

University of Engineering and Management, Jaipur
School of Management
4th Semester Structure of MBA (2026-28)

MBA 4th Semester (2027)	Credit	Type
<u>Core Papers</u>		
MB401 Corporate Strategy	4	Theory
MBESP401 Essential Studies for Professional (ESP)-IV	2	Theory
MBSDP481 Skill Development for Professional IV (SDP)	1	Sessional
<u>Finance Specialization Papers</u>		
FM401 International Finance	4	Theory
FM402 Financial Derivatives	4	Theory
FM473 BFSI Sector Management – II	4	Theory
<u>HR Specialization Papers</u>		
HR401 Human Resource Metrics and Analytics	4	Theory
HR402 Performance Management System	4	Theory
HR473 Consulting and Strategic Human Resource Management	4	Theory
<u>Marketing Specialization Papers</u>		
MM401 Consumer Behaviour	4	Theory
MM402 Services Marketing	4	Theory
MM473 Retail and E-Commerce Management	4	Theory
<u>Technology Management Specialization Papers</u>		
TM401 Business Forecasting	4	Theory
TM402 Data Mining	4	Theory
TM473 Managerial Data Intelligence-II	4	Theory
<u>Operations and Supply Chain Management Specialization Papers</u>		
SC401 Supply Chain Transformation	4	Theory
SC402 Supply Chain Design & Strategy	4	Theory
MM473 Retail and E-Commerce Management	4	Theory



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Corporate Strategy

Credit: 4

Lecture Hours: 40

Subject Code: MB-401

Pre-requisite: Marketing Management, Human Resource Management, Financial Management

Course Objectives:

1. To make students learn about the strategic management process and the strategic intent
2. To make students learn about environmental, industrial and internal analysis techniques
3. To make students learn about various corporate and business strategic options
4. To make students learn about implementation, evaluation and control methods of strategies formulated

Course Outcomes:

CO1. Will be able to explain the strategic management process and the strategic intent

CO2. Will be able to do the assessment of environmental, industrial and internal environments using strategic management tools

CO3. Will be able to analyze the business situations and formulate the corporate and business strategies

CO4. Will be able to implement, evaluate and control the strategies

Relevant Links:

1. Link for Study Material:

<https://docs.google.com/document/d/1v0My-ywfMEDdwa3JSeWQIk32bZcWYhg7/edit?usp=sharing&ouid=112150448021391555890&rtpof=true&sd=true>

2. Link for Coursera Course:

- i) [Coursera_E & I analysis](#)
- ii) [Coursera_Corporate Strategy](#)
- iii) [Coursera_Implementing](#)
- iv) [Coursera_Strategy formulation, Implementation](#)

3. Link for LinkedIn Learning Course:

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	L AB Assignment/Case study
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1	Introduction to Strategic Management	Definition of Strategic Management, The strategic Management Model, Stages of strategic management, Benefits of engaging in strategic management	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/strategic-management-mba-fia?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will know about strategic levels in industry Reference : Ch 1 : The nature of strategic management ; Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO1	3	Case study : Ch 1 from text book Tata Motors Vs Others
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2	Business Vision and Mission	Core Values, Vision, Mission	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will understand about strategy formulation process Reference : Ch 2 : Business Vision and Mission ; Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO1	5	Case study : Ch 2 from text book Jetblue Airways LAB : Evaluating and writing vision and mission statements
3	Assessment of External Environment	Analysis of external environment using PESTEL, Porter's five forces model	International Academia https://www.coursera.org/videos/innovation-technology-be-disruptive/nKhmW?source=search&query=PESTAL%20analysis AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will assess the impact of external environment and Competitive Position in the industry Reference :	6	Case study : Ch 3 from text book The Times of India

			Ch 3 : Environmental appraisal Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO2		
4	Internal Assessment	Analysis of Internal Environment, Role of management in internal assessment, Role of marketing in internal assessment, Steps for IFE matrix	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Will assess effect of internal environment on performance Reference : Ch 4 : The Internal Assessment Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO2	6	Case study : Ch 4 from text book A Real Estate Business
5	Strategies in action	Long term Objectives, Levels of strategies , Types of strategies, Integration strategies, Intensive strategies, Diversification strategies, Defensive strategies, Value Chain analysis and Benchmarking, Michael Porter's Generic Strategies	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Understanding of Strategies Reference : Ch 5: Strategies in action	8	Case study : Ch 5 from text book Zorabian Chicken

			Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO3		
6	Strategy analysis and Choice	Strategy analysis and Choice process, SWOT Matrix, BCG Matrix, Grand Strategy Matrix	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtvr7/specializations/strategic-management?source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Understanding of strategic tools Reference : Ch 6: Strategy analysis and choice Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO3	5	Case study : Ch 6 from text book Athena BPO
7	Implementing Strategies	Allocate resources and Manage dict, M t cur it , ariz iral struc : St e c atic s issues, Strategic human resource issues, Strategic marketing issues	International Academia https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	Case study : Ch 7 from text book Revolutionizing Auto Retail Case study from Deloitte https://www2.deloitte.com/id/en/pages/a bout-

			Industry Mapping Understanding of how to implement strategies Reference : Ch 7 : Implementing Strategies Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO4		deloitte/articles/greenhouse-cases-strategy.html
8	Strategy evaluation and Governance	The strategy evaluation process, Strategy evaluation activities, The Balanced Scorecard	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Understanding of how to evaluate strategies and take control Reference : Ch 9 : Strategic evaluation and control Book : Strategic management: Concepts and Cases by David, Kanjer & Chaudhuri Course Outcome CO4	3	Case study : Ch 9 from text book Secret Strategic Planning Works Great For TJX

Text Books

1. Strategic management: Concepts and Cases by David, David, David, Jacob, Kanjer & Chaudhuri, Pearson (Ch 1, 2, 3 4, 5, 6, 7, 9)

Reference books

1. Strategic Management and Business Policy by Azhar Kazmi , Tata McGraw Hill
2. Exploring Strategy : Text and Cases by Whittington, Regner, Angwin, Johnson, Scholes
3. Contemporary Strategy Analysis by Grant, Jose, Yayavaram & Pallaathitt



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Essential Studies for (ESP) - IV

Professional Credit: 02

Lecture Hours: 40

Subject Code: MBESP401

Module number	Topic	Sub-topics	Mapping with International/National/State Level Exams	Lecture Hours	Corresponding Assignment
1	GK, Current Affairs and Economics	Textbook: IGNOU 1. Balance of Payment (BECC-106, Block-3, Unit-8) http://egyankosh.ac.in/handle/123456789/75074 2. Poverty (BECC-112, Block-3, Unit-9) http://egyankosh.ac.in/handle/123456789/83224 3. Unemployment- (related to schemes) (BECC-106, Block-2, Unit-6) http://egyankosh.ac.in/handle/123456789/83224	International Exams 1. GRE (https://www.ets.org/pdfs/gre/gre-math-review.pdf) 2. GMAT (https://downloads.mba.com/downloads/gmat-handbook.pdf) 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)	40	1. Balance of Payments: Write a case study on the BoP crisis India faced in 1991.. 2. Poverty and Unemployment- Compare and contrast two major poverty alleviation schemes in India. Discuss their methodologies, target groups, and effectiveness in addressing poverty. 3. Different types of Goods Write an essay on the role of different types of goods in daily life. 4. Fiscal Policy of India. Research the fiscal policy measures taken by the Indian government during recent economic crises, such as the 2008 global financial crisis or the COVID-19 pandemic. Analyze their effectiveness and

		e/123456789/75067 4. Different types of Goods (BECC-101, Block-6, Unit-16) http://egyankosh.ac.in/handle/123456789/67496 5. Fiscal Policy of India. (BECC-109, Block-3, Unit-9) http://egyankosh.ac.in/handle/123456789/76562 GK and Current Affairs – Based on Monthly Magazines provided and recent news of national and international importance. Newspaper Reading: The Economic Times. Traditional GK and CA: Capitals of countries, currency of countries, important dates, Sports football, hockey, recent events & awards etc. Important books & authors, Important Hydropower dams, atomic power plant s, important national parks, Minister & portfolio & constituencies,	211222.pdf), pg 20-21 3. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), 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) 7. XAT (https://xat.org.in/xat-syllabus/) 8. GATE (https://gate2024.iisc.ac.in/apers-and-syllabus/) 9. CAT https://iimcat.ac.in/per/q01/pub/756/ASM/WebPortal/1/index.html?756@@1@@1	impact on the economy. ** All the assignments are in line with entrance exams for premier B-Schools and GS Paper-I of UPSC CSE.
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	Population census, Persons in news -most famous,popular recent only, Important dances & festivals of Indian states,International Head Quarters & world organization, Important president & pm elected from various countries, Important about banks like payment banks, small banks& license system, Awards, Sports, Books & author, National & International affairs	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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References

1. Indian Economy-Ramesh Singh



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Syllabus for MBA Admission Batch 2026

Subject Name: Skill Development for Professional IV (SDP) Credit: 01

Lecture

Subject Code: Hours:20

MBSDP481

Module number	Topic	Sub-topics	Mapping with International/National/ State Level Exams	Lecture Hours	Corresponding Assignment
1	Quantitative Aptitude	Textbook: Quantitative Aptitude for Competitive Examination Author: R.S Agarwal Publishing House: S.Chand 1. <u>Permutation & Combination:</u> Numbers, Alphabets, Linear arrangement, Circular arrangement, Repetition, Selection based 2. <u>Probability:</u> Coins, Dices, Drawing of balls, Cards, Numbers,	International Exams 1.GRE (https://www.ets.org/pdfs/gre/gre-math-review.pdf) 2.GMAT (https://downloads.mba.com/downloads/gmat-handbook.pdf) 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	6	1. Permutation & Combination a. How to arrange different numbers in different sequences. b. Questions based on Alphabet arrangements. c. Problems based on linear and circular arrangements. d. Problems based on garlands and Necklaces. e. Problems based on selection of things and persons. 2. Probability a. Problems based on different numbers of coin tossed. b. Problems based on rolling dices. c. Problems based on forming of committees based on selection. d. Problems based on drawing of cards

		3. Mensuration – Rectangle, Square, Triangle, Rhombus, Parallelogram, Cylinder, Cone, Sphere, Hemisphere	3. RBI Grade B (https://rbidocs.rbi.org.in/rdocs/Content/PDFs/DADVTGRB09052023FA65E4FB1C2CF473396B4FD7E5F69CDDE.PDF), 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_0304_2023.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) 7. XAT (https://xat.org.in/xat-syllabus/) 8. GATE (https://gate2024.iisc.ac.in/papers-and-syllabus/) 9. CAT https://iimcat.ac.in/per/q01/pub/756/ASM/WebPortal/1/index.html?756@@1@@1 State Level Exams: 1.Civil Services Executive Exam (WBCS) (https://wbpsc.gov.in/Downlo		3. Mensuration. - Problems based on 2D and 3D shapes. - Finding area based on mixed shapes. - Finding the volume based on different shapes. - Problems based on Prism Pyramid. ** All the assignments are in line of GS Paper I of UPSC CSE Mains Examination
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			ad?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	Textbook: Verbal and Non Verbal reasoning Author: R.S Agarwal Publishing House: S.Chand 1) Calendar 2) Analogy & Classification 3) Dice & Cube, Puzzles and Sitting Arrangement	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_0304_2023.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	6	1. Calendar a. Problems based basic structure of a calendar and a concept of an odd day. b. Problems based on leap year in centuries. c. Problems based on exact day and comparison of day. d. Finding the day when another day is given or not given. 2. Analogy & Classification a. Problems based on letter or word based analogy. b. Problems based on Number based analogy. c. Problems based on Mixed analogy. d. Problems based on image analogy. 3. Dice & Cube a. Problems based on standard dice and ordinary dice. b. Problems based on single dice. c. Problems based on two or more dices.

