University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus Institute

Batch 2025-27

Institute of Engineering and Management (School of University of Engineering and Management), Kolkata		
Department of Management		
Trimester IV		
TERM 4 - Theory		
Code	**Paper Name**	**Credit**
MBAESP401	ESP	0.5
	Aptitude Skill Enhancement (Advance)	Non Credit
Major 1 - Contemporary Marketing		
CM401	Business to Business	4
CM402	Retail Strategy	4
Major 2 -- Marketing		
MM401	Consumer Behaviour	4
MM402	Customer Experience and Relationship Management	4
	CRM with agentic AI Hands on	Non Credit
Major 2 -- Finance		
FM401	International Finance	4
FM402	Investment Analysis and Portfolio Management	4
	Financial Market Hands on	Non Credit
Major 2 -- HR		
HR401	Human Resource Metrics and Analytics	4
HR402	Compensation & Benefits Management	4
	HR Analytics Hands on	Non Credit
Major 2 -- Supply Chain & Operation Management		
SC401	Supply Chain Analytics	4
SC402	Supply Chain Design & Planning	4
	Supply Chain Analytics Hands on	Non Credit
Major 2 -- Technology Management		
TM401	Data Mining	4
TM402	Business Forecasting	4
TERM 4 - Sessional		
Code	**Paper Name**	**Credit**
MBA471	Corporate Strategy	3
MBA472	Internship	6
MBASDP481	SDP	0.5
TERM 4- Lab		
Code	**Lab Name**	**Credit**

MBA491	Tech enablers for Digital Business (Cloud social mobile network)	2
MBA492	Advanced Excel	2
MBA493	Boardroom Simulation	2

All 3/2/1 credit course classes for all subjects are scheduled for 50 minutes. 10 minutes for each class are added for quizzes and assignments.

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester 4 Batch: 2025-27

Subject Name: Business to Business

Credit: 4 **Lecture Hours: 40**

Subject Code: CM 401

Pre-requisite: Student should have understanding of core marketing principles

Relevant Links:

Study Material LinkedIn Coursera NPTEL

Simulation Game : http://bsg-online.com **AI Tool :** https://seamless.ai/

Course Description:

Course Objectives:

1. To understand the B2B marketing situations and the characteristics of the B2B markets
2. To develop understanding and skills required to manage B2B relationships
3. To explain how to organize the B2B marketing functions
4. To develop the analytical and decision-making skills required to succeed in the B2B marketing roles

Course Outcome:

After completion of this course, the students should be able to:

CO1: Appreciate the unique characteristics of the markets and customers in the B2B context

CO2: Apply the insights gained from this course to develop and manage B2B relationships

CO3: Formulate and implement marketing programs for B2B markets for products and services
CO4: Demonstrate analytical and decision-making skills required for business success in the B2B context

Complete Syllabus:

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	**Chapter 1** The nature of business marketing	Meaning of business marketing, Customer value in business market, business vs consumer marketing, Industrial demand, Application of AI in business marketing **Case Study** MB Ltd.: Nature of Demand for Special Purpose Machines	Chapter 1, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education	**International Academia:** https://execed.business.columbia.edu/programs/b2bo?i=a0H3p00000XaiabEAB#program-structure https://online.em.kellogg.northwestern.edu/b2b-marketing **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICTE_MB A.pdf) **Industry Mapping**: Industrial demand, customer value	5 hours	**Assignment** Students will choose a B2B company, identify how the company creates customer value on business market, and share their own recommendations using the concepts learnt in class
	Chapter 2 Understanding Business Markets and Environment	Types of business customers, classification of Industrial products and services, marketing implications of different customer and product types, Business	Chapter 2, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar		5 hours	**Assignment** Students will choose a B2B

		customer's Purchasing orientations, Purchasing practices of business customers, Environmental analysis of business marketing. **Case Study** Star Material Handling Company Ltd	Publisher – McGraw Hill Education			company, identify their business customers (types), classify the company's industrial products/ services and discuss marketing implications of customer and product types.
Module 2	**Chapter 3** Organisational Buying and buying behaviour	Purchasing objectives, The organizational buying process, Types of purchases or buying situations **Case Study** ABC India Limited: Purchasing Steel	Chapter 3, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education	**International Academia:** https://execed.business.columbia.edu/programs/b2bo?i=a0H3p00000XaiabEAB#program-structure https://online.em.kellogg.northwestern.edu/b2b-marketing **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICTE_MB A.pdf) **Industry Mapping:**	3 hours	**Assignment** Students will choose a B2B company, identify the company's pricing objectives, map the buying process for a specific

