1 – To understand basic accounting concepts complying GAAP and their relevance in business decisions

CO2 – To employ critical thinking skills to analyse financial data in preparing various financial statements as per accounting standards

CO3 – To effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations

CO4 – To understand annual report of companies and analyse the financial statements from different perspectives of different stakeholders using ratio analysis.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Corresponding Lab Assignment
1	Basic Financial Accounting Concept	Meaning and Scope of Accounting -Definition of accounting-classification of accounting- GAAP- Accounting Concepts and Conventions–Accounting Equation, Accounting Process, Forensic Accounting	International Academia: 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec1/ 2. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec2/ 3. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec4/ 4. https://ocw.mit.edu/courses/15-511-financial-accounting-summer-2004/resources/lec9/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <u>Text Book:</u> <u>Financial accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)</u> Chapter 1 Chapter 2 Chapter 7 Chapter 8	1. Case Study and Assignment

2	Preparation Of Books Of Accounts	Event-Transaction- Accounting Cycle – Golden Rule- Journal- Ledger-Trial Balance-Final Account	International Standards 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec3/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Exposure to Company Balance Sheet Text Book: Financial accounting by M Hanif & A Mukherjee (Tata McGraw-Hill) Chapter 3 Chapter 4 Chapter 11 Chapter 14 Chapter 15	1. Preparation of Balance sheet and Income Statement, books of account using ‘Tally’
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3	Cost Concept	Direct / Indirect Cost, Fixed Cost / Variable Cost – Explicit And Implicit Cost, Prime Cost, Factory Cost, Cost Of Production, Cost Of Goods Sold, Cost Of Sales	International Standards : https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/dee824c2cf0e555c8869dcf3205564b0_lec6.pdf AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: CAS https://icmai.in/CASB/casb-resources.php Text Book: <u>Cost and Management Accounting Theory, Problems & Solutions, M N Arora</u> <u>Himalaya Publishing House</u> Chapter 3 Chapter 5 Chapter 6 Chapter 8 Chapter 9 Chapter 10	1. Assignment on Cost Sheet preparation
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4	Introduction to Accounting Standard	Introduction to Indian GAAP and IndAS- Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS.	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: IndAS https://resource.cdn.icai.org/75317asb60889.pdf Text Book: Corporate Accounting by M Hanif & A Mukherjee (Tata McGraw-Hill) Chapter 19	1. Presentation of Accounting Standards
5	Preparation Of Financial Statement	Trading Account-Profit & Loss Account - Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report ---Value Added Statement-	International Standards: 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec7/ 2. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec12/ 3. https://ocw.mit.edu/courses/15-511-financial-accounting-summer-2004/resources/lec2/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping:	1. Study and Interpretation of Annual Reports of different companies

			Part I and Part II of Schedule III of Companies Act, 2013 https://ca2013.com/schedule/7501/ <u>Text Book:</u> <u>Corporate Accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)</u> <u>Chapter 8</u>	
6	Financial Statement Analysis	Analysis of Financial Statements with Managerial Perspective – Reporting Practices-Training in understanding and analyzing published financial statements of a company- Comparative Statement- Common Size Statement- Trend Analysis- Ratio Analysis-Fund Flow Statement- Overview of Cash Flow Statement as per accounting standard.	<i>International Standards:</i> 1. https://ocw.mit.edu/courses/15-515-financial-accounting-fall-2003/resources/lec9/ <i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf <i>Industry Mapping:</i> Analysis of Audited Financial Statements <u>Text Book:</u> <u>Corporate financial Reporting and Analysis by Asish K Bhattacharyya (PHI Learning)</u> Chapter 12 Chapter 13 Chapter 14	1. Analysis of financial statements using various tools 2. Analytical applications - using ‘Tally’ 3. HBR Case Study- “Tata Motors: can the turnaround plan improve performance?” 4. HBR – Harvard Business Publishing Education Case Study by –V.G. Narayanan and Dennis Campbell: “Preparing Financial Statements: The statements of Income and Cash Flow”

7	Technical Analysis	Chart types; candlesticks (Doji, Hammer, Shooting Star, Marubozu); trends; S/R; patterns (H&S, double top/bottom, flags); indicators (MA, MACD, RSI, Bollinger).	Practical Guide to Trading Specialization; Guided Projects: Candlestick Charts; Stock Trend Analysis with Excel Algorithmic Trading & Stocks Essential Training; Excel for Investment Professionals	Technical Analysis of a Stock (chart builds, pattern recognition, indicator-based signal; buy/sell note).
8	Risk Management & Portfolio Construction	Risk-return, diversification; β , σ , Sharpe, VaR; asset allocation (equity/debt/mutual funds); hedging and rebalancing.	Portfolio Selection & Risk Management (Rice); Investment Management (Univ. of Geneva) Finance Foundations: Risk Management; Become a Financial Analyst (path)	Portfolio Construction & Analysis (use simulator; 5+ asset types; monitor and evaluate risk/return).
9	Hands-on with Live Market Data	NSE/BSE live tracking; back-tests; Excel modelling; ratio analysis; weekly assignments/presentations; trade logs.	Excel Skills for Business (Macquarie); Python & Statistics for Financial Analysis (HKUST)	Stock market report + simulation trade log; live data dashboards; weekly presentation.

Books

1. **Corporate financial Reporting and Analysis by Asish K Bhattacharyya (PHI Learning)**
2. **Corporate Accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)**
3. **Financial accounting by M Hanif & A Mukherjee (Tata McGraw-Hill)**
4. **Cost and Management Accounting Theory, Problems & Solutions, M N Arora Himalaya Publishing House**



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Valuation

Credit: 2

Subject Code: MBA271

Lecture Hours: 20

Course Objective:

To make students understand how to value businesses and stocks learning the basics of valuation approaches, their advantages and limitations, and how to apply them. The course will help in learning learn how to make financial decisions with a deeper understanding of valuation and indeed assessing how to estimate the value of any business, small or large, private or public, in a developed or an emerging market.

Course Outcomes: After completion of the course, the students will be able to -

CO1: value businesses and stocks learning the basics of valuation approaches

CO2: apply valuation approaches in terms of risk and financial statement analysis besides valuation approaches

CO3: make financial decisions considering assets, relative valuation

CO4: estimate the value of any business in a developed or an emerging market concerning synergy, liquidity and equity options

Course Prerequisites

Relation With other subjects

Subject	Correlation
Financial reporting, statements and analysis	High
Financial Management	High
Business environment	Medium

Relevant Links:

1. **Link for Study Material:** <https://drive.google.com/file/d/1ZO2V0xe4h1ABDI6xvl4yYkhfGsGviGnJ/view?usp=sharing>

2. **Link for Coursera Courses:** Introduction to Generative AI in Finance (Coursera) → <https://www.coursera.org/learn/introduction-to-generative-ai-in-finance>

3. Link for LinkedIn Learning Courses:

Business Valuation: Finance Foundations: Business Valuation (LinkedIn Learning) → <https://www.linkedin.com/learning/finance-foundations-business-valuation> LinkedIn

Valuation Methods: Introduction to Business Valuation (LinkedIn Learning) → <https://www.linkedin.com/learning/introduction-to-business-valuation> LinkedIn

Finance Foundations (general): Finance Foundations (LinkedIn Learning) → <https://www.linkedin.com/learning/finance-foundations-24834241>

4. Link for NPTEL Courses: Artificial Intelligence (AI) for Investments

Instructor: Prof. Abhinava Tripathi (IIT Kanpur) [NPTEL Online Courses+2](#)

DETAIL SYLLABUS:

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Assignment / AI application
1	Introduction to valuation	Introduction to valuation, Approaches to valuation	International Academia: https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping: Damodaran on Valuation; Aswath Damodaran ➤ Chapter – 1		
2	Estimating Discount Rates	What is risk, cost of equity, from cost of equity to cost of capital	International Academia: MIT Course: 15-401 Finance Theory I AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping: Damodaran on Valuation; Aswath Damodaran ➤ Chapter – 2		Case Study: Nike, Inc.: Cost of Capital (UV0010) This is an HBS case from Harvard Business Publishing. Harvard Business School+1

					Teaches WACC (weighted average cost of capital) — important for valuation. Harvard Business Review Store+1 Students are supposed to identify conceptual issues and “mistakes” in the given WACC calculation. Harvard Business Review Store Link: Nike, Inc.: Cost of Capital – HBP Harva
3	Measuring Cash Flows	Understanding financial statements, measuring cash flows, reinvestment needs	International Academia: https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping: . Damodaran on Valuation; Aswath Damodaran ➤ Chapter – 3		Case Study: Diamond Chemicals PLC (A): The Merseyside Project (UV2493) This HBS case is about a project-valuation decision for a polypropylene plant. Harvard Business School Uses DCF (discounted cash flow) methods and asks students to critique or improve analysis. Harvard Business School Link: Diamond Chemicals PLC (A) – HBP

4	Forecasting cash flows	Structure of discounted cash flow valuation, terminal value	International Academia: MIT Course: 15-401 Finance Theory I AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping: Damodaran on Valuation; Aswath Damodaran ➤ Chapter – 4		Microsoft Excel + AI (Free Online Version) Creating simple DCF templates Auto-generating formulas Explaining financial ratios Building sensitivity tables
5	Firm Valuation Models	Cost of capital approach, adjusted present value approach, excess return models, capital structure and firm value	International Academia: https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Damodaran's Valuation Toolkit Private company valuation https://valutico.com/private-company-valuations/ Text Book Mapping: Damodaran on Valuation; Aswath Damodaran ➤ Chapter – 6		Google Gemini (Free) – Research & Quick Summaries Useful for: Summarizing financial reports Extracting key numbers (Revenue, EBIT, FCFF, WACC inputs, etc.) Comparing companies Understanding industry trends

6	Relative valuation	What is relative valuation, standardized values and multiples, analysis of equity multiples, definition of value multiples, analysis of value multiples	International Standards : https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book: Damodaran on Valuation; Aswath Damodaran Chapter – 7, 8, 9		AI for Multiples Comparison (P/E, EV/EBITDA, P/B) (Macrotrends, Ticker, AlphaQuery)
7	Cash, cross holdings and other assets	Financial investments, holding in other firms, other non-operating assets	International Standards : https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book: Damodaran on Valuation; Aswath Damodaran Chapter - 10		

8	Employee equity options and compensation	Equity based compensation, employee options, restricted stock	<i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book: Damodaran on Valuation; Aswath Damodaran Chapter – 11		
9	The value of intangibles and value of liquidity	Importance of intangible assets, independent and cash flow generating intangible assets, measuring illiquidity, cost of illiquidity theory	International Standards: https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/pages/lecture-notes/ Text Book: Chapter – 12, 14		
10	The value of synergy, value of transparency and cost of distress	What is synergy, valuing synergy, dubious synergies, defining complexity, sources of complexity, relative valuation	<i>AICTE prescribed syllabus:</i> https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book: Chapter – 15, 16, 17		Standard & Poor's Transparency and disclosure index: key questions Measuring complexity with a score – an example Choices in valuation models Which approaches to be used Ten steps to better valuations

Text Books:

1. Damodaran on Valuation; Aswath Damodaran ; Willey Finance



University of Engineering and Management, Jaipur

Syllabus for MBA Admission Batch 2026

Subject Name: Computer Applications for Business

Subject Code: MBA292

Credit: 3 Lecture Hours: 30

Course Objectives.