			tissement, pg 1 2. Miscellaneous Services Recruitment Examination (file:///C:/Users/UEMK/Downloads/2707970_2019.pdf), pg 1		
3	Verbal English-2	Textbook: Objective General English Author: R.S Agarwal Publishing house: S.Chand 1) Application of Adverbs 2) Active Passive Voice 3) Direct and Indirect Speech 4) Reading Comprehension 5) Email Writing	International Exams 1. GRE (https://www.ets.org/gre/test-takers/general-test/prepare/content/verbal-reasoning.html#accordion-9f58105fc6-item-88093eca37) National Exams: 1. UPSC Civil Services Exam (https://upsc.gov.in/sites/default/files/Notif-CSP-23-engl-010223.pdf), pg 25-26 2. UPSC Combined Defence Services (https://upsc.gov.in/sites/default/files/Notif-CDS-I-Exam-2023-Engl-211222.pdf), pg 20-21 3. Combined Graduate Level conducted by SSC (https://ssc.nic.in/SSCFileServer/PortalManagement/UploadedFiles/notice_CGLE_0304_2023.pdf) pg. 20-22 4. Intelligence Bureau ACIO (https://www.pw.live/exams/wp-content/uploads/2023/11/IB-ACIO-Recruitment-2023-	6	1. <u>Application of Adverbs</u> Practice set based on Spotting the Error. Notification-Emp-News.pdf)

2. Active Passive Voice

Practice set based on conversion of active sentences to passive and vice-versa

3. Direct and Indirect Speech Practice set

based on conversion of direct speech to indirect speech and vice-versa

4. Reading Comprehension Reading unseen

passages and answering questions based on the same

5. Write emails on the following topics:

- Write an email to a company requesting information about their products/services
- Write an email to your professor to submit an assignment electronically
- Write an email to technical support to troubleshoot a problem with your computer
- Draft an email to the admissions

			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		office of a university to inquire about a specific program.
4	Data Interpretation level-II	Textbook: Quantitative Aptitude for Competitive Examination Author: R.S Agarwal Publishing House: S.Chand Line graph	International Exams 1. GRE https://www.ets.org/gre/test-takers/general-test/prepare/content/quantitative-reasoning.html#accordion-eb7b696bc8-item-f763480e0e) 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	6	1. Problems based on mixed diagrams. 2. Problems based on time series.

			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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Syllabus for MBA Admission Batch 2026

Subject Name: INTERNATIONAL FINANCE

Credit: 4

Lecture Hours: 40

Subject Code: FM 401

COURSERA COURSES

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

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

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

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

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

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

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

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

NPTEL COURSES

[NPTEL 1](#) - International Financial Environment

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

[NPTEL 3](#) - Purchasing Power Parity

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

LINKEDIN LEARNING

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

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

Study Material

COURSE OBJECTIVE:

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

COURSE OUTCOMES

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

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

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

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

Course Prerequisites

Relation With other subjects

Subject	Correlation
Financial Accounting	Medium
Financial Management	High
Financial Derivatives and Risk Management	High
Statistics	Medium
Security Analysis and Portfolio Management	Medium

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	CASE STUDIES	Mapping with Hands on Practice in Lab Using Tools.
1	International Financial Management	Domestic Financial Management & International Financial Management. The Emergence of the MNC, Nature of the MNC, BOP Accounting, Components of BOP, Significance of 'Deficit' & 'Surplus' in BOP, India's BOP, Capital Account Convertibility	International Academia: https://ocw.mit.edu/courses/15-617-the-law-of-corporate-finance-and-financial-markets-spring-2004/ https://ocw.mit.edu/courses/15-223-global-markets-national-politics-and-the-competitive-advantage-of-firms-fall-2011/ https://ocw.mit.edu/courses/14-02-principles-of-macroeconomics-spring-2014/resources/mit14_02s14_current_account/ Text Book Mapping: International Financial Management, Vuytatesh Sharan, PHI Learning Private Ltd. Chapter 1 Chapter 2	8	HBR Industry Notes: Reading the Balance of Payments Introduction to Balance of Payments Analysis HBR Exercise: Balance of Payments: Interpretation and Exercise HBR Case: The U.S. Current Account Deficit	Google Colab OECD DATA EXPLORER IMF DATA ➤ AI-assisted data visualization & interpretation of BOP, CAD
2	Exchange Rate Determination	Functions, Participants and Transactions – Exchange Rates and Quotations –	International Academia: https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/ AICTE-prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	12	HBR Industry Notes: Foreign Exchange Markets and Transactions Exchange Rate Models	Real Time Trading in MATLAB https://www.mathworks.com/videos/a-real-time-trading-system-in-matlab-92900.html Simulated Trading https://www.forex.com/en/tra

		Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract, Futures, Forwards, Swaps – Currency Swap and Interest rate Swap, Quality Spread Differential	Industry Mapping: https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program Text Book Mapping: International Financial Management, Vyuptakesh Sharan, PHI Learning Private Ltd. Chapter – 4 Chpater – 5 Chapter- 6 Chapter -7 Chapter- 8 Chapter- 9 Chapter- 10 Chapter - 19		Exchange Rate Regimes HBR Exercise: Foreign Exchange Markets and Transactions Exchange Rate Terminology and Analytics HBR Case: Singapore's Exchange Rate Management System Floating the Exchange Rate: In Pursuit of the Chinese Dream	ding-platforms/simulated-trading/
3	International Parity Conditions	Purchasing Power Parity- Interest rate Parity, Fishers International	International Academia: https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/resources/mit15_012s11_lec12/ https://ocw.mit.edu/courses/15-012-applied-macro-and-international-economics-spring-2011/	12	HBR Industry Notes: Parity Conditions in International Markets	SheetAI ➤ Estimate parity conditions directly from exchange rate data using AI inside Excel/Sheet

		Parity Theory, Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through Money Market Operation	Industry Mapping: https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program Text Book Mapping: International Financial Management, P K Jain, Josette Peyrard, Surendra S Yadav ; Macmillan Chapter – 6 Chapter – 7		Note on Fundamental Parity Conditions HBR Exercise: Hedged Cost of Funds and Interest Rate Arbitrage HBR Case: Groupe Ariel S.A.: Parity Conditions and Cross-Border Valuation Universal Circuits, Inc.	
4	International Banking & Money Market	International banking Services- BASEL Norms, International Money Markets, International Equity Sources - Global Equity Markets- ADR, GDR,	International Standards https://ocw.mit.edu/courses/15-s12-blockchain-and-money-fall-2018/ https://ocw.mit.edu/courses/15-617-the-law-of-corporate-finance-and-financial-markets-spring-2004/ https://ocw.mit.edu/courses/15-015-macro-and-international-economics-fall-2011/ https://ocw.mit.edu/courses/15-015-macro-and-international-economics-fall-2011/resources/mit15_015f11_lec06/	8	HBR Industry Notes: International Institutions Note on Depositary Receipts HBR Case: Swatch Group and Francogeddon Basel III: An Evaluation of New Banking	FinRegGPT ➤ Students analyse Basel III/IV norms using AI

		Process of Export and Import- necessary documentation- LC, Bank Guarantee, Letter of Intent etc.	AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.lakshmisri.com/practices/banking-finance/ https://www.lakshmisri.com/practices/international-trade-and-wto/ Text Book Mapping: International Financial Management, Vyuptakesh Sharan, PHI Learning Private Ltd. Chapter – 15 Chpater – 16 Chapter- 17 Chapter -18		Regulations Deutsche Bank and the Road to Basel III	
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Suggested Books:

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

Reference Books:

1. Apte, P.G.: International Financial Management, Tata McGraw Hill.
2. Eiteman, Stonehill & Pandey: Multinational Business Finance, Pearson Education
3. Eun & Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance,

Cengage Learning

4. O' Brien: International Finance, OUP
5. A. V. Rajwade, H. G. Desai, Foreign Exchange – International Finance Risk Management; SPD



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Financial Derivatives

Credit: 4

Subject Code: FM 402

Lecture Hours: 40

Course Objective: This course is designed to provide students with a comprehensive understanding of the derivatives market and the various financial instruments used in it, including forwards, futures, options, and swaps. Students will explore the characteristics of these instruments and gain insights into their valuation and practical applications. The course will also focus on how derivatives can be used for risk management in business and investment strategies. By the end of the course, students will acquire the necessary skills to hedge against risk, speculate on market movements, and apply derivatives in real-world financial contexts.

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

CO1: Understand the structure of the derivatives market and analyze the characteristics and uses of forward contracts, futures, options, and swaps.

CO2: Apply derivative pricing models to accurately value forward, futures and options in varying market conditions.

CO3: Design and evaluate risk management strategies using different types of derivatives to hedge against financial risks.

CO4: Evaluate speculative investment strategies using derivatives and create tailored strategies to optimize market returns.

Course Prerequisites

Relation With other subjects

Subject	Correlation
Statistics	High
Financial Management	High
Indian Financial system and Financial Markets	High

Relevant Links:

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

2. Link for Coursera Courses:

Derivatives - Options & Futures - [Cousera Course 1](#)

Advanced Topics in Derivative Pricing - [Cousera Course 2](#)

3. Link for LinkedIn Learning Courses:

Foundations of Treasury Management - [Linkedin Learning 1](#)

Finance Foundations: Risk Management - [Linkedin Learning 2](#)

4. Link for NPTEL Courses:

Financial Derivatives And Risk Management - [NPTEL Course 1](#)

Commodity Derivatives and Risk Management- [NPTEL Course 2](#)

DETAIL SYLLABUS:

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Assignment, Case studies and AI based Applications
1	Derivatives: An introduction	Financial derivatives in Indian Financial Markets --- risk management using derivatives, classification of derivatives, functions of derivative markets and participants	International Academia: https://online.stanford.edu/courses/mse245b-advanced-investment-science AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Equity Derivatives - Meaning, Benefits & Types Tradebulls Text Book Mapping: Derivatives and Risk Management, Rajiv Srivastava, OUP, 2nd Ed. ➤ Chapter – 1	2	MIT OpenCourseWare – https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/video-lectures-and-slides/forward-and-futures-contracts/ HBR Reading 1. Introduction to Derivative Instruments 2. Derivative Markets: Structure and Risks AI Tools 1. Google Gemini in Google Sheets ➤ Students understand derivative classification with a structured table
2	Introduction to Forward Contract	Forward contracts, Limitations of forward markets, pay-offs, Forward Rate Agreement (FRA) – Cost of Carry Model	International Academia: https://online.stanford.edu/courses/mse245b-advanced-investment-science AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Equity Derivatives - Meaning, Benefits & Types Tradebulls Text Book Mapping: Derivatives and Risk Management, Rajiv Srivastava, OUP, 2nd Ed. ➤ Chapter – 2	4	MIT OpenCourseWare – https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/video-lectures-and-slides/forward-and-futures-contracts/ HBR Case: Lessons Learned? Brooksley Born & the OTC Derivatives Market (A) AI Tools 1. Desmos Graphing Calculator