				Classification of industrial products, Purchasing practices of business customers		product / service, classify the type of purchase.
	Chapter 4 Buyer Seller Relationship	Buyer and Sales Representative interaction, Types of relationships, developing effective relationship marketing strategies, Relationship marketing, CRM, Methods used to influence business customers, Special dealings between buyers and seller **Case Study** Vani Agencies: Buyer–Seller Relationship	Chapter 4, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education		4 hours	**Assignment** Role Play: Students will pair up as buyer and sales person for a B2B company. Scenario: Develop a relationship marketing strategy for a product/ service. Analyze: - Types of relationships - Effective communication strategies. - CRM approaches and

						tools. - Methods to influence customers
	Chapter 5 Segmenting, Targeting and Positioning in Business marketing	Market Segmentation, identifying bases (variables) used for segmenting business markets, Target marketing, Positioning **Case Study** Govind Doors Pvt. Ltd.: STP Strategies	Chapter 6, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education		3 hours	**Assignment** Students will select a B2B company, Identify potential segments in the business market., Determine bases (variables) for segmentation, Evaluate segment attractiveness and select target segments, develop a positioning strategy for the target segments
Module 3	**Chapter 6** Product and	Definition of an Industrial product, changes in product strategy, Industrial product life	Chapter 7, Business Management: Text	**International Academia:** https://execed.business.columbia.edu/programs/b2bo?i=	5 hours	**Assignment** Student

	Brand Strategy	cycle and strategies, Developing product strategies for industrial products, Branding in Business markets	and Cases (4^{th} Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education	a0H3p00000XaiabEAB#program-structure https://online.em.kellogg.northwestern.edu/b2b-marketing **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICTE_MB A.pdf) **Industry Mapping:** Classification of industrial products, Purchasing practices of business customers		will select a Select a B2B company, Identify an industrial product and its characteristics. Determine the product's life cycle stage. Develop strategies for the current stage, Discuss branding strategies for the product in B2B markets.
	Chapter 7 New Product Development and marketing of business services	New Product development, Innovation, competitiveness and technology, high tech marketing, technology adoption life cycle, Product and Service quality, Marketing of business services **Case Study** Air-Flow Pvt. Ltd.: Launching a New Product	Chapter 8, Business Management: Text and Cases (4^{th} Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education		5 hours	**Assignment** Students will select a B2B company Identify a new product/service idea.

						Develop a go-to-market strategy, Discuss the role of innovation and technology in the product's success, Analyze the competitive landscape. Develop a marketing plan for business services.
Module 4	**Chapter 8** Pricing in Business market	Special meaning of price, factors influencing pricing decisions, Pricing methods, pricing strategies, pricing policies, commercial terms and conditions in business markets **Case Study** SL Business Systems (India) Limited: Pricing a High Quality Product	Chapter 12, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education	**International Academia:** https://execed.business.columbia.edu/programs/b2bo?i=a0H3p00000XaiabEAB#program-structure https://online.em.kellogg.northwestern.edu/b2b-marketing **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICT	5 hours	**Assignment** Students will Select a B2B company, Identify pricing objectives for the company's product/service. Analyze

				E_MB A.pdf) **Industry Mapping:** Classification of industrial products, Purchasing practices of business customers		factors influencing pricing decisions. Determine a pricing method. Develop a pricing strategy.
	Chapter 9 Business Marketing Communication	The hierarchy of effects, developing the business communication program, role of advertising in business marketing, role of sales promotion, public relations, publicity and direct marketing in business marketing **Case Study** Nepal Boards Ltd.: Effective Communications Programme	Chapter 11, Business Management: Text and Cases (4th Ed) Author – Krishna Havaldar Publisher – McGraw Hill Education		5 hours	**Assignment** Students will Select a B2B company, Develop a marketing communications program

Text Book

Business Management: Text and Cases (4th Ed), Author – Krishna Havaldar, Publisher – McGraw Hill Education

Reference Books

Business Marketing Management: B2B, Author – Michael D Hutt, Thomas W. Speh, Publisher - South-Western Cengage Learning

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 andresponsibilities 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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

Subject Name: Retail Strategy

Credit: 4 **Lecture Hours: 40**

Subject Code: CM 402

Course Objectives:

● To give an understanding to the students about the significant role of retailing in the marketing system.

● To give inputs to gain insights on the issues involved in organizing and establishing a retail format.

● To enable the students to understand about the pricing and promotion strategies in retailing.