The course aims to:

Describe the role of Information Technology: To describe the role of information technology and decision support systems in business and record the current issues to solve business problems.

Understand E-Business & Security: To enable the students to use information to assess the impact of the Internet on electronic commerce and understand the specific threats and vulnerabilities of computer systems.

Develop Excel Skills: To provide hands-on training in Advanced Excel analytical functions, Pivot Table, and automation tools.

Master Data Visualization: To enable students to clean, transform, merge, and visualize datasets for business decision support, and develop dashboards in Power BI.

Course Outcomes.

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

CO1: Have a thorough knowledge of concepts and technologies used in the field of management information systems.

CO2: Apply the understanding of how various information systems (like DBMS) work together to accomplish the information objectives of an organization.

CO3: Apply advanced Excel tools such as Lookup functions, conditional logic, Pivot Tables, and dashboards for data analysis and business reporting.

CO4: Use Power Query for data cleaning, merging, and automated data transformation tasks, and design interactive dashboards.

Module No.	Topic	Subtopics	Mapping with Industry and International Academia	Assignments
1	Foundations of Business Information	Introduction to Data, Information, Knowledge. Computer Based Information System (TPS, MIS, DSS). E-commerce Models (B2B, B2C, C2C) & Advantages.	<i>Textbook</i> Information Technology for Management, Turban, Volonino, Wiley <i>Chapter 2</i> <i>International Academia:</i> (https://ocw.mit.edu/courses/hst-951j-medical-decision-support-spring-2003/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping: MySQL</i>	1. Identify your TPS and document it. 2. Create a web page of your name using various heading tags.

Module No.	Topic	Subtopics	Mapping with Industry and International Academia	Assignments
2	Enterprise Systems & Security	ERP: Concepts, Architecture, Modules. CRM & SCM: Concepts, Drivers, and Applicability. Threats: Virus, Phishing, Hacking. Security: Firewalls, Cryptography.	<i>Textbook</i> Information Technology for Management, Turban, Volonino, Wiley Chapter 10,11 <i>International Standards:</i> (https://ocw.mit.edu/courses/15-762j-supply-chain-planning-spring-2011/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) <i>Industry Mapping:</i> WordPress, ERPLAB Toolbox	1. Design of website.
3	Data Infrastructure & Networking	DBMS: Tables, Records, Keys (Primary/Foreign). Data Warehousing: OLAP vs OLTP, Data Mining concepts. Networking: LAN, MAN, WAN, Internet, Intranet.	<i>Study Material</i> <i>International Standards:</i> (https://ocw.mit.edu/courses/6-830-database-systems-fall-2010/) <i>AICTE-prescribed syllabus:</i> (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	1. Creation, insertion, update table. 2. Introduction to network simulator.

Module No.	Topic	Subtopics	Mapping with Industry and International Academia	Assignments
4	Excel for Business Analytics	Basics: Worksheets, Absolute/Relative Referencing. Functions: SUM, AVERAGE, IF, Text Functions. Visualization: Column, Bar, Pie Charts, Pivot Tables & Slicers.	Mapping: Basic Excel proficiency expected in all corporate roles; foundation training aligned with global business schools.	1. Performing Mathematical Calculations (using Formula and Functions). 2. Creating a Column Chart: Changing the Size and Position of a Chart.
5	Advanced Data Tools (Power Query & Power BI)	Power Query: Import Data (Excel/CSV), Merge Tables, Split/Filter Columns. Power BI: Connecting to Data, Basic Visualizations, Reports, Dashboards.	International Academia: Microsoft Learn (Power BI Data Analyst Associate). Industry Mapping: Power Query, Power BI.	1. Import Data & Basic Transformations. 2. Visualizations, Dashboarding.

Suggested readings.

1. *Principles of Information Systems* – Stair & Reynolds, Cengage.
2. *Information Technology for Management* – Turban, Volonino, Wiley.
3. *Data Analytics Skills for Managers* – Krishna Roy, Arunava Mukherjee, Niloy Kumar Bhattacharjee, Aryan Publishing.
4. *Microsoft Excel 365 Bible* – John Walkenbach.
5. *Power Query for Power BI and Excel* – Chris Webb.
6. *Business Analytics Using Excel* – Conrad Carlberg



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Syllabus for MBA Admission Batch 2026

Subject Name: Artificial Intelligence Using Python Credit: 2 Lecture Hours: 20

Subject Code: MBA 293

Pre-requisite: None

Relevant Links:

[Study Material](#) - MBA 394 Study Material - A complete python tutorial for Data Science

[Coursera](#) - Python Basics By University of Michigan

[NPTEL](#)

[Linkedin Learning](#) - Getting Started With Python

[Hands-On AI: Build a Generative Language Model from Scratch](#)

[Infosys Springboard](#)

Text Book: Python Programming: [A Beginners Guide to Learn Python in 7 Days](#)

Author: Ramsey Hamilton

COURSE OBJECTIVES:

1. To introduce basics of data processing and programming for students of Business Administration.
2. To introduce the concept of Artificial Intelligence (AI), give an Overview of AI, its history and its current state.
3. To illustrate how the concept of AI and ML be supported by a programming language like python.

COURSE OUTCOMES:

CO 1: Students will have a thorough knowledge of syntax and semantics of basic python programs

CO 2: After completing this course, the students will be able to independently write python programs for data science and evaluate programs for correctness.

CO 3: Students will acquire a knowledge about AI and Machine Learning.

CO 4: They will be able to apply python programming skills to use the Machine Learning libraries in python.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Artificial Intelligence	Overview of Artificial Intelligence (AI) and its history, types of AI, benefits, limitations and business applications of AI, Foundational building blocks of AI	International Academia: (AI 101 MIT OpenCourseWare) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Explore AI Based Open Source S/Ws Examples include SciKitLearn, PyTorch, Fast.ai etc. Textbook Mapping: Ramsey Hamilton: Python Programming : A Beginners Guide to Learn Python in 7 Days	4	Assignment Students will study various emerging AI applications and share their own recommendations for growth of business using the concepts learnt in class.

			Chapters 1, 2		
2	Basics of Python	Overview of Python Programming , variables , data types, operators, conditional statements ,loops, functions ,pack	International Academia: (A Gentle Introduction to Programming Using Python MIT OpenCourseWare) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Python Specific libraries to be used include numpy, scipy, sklearn, pandas and matplotlib Textbook Mapping: Ramsey Hamilton: Python Programming : A Beginners Guide to Learn Python in 7 Days Chapters 3 through 8	8	Assignment Assignments A Gentle Introduction to Programming Using Python - MIT OpenCourseWare Students will develop small programs based on the concepts learnt in class. All the assignments and the supporting files are available on the above link. Students will also learnt to handle business data for extraction, cleaning and

					decision making prospective.
3	AI and Machine Learning	Basics of Machine Learning, Data Mining and Business Forecasting techniques, Concept of Generative AI, Artificial Intelligence in Machine Learning.	International Academia: (AI 101 MIT OpenCourseWare) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Generative AI Tools Examples include Gemini, Excel with CoPilot, GPT4 etc Textbook Mapping: Ramsey Hamilton: Python Programming : A Beginners Guide to Learn Python in 7 Days Chapter 9	5	Assignment Run Llama-3.1 Locally Using Python and Hugging Face Basic Forecasting techniques Using Regression
4.	Case Studies	Application of AI & Machine Learning in Marketing, Supply chain, Human Resource and other aligned area of Business	International Academia: (Understanding Customers by Blending Human Insight and Machine Learning Harvard Business Publishing Education) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:	3	Assignment Case Study Solutions on Human Resource, SCM and Marketing using AI and Machine Learning Page 11

			Handling Large Datasets For Business Development		
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2nd Semester Syllabus for MBA Batch 2026-2028

Subject Name: General Studies & Current Affairs-II Credit: 2 Lecture Hours: 48 Subject

Code: MBAESP201

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

Relevant Links:

Study Material links:

1. <http://egyankosh.ac.in/handle/123456789/67653>
2. <https://ncert.nic.in/textbook.php?leec1=2-6>
3. https://books.google.co.in/books?id=4lGQISi9G7wC&printsec=frontcover&source=gbp_ge_summary_r&cad=0#v=onepage&q&f=false
4. <https://egyankosh.ac.in/handle/123456789/84883>
5. <http://egyankosh.ac.in/handle/123456789/75067>
6. <https://www.icsi.edu/media/webmodules/publications/CapitalMarketandSecuritiesLaw.pdf>
7. <https://egyankosh.ac.in/bitstream/123456789/13597/1/Unit-4.pdf>
8. <https://egyankosh.ac.in/bitstream/123456789/19337/1/Unit-4.pdf>
- 9.

<https://egyankosh.ac.in/bitstream/123456789/73894/1/Unit-8.pdf>

COURSE OBJECTIVES:

1. To introduce fundamental concepts of economics, banking systems, and national/global economic frameworks.
2. To impart knowledge related to National income, Tax, inflation-deflation, money market and current affairs.

COURSE OUTCOMES:

- CO 1:** Apply basic economic concepts to interpret national income indicators like GDP, GNP, and per capita income.
- CO 2:** Analyze and compare different types of taxation systems and their socio-economic objective.
- CO 3:** Identify and describe the causes and effects of inflation and deflation, including key indices like WPI and CPI.
- CO 4:** Demonstrate an understanding of capital markets and current national and international events relevant to economic awareness.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Economics	1. National income- Concept of GDP, GNP, NNP both in FC & MP, PCI Tax 2. Concept of tax, objective of tax, Direct & Indirect Tax, Progressive, Regressive & Proportional tax. 3. Inflation & Deflation - Inflation & its impact, Deflation & its impact, WPI, CPI, GDP deflator. 4. Capital Market	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: - BECC-101, Block-1, Unit-1, Unit-2, Unit-3 - BECC-114, Block-6 - ECO-09 Block -1, Unit-4 - EEC-12 Block -1 Unit-4 - BECC-134 Block -3 Unit-8 2. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 2, 3) 3. Frank, ISC Economics class XI (Chapter 14, 15, 16, 19) 4. Principles of Microeconomics: N Geogory Mankiew (Chapter-12)	❖ National Income: Write a report on the challenges and limitations in measuring national income, such as the informal sector, data collection issues, and non-market transactions. ❖ Concept of Tax- Write a report on the difference between tax evasion and tax avoidance. Discuss the measures taken by the Indian government to combat tax evasion and promote tax compliance. ❖ Inflation & Deflation: Write a report on the causes of deflation and its consequences for the economy. ❖ Capital Market Structure: Analyze the impact of different market