					➤ Visual understanding of arbitrage opportunities
3	Introduction to Futures	Introduction to futures, Stock Futures, Index futures, Commodity Futures, Hedging through Commodity and Index Futures, Distinction between futures and forwards contracts.	International Academia: https://online.stanford.edu/courses/mse245b-advanced-investment-science AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Introduction to Futures - CME Group Text Book Mapping: Derivatives and Risk Management, Rajiv Srivastava, OUP, 2nd Ed. ➤ Chapter – 3, 4	6	MIT OpenCourseWare Assignment – https://ocw.mit.edu/courses/15-433-investments-spring-2003/c18221d4b592f362e753038089a6171e_15433_assignment_3.pdf HBR Case: 1. BEA Associates: Enhanced Equity Index Funds 2. Risk Management: A Case Study on Derivative 3. Applications for Financial Futures AI Tools 1. NSE Paathshaala Simulator ➤ Students see real futures market without trading risk 2. FinRL Playground ➤ Understanding speculation, risk, and model limitations
4	Concept of Margin	Types of Margin in Futures – ITM, ATM, OTM - Concept of Lot size - Open Interest- Hedging through Forward and	International Academia: (https://online.stanford.edu/courses/mse245b-advanced-investment-science) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)	4	MIT OpenCourseWare Assignment – https://ocw.mit.edu/courses/15-433-investments-spring-2003/c18221d4b592f362e753038089a6171e_15433_assignment_3.pdf Case Study: 1. Derivatives and Hedging 2. Lufthansa: To Hedge or Not to Hedge

		Futures – Contango and Backwardation – Basis Risk	Industry Mapping: Introduction to Futures - CME Group Text Book Mapping: Derivatives and Risk Management, Rajiv Srivastava, OUP, 2 nd Ed. ➤ Chapter – 4		AI Tools 1. CME Core Margin Calculator ➤ To show margin requirement and futures valuation concepts 2. Investopedia Trading Simulator ➤ Students take a mock position in futures. ➤ Observe daily MTM and margin calls.
5	Credit Derivatives	Concept and assessment of credit risk, Types of Credit Derivatives- CDS, TRS, etc, Collateralized Debt Obligations (CDO) – The Indian Scenario - credit risk mitigation	International Academia: https://online.stanford.edu/courses/mse245b-advanced-investment-science AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: CD Guide final-b Simon .PDF Text Book Mapping: Derivatives and Risk Management, Rajiv Srivastava, OUP, 2 nd Ed. ➤ Chapter – 20	6	MIT OpenCourseWare – https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/1543318creditrisk2/ HBR Case 1. Delphi Corp. and the Credit Derivatives Market 2. First American Bank: Credit Default Swaps AI Tools 1. OpenBB Terminal ➤ Hands-on exposure to credit spreads & CDS-like behavior
6	Option	Option: Call and Put Option- American and European Option-Intrinsic and Time Value, Put	International Standards : https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec19_options/ AICTE prescribed syllabus: https://www.aicte-	4	AI Tools 1. Google Sheets + Gemini ➤ Calculate intrinsic and time value for option prices and time value explanations

		Call Parity, distinction between Options and Futures	india.org/sites/default/files/ AICTE MBA.pdf Text Book: Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House Chapter – 1 Chapter - 9		2. Web Based Simulators: https://moneybhai.moneycontrol.com/#goog_rewarded
7	Hedging strategies with Options	stock options, Index options, straddles and strangles, straps and strips, Spreads – Bull/Bear/Butterfly.	<i>International Standards :</i> https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec19_options/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/ AICTE MBA.pdf <i>Industry Mapping:</i> https://www.tradebulls.in/learn-stock-market/equity-derivatives/options-strategies https://www.optionseducation.org/strategies/all-strategies-en Text Book: Futures and Options ; N D Vohra, B R Bagri; McGraw Hill Education Chapter - 4	6	HBR Case Study – 1. A framework for Risk Management 2. The basics of Financial Derivatives Case Study https://casi.sas.upenn.edu/sites/default/files/iit/Derivatives%20-%20Vashishtha.pdf https://nsearchives.nseindia.com/content/research/Paper60.pdf AI Tools 1. AI applications: ➤ AI to generate payoff diagrams and write interpretations 2. Web Based Simulators:

					https://algotest.in/feature/simulator
8	Option Greeks:	Delta, Theta, Vega, Gamma, rho and phi	AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: https://www.tastylive.com/concepts-strategies/option-greeks Text Book: Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House Chapter – 13 Chapter - 14	2	Matlab: https://in.mathworks.com/help/finance/pricing-and-analyzing-equity-derivatives.html
9	Option Valuation	Pricing and Valuation of Option Contract- Binomial Option Pricing Model - Black Scholes Model – their interpretations, historical and implied volatility	International Standards: https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/resources/lec20_options2/ Industry Mapping: https://pages.stern.nyu.edu/~adamodar/New_Home_Page/lectures/opt.html https://viewpoint.pwc.com/dt/us/en/pwc/accounting_guides/stockbased_compensat/stockbased_compensat_3_US/chapter_8_estimating_US/81_chapter_overview_9_US.html Text Book:	4	Case Study https://corporatefinanceinstitute.com/resources/derivatives/options-case-study/#:~:text=Options%20Case%20Study%20Proper,-Let%20us%20examine&text=The%20market%20is%20currently%20at,forecast%20threshold%20the%20manufacturer%20fears. AI Tools OpenBB Terminal ➤ Use OpenBB to download prices and compute historical volatility

			Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House Chapter – 10 Chapter – 11 Chapter - 12		2. Google Sheets + Gemini 3. Excel Online + GPT add-on 4. Google Sheets , Excel Web (Black–Scholes calculator)
10	Swaps	Basic concept and applications	International Standards: https://ocw.mit.edu/courses/15-617-the-law-of-corporate-finance-and-financial-markets-spring-2004/resources/lec20/ AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/ AICTE MBA.pdf Text Book: Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House Chapter – 8	2	HBR Reading 1. Currency Swaps 2. Interest-Rate Swaps 3. Introduction to Credit Default Swaps 4. Note on Forward Contracts and Swaps HBR Case 1. Credit Default Swaps on AMR Corporation: Cash or Credit? 2. Rothmans Inc. - The Curious Case of the Interest Rate Swap

Text Books:

1. Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House
<https://www.amazon.in/DERIVATIVES-RISK-MANAGEMENT-2ND-EDN/dp/0198089155>

2. Futures and Options ; N D Vohra, B R Bagri; McGraw Hill Education

<https://www.amazon.in/FUTURES-OPTIONS-N-D-Vohra/dp/0070483868>

Reference Books:

1. Options, Futures and other Derivatives, John C. Hull, Pearson Education
https://www.pearson.com/nl/en_NL/higher-education/subject-catalogue/finance/Options-Futures-and-Other-Derivatives-Hull.html
2. Financial Derivatives, Gupta, S.L., Prentice Hall.
<https://www.amazon.in/Financial-Derivatives-Theory-Concepts-Problems/dp/812035348X>
3. Financial Derivatives and Risk Management, O.P. Agarwal, Himalaya Publishing
<https://www.amazon.in/financial-derivatives-risk-management-P-Agarwal/dp/9353674271>
4. Financial Derivatives: Risk Management, Bhalla. V. K., S. Chand & Company
<https://www.amazon.in/Financial-Derivatives-V-K-Bhalla/dp/8121920949>



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: BFSI Sector Management- II Credit: 2

Lecture Hours: 20

Subject Code: FM 473

Course Objective

The objective of this course is to provide students with a comprehensive understanding of the Banking, Financial Services and Insurance (BFSI) sector, covering its structure, regulatory framework, financial products and services. The course aims to develop analytical skills in evaluating banking, insurance and capital market products, along with practical exposure to digital payments, FinTech, fraud detection and AI-based financial tools. It prepares learners for industry-oriented careers by enhancing their conceptual knowledge, technological proficiency, ethical awareness and readiness for professional certifications in BFSI.

Course Outcomes (Cos)

CO	Outcome
CO1	Explain BFSI industry ecosystem & regulatory framework.
CO2	Evaluate banking & insurance products with risk and customer perspective.
CO3	Analyse capital market instruments & build investment portfolios.
CO4	Apply FinTech & AI tools to cybersecurity, fraud detection & professional growth.

Program Outcomes (POs)

PO No.	Program Outcome (PO) Statement
PO1	Apply fundamental knowledge of management and financial concepts to real-world business situations.
PO2	Identify, analyse and solve complex financial and business problems using structured decision-making techniques.
PO3	Design and develop effective financial solutions, systems, and strategies for organizations and customers.
PO4	Interpret financial data, analyse market trends and derive informed insights for decision-making.
PO5	Assess financial, operational and market risks and apply mitigation strategies in diverse business scenarios.
PO6	Demonstrate ethical behaviour, regulatory compliance and professional responsibility in BFSI and business practices.
PO7	Use modern tools, digital technologies and AI-based analytical platforms for financial decision making.

PO No.	Program Outcome (PO) Statement
PO8	Communicate effectively and work collaboratively in professional environments through managerial and leadership skills.
PO9	Engage in lifelong learning and continuous professional development in response to industry and technological changes.

Syllabus for Banking, Financial Services & Insurance (BFSI)

Module	Topic & Hours	Subtopics	CO	CO→PO Mapping	Coursera	LinkedIn Learning	AI Tool	Lab Assignment	Case Study
1	BFSI Structure & Scope — 2 Hrs	Banks, NBFCs, Insurance, AMC, Financial Intermediaries	CO 1	PO1, PO2	“Financial Markets – Yale” — Gemini — https://www.coursera.org/learn/financial-markets-global	“Financial Services Foundations” — https://www.linkedin.com/learning/financial-services-foundations	Google Gemini — https://gemini.google.com	Create BFSI industry mind map with AI	“Growth of Indian Banking Sector Post Liberalisation” — https://www.investopedia.com/terms/b/banking.asp
2	Regulatory Framework (RBI, SEBI, IRDAI, PFRDA) — 2 Hrs	KYC, AML, Monetary Policy, FEMA, Risk Oversight	CO 1	PO2, PO6	“Financial Regulation” — https://www.coursera.org/learn/financial-regulation	“Regulations & Compliance” — https://www.linkedin.com/learning/financial-regulations-and-compliance	Perplexity AI — https://www.perplexity.ai	Create regulatory compliance checklist for BFSI	“Monetary Policy on NBFC Liquidity” — https://www.rbi.org.in/Scripts/PublicationReportDetails.aspx?ID=1212
3	Banking & Digital Services — 3 Hrs	Deposits, Loans, Credit, Net Banking, UPI	CO 2	PO2, PO3, PO4	“Digital Transformation in Banking” — https://www.coursera.org/learn/digital-transformation-in-banking	“Retail Banking Fundamentals” — https://www.linkedin.com/learning/retail-banking-fundamentals	Microsoft Power BI / Excel AI — https://www.microsoft.com/power-bi	Create EMI & loan amortization sheet using AI formulas	“Digital Banking Adoption in India” — https://www.researchgate.net/publication/3

Module	Topic & Hours	Subtopics	CO	CO→PO Mapping	Coursera	LinkedIn Learning	AI Tool	Lab Assignment	Case Study
					tal-transformation-in-banking	retail-banking-fundamentals	om/en-us/power-platform		55345587 Digital Banking Impact in India
4	Insurance & Risk Management — 3 Hrs	Underwriting, Premium Pricing, Claims Management	CO 2	PO3, PO4, PO5	“Risk Management & Insurance” — https://www.coursera.org/learn/risk-management-insurance	“Insurance Principles & Practices” — https://www.linkedin.com/learning/insurance-principles-and-practices	Analisa Risk AI — https://www.analisa.io	Design program sheet for various risk profiles	“Insurance Penetration & Customer Behavior in India” — https://www.policybazaar.com/insurance-industry-overview
5	Capital Markets & Mutual Funds — 3 Hrs	IPO, MF Types, SIP, NAV, Portfolio Concepts	CO 3	PO3, PO4, PO5, PO7	“Investment Management Specialization” — https://www.coursera.org/specializations/investment-management	“Financial Markets— Overview” — https://www.linkedin.com/learning/financial-markets-an-overview	ChartInk Screener — https://chartink.com	Build sample investment portfolio & track returns	“Performance of Nifty Index vs Mutual Funds During Volatility” — https://www.moneycontrol.com/mutual-funds/performance-tracker
6	FinTech, Blockchain & Payments — 3 Hrs	UPI, Wallets, Neo Banks, Smart Contracts	CO 4	PO4, PO7, PO8, PO9	“FinTech – Foundations & Applications” — https://www.coursera.org/learn/fintech-foundations	“FinTech Revolution” — https://www.linkedin.com/learning/fintech-revolution-in-financial-services	Draw.io Blockchain Flow Designer — https://app.diagrams.net	Create digital payments (UPI) transaction flow	“Rise of UPI & Digital Payments in India” — https://www.npci.org.in/what-we-do/upi