			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		5. Macro Economic Theory by Jhingan, M.L (Chapter- 37) 6. Textbook: S.Y.B.A	structures on consumers, focusing on factors like price, quality, and choice. ** All the assignments are in line with entrance exams for premier B-Schools and GS Paper-I of UPSC CSE.
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-english-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),pg20-21 3. RBI Grade B https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE	08	1. Current Affairs Magazine of IEM-UEM 2. 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/		
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			11/21142422/2707970_2019.pdf), pg 1			
3	Economics	5. Balance of Payment 6. Poverty 7. Unemployment 8. Different types of Goods 9. Budget (Union, Railway), Concept of revenue, expenditure & different types of deficits.	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	40	7. IGNOU study material: a. BECC-106, Block-6, Unit- 8 b. IBO – 3 (Block – 1, Unit – 2) c. IBO-1 (Block – 1, Unit – 3) d. BECC-112, Block-3, Unit-9 e. MEDS-003(Block – 1, Unit – 2) f. ESO-16 (Block - 4, Unit – 13) g. EEC-12 (Block -6 , Unit -20) h. MEDSE-046 (Block -2, Unit-4) i. MEDS-003 (Block -1, Unit-4) BCOG-172 j. Different types of Goods Write the role of different types of goods in -1, Unit -2) l. PGDHHM-002 (Block -1 , Unit -3)	❖ Balance of Payments: Write a case study on the BoP crisis India faced in 1991. ❖ Poverty and Unemployment- Compare and contrast two major poverty alleviation schemes in India/ Discuss their methodologies, target groups, and effectiveness in reducing poverty. ❖ an essay on the (Block -3, Unit - k. MEC-006 (Block daily life. types of goods in ❖ Budget: Assignment on “Understanding

m. MCO-5 (Block - India'

			<u>.PDF</u>), pg 22-23 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		3, Unit -8) 8. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 5)	Budget” *** All the assignments are in line with entrance exams for premier B-Schools and GS Paper-I of UPSC CSE.
4	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-english-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),pg20-21 3. RBI Grade B https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGR	08	3. 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>B09052023FA65E4FB1C2C</u> <u>F473396B4FD7E5F69CDDE</u> <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/		
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			<u>11/21142422/2707970 2019.</u> <u>pdf)). pg 1</u>			
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TEXT BOOKS:

1. IGNOU study material:

- BECC-101, Block-1, Unit-1, Unit-2, Unit-3
- BECC-114, Block-6
- ECO-09 Block -1, Unit-4
- EEC-12 Block -1 Unit-4
- BECC-134 Block -3 Unit 8
 - BECC-106, Block-6, Unit- 8
 - IBO – 3 (Block – 1, Unit – 2)
 - IBO-1 (Block – 1, Unit – 3)
 - BECC-112, Block-3, Unit-9
 - MEDS-003(Block – 1, Unit – 2)
 - ESO-16 (Block -4, Unit – 13)
 - EEC-12 (Block -6 , Unit -20)
 - MEDSE-046 (Block -2, Unit-4)
 - MEDS-003 (Block -1, Unit-4)
 - BCOG-172 (Block -3, Unit -8)
 - MEC-006 (Block -1, Unit -2)
 - PGDHMM-002 (Block -1 , Unit -3)

- MCO-5 (Block -3, Unit -8)

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2. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 2, 3)
3. Frank, ISC Economics class XI (Chapter 14, 15, 16, 19)
4. Principles of Microeconomics: N Geogory Mankiew (Chapter-12)
5. Macro Economic Theory by Jhingan, M.L (Chapter- 37)
6. NCERT textbook for class XII- Introductory Macroeconomics (Chapter 5)
7. Textbook: S.Y.B.A

REFERENCE BOOKS:

1. ESP Study Material

2nd Semester Syllabus for MBA Admission Batch 2026

Subject Name: Skill Development for Professionals-II Credit: 1 Lecture Hours: 48

Subject Code: MBSDP281

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

COURSE OBJECTIVES:

1. To introduce core techniques in quantitative aptitude, reasoning, English, and data interpretation.
2. To impart practical methods for solving problems on number systems, time-work, syllogism, grammar, and bar charts.

COURSE OUTCOMES:

- CO1:** Apply quantitative techniques to solve problems on number systems, time-work, and speed-distance.
- CO2:** Analyze and solve reasoning questions on syllogism and seating arrangement using structured approaches.
- CO3:** Identify and describe grammar rules, vocabulary usage, and comprehension strategies in English.
- CO4:** Demonstrate an understanding of core concepts in aptitude, reasoning, English, and bar chart interpretation.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Text Book Mapping	Corresponding Lab Assignment
1	Quantitative Aptitude	Number System- concept of different numbers, remainder theorem, factors. Time & Work and Pipe & Cistern- Basic concept, Different problems & their shortcut tricks. Time, Speed & Distance, Boat & Stream- Basic concept, Different problems & their shortcut tricks.	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 7, 15, 16, 17, 18, 19)	❖ Assignment on Number System, Time & Work and Pipe & Cistern and Speed & Distance, Boat & Stream

			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			
2	Logical Reasoning	1. Syllogism 2. Sitting Arrangement	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 (Chapter 7, 9)	❖ Assignment on syllogism and sitting arrangement

			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. Application of Adjectives and Determiners 2. Application of Adverbs 3. Double Fillers-Level 1 4. Reading Comprehension 5. Precis 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	1. Textbook: Objective General English, Author: R.S Agarwal, Publishing house: S. Chand	❖ Application of Adjectives and Determiners, Application of Adverbs ❖ Filler (Double) ❖ Reading Comprehension: Comprehend the passage ❖ Precis 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. Bar Graphs	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 Bar 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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5	Quantitative Aptitude	4. Simple & Compound Interest 5. Permutation & Combination: Numbers, Alphabets, Linear arrangement, Circular arrangement, Repetition, Selection based	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) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement, pg 1 2. Miscellaneous Services	12	2. Textbook: Quantitative Aptitude, Author: R.S Aggarwal, Publisher: S. Chand (Chapter 21, 22, 30)	❖ Assignment on Simple & Compound Interest, Permutation & Combination
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			Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
6	Logical Reasoning	3. Puzzle - Classification Based Puzzle - Sequential Based Puzzle - Selection Based Puzzle - Ranking Based Puzzle - Blood Relation Based Puzzle 4. Inequality	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:	12	2. Textbook: A Modern Approach to Verbal and Non-Verbal Reasoning, Author Dr. R.S Aggarwal, Publisher: S. Chand (Chapter 6)	❖ Assignment on puzzle and inequality

			1. Civil Services Executive Exam (WBCS) https://wbpsc.gov.in/Download?param1=20230225142430_Syllabus.pdf&param2=advertisement_pg1 2. Miscellaneous Services Recruitment Examination file:///C:/Users/UEMK/Downloads/2707970_2019.pdf) pg 1			
7	Verbal English	6. Active Voice Passive 7. Direct and Indirect Speech 8. Reading Comprehension 9. Technical Report 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 3. Combined Graduate Level conducted by SSC https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_03042023.pdf)	12	3. Textbook: Objective General English, Author: R.S Agarwal, Publishing house: S. Chand	❖ Practice set based on conversion of active sentences to passive and vice-versa ❖ Practice set based on conversion of direct speech to indirect speech and vice-versa ❖ Reading unseen passages and answering questions based on the same ❖ Technical Report Writing ❖ Need to submit

			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			assignment with one report written on each type of technical report namely White paper, Case Studies, Technical Proposals, SDK Documentation
8	Data Interpretation	2. Line graph	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-	12	4. Textbook: An Advanced Approach to Data Interpretation for Competitive Examinations, Author: R.S. Aggarwal, Publisher: S. Chand	❖ Assignment on line Graphs

			<u>Engl-211222.pdf</u>), 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			
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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



Syllabus for MBA Admission Batch 2026

Subject Name: Taxation

Credit: 4

Lecture Hours: 40

Subject Code: FM 201

[NPTEL Link 1](#)

[NPTEL Link 2](#)

[Study Material](#)

[Coursera Link 1](#) - US Taxation: Foreign Earned

[Coursera Link 2](#) - US Federal Taxation: Overview

[Coursera Link 3](#) - US Federal Taxation: Property

[Coursera Link 4](#) - Legal Basis of U.S. Federal

[Coursera link 5](#) - U.S. Taxation of International

[Coursera Link 9](#) - U.S. Federal Taxation

Income Exclusion
and Learning Goals
Transactions
Income Tax
Transactions
Specialization

Course Objective:

This course is designed to enhance the understanding of basic tax concepts. Emphasis is on understanding of tax law and how they apply to a wide

range of real-world issue. This course will enable students to develop experience in identifying tax issues and applying the direct and indirect tax law to arrive at reasoned solutions to problems.

Course Outcomes

Course Outcome

CO1 – Understand the concept of direct and indirect tax, exemptions, deductions and rate of tax

CO2 – Exhibit skills in calculating taxable income as per different provisions of law

CO3 – Analysis of tax issues and judgements relating to direct and indirect tax

CO4 – Tax planning within the framework of law to arrive at lawful solution to the problems

Course Prerequisites:

Relation With other subjects	
SUBJECT	CORRELATION
Business Studies	High
Accounting	High
Company Law and Business Law	High

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Concepts:	Cannons of Taxation, Person, Assessee, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate, Relief.	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhania Dr. Monica Singhania 70th Edition Assessment Year 2024-25 Chapter - 1 International Academia: Industry Mapping: https://cleartax.in/s/section-115bac-features-new-tax-regime-benefits https://cleartax.in/s/direct-indirect-taxation-india-explained#gst https://cleartax.in/s/income-tax-allowances-and-	4	Case Study

			deductions		
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2.	Residential Status and Tax Incidence:	Individual and Corporate. Income Exempted from Tax: Individual and Corporate	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhanian Dr. Monica Singhanian 70th Edition Assessment Year 2024-25 Chapter – 2 and Chapter - 3 AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://taxsummaries.pwc.com/india/individual/residence	3	Case Study
3.	Computation of Taxable Income of Individual, HUF, Firm and Corporate:	Heads of Income – Salaries, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other sources. Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U; Set Off and Carry Forward of Losses – Principles, Meaning, Inter – sources and Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72 and 73	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhanian Dr. Monica Singhanian 70th Edition Assessment Year 2024-25 Chapter – 4 Chapter – 5 Chapter – 6 Chapter – 7 Chapter – 8 Chapter – 10 Chapter - 11 International Standards	10	Case Study

4.	Computation of Tax for Individual, H.U.F, Firm and Corporate	Rate of Tax and Surcharge Tax, Rebate Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax, Minimum Alternate Tax and Agricultural Income and its tax treatment.	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhania Dr. Monica Singhania 70th Edition Assessment Year 2024-25 Chapter – 10 Chapter -11 Chapter - 12 Chapter -13 Chapter -16 Chapter – 17 Chapter - 18 AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.incometax.gov.in/iec/foportal/help/all-topics/tax-payer/individual/how-to-file-tax-returns	6	Case Study
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5	Goods and Service Tax	GST in India. Features and Advantages, Structure of GST in India: CGST, SGST, UTGST, IGST, Taxes subsumed by GST, Commodities kept outside the scope of GST. Procedure for Registration; Deemed Registration, Cancellation of Registration, Revocation of Cancellation of Registration. Levy and Collection of Tax under GST: Rates structure of GST, Scope of supply, and Composition Scheme under GST, Problems on GST	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhania Dr. Monica Singhania 70th Edition Assessment Year 2024-25 Chapter – 20 Chapter – 21 Chapter - 22 Chapter - 29 Chapter - 30 Chapter – 34 International Standards : AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.gst.gov.in/help/enrollmentwithgst https://tutorial.gst.gov.in/userguide/compositionpoc/optforcomposition.htm https://www.gst.gov.in/help/offlineutility	8	Case Study
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6	Tax Planning:	Scheme of Tax Planning, Tax Planning for Salaries, Tax Planning for Profits and gains of Business or Profession, Tax Planning for Capital Gains. Return filing and cases	Text Book: <i>Students' Guide To Income Tax Including GST</i> Dr. Vinod K. Singhanian Dr. Monica Singhanian 70th Edition Assessment Year 2024-25 Chapter -4 Chapter -6 Chapter – 7 Chapter -13 AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.incometax.gov.in/iec/foportal/downloads https://www.incometax.gov.in/iec/foportal/help/individual/return-applicable-1 https://www.incometax.gov.in/iec/foportal/	9	Case
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Suggested Readings:

1. **Text**-Students Guide to Income tax including GST V.K Singahnia, Monica Singhanian, Taxman
<https://www.amazon.in/Taxmanns-Students-Guide-Income-University/dp/939159641X>
2. **Reference**- Practical Approach to Direct and Indirect Tax , Ahuja & Gupta (Income Tax and GST)
<https://www.amazon.in/Practical-Approach-Direct-Indirect-2020-2021/dp/9389702615>



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Corporate Finance Credit: 4 Lecture Hours: 40 Subject Code: FM 202

[Coursera Course 1](#) [Coursera Course 2](#) [Coursera Course 3](#)

[NPTEL Course](#)

[LinkedIn Learning 1](#) [LinkedIn Learning 2](#) [LinkedIn Learning 3](#)

Study Material

Course Objective: The objective of this course is to enable the students to understand the fundamentals of financial management in the context of a corporate entity. It attempts to acquaint them with different dimensions of corporate finance with a focus on the application of the relevant tools and techniques of financial decision making aimed at shareholder's wealth maximization.

Course Outcomes

CO1: Have a deeper understanding in objectives of financial management and enable the students to access the proper sources of finance for the business.

CO2: Enable the students to evaluate financial plans on the basis of cost of capital and optimal capital structure and to arrive a better financing decision through deeper knowledge in leverage.

CO3: Impart deeper understanding in working capital management and capital budgeting techniques.

CO4: Enable the students to identify courses of action in financial environment that would result in maximization of wealth of an organization

Course Prerequisites:

Relation With other subjects	
SUBJECT	CORRELATION
Financial Accounting	High
Financial Management	High
Indian Financial system and Financial Markets	Medium

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment Case studies / AI applications
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1	Intro du ctio n to Corpora te Fina n ce/ Fina ncial Managem e nt	Scope , Objec tives, Functions; Role of Financial M anager; Agency Proble m	Text Book: Basic Financial Management by M Y Khan and P K Jain (M cGraw H ill) Chapter – Part 1 Chapter 1	2	1. Case Study and Assignm ent
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2.	Time Value of Money	Concept of time value of money – present value and future value- compounding and discounting - concept of annuity	International Academia: https:// oc w .m it.e du / co u r s e s/1 5 -401 -fin a n c i-fa ll-2 00 8/ resou r it15 4 01 f08 lec 02 / AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book: Basic Financial Management by M Y Khan and P K Jain (M cGraw H ill) Chapter – Part 1 Chapter 2	2	AI-driven financial calculators Gemini / Bing for step-by-step derivations of PV, FV, annuities
3.	Operating and Financial Leverage	Intro du c tio n, O pe ra tin g and F in a n c ia l L ev era ge , E B IT – E P S a n a l y s i s a n d i n d i f f e r e n c e p o i n t	Industry Mapping: https://docs.exideindustries.com/AnnualReport/cfd82e7b-ad36-4eac-b432-adb6ba33bdc2.pdf Text Book: Basic Financial Management by M	4	Case Study – Debt Financing , Firm Value, and the Cost of Capital AI Application: Running sensitivity analysis with AI AI-based scenario building (high leverage vs low leverage outcomes)

			Y Khan and P K Jain (M cGraw H ill) Chapter – Part 5 Chapter 14		Google Sheets + Gemini → auto-generate scenarios Free Python notebooks (Colab) → for leverage simulations
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4.	Valuation of Stocks and Bonds	Valuation of Bonds and theories-valuation of stocks with single and multi-period analysis	International Standards https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec04/ https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec2_valuation/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://docs.exideindustries.com/AnnualReport/cfd82e7b-ad36-4eac-b432-adb6ba33bdc2.pdf Text Book: Financial Management by Khan & Jain Chapter – Part 1 Chapter 4	4	
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5	Cost of Capital	Cost of equity; cost of debt; weighted average cost of capital; Project/divisional cost of capital	International Standards : AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.tcs.com/content/dam/tcs/investor-relations/financial-statements/2022-23/ar/annual-report-2022-2023.pdf Text Book: Basic Financial Management by M Y Khan and P K Jain (McGraw Hill) Chapter: Part 3 Chapter 7	4	Case Study – The Boeing 7E7
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6	The Capital Structure/Financing Decision	Concepts, Components of Capital, theories of Capital Structure, NI, NOI, Traditional theory and MM theory, the Optimal Financing Mix, the Financing Mix and choices	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.tcs.com/content/dam/tcs/investor-relations/financial-statements/2022-23/ar/annual-report-2022-2023.pdf Text Book: Basic Financial Management by M Y Khan and P K Jain (McGraw Hill) Chapter: Part 5 Chapter 15	4	Case Study – The effects of Debt Equity Policy on Shareholder Return requirements and Beta
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7	Working Capital Management and finance	Concepts; operating cycle; management of Debtors and Inventories; Cash Budgeting	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.crisil.com/en/home/crisil-1academy/classroom/Programmes/case-study-based-approach-on-working-capital-assessment.html Text Book: Financial Management by Khan & Jain Chapter – Part 4 Chapter – 13, 14, 15, 16, 17	5	Case Study - Making Working Capital Work AI Application: Inventory forecasting using simple ML Cash conversion cycle dashboards AI-based anomaly detection in receivables/payables ❖ Free Tools: Google Sheets + Gemini → forecasting functions Python Notebooks on Colab (free) → simple prediction models
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8	Investment Decision	Different criteria for taking investment decisions --- payback period, net present value, internal rate of return, Profitability Index Dealing with mutually exclusive projects; capital rationing; projects with different life cycles – equivalent annual value	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.crisil.com/en/home/crisil-1academy/classroom/Programmes/case-study-based-approach-on-working-capital-assessment.html Text Book: Financial Management by Khan & Jain Chapter – Part 3 Chapter – 10	4	AI Application: AI evaluates investment proposals AI summarizes feasibility reports AI at basic level performs Monte Carlo simulation (student-friendly explanation) ✳ Free Tools: Free Python (Colab) → simple Monte Carlo model Google Sheets → scenario manager with AI help
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9	Capital Budgeting	Capital budgeting process; different types of project investments; basic concepts in estimating cash flows for evaluating investment proposals; evaluation of independent investment; replacement and mutually exclusive investments	<u>https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec3_capital_budgeting/</u> Industry Mapping: <u>https://investors.larsentoubro.com/upload/AnnualReport/FY2023AnnualReportLT%20Integrated%20Annual%20Report%202023.pdf</u> Text Book: Financial Management by Khan & Jain Chapter – Part 3 Chapter – 9	4	Case Study – Prudential Financial, INC.: Stockholders' equity and Balance Sheet Leverage
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10	Risk in Capital Budgeting	Concept of risk; Statistical techniques; beta, Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Monte Carlo Simulation, Real Options and Decision Trees	International Standards: AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://investors.larsentoubro.com/upload/AnnualReport/FY2023AnnualRepLT%20Integrated%20Annual%20Report%202023.pdf Text Book: Financial Management by Khan & Jain Chapter – Part 3 Chapter – 12	2	
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11	Measuring and Rewarding Performance	Economic Value Added (EVA), Advantages of EVA	Industry Mapping: https://www.itcportal.com/about-itc/shareholder-value/report-and-accounts.aspx Text Book: Financial Management by Khan & Jain Chapter – Part 9 Chapter – 32	2	Case Study - The Financial Cockpit: Three Levers and One Flight Plan
12	The Dividend Decision	Dividend theories; considerations in deciding on dividend policy; bonus issues; share splits; buybacks	International Standards: https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec07/ Industry Mapping: https://www.itcportal.com/about-itc/shareholder-value/report-and-accounts.aspx Text Book:	3	

			Basic Financial Management by M Y Khan and P K Jain (McGraw Hill) Chapter: Part 6 Chapter 18, 19		
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**Submitted by Dr. Sujit Dutta, Prof. Anik Kumar Hazra, Dept. of Management, IEM, Kolkata, Salt Lake Campus*

Suggested Books:

- 1 **Financial Management by Sheeba Kapil**

<https://www.amazon.in/Financial-Management-Sheeba-Kapil/dp/8126554762>

- 2 **Financial Management by Khan & Jain**

<https://www.amazon.in/Financial-Management-Text-problems-Cases/dp/9353162181>

- 3 **Basic Financial Management by M Y Khan and P K Jain (McGraw Hill)**

<https://www.amazon.in/Basic-Financial-Management-3rd-Khan/dp/1259004635>

Reference Books:

1. **Financial Management by I.M. Pandey**

<https://www.amazon.in/Financial-Management-I-M-Pandey/dp/9325982293>

2. Corporate Finance with Financial Modelling by Rishi Mehra and Ruchi Arora, TAXMANN

<https://www.taxmann.com/bookstore/product/11056-corporate-finance-with-financial-modelling>

3. **Financial Management (Second Edition) by Rajiv Srivastava and Anil Misra** [h](#)

<https://www.amazon.in/FINANCIAL-MANAGEMENT-2E-NA/dp/0198072074>



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Employee Relations

Credit: 4

Lecture Hours: 40

Subject Code: HR-201

Pre-requisite: Basic understanding of organizations, evolution, unionism, types of laws

Relevant Links:

[Study Material](#)

[Linkedin Learning](#)

[Coursera](#)

[NPTEL](#)

COURSE OBJECTIVES:

To know the development and the judicial setup of Labour Laws.

To learn the salient features of welfare and wage Legislations.

To learn the laws relating to Industrial Relations, Social Security and Working conditions.

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.

COURSE OUTCOMES

CO1: Remember and understand the definitions and classifications used in the study of concepts related to Employee Relationship Management, Industrial Relations Management, Discipline and clauses from labour laws for achieving organizational objectives efficiently and effectively.

CO 2: Apply the detailed concepts of Industrial relations, trade unionism, collective bargaining, WPM and the associated laws linking these concepts.

CO 3: Analyse and evaluate the information thus gathered to the provisions of statutory social security and other welfare benefits and their implementation for better Industrial relations.

CO 4: In depth understanding and application of the different statutory and non-statutory benefits for providing a safe, healthy and hygienic work place to employees and their protection from exploitation by employers.