Module	Topic & Hours	Subtopics	CO	CO→PO Mapping	Coursera	LinkedIn Learning	AI Tool	Lab Assignment	Case Study
7	Fraud Detection & Cybersecurity — 2 Hrs	Credit Scoring, AML, Data Breach, Anomaly Detection	CO 4	PO5, PO7, PO8	“AI For Everyone – Andrew Ng” — https://www.coursera.org/learn/ai-for-everyone	“Cybersecurity for Financial Services” — https://www.linkedin.com/learning/cybersecurity-for-financial-services	Google Colab ML — score / fraud prediction model https://colab.rsrh.google.com	Build credit fraud prediction model	“Credit Risk Modelling & Loan Default Patterns” — https://www.analyticsvidhya.com/blog/credit-risk-analysis-case-study
8	BFSI Career Roles & Certifications — 2 Hrs	NISM, NCFM, CFA, Interview Skills, Resume	CO 4	PO8, PO9	“Career Planning & Development” — https://www.coursera.org/learn/career-planning	“Career Essentials in Finance” — https://www.linkedin.com/learning/career-essentials-in-finance	KickResume AI Resume Builder — https://www.kickresume.com/en/ai-resume-builder	Create resume & certification roadmap for BFSI	“Career Growth Trends in Indian BFSI Sector” — https://www.nism.ac.in/certifications-overview

Module – Wise Books Chapter Mapping

Module No.	Module Title	Recommended Book(s)	Relevant Chapter(s)
Module 1	BFSI Structure & Scope	Elements and Practice of Banking – S. Mason	Chapter 1: Introduction to Banking
Chapter 2: Financial Intermediaries & NBFCs			
		Principles & Practices of Banking – IIBF	Unit 1: Overview of Banking
			Unit 2: Evolution of Banking in India
Module 2	Regulatory Framework (RBI, SEBI, IRDAI, PFRDA)	Principles & Practices of Banking – IIBF	Chapter 3: Role of RBI
Chapter 4: Monetary Policy			
Chapter 5: Banking Regulation Act			
Chapter 6: KYC/AML			
		Handbook of Banking Information – N. S. Toor	Chapter: Banking Compliance & Guidelines
Module 3	Banking & Digital Financial Services	Handbook of Banking Information – N. S. Toor	Chapter: Retail Banking Services
Chapter: Loans & Advances			
Chapter: Internet & Mobile Banking			
		Elements and Practice of Banking – S. Mason	Chapter: Deposit Products and Lending
Module 4	Insurance & Risk Management	Principles & Practices of Banking – IIBF	Chapter: Risk Management

Module No.	Module Title	Recommended Book(s)	Relevant Chapter(s)
Chapter: Insurance & Bancassurance			
		Investment and Merchant Banking – IIBF	Section: Risk & Underwriting (supportive)
Module 5	Capital Markets & Mutual Funds	Investment and Merchant Banking – IIBF	Chapter 1: Merchant Banking
Chapter 2: Capital Markets			
Chapter 3: Mutual Funds & SEBI Regulations			
		Banking Reforms in India – Subramanian & Velayudham	Chapters related to Capital Market Reforms
Module 6	FinTech, Blockchain & Digital Payments	Handbook of Banking Information – N. S. Toor	Chapter: Digital Banking Innovations
Chapter: UPI & Payment Ecosystem			
		Principles & Practices of Banking – IIBF	Section: IT in Banking / Digital Banking
Module 7	Fraud Detection & Cybersecurity	Bankers' Handbook on Auditing – IIBF	Chapter: Banking Fraud & Internal Control Mechanisms
		Bankers' Handbook on Accounting – IIBF	Chapter: AML and Financial Crime Reporting
Module 8	BFSI Careers & Certifications	All Books	Case Studies + Professional Skills + Exam Preparation
(NISM/NCFM/JAIIB/CAIIB relevant content across books)			

Syllabus for MBA Admission Batch 2026

Subject Name: HUMAN RESOURCE METRICS AND ANALYTICS

Lecture Hours: 40

Subject Code: HR 401

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

Relevant Links:

LinkedIn –

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

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

Coursera -

Human Resources Analytics - <https://www.coursera.org/programs/iem-faculty-learning-program-rtvr7/learn/human-resources-analytics?source=search>

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

NPTEL

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

AI FOR HR

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

AI TOOL

HR with Microsoft 365 Copilot

SIMULATIONS

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

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
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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
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.

COURSE OUTCOMES

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

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

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

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

DETAILED SYLLABUS

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	1. Introduction to HR Analytics	Introduction, Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, HR Analytics Phase	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICT	4	Data Examination and Purification Group Exercise - HR Analytics in Action HBR Case Study: Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			E_MBA.pdf Industry Mapping Application Case : Importance of HR Analytics: A Case study of HEG Limited -Nishant Uppal – Page No 29 Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 1		Being Issues (A) Product No: HEC162-PDF-ENG https://hbsp.harvard.edu/product/HEC162-PDF-ENG?Ntt=Case%20studies%20on%20HR%20analytics
1	2. Understanding HR Analytics	Introduction, How to conduct a purposeful workforce analytics, Key influencers in the HR Analytics Process, Model for Adoption of HR Analytics, Application and status of HR Analytics	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application Case : Human Resource Planning through HR Analytics in CPP Mill, Lakuan,	8	Data Analysing Techniques – Regression Analysis Uk case study – https://www.thecasecentre.org/products/view?id=147436 - Reference no. HEC163 - Money Cash Flow Inc: HR Analytics Applied to Employee Retention and Well-being Issues

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Nishant Uppal Page No 32 Text Book Mapping: HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 2		
1	3. HR Analytics Tools and Techniques	Importance of data, Types of Data, Data Capturing Methods, Data Examination and Purification, Data Analysing Techniques	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : “Y2K or KMN” Human Information Systems – Nicolas A.Valcik- Meghna Sabharwal- Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar	6	Data Analysing Techniques – Clustering Analysis HBR case study – Two Brothers, Two Methods: "Happiness Index" vs. "Data & Analytics" - SCM102-PDF-ENG https://hbsp.harvard.edu/product/SCM102-PDF-ENG?activeTab=overview&itemFindingMethod=

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Yadav, Sunil Maheswari, Wiley Chapter 3		
2	4. Usage of HR Analytics	Introduction, Recruitment and Selection, Training and Development, Performance Appraisal (PA), Talent Management, Employee Engagement, Compensation Management, Expatriate Management).	International Academia https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Application Case : The Employee who was “Deadpool” in HRIS Human Information Systems - Nicolas A. Valcik Meghna Sabharwal Teodoro J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 4	6	Data Analysing Techniques – Association Analysis Icebreaker - HR Analytics Scavenger Hunt HBR Case Study: Money Cash Flow Inc.: HR Analytics Applied to Employee Retention and Well-Being Issues (B) Product Number: HEC163-PDF-ENG https://hbsp.harvard.edu/product/HEC163-PDF-ENG?Ntt=Case%20studies%20on%20HR%20analytics

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	5. Building an HR Analytics Culture	Current status of HR Analytics in Organisations, HR Analytics as a Change-Management Process, Establishing a Culture of HR Analytics, Build versus Buy Approach	International Academia: https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: The Big Database that “Couldn’t” Human Information Systems - Nicolas-A.-Valcik- Meghna-Sabharwal- Teodoro-J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 6	6	Data Analysing Techniques – Anomaly Detection Analysis Assignment on Cost Per Hire (CPH) HBR Case study: How AI Can Help Stressed-Out Managers Be Better Coaches Product Number: H07P33-PDF-ENG https://hbsp.harvard.edu/product/H07P33-PDF-ENG?Ntt=Case%20studies%20on%20HR%20analytics
2	6. Future of HR Analytics	Introduction, Factors determining adoption of HR Analytics, HR Analytics Adoption: Responsibility of HR Department	International Standards https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE prescribed syllabus:	4	Data Analysing Techniques – Correlation Case Study – Uk cases HR Reference no. AD-0369-E -

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Failure to Launch Human Information Systems - Nicolas-A.-Valcik- Meghna-Sabharwal- Teodoro-J. Benavides Text Book Mapping : HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 7		Analytics at Barney https://casecent.re/p/180982
2	7. AI for HR Analytics	Introduction to Artificial Intelligence, Core HR Functions Impacted by AI: Recruitment, talent management, performance evaluation, employee engagement, and retention, Benefits of AI in HR: Improving decision-making, predictive insights, efficiency, and personalized employee experiences, HR Data available for HR analytics Sources: Types of data (e.g., recruitment data, performance metrics,	International Standards: https://professional.mit.edu/course-catalog/people-analytics-transforming-management-behavioral-data AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: “Houston, we have a problem.” Human Information Systems - Nicolas-A.-Valcik- Meghna-Sabharwal-	6	AI Exercises Absenteeism Trend Analysis using AI. ET UK Case Centre: HR Analytics at ScaleneWorks: Behavioral Modeling to Predict Renege Case-Reference no. IMB551 https://casecent.re/p/132934 Industry Tool :

Module number	Topic	Sub -Topic	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
		employee surveys), Data Preprocessing: Cleaning, transforming, and organizing HR data for analysis, Ethics and Privacy in HR Data: Ensuring data privacy and ethical use of employee data	Teodoro-J. Benavides		Zoho Overview SAP overview

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

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

[Amazon Link](#)

Reference Books

1. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page
2. Gueutal and Stone, The Brave New World Of e-HR
3. Monk and Wagner, Concepts in Enterprise Resource Planning, Thomson

4. Steve VanWieren, Quantifiably Better: Delivering Human Resource Analytics from start to finish.
5. Bernard Marr, Data-driven HR: How to use Analytics and Metrics to drive performance.
6. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitive advantage.

Syllabus for MBA Admission Batch 2026

Subject Name: Performance Management System

Credit: 4

Lecture Hours: 40

Subject Code: HR 402

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

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

[AI FOR HR](#)

COURSE OBJECTIVES:

To understand various terms in Performance Management and be able to manage PMS Program of an organization effectively and efficiently

To understand the different compliance related measures, industrial relations and ethics for better employee performance.

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 and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
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.

COURSE OUTCOMES

CO1: Understand and apply the definitions and concepts used in the study of performance.

CO2: Understand the performance indices and performance management processes

CO3: Apply the information thus gathered to predict a specific PMS that caters to the needs of the organization and analyse the different Performance management systems to improve the organisation's effectiveness and individual development.

CO4: Evaluate the effectiveness of performance appraisal techniques within organizational context to create a benchmark for assessing the performance of an employee for sustainability.