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Employee Relations Management (ERM)	Overview, Tools, Core Issues, ERM in multi union situations in Core Sector, ERM in Service & IT Sector , Strategic ERM -Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys	International Academia Industrial-Organizational Psychology - Harvard University AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion Topic: Challenges and Strategies in Managing Multi-Union Situations Future Trends in Employee Relations Management Textbook Mapping – Study Material	4	Contacting managers or HR professionals Interview the selected managers to understand their day-to-day responsibilities, challenges faced in managing employee relations, and strategies employed to foster positive employee relations within their respective organizations. HBR Case Study – When Empowering Employees Works, and When It Doesn't Product Number: H046XV-PDF-ENG

					Simulation Game : https://ncase.me/trust/
1	Industrial Relations	Industrial Relations: Overview, importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations	International Standards https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: - Exit Interview Textbook Mapping Chapter-4, S C Srivastava, Industrial Relations and Labour Laws, Wiley	4	Case Study: The Management vs The Joint Commissioner Of Labour on 25 July, 2019 https://indiankanoon.org/doc/89697729 Simulation Game : hbsp.harvard.edu/simulations
1	Employee Discipline	Employee Discipline: Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal.	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Disciplinary Action form Grievance form Textbook Mapping Chapter 6,7 R.C.Sharma, Industrial	2	Role-play: Union Representation in Disciplinary Proceedings

			Relations and Labour Legislation, PHI		
2	Laws relating to Industrial Relations	Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947;	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Union Density Mapping Textbook Mapping Chapter-5,8,15,16. S C Srivastava, Industrial Relations and Labour Laws, Wiley Chapter-8, S. Thothadri and Vijayalakshmi M., Wiley, Industrial and Labour Laws.	4	Analyzing Govt reports on labour laws
2	Trade Unionism in India	Trade Unionism in India : Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers' Organizations in India, Managerial Associations.	International Standards https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: -- Filling of unfair labour practice form for factories and industries Textbook Mapping	2	The Liverpool Dockers' Strike (1995-1998)

			Chapter-5,8 S C Srivastava, Industrial Relations and Labour Laws, Wiley		
3	Collective Bargaining	Collective Bargaining: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.	International Standards : https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Agreement Crafting Textbook Mapping Chapter-6 S C Srivastava, Industrial Relations and Labour Laws, Wiley	2	Conduct a role-play simulation of a collective bargaining negotiation between a union representing workers and an employer Case study : https://www.casemine.com/judgement/in/5ac5e4c14a93261aa7950cab
3	Employee Participation in Management	Meaning of Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Role Play on Reviewing new job descriptions and planning compensation Textbook Mapping Chapter-7 S C Srivastava, Industrial	2	Case Study: The Elite Circle of \$1 CEOs Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education

			Relations and Labour Laws, Wiley		
3	Evolution of Labour laws in India	Evolution of Labour laws in India	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Group Discussion Labour laws and its relevance in the AI era Textbook Mapping Online Resource: Labour Laws in India Source: https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf	2	Case Study: There are Teams, and There are Teams Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education
3	Laws relating to Social Security	Employees' Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Misc. Provisions Act, 1952; Maternity Benefit Act, 1961; Contract Labour (Regulations and Abolitions) Act, 1970; Payment of Gratuity Act, 1972, The. Protection of. Human Rights Act, 1993, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: National Insurance Co. Ltd Vs Zaheeda Banu, 2011(ECA-1923) Tehelka Case (2013)	8	Case Study: Jyoti Suhag Vs State of Haryana 2016 (Maternity Act-1961)

			Textbook Mapping Chapter-18,19,20,22,32,21 S C Srivastava, Industrial Relations and Labour Laws, Wiley Chapter-15, P K Padhi, Labour and Industrial laws, PHI The Protection of. Human Rights Act, 1993 Online Resource: https://www.mha.gov.in/sites/default/files/Protection%20of%20HR%20Act1993_0.pdf		
4	Employee Welfare and ILO	Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Experiential Exercise A Negotiation Role-Play Textbook Mapping Chapter-7 S C Srivastava, Industrial Relations and Labour Laws, Wiley Online Resource:	2	Case Study: When Workers Just Can't Cope Textbook: Fred Luthans, Organizational Behavior, Mc Graw Hill Education

			https://www.ilo.org/ https://www.un.org/youthenvoy/2013/08/ilo-international-labour-organization/		
4	Laws related to wages	Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Case study Samira Ahmed Vs BBC (Equal remuneration act 1976) https://www.bbc.com/news/entertainment-arts-50599080 Textbook Mapping Chapter-26,27,28,29 S C Srivastava, Industrial Relations and Labour Laws, Wiley	4	Case Study: Airfreight Ltd Vs State of Karnataka 1999 Introduction to different forms Payment of Bonus Act 1965, filling of schedule I(Computation of Gross Profits) Source: Thothadri and Vijayalakshmi., Wiley Pg. 149).

4	Laws related to Establishment	Factories Act, 1948; Plantations Labour Act, 1951; Mines Act, 1952; Shops & Establishment Act 1963	International academia Industrial-Organizational Psychology - Harvard University AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Ravi Shankar Sharma v. State of Rajasthan (1993) Textbook Mapping Chapter-31, S C Srivastava, Industrial Relations and Labour Laws, Wiley Mines Act 1952 https://labour.gov.in/sites/default/files/themesact1952.pdf WB Shops and Establishment Act 1963 https://wbcl.gov.in/sites/default/files/upload/content_act_rule_pdf/The%20West%20Bengal%20Shops%20&%20Estt.%20Act.%201963.pdf	4	Case Study: Punjab Ex Servicemen corporation Vs Harjinder Singh (Factories Act 1948) Source: S C Srivastava Pg 405.
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CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1	3	2	3	3	3	1	3	1	2
CO2	1	1	3	3	2	1	3	1	1
CO3	2	3	3	3	1	3	3	1	1
CO4	2	2	3	3	2	3	2	2	2

1 – Low; 2 – Medium; 3 – High

Text Book

Industrial Relations and Labour Laws, S C Srivastava, Vikas Publishing

Labour and Industrial Laws, Padhi P K, PHI publication

Reference Books

Industrial and Labour Laws, Thothadri S., and Vijayalakshmi M, Wiley

Industrial Relations and Labour Legislation, R C Sharma, PHI publication

Syllabus for MBA Admission Batch 2026

Subject Name: Manpower Planning, Recruitment & Selection

Credit: 4

Lecture Hours: 40

Subject Code: HR - 202

Pre-requisite: Basic understanding of organizations, evolution, structure and functions. Advanced understanding of Human Resources Management

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

[AI FOR HR](#)

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

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.

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 No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Strategic Staffing	HR Planning— Concept, Benefits, Processes. Factors affecting HR Planning, Macro and Micro Level of Manpower Planning. Barriers, Requisites for successful HR Planning, Manpower Strategy, Balancing Supply and Demand	International Academia MIT Sloan School of Management Strategic HR Management Sloan School of Management MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Group Discussion – Conduct two set of Group Discussions based on these topics. Importance of Technology in Strategic Staffing – Opportunities and Challenges Diversity and Inclusion in Strategic Staffing: Building a Diverse Workforce for	6	Group Assignment: Form a group and connect with any Start-up Company to create the Strategic Staffing Plan to optimize the cost of Manpower. Conduct a Virtual Demo of IBM Planning Analytics Tool for Talent Supply Chain https://www.ibm.com/resources/digital-innovation/demos/planning-analytics-hr

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Success Text Book Mapping Manpower Planning, Selection, Training & Development - Dharma Vira Aggarwala Chapter – 1, 2, 3, 4 Supplementary Reading – Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013. HR Forecasting and Planning – Paul Turner		
1	Methods & Techniques:	Demand Forecasting Techniques – Managerial Judgment, Ratio Trend Analysis, Work Study Technique, Delphi Technique, Regression Analysis, New Venture Analysis.	International Academia Strategic HR Management Sloan School of Management MIT OpenCourseWare AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	Form Groups to work as a team on this below assignment: In this assignment, you will assume the role of a strategic workforce planning consultant hired by XYZ Corporation, a global company facing challenges in aligning its

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Supply Forecasting -- Analysis of existing Manpower, Analysis of internal supply- inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply.	Text Book Mapping Manpower Planning, Selection, Training & Development - Dharma Vira Aggarwala Chapter – 7,8 Supplementary Reading HR Forecasting and Planning. Paul Turner, Jaico Publishing House. Part II – Chapter 4		workforce with organizational goals. Your task is to analyze demand and supply forecasting techniques and recommend strategies for effective strategic staffing. Coursera Assignment on Demand Forecasting
2	Job Analysis	Job Analysis: Concepts, Process, Job Description, Job Specification, Uses, Limitations	International Academia Text Book Mapping Manpower Planning, Selection, Training & Development - Dharma Vira Aggarwala Chapter – 10, 11 Supplementary Reading Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013.	4	Coursera Assignment on HR for People Manager
2	Competency Mapping	Competency Mapping: Procedures and steps	Industry Best Practices https://www.aihr.com/blog/comp	4	Case Study: Competency Mapping: A Strategic Management Tool

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Methods of data collection for mapping, developing competency models from raw data, Types of competencies, Benefits of competency-based assessment	Competency-mapping/ Text Book Mapping The Handbook of Competency Mapping – 3 rd Edition By Seema Sanghi		Reference no. 415-050-1 Length: 4 pages
3	Recruitment:	Meaning, Scope, and Objectives of Recruitment, Recruitment Policies & Planning Sources of Recruitment: Internal vs. External. Traditional Recruitment Methods Recruitment Process, Recruitment Metrics & Effectiveness Modern Recruitment Approaches- E-Recruitment / Digital Talent Sourcing - Recruitment Process Outsourcing (RPO) and Employer Branding- Data-Driven & Predictive Hiring, AI in Recruitment, Diversity, Equity & Inclusion (DEI) in Modern Recruitment	Text Book Mapping Manpower Planning, Selection, Training & Development - Dharma Vira Aggarwala Chapter – 11, 12 Supplementary Reading HR Forecasting and Planning. Paul Turner, Jaico Publishing House. Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013.	6	Work on this Case Study – Recruitment and Selection for Retail Industry. https://www.researchgate.net/publication/282667869_A_Case_Study_on_Recruitment_Selection

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		Gig Economy and Remote Hiring			
3	Selection:	Selection Process Overview, Testing & Assessment Tools Interview Techniques Group Assessments and Simulations - Assessment Centres, Role Plays, In-Basket Exercises -Case-Based Assessments for Leadership Hiring Selection Errors and Biases - Final Selection and Onboarding- Offer Management, Reference & Background Checks Designing Effective Onboarding Experiences	Industry Best Practices Text Book Mapping Manpower Planning, Selection, Training & Development - Dharma Vira Aggarwala Chapter – 11, 12 Supplementary Reading: HR Forecasting and Planning. Paul Turner, Jaico Publishing House. Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013.	4	Conduct a Workshop and project dissertation on – Implementation of Social media Tools and AI in Interview and Selection Process

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
4	HR Audit and HR Accounting:	Introduction to HR Audit, Scope & Purpose of HR Audit, Types of HR Audits, Process and Methodology, HR Audit Tools & Templates, Outcomes of HR Audit HR Accounting: Concepts, Methods & Applications - Meaning & Importance of HR Accounting, Objectives of HR Accounting, Approaches & Models of HR Accounting, HR Accounting in Practice, Advantages, Challenges & Limitations	Industry Best Practices: https://www.keka.com/glossary/human-resource-audit Text Book Mapping Human Resource Planning – Dipak Kumar Bhattacharya – Excel Books 3rd Edition Chapter – Chapter 15 Human Resource Accounting & Audit	4	Design the Template for conducting HR Audit for an organization which is in the domain of Education Sector – and wishes to diversify in Content Platform for Education sector.
4	AI in Talent Supply Chain & Talent Intelligence	Understanding the Talent Supply Chain Model - AI-Powered Workforce Planning Tools (Workforce Forecasting, Talent Pipelines) Applicant Tracking Systems (ATS) & Resume Parsing Algorithms - AI-Based Assessments (Cognitive, Behavioural, Skills Simulation)	Industry Tools to Demonstrate (Lab Sessions / Screenshots / Videos): LinkedIn Talent Insights https://business.linkedin.com/talent-solutions/talent-insights Eightfold.ai – Talent Intelligence Platform https://eightfold.ai Workday Skills Cloud	8	Suggested Industry Readings: SHRM Report – “Measuring Quality of Hire: Modern Metrics for Modern HR” https://www.shrm.org AIHR – “How to Measure Quality of Hire Effectively” https://www.aihr.com/blog/quality-of-hire/

Module No	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		(LinkedIn Talent Insights, SeekOut, Naukri RMS) Ethical Concerns: Bias in AI Decisions Future Trends: Autonomous Talent Acquisition & Skills-Based Hiring	https://www.workday.com		

QUESTION PAPER PATTERN AND DATES

EXAMINATION	Dates	PART – A	PART – B	PART – C	TOTAL MARKS
Mid Term 1		Attempt 5 out of 6 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 3 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
Mid Term 2		Attempt 5 out of 6 questions; Each question carries 2 marks (2×5)	Attempt 2 out of 3 questions; Each question carries 5 marks (5×2)	Attempt 1 out of 2 questions; Each question carries 10 marks (10×1)	30
End Semester Examination		Attempt 10 out of 14 questions; Each question carries 2 marks (2×10)	Attempt 6 out of 9 questions; Each question carries 5 marks (5×6)	Attempt 5 out of 8 questions; Each question carries 10 marks (10×5)	100

Examination Rules & Regulations:

<https://iemcollege->

[my.sharepoint.com/:b:/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxIogHKO074XeUBC9qm3XNaf_qUeSiVTNh5OQ?e=MMQn40](https://iemcollege-my.sharepoint.com/:b:/g/personal/iemcoe_office_iem_edu_in/EXrcoe3d6oxIogHKO074XeUBC9qm3XNaf_qUeSiVTNh5OQ?e=MMQn40)

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 MBA Admission Batch 2026

Subject Name: Sales & Distribution Management Credit: 4 Lecture Hours: 40

Subject Code: MM201

Course Objectives:

1. To outline key sales concepts and its application to different markets
2. To emphasize the role of sales management in decision making
3. To introduce the concept of distribution management as a framework for strategies.
4. To expose students to a systematic framework of distribution & implementations

Course Outcomes:

1. To understand the fundamental concepts of sales management
2. To identify the sales management strategies to make marketing decisions.
3. To understand the factors and processes essential for distribution strategy
4. To develop distribution strategies based on marketing objectives

Relevant Links:

Study Material:	Sales & Distribution - Study Material 2.pdf - Google Drive
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Coursera	Linkedin	NPTEL
How to Sell: An Overview of Fundamental Selling Techniques https://www.coursera.org/programs/iem-faculty-learning-program-rtvr7/learn/how-to-sell-fundamental-selling-techniques?source=search	Sales Channel Management https://www.linkedin.com/learning/sales-channel-management/welcome?u=229219690	Sales and Distribution Management Duration – 8 Weeks Start Date- 16 Feb 2026 End Date – 17 April 2026 Enrollment Ends – 16 Feb 2026 Exam date – 26 April 2026 https://onlinecourses.nptel.ac.in/noc26_mg48/prview

Simulation Game :	The Beer Game (https://beergame.org) The Beer Game supply chain is a classic simulation game that models a four-stage supply chain (factory, distributor, wholesaler, and retailer) to demonstrate the bullwhip effect and other supply chain dynamics.
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AI tools :	Odoo (https://www.odoo.com/app/crm) Odoo is an AI-based CRM tool , with its AI features integrated to automate tasks, provide insights, and improve decision-making within the CRM module and other areas of the system
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	Case Study from Harvard Business Publishing (hbsp.harvard.edu)
1	Dabur India Ltd.: Building Efficiency and Optimizing Retail Performance
2	Amul Dairy: Expanding a Legacy
3	Tamul Plates Marketing: Channel Challenges for an Organic Product
4	Customer Relationship Management: The Tudor House Makes Amends
5	Ather Energy: Motivating India for Smart Electric Scooters
6	Pulse Candy: Sustaining the Brand Differentiation
7	Tamul Plates Marketing: Channel Challenges for an Organic Product
8	Nexa: Maruti Suzuki's Premium Dealership Network
9	Jabong.com: Balancing the Demands of Customers and Suppliers

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to SDM & Marketing Channels	Evolution of sales department, nature & scope of personal Selling & sales management, roles and functions of a sales manager, social and ethical concerns in SDM, application of generative AI in sales.	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Functions of a sales manager Textbook Mapping Chapter 1, Sales and Distribution Management: Text and Cases. (3 rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	4	Case Study KR Cash and Carry Pvt Ltd Assignment Students will study the role and functions of a sales manager and share their own recommendations for sales growth, using the concepts learnt in class.
1	Introduction to Sales and Personal Selling	Types of selling situations, buyer-seller dyad, personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up) theories of selling	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Personal selling process for closing Textbook Mapping Chapter 2, Sales and Distribution Management: Text and Cases. (3 rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	4	Case Study Hindustan Hotel Assignment Students will discuss the significance of Personal selling as a tool to increase the sales volume with suitable examples.

2	Managing the Sales Force	Strategic planning and sales organization, sales department relations, distribution network relations, sales forecasting, sales budget, sales objectives, sales territories and quotas, functions of a sales manager, sales force planning, strategic sales management	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Sales forecasting, quotas, territories Textbook Mapping Chapter 3, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	4	Case Study Kalyani Motors – transition from salesperson to sales manager Assignment Students will discuss the significance of conducting sales contests among the sales executives and retail managers. Also explain the different types of sales incentives.
2	Sales Force Development	Sources of recruitment, selection process, methods of selection, need and purpose of training, types of training, designing a training program - ACMEE model, sales force compensation, leading and motivating the sales force	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Recruitment and training for sales Textbook Mapping Chapter 6, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	4	Case Study SHB Bank: Fraud Control Unit Assignment Students will discuss the different sources of recruitment and also different training needs of freshers and experienced sales persons.

2	Directing and Controlling the Sales Force	Supervision, territory management, determination of quota/target, sales analytics, costs and profitability, sales force evaluation.	International Academia: https://ocw.mit.edu/courses/15-387-entrepreneurial-sales-spring-2015/download/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Sales force evaluation Textbook Mapping Chapter 4, Chapter 7, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	6	Case Study CD Products Limited Assignment Student will discuss the meaning of sales quotas and its significance in achieving the targets by the sales team. Also state the different types of sales quotas with example
3	Marketing Channels:	Structure, functions and advantages, types of channel intermediaries (wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers) channel migration & emergent channels, wholesaling and mass distribution	International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Wholesaler, distributor, retailer Textbook Mapping Chapter 9, Chapter 10, Chapter 12, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	5	Case Study discussion AMD – Advanced Measuring Devices Assignment Students will discuss the importance of distribution channel and how channel members add value during the distribution of different products to the end users.

3	Channel Design and Management	Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements, power and conflict in channel management	International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Channel management and control Textbook mapping: Chapter 13, Chapter 14, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	5	Case Study Modern Motors – selecting suitable channel partners Assignment Students will design a marketing channel for a new product. They will consider the channel objectives, constraints, customer service requirements etc.
4	Physical Distribution & Logistics	Goals, function, processing, warehousing, inventory & transportation	International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Physical distribution and logistics Textbook mapping: Chapter 16, Sales and Distribution Management: Text and Cases. (3rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill	3	Case Study ITC – Rural Market e-Choupal Assignment Students will design a distribution channel for a product/service of their choice including suitable warehousing and transportation.
4	Retailing and Modern Retail:	Retail strategies, location, Types of retail formats, stores layout, visual merchandising techniques, planning of assortment, servicing and buying of merchandise, supply chain management in retailing	International Academia: https://apps.wharton.upenn.edu/syllabi/2021A/OIDD697405/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping:	5	Case Study Santosh Kirana Stores Assignment Students will discuss different visual merchandising techniques and provide examples of each from stores they have visited recently.

			Retail, merchandising, supply chain Textbook mapping Chapter 11, Sales and Distribution Management: Text and Cases. (3 rd Edition) Author- Krishna Havaladar, Vasant Cavale, Publisher - Tata McGraw-Hill		
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Suggested Readings:

1. Cundiff, Still & Govoni : Sales Management – Decision, Strategies & Cases; PHI./Pearson Education
2. Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill
3. Panda, Sahadev: Sales & Distribution Management; OUP
4. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH
5. S.L. Gupta, Sales and Distribution Management, Excel Books India
6. Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management: Text and Cases, Tata McGraw-Hill Education



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Brand Management

Credit: 4

Lecture Hours: 40

Subject Code: MM202

Course Objectives:

- CO1:** Understand fundamental concepts, theories, and frameworks of branding
- CO2:** Analyze how brands are created, positioned, and differentiated in competitive markets.
- CO3:** Develop effective brand strategies including Brand equity brand identity, personality, and communication.
- CO4:** Evaluate brand performance using brand audit tools and propose strategies for brand growth and revitalization.

Course Outcomes:

- CO1:** Explain key branding concepts and the brand framework.
- CO2:** Assess brand positioning and competitive strategies using analytical frameworks.
- CO3:** Design and manage branding strategies by understanding brand identity, brand equity, and positioning, and applying strategic frameworks.
- CO4:** Conduct brand performance analysis and recommend actionable improvements for brand development.