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Performance Management:	Overview, principle, measuring performance versus measuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, Performance Management Process, Challenges of PMS, Managing team performance.	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ (Point-4) AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 2	6	Reality Check : Ideal Vs. Actual Performance Management Systems Herman Aguinis Pearson Edition 3–Page No 28 HBR Case: Reinventing Performance Management at Deloitte (A)
1	Performance planning:	Role/job description, key result areas, key activities, goal setting, performance agreement	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Text Book Mapping : Performance Management - AS Kohli & T Deb	6	Choosing a Performance Measurement Approach at Paychex, Inc. Herman Aguinis Pearson Edition 3–Page No 102 HBR Case: Should a CHRO Abandon Performance Improvement Plans? (HBR Case Study)

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Chapter 5		
1	Monitoring:	Performance monitoring and feedback, identifying problems, providing support.	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ Point 5,7 AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 8	2	Bad is always beautiful - Exhibit 8.3 - page 256 Performance Management - AS Kohli & T Deb HBR Case: Evidence-based Recommendations for Employee Performance Monitoring
1	Developing:	Capability, willingness, work environment, technology, systems, group dynamics, Quality of supervision	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/calendar/ Point 9,14 AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 9	4	Case Study: Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (The New Performance Management System) Gary Dessler – Page No 336 HBR Case: Performance Development at GE:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
					Shaping a Fit-For-Purpose Performance Management System (A)
2	Performance Appraisal:	Meaning, objective. Appraisal Process, Issues in appraisal Design. Appraisal Methods – Traditional methods, Modern Methods: Management By Objectives (MBO), Assessment Centres, 360 degree Feedback. Designing KRA based performance appraisal system, Problems of Rating, Appraisal Interview, Archiving and Use of appraisal data, Legal issues associated with Performance appraisal	International Academia: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 7	4	Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (The New Performance Management System) Gary Dessler – Page No 336 HBR Cases: Harvard ManageMentor: Performance Appraisal

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
2	Potential Appraisal:	Concept, objectives. Potential Appraisal system, requirements of an effective system. Performance Appraisal and Potential Appraisal	International Standards :https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 7	4	Translating Strategy in to HR Policies and Practices Case Improving Performance at the Hotel Paris (The New Performance Management System) Gary Dessler – Page No 336 HBR Case: Turning Potential into Success: The Missing Link in Leadership Development
2	Reward management:	Meaning, importance, objectives. Reward, recognition, financial and non- financial rewards, performance pay, competency-based pay, Reward management process	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: Case Study of Zoho People https://www.zoho.com/people/ Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 10	6	Activities: Role-play exercise with mock recruitment using AI-based candidate sourcing and assessment tools. Review of a sample AI-driven applicant tracking system (ATS) Group project: Designing an employee Chatbot to answer basic HR questions. Exploration of an AI tool that customizes training recommendations based on

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
					employee profiles. HBR Case: Performance Management in the Sales Pipeline: Incentivizing the Outreach Processes at Templatfy
2	Competency Mapping:	Concept, objectives, benefits, Process of Competency mapping. Identifying competency levels, developing competency maps for different positions	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 5	4	Case Study based Situational Analysis of a Competency Mapping Framework for an Indian Enterprise HBR Case: IndiaFirst Life Insurance: Driving Growth with Competency Mapping
	AI and Ethics in Performance Management	Meaning, Nature, Types, Drivers of AI in Performance Management & Ethical Strategies., developing code of Ethics.	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping : Performance Management - AS Kohli & T Deb		HBR Case: Worxogo: Nudging for High Employee Performance

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Chapter 12		
	Performance management Implementation and Balance Scorecard:	Bottlenecks in the implementation and strategies for effective implementation of Balance Scorecard approach to PMS, HR score card, Malcolm Balridge business excellence model.	International Standards: https://harvard.simplesyllabus.com/en-US/doc/nybz47trc AICTE prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Text Book Mapping : Performance Management - AS Kohli & T Deb Chapter 9		HBR Case: Strategy Simulation: The Balanced Scorecard

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

Performance Management - AS Kohli & T Deb

Reference Books

Performance Management – Herman Aguinis

Performance Management – Towards organization excellence – TV Rao

AI Tools:

- 1. Zoho Overview**
- 2. HCM SAP Overview**

Industry Tools:

- 1. Microsoft Co-Pilot**



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: CONSULTING & STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit: 2 Lecture Hours: 20

Subject Code: HR-473

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

Relevant Links:

Study Material

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

[AI FOR HR](#)

COURSE OBJECTIVES:

To understand various terms in Performance Management and be able to manage PMS Program of an organization effectively and efficiently

To understand the different compliance related measures, industrial relations and ethics for better employee performance.

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 and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	Ethics	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	Project Management and Finance	Demonstrate knowledge and understanding of the financial and management principles and the apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	The Manager and Society	Apply reasoning informed by the contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	Individual and Team work	Function effectively as an individual, and as a member or leader in diverse streams, and in multidisciplinary settings
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.

COURSE OUTCOMES

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| <p>CO1: Understand and apply the definitions and concepts used in the study of performance.</p> <p>CO2: Understand the performance indices and performance management processes</p> <p>CO3: Apply the information thus gathered to predict a specific PMS that caters to the needs of the organization and analyse the different Performance management systems to improve the organisation's effectiveness and individual development.</p> <p>CO4: Evaluate the effectiveness of performance appraisal techniques within organizational context to create a benchmark for assessing the performance of an employee for sustainability.</p> |
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DETAILED SYLLABUS

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1.	Overview of Consulting Practice, the Professional Consultant, Marketing and Selling of Consulting Services	☐ Definition and Scope of Consulting ☐ Evolution of Consulting as a Profession ☐ The Role of a Consultant in Business Growth ☐ Industry Trends and Emerging Areas in Consulting ☐ Ethical Considerations in Consulting Practice Chapter 1, Understanding the concept of SHRM, Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Four Sample Mission Statements - Example to Critique Page No 154 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	4	Case Study: Career Development at Corning Page no 97, Box 4.1, Strategic HRD Srinivas R. Kandula
2	Understanding the business model & organization strategy, HR contribution to strategy; Strategy as Design, Experience,	Understanding the Business Model & Organization Strategy Key Components of a Business Model Aligning Strategy with Vision	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/	6	Strategic Responses of Organizations to changing Environment Page No 300,

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
	Ideas	and Mission Competitive Advantage and Value Proposition Organizational Structure and Strategic Alignment HR Contribution to Strategy Strategic Workforce Planning Talent Management and Succession Planning HR's Role in Driving Organizational Culture Chapter 2,3,4, Understanding the concept of SHRM, Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Identifying the Key elements of SHRM Thinking in a Startup organization, Page No 205 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar		Strategic HRD Srinivas R. Kandula
3	Overview of Strategic Human Resource Management; basic difference with traditional HRM	Chapter 7, Strategic HRM Models, Page No 208 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	HR and Takeover: Experience of Royal Bank of Scotland, Page No. 126, Strategic HRD Srinivas R. Kandula

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
			Industry Mapping Table 1. Miles and Snow Four Modes of Strategic Orientation Page No 231, Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar		
4	Re-looking at key HR processes through the SHRM lens: Linking Business Strategies and HR Strategies	Chapter 8, 9 Page No 240 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Four Sample Mission Statements - Example to Critique Page No 154 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	2	HR Facilitating TQM at Motorola, Box 5.3, Page No 142, Strategic HRD Srinivas R. Kandula

Module Number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
5	Assessing maturity of HR processes and systems and integrating Innovation Strategies in People Function.	Chapter 11, Page No 369 Text Book : Essentials of Strategic HRM, Dr. Anjali Ghanekar	International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	2	Box 5.4 Employee Empowerment at Federal Express Page No 143, Strategic HRD Srinivas R. Kandula
6	Conducting organization diagnostics using various HR tools,		International Academia https://ocw.mit.edu/courses/15-660-strategic-hr-management-spring-2003/pages/syllabus/ AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	4	Conduct Audit of Innovation Readiness of Company X using Different Auditing Instruments

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:

Essentials of Strategic HRM, Dr. Anjali Ghanekar, Everest Publishing House

Readings:

Strategic Human Resource Development, Srinivas R. Kandula, Prentice Hall

Charles R Greer (2009) – Strategic Human Resource Management, Pearson Education.

Fred K Faulkes (2010) – Strategic Human Resource Management, Prentice Hall

Rajib Lochan Dhar (2009) – Strategic Human Resource **Management, Excel Books.**

University of Engineering and Management, Jaipur

Syllabus for MBA Admission Batch 2026

Subject Name: Consumer Behaviour

Credit: 4

Lecture Hours: 40

Subject Code: MM401

Pre-requisite: Fundamentals of Marketing

Relevant Links: [Study Material](#) [LinkedIn](#) [Coursera](#) [NPTEL](#)

COURSE OBJECTIVES:

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

COURSE OUTCOMES:

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

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

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

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

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

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

			https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Questionnaire tool Text Book: Standard Chartered Bank Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh Ch.9		
3	Family and Household	Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behaviour	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/1_1_E_1_1.pdf Industry Mapping: Advertisement study Case Study: Which school to choose from Text Book: Consumer Behavior, 12/e 2018 by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh Ch.10 Consumer Behaviour : Sangeeta Sahney , Oxford Publication Ch.12	3	we have considered how parents and siblings play a role in the consumer socialization of their children and young brothers and sisters, and how adults continue to be socialized throughout their lives. However, we have not considered how children (especially teens and young adults) influence the socialization of their parents. Make a list of ten ways in which you have contributed to or influenced the ongoing socialization of your parents

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

4	AI & consumer Behaviour	Concept and application of different AI tools.	International Standards https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ AICTE prescribed syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping: Application of AI tools	2	AI Tools application: Hotjar
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No	Coursera	LinedIn	NPTEL
1.	An Introduction to Consumer Neuroscience & Neuromarketing https://www.coursera.org/learn/neuromarketing	Marketing Foundations: Consumer Behavior	https://archive.nptel.ac.in/courses/110/105/110105054/ Module 1: Introduction To The Study of Consumer Behaviour Module 2: Market Research and Consumer Behavior Module 3: Market Segmentation and Positioning Module 4: The Consumer Decision Making Process Module 5: Models Of Consumers Module 6: Psychological Influences on Consumer Decision Making Module 7 : Sociological Influences on Consumer Decision Making Module 8: Diffusion of Innovation
2.	Market Research and Consumer Behavior https://www.coursera.org/learn/market-research	Customer Insights and Consumer Analytics for Organizations: Concepts	
3.	Enhancing Customer Insights with Generative AI	Consumer Behavior: Using	

	https://www.coursera.org/learn/enhancing-customer-insights-with-generative-ai	Neuroscience to Improve Your Marketing	Customer Insights and Consumer Analytics for Organizations: Tools and Analysis Consumer Behavior Trends: Meet the Postmodern Consumer
4. 5.			
	TEXT BOOK: Consumer Behavior, 12/e 2018 • by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, Pearson Publication • Sahney Sangeeta, Consumer Behaviour, Oxford Higher Education		

Reference Books:

- Satish K . Batra ,S.H.H Kazmi & Satish K . Batra :Consumer Behaviour: Text and Cases: Excel Book
- Loudon & Bitta, Della: Consumer Behaviour; TMH
- Solomon, M. R., Consumer Behaviour, Pearson Education



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Services Marketing

Credit: 4

Lecture Hours: 40

Subject Code: MM-402

Pre-requisite: Basic understanding of marketing management

COURSE OBJECTIVES:

1. To make the students learn various concepts, characteristics and marketing challenges in service marketing (CO1)
2. To make students learn about service quality gaps and service quality models (CO2)
3. To make students learn various models or frameworks as analysis tools used in service marketing for framing marketing strategies in real life situations. (CO3, CO4)

Course Outcomes:

CO 1 : Students will understand the various concepts in service marketing : PO 1 : (Ch 1, 2)