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Branding:	Significance of branding, difference between product and brand, rational for building brands from customer perspective and organizational perspective, types of brand, branding challenges	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://students.business.columbia.edu/sites/students/files-efs/imce-uploads/Brand%20Man%20outline.pdf AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Brand Identity Design & Rebranding in Retail and Fashion Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	5	Case Study HBR AI and Brand Management: Promises and Perils Assignment Students will conduct an in-depth analysis of a brand of their choice. Students will apply the concepts that they have learned in class (brand equity, branding strategy and brand value) Students will give presentation on their assignment in the classroom
1	Creating a Brand:	Strategic planning for creating a brand, designing brand identity, measuring brand personality brand image	https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Brand Image and Personality Measurement in Service Sector	5	Case study HBR Linc Pen and Plastics Limited: Creating a Brand from a New Product International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-fall-2010/pages/syllabus/ https://globalyouth.wharton.upenn.edu

			Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India		/wp-content/uploads/lesson_plans/whats-the-right-price.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:
2	Brand Equity:	Brand Equity defined, need for building brand equity, steps building a brand, brand resonance pyramid, sources of brand equity. Measuring Brand Equity , Need for measurement, Methods of brand equity, brand Value, Brand strength	International Academia: https://careertraining.emich.edu/branding-projects/certified-branding-projects/ (https://globalyouth.wharton.upenn.edu/wp-content/uploads/lesson_plans/whats-the-right-price.pdf) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Perceived quality and reliability, Safety ratings build strong brand associations, Emotional connection with brand heritage Textbook Mapping Chapter 16, Chapter 17 Brand Management: Principles and Practices Kirti Dutta OUP India	8	Case Study HBR Unilever: Using Horlicks's Brand Equity to Lead Assignment Students will design a pricing strategy for a new product. They will consider the competition prices, value to the customer, cost of production and profit margins. Students will give presentation on their assignment in the classroom

2	Brand Positioning:	Concept of brand Positioning, crafting the Positioning Strategy, Guiding principles for positioning, re-positioning, re-positioning strategies	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Brand Positioning & Repositioning in Food & Beverage Industry Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	5	HBR Case Study Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior Assignment Students will design a distribution channel for a product/service of their choice. Students will give presentation on their assignment in the classroom
3	Brand Strategies	Need for designing brand strategies, choosing a brand name, line extension, brand stretching, brand extension decisions, brand architecture and brand portfolio	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Brand Portfolio Strategy in Conglomerates – Reliance, Aditya Birla Group, Tata Group Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India	8	HBR Case Study Tesla: Branding Strategies for New Products Assignment Students will design a promotional campaign for a new product using promotional mix elements discussed in classroom. Students will give presentation on their assignment in the classroom

4	Branding in Digital era	Issues, Brand engagement, Digital communication, Influencer marketing, social Media celebrities	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Digital transformation with examples Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India Strategic Brand Management: Keller, Swaminathan, Parameswaran, Jacob	4	HBR Case Study : Farfetch: Digital Transformation for Luxury Brands Assignment: Discussion on the case
4	Managing brands across boundaries	Need for global branding, challenges in going international, ethical brand Positioning, critical factor for success, strategies for creating and managing global brands	International Academia: https://careertraining.emich.edu/training-programs/certified-brand-strategist/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Global Brand Strategy & Cross-cultural Branding – Ikea, Haier, Xiaomi, Textbook Mapping Brand Management: Principles and Practices Kirti Dutta OUP India Strategic Brand Management: Keller, Swaminathan,	5	HBR Case Study Haier: How to Turn a Chinese Household Name into a Global Brand Book 2: Chaina’s global Brand ambition

			Parameswaran, Jacob		
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AI Tools	Simulation Game
Hubspot persona generator https://www.hubspot.com/make-my-persona	https://hbsp.harvard.edu/product/FO0004-HTM-ENG
Canva.ai	Brand24 https://brand24.com/?adgr=txt-brand-v&keyword-ext=brand%2024&placement&location=9061840&utm_source

Module	Coursera	Linkedin	NPTEL
1	Brand Management: Aligning Business, Brand and Behaviour https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/brand?source=search#modules	Brand Leadership https://www.linkedin.com/learning/brand-leadership-building-brand-and-culture/integration-of-brand-and-culture?u=229219690	Brand Management https://nptel.ac.in/courses/110104167
2	Strategic Brand Management https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/strategic-brand-management?source=search&collectionId=skill-integrated-marketing-communications	Managing Brand reputation https://www.linkedin.com/learning/managing-brand-reputation/the-concept-of-marketing-reputation-management?u=229219690	
3.	Brand Management: Aligning Business, Brand and Behaviour https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/brand?source=search	Advanced Branding https://www.linkedin.com/learning/advanced-branding-2016?upsellOrderOrigin=default_guest_learning&trk=default_guest_learning	

4	Brand Positioning https://www.coursera.org/videos/strategic-brand-management-/UHEoX?query=Brand%20Positioning&page=2&sortBy=BEST_MATCH&source=search	Create a Sustainable Brand in a Global Market https://www.linkedin.com/learning/create-a-sustainable-brand-in-a-global-market/introduction-to-global-branding?u=229219690	
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Suggested Readings:

Brand Management: Principles and Practices Kirti Dutta OUP India

Strategic Brand Management : Kevin Lane Keller ,Ambi M.G Parameswaran ,Isaac C Jacob ,Vanitha Swaminathan, , **Pearson, 5th Edition**

Strategic Brand Management Kapferer, Jean-Noel Kogan Page

University of Engineering and Management, Jaipur

Syllabus for MBA Admission Batch 2026

Subject Name: Strategic Sourcing & Procurement

Credit: 4

Lecture Hours: 40

Subject Code: SC201

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.

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTel](#)

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

<https://www.coursera.org/programs/iem-faculty-learning-program-rtvr7/learn/procurement-basics#modules>

<https://www.coursera.org/programs/iem-faculty-learning-program-rtvr7/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

Course Description:

Strategic sourcing is an approach to supply chain management that formalizes the way information is gathered and used so that an organization can leverage its consolidated purchasing power to find the best possible values in the marketplace. Strategy Sourcing is an approach to procurement whereby the business needs of the organization are matched with the supplier market. It is much more than simply centralizing procurement. The approach is founded on a detailed understanding of both the spend profile of the organization as well as of the supplier market. This understanding is continually updated in order to deliver ongoing improvements to the organizations sourcing and procurement performance. A method of managing procurement processes for an organization in which the procedures, methods, and sources are constantly re-evaluated to optimize value to the organization. Strategic sourcing, which is considered a key aspect of supply chain management, involves elements such as examination of purchasing budgets, the landscape of the supply market, negotiation with suppliers, and periodic assessments of supply transactions. It's a constant process of evaluating your own requirements and what's available in the market at any given time. That's strategic sourcing in a nutshell - making sure you're getting superior value on supplies and services and also making sure you've optimized your internal purchasing processes.

Course Objectives:

The objectives of this course are to help the student develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.

This course aims to equip the participants, with the knowledge and techniques of purchasing as well as the legal issues affecting purchasing, the principles and practical knowledge required to plan and control inventory, a working knowledge on the principles and techniques of good sourcing practices for effective management of their organization.

Course Outcome:

CO1: Obtain an understanding on the function and importance of Strategic Procurement and how it plays a critical role in a company as well as its influence and interdependencies with other corporate functions, such as R&D, manufacturing, accounting, finance, etc.

CO2: Understand the importance of the procurement function in supply chain design and function through its responsibility for the firm's sourcing strategy and the strategic sourcing process, including supplier performance management methodologies, supplier identification, selection, and development, total costs, materials management, transportation and inventory decisions, and environmental and social responsibility issues.

CO3: Able to explain the role of global sourcing and the procurement process in supply chain management and its ethical, contractual, and legal issues faced by procurement professionals in the field to real-life issues, opportunities, decisions, and problems faced by practitioners.

CO4: Able to gain proficiency in analyzing and interpreting business articles and research papers pertaining to global supply chain management and the risks they face.

Complete Syllabus:

Module number	Topic	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours
Module 1	Introduction to SCM and Application of AI in SCM	Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics, A model of SCM, Focus areas in SCM, Change Drivers, Evolution of SCM, Types of Cargoes. Cross docking warehousing, Agile SCM, Green SCM, Maritime SCMs, Introduction to AI in SCM, What AI means in a supply chain context, Types of AI relevant to SCM, its benefits: improved forecasting, reduced costs, increased responsiveness, higher efficiency.	Supply Chain Management: A Logistics Perspective, 11 th Edition, C. John Langley, Jr. Robert A. Novack Brian J. Gibson John J. Coyle, Cengage Chapter 1 & 2	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%20Y).pdf Industry Mapping https://www.ibm.com/blog/sourcing-use-cases/	10

		Linked Case Study: IRCTC Supply Chain Management Linked Case Study: Supply Chain Management of PepsiCo Linked Case Study: Dell's Supply Chain Management Practices Linked Case Study: Supply Chain Management@BigBasket(Hyperlocal e-Commerce Service)			
Module 2	Strategic Sourcing	Supply Management and Commodity Strategy Development; Supplier Evaluation and Selection; Supplier Quality Management; Supplier Management and Development: Creating a World-Class Supply Base; Worldwide Sourcing. Linked Case Study: Strategic Sourcing at Whirlpool China: Finding the Ideal Supplier	Purchasing & Supply Chain Management 7th Edition, Monczka, Giunipero, Handfield & Patterson, Cengage Chapter 6, Chapter 7 & Chapter 10	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/	10
Module 3	Strategic Sourcing Process.	Strategic Cost Management; Purchasing and Supply Chain Analysis: Tools and Techniques; Negotiation and Conflict Management; Contract Management; Purchasing Law and Ethics. Linked Case Study: Unilever Group in Arabia: Towards Strategic Sourcing	Purchasing & Supply Chain Management 7th Edition, Monczka, Giunipero, Handfield & Patterson, Cengage Chapter 11, Chapter 13 & Chapter 14	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/	10
Module 4	Procurement and Outsourcing	Procurement and Outsourcing - Integrated Logistics Management - Routing of materials from origin to destination - role of physical delivery - Importance of Packaging- Principles of Packaging - Role, Cost, Economics - Packaging Materials - Customer Service functions in logistics. Linked Case Study: Whirlpool Corporation Global Procurement Linked Case Study: Mars Incorporated: Online Procurement	SUPPLY CHAIN MANAGEMENT: CONCEPTS AND CASES, 2nd Edition, ALTEKAR, RAHUL V., PHI Chapter 4 & Class Material prepared by Subject Expert	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/	10

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
PO8	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.
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

Text Book

1. Purchasing & Supply Chain Management 7th Edition, Monczka, Giunipero, Handfield & Patterson, Cengage
2. SUPPLY CHAIN MANAGEMENT: CONCEPTS AND CASES, 2nd Edition, ALTEKAR, RAHUL V., PHI

Reference Books

3. Supply Chain Management: A Logistics Perspective, 11th Edition, C. John Langley, Jr. | Robert A. Novack | Brian J. Gibson | John J. Coyle, Cengage
4. 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

Syllabus for MBA Admission Batch 2026

Subject Name: Logistics & Transportation Management

Credit: 4

Lecture Hours: 30

Subject Code: SC202

Course Outcomes

1. Demonstrate conceptual understanding of logistics systems, transportation structures, and domestic distribution networks.
 2. Analyse warehousing, materials handling, packaging, routing, and transport operations using quantitative and qualitative techniques.
 3. Apply digital tools, logistics information systems, and free open-source simulation environments for transport and warehouse decision-making.
 4. Evaluate logistics and transportation performance using KPIs, costing principles, and network optimisation concepts.
 5. Interpret real-world logistics challenges through global case studies, Coursera modules, and simulation-based learning.
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Coursera Learning Integration (Institute Sponsored – Free Access)

Supply Chain Logistics – Rutgers University

Modules used: Logistics Basics, Transportation, Warehousing, Inventory, Logistics Network

Supply Chain Operations (Logistics Excellence) – Rutgers University

Modules used: Core Logistics Elements, Physical Flow, Digital Systems, Performance Management

FREE Simulation Labs Integrated (No Paid Tools, No Trials)

1. MIT OCW – Home-Based Simulation Lab (Free)

Source: MIT OpenCourseWare – *15.772J D-Lab: Supply Chains*

Transportation routing tasks
Freight scheduling exercises
Warehouse flow optimisation
Inventory balancing problems

2. MIT CTL Micro-Simulations (Free)

Transportation reliability simulation
Routing decision micro-sims
Load consolidation microcases
Inventory–stockout dynamics

3. MITx / edX Supply Chain Exercises (Free in Audit Mode)

Network optimisation Excel labs
Transport costing calculators
Warehousing flow exercises

4. Forio Public Free Supply Chain Game (Free)

Multi-period logistics balancing simulation
Cost–service tradeoff visualisation

5. AnyLogic PLE (Personal Learning Edition) – Free

Materials handling modelling
Transport movement flows
Warehouse operations simulation

Case Studies (Recommended – All Free or Institution-Licensed)

SUMY: Urban Freight Delivery (Ref. 620-0022-1B)
Transportation Decisions and Carbon Emissions at SparQ, Inc (Ref. 623-0015-1)
Cargo and Culture: Customs Integrated Cargo System (A) (Ref. 2007-92.1)
Missing Boxes in Central Europe (Ref. 615-037-1)
The Dabbawala System: On-Time Delivery Everytime – HBR 9-610-059
MIT CTL Transportation Microcases

Detailed Syllabus Outline (10 Modules, 30 Lecture Hours)

Module Number	Topic	Sub-Topics	Book Chapters (Murphy & Knemeyer, 12th Ed.)	Industry & International Academia Mapping	Lecture Hours
1	Introduction to Logistics & Transportation	Role of logistics – cost vs service – logistics vs SCM – transportation as subsystem	Ch. 1	MIT OCW 1.203J Logistics Methods	3
2	Transportation Modes & Infrastructure	Road, rail, air, water – modal characteristics – intermodal basics	Ch. 12	MIT CTL Freight Transport Lectures	3
3	Carrier Selection & Routing Basics	Carrier evaluation – rate structures – routing – load consolidation	Ch. 13 (sections)	MIT CTL Routing Micro-Sim	3
4	Warehousing Management	Functions – layout – storage systems – operations – KPIs	Ch. 10	MITx Warehouse Design Labs	3
5	Materials Handling Systems	Handling principles – MHE – safety – automation	Ch. 11	AnyLogic PLE Material Flow Models	3
6	Packaging & Unitisation	Packaging basics – protective packaging – palletisation – containerisation	Ch. 11	Industry: Amazon Fulfilment Packaging SOPs	3
7	Domestic Logistics Network Design	Hub-and-spoke – cross-docking – facility location – network structures	Ch. 1 & 10	MITx Network Optimisation Exercises	3
8	Logistics Information Systems (LIS)	WMS, TMS – RFID – GPS, Telematics – tracking systems	Ch. 2	MITx Digital SC Labs	3
9	Transport Costing & Performance	Freight costing – fuel/toll costs – KPIs (OTIF, fill rate, cube utilisation) – optimisation	Ch. 13	Forio Free SC Game	3
10	Integrated Logistics &	End-to-end logistics flow – warehouse–transport–network	All relevant	MIT CTL Microcases +	3

Module Number	Topic	Sub-Topics	Book Chapters (Murphy & Knemeyer, 12th Ed.)	Industry & International Academia Mapping	Lecture Hours
	Transportation Cases	integration – case analysis		MIT OCW sims	

Textbook

Contemporary Logistics, 12th Edition
Paul R. Murphy Jr. & A. Michael Knemeyer
Pearson, 2019.



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Data Science Using R

Credit: 4

Lecture Hours: 40

Subject Code: TM 201

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Programming in R	Basics of R, Conditional and loops, R packages/libraries, Data mining GUI in R, Data structures in R, Exceptions/ debugging in R	International Academia: (https://ocw.mit.edu/courses/introduction-to-r-and-gis-fall-2023/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Explore Data Preprocessing Techniques using R Studio	4 [2L+2P]	Basic syntax and uses of R programming.

2	Data Wrangling	Reading CSV, JSON, XML, .XLSX and HTML files using R, ETL operations in R, Sorting/ merging data in R, Cleaning data, Data management using dplyr in R	International Academia: (https://ocw.mit.edu/courses/introduction-to-r-and-gis-fall-2023/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4 [2L+2P]	Apply basic data cleaning and handling techniques.
3	Modelling in R	Linear regression model in R, Multiple linear regressions model, Representation of regression results, Non Linear Regression	International Standards (https://online.stanford.edu/courses/stats203v-introduction-regression-models-and-analysis-variance-summer) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://www.coursera.org/learn/data-analysis-r/home	10 [4 L+ 6 P]	Develop sales forecasting models using analytical platforms.
2	Mining Algorithms using R	Association analysis, Market-basket analysis/ rules, Apriori algorithm, Segmentation analysis- types of segmentation, k-means clustering, Bayesian clustering, Principal Component Analysis (PCA)	International Academia: (https://online.stanford.edu/courses/xfds112-r-programming-fundamentals/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	10 [4L + 6P]	Students will develop small programs based on the concepts learnt in class. Apply basic Machine learning algorithms for managerial decision making.

			CTE MBA.pdf)		
	Time Series Forecasting in R and model deployment	Basics of time series, Components of time series, Time series forecasting, Deploying predictive models	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) Industry Mapping: https://www.coursera.org/learn/probability-intro/home	10 [5 L + 5 P]	Apply basic time series forecasting using R analytical environment
	Case Study	1) Viacom: Democratization of Data Science 2) Kaggle 2019 Data Science Survey 3) Applying Data Science and Analytics at P&G 4) An Art & A Science: How to Apply Design Thinking to Data Science Challenges	AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE MBA.pdf) Industry Mapping: https://www.coursera.org/learn/r-programming/home	2	Case Study and Project Solutions on various functional domains of Business using R

SUGGESTED READINGS:

TEXT BOOKS:

1. Data Analytics using R - Seema Acharya, Mc. Graw Hill Publication
2. R and Data Mining: Examples and Case Studies – Yanchang Zhao

REFERENCE BOOKS:

1. R for Data Science – Hadley Wickham and Garrett Grolmund
2. R in Action – Robert Kabacoff
3. R for Everyone: Advanced Analytics and Graphics – Jared P. Lander
4. The R Book – Michael J. Crawley

Course Objectives:-

Handling large dataset to mine business decisions using analytical platforms are most crucial task for business enterprise. This course is designed to focus on the application of Data Science using R programming language. Moreover, this course also design to teach various forecasting models to the learners that will help them to become industry ready for Business Analyst role.

Course Outcomes:-

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

CO1	Understand the basic syntax, logic and programming skills.
CO2	Exposure of various data management R tools for handling Big data
CO3	Business Modeling and Forecasting
CO4	Analyzing & optimizing Time series data

Mapping of Cos with POs:

CO-PO Mapping

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

[Key: While “3” indicates High, “2” indicates Medium & “1” indicates Low levels of mapping.]



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Marketing Analytics

Credit: 4

Lecture Hours: 40

Subject Code: TM 202

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

<https://www.coursera.org/learn/uva-darden-market-analytics>

<https://www.coursera.org/learn/marketing-analytics-foundation>

<https://www.linkedin.com/learning/marketing-analytics-setting-and-measuring-kpis-2/about-kpis-and-google-analytics?u=229219690>

https://onlinecourses.nptel.ac.in/noc20_mg30/preview

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

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment

1	Introduction to Marketing Analytics	Need, types and management of marketing data. Data Driven Marketing Approach, Marketing Engineering, Marketing Mix, Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing. Preprocessing and Summarize marketing data using analytical tools	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4	Assignment Students will study various Marketing and Sales Data Preprocessing techniques using basic analytical tools
	Pricing Analytics	Basic Concept of Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming	Industry Mapping: Explore Data Preprocessing Techniques using Power Query and Advanced Excel	4	Assignment Students will learnt estimating Price Demand Curves and optimization

	Marketing Forecasting	Simple Regression and Correlation, Multiple Regression ,logistics and non- linear regression to forecast marketing and sales , Modeling trend and Seasonality, Ratio to Moving Average Method, Winter's Method	International Standards https://online.stanford.edu/courses/stats203v-introduction-regression-models-and-analysis-variance-summer AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:	6	Assignment Students will study to develop sales forecasting models using analytical platforms
	Strategic Marketing Analytics	The STP framework, Managing the segmentation process, Segmentation: in Real world: Classification and cluster analysis, Hierarchical and Non-hierarchical clustering, other Clustering, Discriminant Analysis	International Standards https://online.stanford.edu/courses/cs246-mining-massive-data-sets) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA, Orange Tools	6	Assignment Students will develop small programs based on the concepts learnt in class. Students will also learnt to handle business data for extraction, clearing and decision making prospective.
2	Positioning Strategies	Concept of Product positioning, Conduct a Positioning Study, Marketing Mix allocation, Digital Marketing	International Academia: https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	6	

			Industry Mapping: https://www.linkedin.com/learning/marketing-analytics-presenting-digital-marketing-data/the-power-of-presenting-digital-marketing-data?u=229219690		
	Customer Analytics	Customer Management and CRM basics, Concept of CLV, Comparison of CLV with related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics, Sentimental Analysis using analytical tools	International Academia: (https://ocw.mit.edu/courses/15-810-marketing-management-analytics-frameworks-and-applications-fall-2015/) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: https://www.coursera.org/learn/uva-darden-market-analytics	6	Assignment Students will ask to compute CLV and sentimental analysis based on the concepts learnt in class.
	Product Analytics	Concept of Product management and designing, Conjoint Analysis, Product Positioning, Product Association rule mining Product Analytics Basics, advantages, disadvantages and issues, Analytics tools for Product Managers	International Academia: https://online.stanford.edu/courses/xprod210-mastering-product-management-building-your-strategy) AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping:	6	Assignment Case Study Solutions on Product Management, Product Affinity Analysis based problems solving

			Handling Large Datasets For Product association Analysis using WEKA		
	Case Study	-----	AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	2	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in marketing

SUGGESTED READINGS:

Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston .

Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea

Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques , Mike Grigsby

Digital Marketing Analytics: Making sense of Consumer Data in digital world, Chuck, Hemann, Ken Burbary; Que Publishing

Marketing Analytics by Seema Gupta and Avadhoot Jathar, Wiley Publishing

Course Objectives:-

Marketing is a diversify area and most crucial task for business enterprise. This course is designed to focus on the application of analytics for fine tune marketing aspects. The product positioning and marketing forecasting using basic analytical hands on are the other objectives of this course.

Course Outcomes:-

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

CO1	Understand the marketing analytics, its components and its data Management part.
CO2	Evaluate how product, price and customer analytics will contribute towards effective marketing forecasts and product positioning.
CO3	Exposure of various analytical tools for handling marketing data
CO4	Analyzing & optimizing details of product, price and customer analytics for better marketing decision making

Mapping of Cos with POs:

CO-PO Mapping

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

[Key: While “3” indicates High, “2” indicates Medium & “1” indicates Low levels of mapping.]