CO 2 : Students will understand about service quality gaps and how to improve the service quality : PO 1 : (Ch 3)

CO 3 : Students will be able to apply various models in service marketing to analyze the situations and design the services : PO 1 : (Ch 4 to 7)

CO 4 : Students will learn how to communicate the service, manage the performance and manage the people : PO 1 : (Ch 8 to 10)

Relevant Links:

1. Link for Study Material:

2. Link for NPTEL Course:

3. Link for Coursera Course:

- 1) [Coursera1](#)
- 2) [Coursera2](#)
- 3) [Coursera3](#)
- 4) [Coursera4](#)

4. Link for LinkedIn Learning Course:

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Assignment
1	Introduction to services	Definition of services, Tangibility spectrum Characteristics of services compared to goods, Service marketing challenges, Marketing mix for services, Categories of services.	International Academia https://www.coursera.org/videos/healthcare-marketing-hospitality-management/NxFsm?query=services%20marketing&source=search https://www.coursera.org/videos/healthcare-marketing-hospitality-management/e4AVh?query=services%20marketing&page=2&sortBy=BEST_MATCH&source=search	4	Case study Case 1 : Sullivan Ford Auto World, From text book by Lovelock

			https://www.coursera.org/videos/organizational-concepts-and-language/psyn?query=services+marketing&source=search https://www.coursera.org/videos/launch-online-business/LUiu5?query=services%20marketing&page=6&sortBy=BEST_MATCH&source=search AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping To understand the characteristics of services and the specific challenges due to these characteristics Reference : Ch 1: Introduction to services ; Book : Services Marketing by Zeithaml, Bitner, Gremler & Pandit Course Outcome CO1		
2	Consumer behavior in a services context	Three stage model of service consumption, Pre purchase stage, service encounter, moments of truth, zone of tolerance.	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping To understand the consumer buying process for buying services so that one can be a good sales person in service industry Reference : Ch 2 : Consumer behavior in a services context Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO1	4	

3	Service quality	Service quality, Dimensions of service quality (SERVQUAL model), Customer gap, Provider gaps, Integrated Gap Model	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping To be able to measure service quality as received by the consumers, to analyze the situations to find the reasons for quality gaps and to take corrective actions to improve the service quality Reference : Ch 2: The gaps model of service quality ; Book : Services Marketing by Zeithaml, Bitner, Gremler & Pandit Course Outcome CO2	3	HBR case study_Finding service gaps in the age of e-commerce Case study Case 4 : The quality improvement customers didn't want from text book by Zeithaml
4	Developing service products	Planning and creating service products, Designing service product through flower of service model	International Academia (MIT) AICTE Prescribed Syllabus Industry Mapping To be able to develop service products that will satisfy the customers and generate more revenue and profits Reference : Ch 4 : Developing service products; Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO3	3	HBR case study_OpenAI : Creating the product roadmap for ChatGpt
5	Service Marketing Pricing	Approaches to pricing of services (cost based pricing, value based pricing, competition based pricing)	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping	3	HBR case_Ludhiana city bus services Ltd: Pricing for profits

			Reference : Ch 6 : Setting prices and implementing revenue management; Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO3		
6	Designing service process	Flowcharting service delivery process, Designing service process through service blue printing	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping To be able to design the service delivery process so that customer service is satisfactory Reference : Ch 8 : Designing & managing service processes Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO3	4	HBR case_Designing services that deliver
7	Planning the service environment	Physical evidence, Servicescapes, Roles of physical evidence, Stimulus-Response model, Guidelines for servicescape strategies through servicescape model.	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Reference : Ch 10 : Crafting the service environment; Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO3	4	

8	Managing Service Demand and Capacity	Capacity constraints, Strategies for managing capacity and demand	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Reference : Ch 9 : Balancing Demand and productive capacity; Book : Services marketing by Lovelock, Wirtz & Chatterjee Course Outcome CO4	4	
9	Communicating the service	Communications and the services marketing triangle, Approaches for integrating services marketing communication	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Reference : Ch 16 : Integrated services marketing communication ; Book : Services Marketing by Zeithaml, Bitner, Gremler & Pandit Course Outcome CO4	4	HBR case study _Upstream social marketing strategy: An integrated marketing communications approach
10	Managing People	Service culture & leadership, Critical importance of service employees, Strategies for delivering service quality through people	International Academia AICTE Prescribed Syllabus https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf Industry Mapping Reference :	4	

			Ch 12 : Employees' Roles in service delivery ; Book : Services Marketing by Zeithaml, Bitner, Gremler & Pandit Course Outcome CO4		
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Text Books

1. Services marketing by Lovelock, Wirtz & Chatterjee (Ch 2, 4, 6, 8, 9, 10)
2. Services Marketing by Zeithaml, Bitner, Gremler & Pandit (Ch 1, 2, 12, 16)



University of Engineering and Management,
Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Retail & E-commerce Management Credit: 2

Lecture Hours: 20

Subject Code: MM473

Course Outcomes:

1. Demonstrate their awareness and knowledge about the functioning of local and global business environment and society.
2. Demonstrate competencies in quantitative and qualitative techniques and usage of industrial simulation softwares.
3. Demonstrate a global outlook with the ability to identify aspects of global business and Cross-Cultural Understanding.
4. Demonstrate responsiveness to contextual business issues / problems and exploring solutions.

[link for study material](#) [Channel Management & Retailing](#) [Retail Management - NPTEL - Jan 2025](#) [AI Case Studies](#) [Digital Marketing & Ecommerce](#)

Module number	Topic	Sub-topics	Book Chapter	Mapping with Industry and International Academia	Lecture Hours
1	Retail Fundamentals	The Retailer's Role in a Supply Chain - Economic and Social Significance of Retailing - The Growing Importance of Retailing and Retailers - The Retail Management Decision Process	Chapter 1 Retailing Management by Michael Levy & Dhruv Grewal	Retail Simulation Game	2
2	Types of Retailers	Retailer characteristics – Food retailers – General Merchandise retailers – Service providers using retailing principles – types of ownership	Chapter 2 Retailing Management by Michael Levy & Dhruv Grewal		2

3	Digital Retailing	The 7C framework of digital retailing – mobile and social retailing – types of media – influencer marketing – engaging customers	Chapter 3 Retailing Management by Michael Levy & Dhruv Grewal		2
4	Multichannel & Omnichannel Retailing	Relative strengths of retail channels – opportunities and challenges	Chapter 4 Retailing Management by Michael Levy & Dhruv Grewal		2
5	Retail Market Strategy	What is a retail strategy – central concepts – growth strategies – the strategic retail planning process	Chapter 6 Retailing Management by Michael Levy & Dhruv Grewal	Retail Simulation Game	2
6	Information Systems and Supply Chain Management	Creating Strategic Advantage through SCM and information systems – the flow of information through a supply chain – the flow of merchandise through a supply chain – system design issues and trends	Chapter 10 Retailing Management by Michael Levy & Dhruv Grewal		2
7	Customer Relationship Management	The CRM process – collecting customer shopping data – identifying target customers – developing and implementing CRM programs	Chapter 11 Retailing Management by Michael Levy & Dhruv Grewal		2
8	Managing the Merchandise Planning Process	Merchandise Management Overview – merchandise planning process – forecasting category sales – developing an assortment plan – setting inventory and product availability levels – establishing a control system – merchandise allocation – analysing performance	Chapter 12 Retailing Management by Michael Levy & Dhruv Grewal		3
9	Buying Merchandise	Brand alternatives – buying national brand merchandise – developing and sourcing store based merchandise – vendor negotiation – strategic relationships – legal, ethical and social responsibility	Chapter 13 Retailing Management by Michael Levy & Dhruv Grewal		3

10	Introduction to foundations of digital marketing and ecommerce	Core skills of digital marketing and e-commerce specialists - Roles and responsibilities in digital marketing and e-commerce - E-commerce, ecommerce, or eCommerce?	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce		
11	The customer journey and the marketing funnel	Advantages and challenges of digital marketing - Inclusive marketing - What is a touchpoint? - The traditional marketing funnel to the digital marketing funnel - Case study: How MERSEA structures its marketing funnel - The future of e-commerce	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce		
12	Digital marketing and ecommerce strategy	Brand safety - Find your audience and understand your customers - How to set SMART goals - Display advertising - Choose the right platforms for your target audience - Types of email campaigns	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce		
13	Measure performance success	Common metrics for success - Data ethics - Story structure	https://www.coursera.org/learn/foundations-of-digital-marketing-and-e-commerce		

Textbooks:

1. Retailing Management by Michael Levy & Dhruv Grewal, 10th Edition, Tata McGraw Hill

Additional Readings: Case Studies (HBR)

1. Sears
2. Decathlon
3. QuikTrip
4. Can Retailers Win Back Shoppers Who Browse then Buy Online?

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.
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PO 2	Modern Tool Usage	Apply appropriate AI 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	Supply Chain Management and Design	Demonstrate knowledge and understanding of the operation 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	2	1	1	1	3
CO2	2	3	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	3	3	2	3	3	2	3	3	1

Students develop these skills and knowledge through the following course activities and assignments:

- **Lectures/Class Discussion:** Delivery of basic concepts, architecture, and terminology of eCommerce along with its impact on global sourcing, analytics,

manufacturing, and logistics. The course will also teach students how to modify work processes for speedy decision making via basic change management techniques. Class discussions will be held on weekly readings of current events. Consistent student participation and engagement is critical to success.

- **In-class (and Homework) Software Exercises.** Mock business situations will be outlined for students to solve during class time using Tableau. Students will be expected to share out their results via short presentations. Concise and effective business communication will be practiced and refined via feedback from the instructor and student peers.

- **Case Study Analysis:** Each student is required to individually complete a 3-5 page analysis of a case study, which will be assigned in Canvas. The case study will be in the form of a .doc report (letter size paper, 1.5-lines spaced, Times New Roman, and 12 pt. font) should be submitted. The report should focus on 1) description of the case, 2) a critical interpretation of the case, 3) what you have learned, and, 4) your suggestions if any. You should consider using additional sources to supplement your understanding of the case and its implications.

- **Team Research Project & Presentations:** Students will select a research topic of their choice with details as follows:

Any topic related to the course contents is acceptable, such as capability descriptions, case studies, and implementation plans. The project/presentation can focus on one of the many emerging areas of the digital supply chain. This will help students better understand the business transformation challenges for both small and large businesses struggling to keep pace in the digital era.

Groups of three (3) or four (4) students each will be assigned to a team. Student teams will be posted along with email contact information in Canvas near the beginning of the semester. Students are responsible to check to see to which team number they are assigned and what date their team is scheduled to present.

Each team prepare will prepare a 20-minute presentation (with no more than fifteen slides excluding the title page) outlining and discussing the chosen topic. The project score is determined by the creativity of the topic, the quality of work and the effectiveness of presentation (clarity, time control, engagement, team work, Q&A, etc.).



University of Engineering and Management, Jaipur



Syllabus and Lesson Plan for MBA Admission Batch 2026

Subject Name: Business Forecasting

Credit: 4

Lecture Hours: 40

Subject Code: TM 401

Pre-Requisite: Mathematics, Machine Learning.

Course Objectives:

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

Course Outcome:

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

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

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

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

Relevant Links:

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

Detailed Syllabus:

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

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

	Processes		fall-2013/ AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education Chapter 8		
1	Stationarity and Unit Root Tests: An Introduction and Methods	Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests	International Academia: International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping: Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education Chapter 7	4L	Apply basic time series forecasting using R analytical environment
1	Introduction to Volatility Models (ARCH & GARCH)	Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model	International Academia: (https://ocw.mit.edu/courses/14-384-time-series-analysis-fall-2013/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Textbook Mapping:	6	Platform: Excel, Python, R, MATLAB. Topics: GARCH, ARCH.

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

Lesson Plan:

SUGGESTED READINGS:

TEXT BOOKS:

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

REFERENCE BOOKS:

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



University of Engineering and Management, Jaipur



Syllabus for MBA Admission Batch 2026

Subject Name: Data Mining

Credit: 4

Lecture Hours: 40

Subject Code: TM 402

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

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

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

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

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

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

Module number	Topic	Sub-topics	Text Book As Per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
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1	Introduction to Data Mining	Definition, Scope, Goals Significance of data Academia: mining, Stages of the process, Data Mining Techniques, Related technologies - Machine Learning, Statistics, Knowledge Representation Methods, Applications	Data Mining and Business Intelligence By S.K. Shinde, U Chadrsekher, Dreamtech Press Ch-1 Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-1,2	International Shinde, (https://online.stanford.edu/course/cs-231-007-filing-active-datasets) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: d Explore Data Processing 2 AI Tools for Data Techniques using AI Tools https://www.akkio.com/post/ai-data-mining https://julius.ai/	4	Students will taught to use basic machine learning features on sales and marketing dataset
2	Data Warehouse	Data Warehouse and DBMS ,Multidimensional data model, OLAP operations, Mining Ch-4	Data Mining Concepts and Techniques, by Jiawei Han , Micheline Kamber and Jian Pei, 3 rd edition,			Students will study various data extraction process from multidimensional database using drill down, drill up, slicing, dicing techniques.

3	Data Preprocessing	Data cleaning, Data transformation, Data reduction, Discretization, Installing Weka, Basic Data Mining Operation Through WEKA	Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-3	International Standards (https://ocw.mit.edu/courses/15.062-data-mining-spring-2003/pages/lecture-notes/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA Tool	4	Students will study various Marketing and Sales Data Preprocessing techniques using basic analytical tools
4	Data Mining Knowledge Representation	Task relevant data, Background knowledge, Interest measures, knowledge, Visualization techniques, Experiments with Weka-illustration	Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-9	International Standards (http://www.st.ford.edu/~cise/cs-6-mining-massive-data-sets) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA, Orange Tools	6	Students will also learnt to handle business data for extraction, clearing and decision making prospective.
5 4	Attribute Analysis	Attribute realization, Attribute level, class comparison, Statistical measures, Concept of Text mining & Neural Network	Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-9	International Standards (http://www.st.ford.edu/~cise/cs-6-mining-massive-data-sets) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA, Orange Tools		Students will explore Text mining and sentimental analysis features using analytical tools
6 Business	Data Mining Algorithms	Association rules, Market Basket Analysis,	Data Mining and			

enerating item sets andIntelligence By S.K.Shinde,
rules efficien tly,U Chadrasekher,
Correlation analysis-----

International
Academia:
([https://online.stanford.e](https://online.stanford.edu/courses/soe-ycs0007-)
[du/courses/soe-ycs0007-](https://online.stanford.edu/courses/soe-ycs0007-)

4

Case Study Solutions
on Product
Management, Product

			Dreamtech Press Ch-7	mining-massive-data-sets / AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: KNIME Tools		Affinity Analysis based problems solving
7	Data Mining Algorithms II	: Classification, Basic learning/mining tasks, Inferring rudimentary rules: 1R algorithm, Decision trees, Covering rules	Data Mining Concepts and Techniques, by Jiawei Han, Micheline Kamber and Jian Pei, 3rd Edition, Ch-9	International Academia: https://ocw.mit.edu/courses/15-062-data-mining-spring-2003/pages/lecture-notes/) https://www.cse.iitk.ac.in/pages/CS685.html AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Handling Large Datasets For Product association Analysis using WEKA and Math lab	6	Students will study to apply various classification techniques for product segmentation, product categorization etc

8	Data Mining Algorithms III	: Prediction, The prediction task, Statistical (Bayesian) classification, Bayesian networks, Instance-based methods (nearest neighbor), Linear models	Data Mining Concepts and Techniques, by Jiawei Han , Micheline Kamber and Jian Pei , 3 rd Edition, Ch-9	International Academia: (https://online.stanford.edu/courses/stats203y-introduction-regression-models-and-analysis-variance-summer)	4	Students will study to develop sales forecasting models using analytical platforms
9	Clustering	Definition, types of Clustering, Application, Basic issues in clustering, conceptual clustering system, Partitioning methods: k-means, expectation maximization (EM) , Hierarchical methods: distance based agglomerative and divisible clustering , Conceptual clustering: Cobweb	Data Mining Concepts and Techniques, by Jiawei Han , Micheline Kamber and Jian Pei , 3 rd Edition, Ch-10	(https://www.cse.iitk.ac.in/pages/CS685.html) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: Math Lab	4	Students will study to apply clustering techniques for market segmentation
10	Case Study	https://hbr.org/2022/11/can-ai-really-help-you-sell https://hbr.org/2018/05/using-analytics-to-prevent-customer-problems-before-they-arise		Simulation : https://aidungeon.com/	2	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in Business

SUGGESTED READINGS:

Suggested Readings:

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

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

Course Objectives:-

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

Course Outcomes:-

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

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

Mapping of Cos with POs:

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

1

[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: Managerial Business Intelligence-II

Credit: 2

Lecture Hours: 20

Subject Code: TM 474

Relevant Links:

[Study Material](#)

[LinkedIn](#)

[Coursera](#)

[NPTEL](#)

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

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

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

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

Module Number	Topic	Sub-topics	Text Book As Per Syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Data Mining	Definition, need, Significance of data mining, Data Mining Stages and Techniques, Application of Data mining in Business	Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-1,2	International Academia: (https://online.stanford.edu/courses/soe-yics0007-mining-massive-data-sets)	4	Students will taught to use basic machine learning features on sales and marketing dataset

				AICTE-prescribed syllabus: https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf		
2	Data Preprocessing	Data cleaning, Data transformation, Data reduction, Discretization , Basic Data Mining Operations through analytical tools WEKA	Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-3	Industry Mapping: Explore Data Preprocessing Techniques using AI Tools https://www.akkio.com/post/ai-data-mining https://julius.ai/ https://www.formulabot.com/	4	Students will study various Marketing and Sales/Marketing Data Preprocessing techniques using basic analytical tools

3	Introduction to Business forecasting	Data Driven Decision Making and Essentials of Predictive Analytics, Types of Forecasting, Time series analysis, Regression Analysis	Business Forecasting: John E Hanke and Dean Wichern, Pearson, 9th Edition Ch-1,2,3	International Standards (https://ocw.mit.edu/courses/15-062-data-mining-spring-2003/pages/lecture-notes/) AICTE-prescribed syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) Industry Mapping: WEKA,SPSS Tool	6	Students will also learnt to forecast business for decision making prospective
4	Case Study	https://hbr.org/2022/11/can-ai-really-help-you-sell https://hbr.org/2018/05/using-analytics-to-prevent-customer-problems-before-they-arise		Simulation : https://www.capitalismlab.com/good-business-simulation-games/	6	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in Business Research articles on predictive modelling will highly appreciated

SUGGESTED READINGS:

Suggested Readings:

- o Data Mining and Business Intelligence by S.K.Shinde and U Chandrasekhar, DreamTech Press
- o Data Mining Techniques and Applications by Hongbo Du, Cengage
- o Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson ,3rd Edition

- o J.Han, M. Kamber and J Pei , Data Mining: Concepts and Techniques, Morgan Kaufmann
- o Foreman, Data Smart: Using Data Science to Transform Information into Insight, John Wiley

- o Dunham, Data Mining : Introductory and Advanced Topics, Pearson

Course Objectives:-

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

Course Outcomes:-

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

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

Mapping of Cos with POs:

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

1

[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: Supply Chain Design & Strategy

Credit: 4

Lecture Hours: 40

Subject Code: SC 402

Course Description

Supply Chain Design & Strategy explores the principles of designing efficient, resilient supply chains aligned with business strategies. Students learn demand forecasting, network design, inventory management, and risk mitigation. Emphasizing real-world applications, the course integrates sustainability, global trade, and emerging technologies to develop innovative supply chain strategies for competitive advantage.

Course Outcomes:

1. Exploring key management tasks important in operating an effective and efficient supply chain system.
2. Applying the knowledge of supply chain and its strategic role in corporate performance.
3. Optimize supply chain efficiency and apply value oriented management techniques in supply chain management.
4. Applying supply chain analytics techniques for optimizing performance

Course Pre-requisites:

English
Reasoning Skills
Basic Mathematics
Statistics
Advanced Excel

Study Material

[Linkedin Learning](#)

[Coursera 1](#)

[Coursera - 2](#)

[Swayam/NPTEL](#)

[Book Link](#)

Module number	Topic	Sub-topics	Text Book Mapping	Mapping with Industry and International Academia	Lecture Hours	Lab Assignment
1	Introduction	Introduction to supply chain management design, competitive cost analysis, capacity sizing, strategic games and capacity sizing. Supply Chain Drivers and Metrics: Understand key performance drivers such as cost, quality, and service, and the metrics used to evaluate them	Ch-1 David Simchi-Levi HBS Case Study Apple Inc.: Global Supply Chain Management	International Academia: 1. (https://hbsp.harvard.edu/catalog/collections/core-curriculum-operations-management) 2. (https://ocw.mit.edu/courses/15-761-introduction-to-operations-management-spring-2013/pages/syllabus/) AICTE Syllabus: (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) INDUSTRY CONNECT CASE STUDIES FROM HARVARD PUBLISHING SERVICES & THE TEXT BOOK HOME BASED SIMULATION LAB https://www.anylogistix.com/download-free-supply-chain-simulation-software/	6	SPSS SAP MM
2	Forecasting and Demand Planning	Time Series Analysis and Forecasting Techniques: Methods for predicting future demand based on historical data. Quantitative Methods: Techniques such as Regression models to improve forecasting accuracy. Managing Seasonality and Trends: Adjustments to account for seasonal variations and long-term trends in demand data	Ch-9 U. Dinesh Kumar HBS Case Study H&M's Global Supply Chain Management Sustainability: Factories and Fast Fashion Ch-3		6+2(Lab)	SPSS SAP MM
3	Inventory Management	Inventory Models: Strategies including Economic Order Quantity (EOQ), safety stock, and reorder points to manage inventory levels. Multi-Echelon Inventory Optimization: Techniques for optimizing inventory across multiple stages of the supply chain	David Simchi-Levi HBS Case Study Manage the Suppliers That Could Harm Your Brand Ch-2		6	SPSS SAP MM
4	Network planning & Coordinated product and	Principles of Network Design: Core concepts in designing an efficient supply chain network. Optimization Models and Tools: Utilization of tools like	David Simchi-Levi		6	SPSS SAP MM

	supply chain design	Excel Solver for network optimization. Design Under Uncertainty: Strategies for network design considering uncertainties and the need for flexibility. Generative AI Supply Value Chain and Design				
5	Supply chain analytics	Predictive Analytics and Modeling: Using data to predict future supply chain events and trends. Machine Learning Techniques: Application of machine learning to enhance supply chain analytics	Ch-2 U. Dinesh Kumar HBS Case Study Lenovo: Digital Transformation for Supply Chain Intelligence		6 + 2(Lab)	SPSS SAP MM
6	Transportation and Logistics	Transportation Models and Cost Optimization: Methods to optimize transportation costs and improve logistics efficiency. Logistics Management and Distribution Strategies: Planning and management of logistics activities and distribution networks. Role of Technology: The impact of technological advancements on transportation and logistics management.	Ch-5 David Simchi-Levi HBS Case Study Dell: Roadmap of a Digital Supply Chain Transformation		6	SPSS SAP MM

**Submitted by Dr. Udit Chawla & Prof. Shouvik Chattopadhyay, Dept. of MBA, Salt Lake Campus, Institute of Engineering & Management, School of University of Engineering & Management, Kolkata*

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 AI 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	Supply Chain Management and Design	Demonstrate knowledge and understanding of the supply chain 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	2	3	2	1	1	1	1	1	3
CO2	2	3	3	1	1	3	3	2	1
CO3	1	1	3	2	2	3	3	2	2
CO4	2	1	2	3	3	2	3	2	1

Textbooks:

1. *Designing and Managing The Supply Chain: Concepts, Strategies, And Case Studies*
4th Edition, 9355321783 · 9789355321787, By David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar, Mc Graw Hill
2. *Business Analytics: The Science of Data - Driven Decision Making*, By U Dinesh Kumar, Wiley
3. *Case Studies: Harvard Publishing & Textbook [INDUSTRY CONNECT]*
4. *Supply Chain Simulation Software:* <https://www.anylogistix.com/download-free-supply-chain-simulation-software/>

Students develop these skills and knowledge through the following course activities and assignments:

- **Lectures/Class Discussion:** Delivery of basic concepts, architecture, and terminology of eCommerce along with its impact on global sourcing, analytics, manufacturing, and logistics. The course will also teach students how to modify work processes for speedy decision making via basic change management techniques. Class discussions will be held on weekly readings of current events. Consistent student participation and engagement is critical to success.
- **In-class (and Homework) Software Exercises.** Mock business situations will be outlined for students to solve during class time using Tableau. Students will be expected to share out their results via short presentations. Concise and effective business communication will be practiced and refined via feedback from the instructor and student peers.
- **Case Study Analysis:** Each student is required to individually complete a 3-5 page analysis of a case study, which will be assigned in Canvas. The case study will be in the form of a .doc report (letter size paper, 1.5-lines spaced, Times New Roman, and 12 pt. font) should be submitted. The report should focus on 1) description of the case, 2) a critical interpretation of the case, 3) what you have learned, and, 4) your suggestions if any. You should consider using additional sources to supplement your understanding of the case and its implications.
- **Team Research Project & Presentations:** Students will select a research topic of their choice with details as follows:
Any topic related to the course contents is acceptable, such as capability descriptions, case studies, and implementation plans. The project/presentation can focus on one of the many emerging areas of the digital supply chain. This will help students better understand the business transformation challenges for both small and large businesses struggling to keep pace in the digital era.

Groups of three (3) or four (4) students each will be assigned to a team. Student teams will be posted along with email contact information in Canvas near the beginning of the semester. Students are responsible to check to see to which team number they are assigned and what date their team is scheduled to present.

Each team prepare will prepare a 20-minute presentation (with no more than fifteen slides excluding the title page) outlining and discussing the chosen topic. The project score is determined by the creativity of the topic, the quality of work and the effectiveness of presentation (clarity, time control, engagement, team work, Q&A, etc.).

University of Engineering and Management, Jaipur

Syllabus for MBA Admission Batch 2026

Subject Name: Supply Chain Transformation

Lecture Hours: 40

Credit: 4

Subject Code: SC401

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](#)

Course Description:

Supply Chain transformation has been applied by a few innovative companies, from Apple to Amazon to Dell, to transform their businesses and achieve a significant increase in their revenue and profit while decreasing costs. In all these cases, the objective is to apply business analytics to transform the way the organization manages its business, from manufacturing, supply chain, marketing, and revenue optimization all the way to understanding consumers' preferences and innovating new products.

Supply chain management was once a relative backwater, but it has moved decisively to center stage in recent years. A well-managed supply chain operation is, increasingly, a critical factor, even the critical factor, in a business's success. This guide to supply chain transformation leads you through the process of aligning retail and supply chain planning with a business's strategic goals, all the way to technical implementation.

Transforming a supply chain operation and bringing it up to date generally involves not just the introduction of powerful new technology but a fundamental review of processes and organization.

Global competition, constant disruption and the emergence of Industry 5.0 are forcing organisations to rethink established business models. Now more than ever, it is crucial for supply chains to revolutionise their strategies and solutions to proactively respond to both current and future disruptions, enabling organisations to thrive.

The Leading Supply Chain Transformation programme is a pioneering and rewarding learning experience, designed to inspire supply chain professionals from all sectors to revise their operations and business practices. You'll reevaluate your end-to-end strategy, enhance your knowledge, and apply the latest thinking to navigate the ever-changing technological advancements and digital disruptors. Successfully lead the future of your supply chain by building a resilient and efficient supply chain that is both sustainable and high performing.

The Supply Chain Transformation is now motivating many companies in a variety of industries to reinvent their supply chains, from demand and supply planning to production and distribution. This course introduces unique framework that combines the three technology trends, digitization, analytics and automation, to reinvent the supply chain. Participants will gain a deeper understanding of:

Applications of these trends to improve efficiency, profitability, and growth
The required processes to improve supply chain visibility, flexibility, and resiliency

The appropriate organization and talent change

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 Supply Chain Transformation and how it plays a critical role in identifying opportunities for transforming and creating end-to-end supply chain value.

CO2: Understand the Learn from case studies of organizations that successfully implemented digital transformations, as well as from the challenges they faced.

CO3: Able to explore the latest knowledge, tools, methods, strategies, and solutions to management supply chain in the Industry 5.0 era.

CO4: Able to gain proficiency in analyzing and interpreting business to increase sales by improving forecast accuracy and a clear understanding and apply current frameworks and practices to leverage new technologies that captures and delivers valuable solutions in the evolving landscape.

Complete Syllabus:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours
Module 1	Aligning Supply chain for Managing Performance	Aligning Supply Chains Supply Chain Performance Management Strategic Challenges and Change for Supply Chain 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)	International Academia https://scm.mit.edu/supply-chain-management-masters-curriculum-residential/ 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

Module 2	Managing Cross-Functional Drivers in a Supply Chain	Text Book: Supply Chain Management: A Logistics Perspectives C. John Langley, Jr. Robert A. Novack, Brian J. Gibson, John J. Coyle Cengage, 11th Edition Part IV: Chapter 12, Chapter 13, Chapter 15 Purchasing & Supply Chain Management Robert M. Monczka, Robert B. Handfield, Lary C. Giunipero, James L. Patterson Cengage, 7th Edition Part V: Chapter 19 Supply Chain Management: Concepts and Cases, 2nd Edition, Altekhar, Rahul V., PHI Part 1: Chapter 7 Sourcing Decision in Supply Chain Pricing and Revenue Management in Supply Chain Sustainability and The Supply Chain	International Academia https://scm.mit.edu/supply-chain-management-masters-curriculum-residential/	
Module 3	Managing Supply Chain Relationship	Linked Case Study: Strategic Sourcing at Whirlpool China: Finding the Ideal Supplier Text Book: Supply Chain Management: Strategy, Planning and Operation Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi Pearson (7th Edition, Revised) Part VI: Chapter 15, Chapter 16, Chapter 17 Supply Chain Relationships Types of Supply Chain Relationships The Role of Trust Managing Conflict and Dispute Resolution Negotiation Concepts, Styles Linked Case Study: Unilever Group in Arabia: Towards Strategic Sourcing	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/ International Academia https://scm.mit.edu/supply-chain-management-masters-curriculum-residential/	10
			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

Module 4	Managing AI for Demand Forecasting & Digitization in Supply Chain Transformation	Text Book: Supply Chain Management: A Global Perspective (An Indian Adaptation) Nada R. Sanders, Sidhartha S. Padhi Wiley, 3rd Edition Part 1: Chapter 11 Principles of Supply Chain Management: A Balanced Approach Joel D. Wisner, Keah-Choon Tan, G. Keong Leong Cengage, 5th Edition Part 2: Chapter 3 Forecasting and Demand Planning Capacity Management Process Analysis and Resource Utilization Digital Supply Chain Transformation Digital SC Transformation Capabilities The Role of Technology Digital SC Transformation Roadmap Linked Case Study: Whirlpool Corporation Global Procurement Linked Case Study: Mars Incorporated: Online Procurement Text Book: Operations and Supply Chain Management, Collier, Evans Cengage (2nd Edition) Part 3: Chapter 9, Chapter 10, Chapter 11, Chapter 14 Supply Chain Management: A Global Perspective (An Indian Adaptation) Nada R. Sanders, Sidhartha S. Padhi Wiley, 3rd Edition Part 1: Chapter 8 Supply Chain Management: Concepts and Cases, 2nd Edition,	ourcing-use-cases/ International Academia https://digitalsc.mit.edu/wp-content/uploads/2020/08/MIT-SCM-294-DigitalSC-Transformation-Syllabus_20_21.pdf 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/	
4 Page				10

		Altekar, Rahul V., PHI Part 1: Chapter 2, Chapter 6		
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Program Outcomes:

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

1. Supply Chain Management: Strategy, Planning and Operation, Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, Pearson (7th Edition, Revised)
2. Supply Chain Management: A Logistics Perspective, 11th, Edition, C. John Langley, Jr. | Robert A. Novack | Brian J.

- Gibson | John J. Coyle, Cengage
3. Supply Chain Management: A Global Perspective (An Indian Adaptation), Nada R. Sanders, Sidhartha S. Padhi, Wiley, 3rd Edition

Reference Books

1. Purchasing & Supply Chain Management, Robert M. Monczka, Robert B. Handfield, Lary C. Giunipero, James L. Patterson, Cengage, 7th Edition
2. Supply Chain Management: Concepts and Cases, 2nd Edition, Altekarr, Rahul V., PHI
3. Principles of Supply Chain Management: A Balanced Approach, Joel D. Wisner, Keah-Choon Tan, G. Keong Leong, Cengage, 5th Edition

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

Students develop these skills and knowledge through the following course activities and assignments:

▪ **Lectures/Class Discussion.** Delivery of basic concepts, architecture, and terminology of eCommerce along with its impact on global sourcing, analytics, manufacturing, and logistics. The course will also teach students how to modify work processes for speedy decision making via basic change management techniques. Class discussions will be held on weekly readings of current events. Consistent student participation and engagement is critical to success.

▪ **In-class (and Homework) Software Exercises.** Mock business situations will be outlined for students to solve during class time using Tableau. Students will be expected to share out their results via short presentations. Concise and effective business communication will be practiced and refined via feedback from the instructor and student peers.

▪ **Case Study Analysis.** Each student is required to individually complete a 3-5 page analysis of a case study, which will be assigned in Canvas. The case study will be in the form of a .doc report (letter size paper, 1.5-lines spaced, Times New Roman, and 12 pt. font) should be submitted. The report should focus on 1) description of the case, 2) a critical interpretation of the case, 3) what you have learned, and, 4) your suggestions if any. You should consider using additional sources to supplement your understanding of the case and its implications.

▪ **Team Research Project & Presentations.** Students will select a research topic of their choice with details as follows: Any topic related to the course contents is acceptable, such as capability descriptions, case studies, and implementation plans. The project/presentation can focus on one of the many emerging areas of the digital supply chain. This will help students better understand the business transformation challenges for both small and large businesses struggling to keep pace in the digital era.

Groups of three (3) or four (4) students each will be assigned to a team. Student teams will be posted along with email contact information in Canvas near the beginning of the semester. Students are responsible to check to see to which team number they are assigned and what date their team is scheduled to present.

Each team prepare will prepare a 20-minute presentation (with no more than fifteen slides excluding the title page) outlining and

discussing the chosen topic. The project score is determined by the creativity of the topic, the quality of work and the effectiveness of presentation (clarity, time control, engagement, team work, Q&A, etc.).