● To enable the students to understand the fashion/apparel business segments, retail management concepts and acquaint the students with fashion communication tool

Course Outcomes

i. Able to effectively perform the role of a store manager.

ii. Able to decide on the length of product assortment based on the store format and shoppers' profile.

iii. Skill of identifying a right store location for any given retail format.

iv. Skill of designing promotion strategies to promote the retail outlet.

v. Skill of designing appropriate atmospherics that enhances the shopping experience suits the outlet's image.

vi. Skill of appropriately choosing a pricing strategy that doesn't exceed the shoppers' reference prices.

Strategy Simulation: DigiStrat, The Digital Services Strategy Simulation

By: Mohanbir Sawhney, Michael Bean

DigiStrat is a multiplayer strategy game that places players in the shoes of the chief strategy officer for a digital services provider**Publication Date:** May 26, 2021

- **Discipline:** Strategy
- **Product #:** KE1172-HTM-ENG
- **Type:** Multi-player
- **Course Level:** MBA, Executive Education, Graduate

Coursera Courses:

1. https://www.coursera.org/learn/wharton-retail-marketing-strategy?specialization=wharton-retail-strategy
2. **https://www.coursera.org/learn/retail-management-analyze-plan-strategize?specialization=retail-management-mastery-strategy-analysis-success**

Module	**Chapter**	**Topic/Sub-topics**	**Lecture Hours**	**Mapping with Industry and International** Academia	**Corresponding Lab Assignment**
M1	Chapter I: Introduction to Retailing	Factors Influencing Retailing, Economic & Social significance of retailing, Growing importance of retailing, Retail management decision process, types of retailers, Retailer Characteristics	8	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	Visit a supermarket or retail store and analyze: • Product placement • Customer flow • Billing counter positioning • Promotional displays **Deliverables:** • Floor
	Chapter 2: Retail Market Strategy	Concepts of Retail Market strategy, Strategic Retail Planning, Growth strategies	4	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	

					sketch • Observation report • Improvement suggestions **Visual Merchandising Audit** Study how a retail outlet uses: • Lighting • Color themes • Signage • Window displays Compare two stores and identify which attracts customers better.
M2	Chapter 3: Retail Formats	Multichannel & Omni Channel Retailing,Relative strengths of channels,, Challenges in Multichannel & Omnichannel Retailing	4	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	**Retail Supply Chain Mapping** Choose a product (milk, clothes, electronics, etc.) and map: • Manufacturer • Distributor • Wholesaler • Retailer • Consumer Include logistics and warehousing details.
	Chapter 4: Retail Supply Chain	Issues in managing supply chains Networks, Demand Forecasting, sourcing & vendor selection, Overall Inventory Management	6	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	

M3	Chapter 5: Store Operations	Store Atmosphere, In- store service, Visual Merchandising, Store- wise inventory Management	4	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	**Consumer Satisfaction Survey** Create a survey using: • Google Forms • Microsoft Forms Topics: • Service quality • Product availability • Staff behavior • Checkout experience Analyze responses statistically. **Customer Behavior Observation** Observe shoppers for 1–2 hours and record: • Time spent in sections • Impulse purchases • Most visited shelves • Peak crowd timings Use charts and graphs for analysis.
	Chapter 6: Identifying and Understanding Consumers	Retail Buying process, Buying decisions, social factors impacting the buying process, market segmentation **Mapped Case** Dabur India Ltd.: Building Efficiency and Optimizing Retail Performance https://hbsp.harvard.edu/product/W34741-PDF-ENG	4	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	

M4	Chapter 7: Pricing in Retailing	**:**Types of Pricing, Decoy Pricing, Bundle Pricing, EDLP, High- low Pricing, Loss leader pricing, Dynamic Pricing **Mapped Case** **ABQ's Pricing Strategy: How Much to Charge?** **Publication Date:** Apr 2025 **Product Number:** 8785-HTM-ENG	6	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	**Retail Pricing Strategy Study** Compare pricing of identical products across: • Supermarkets • Local stores • Online retailers Analyze: • Discounts • Bundling • Psychological pricing **Mini Retail Store Business Plan** Students design a retail startup: • Target market • Store location • Product mix • Pricing • Marketing strategy • Financial projection Can be presented as a final lab project.
	Chapter 8: Web-based Retailing	Technological Aspects, Economics of platforms challenges in managing platforms. **Mapped Case** **Hindustan Unilever Limited: Missed Call Mobile Marketing in Rural India** **Product Number:** W15321-PDF-ENG **Length:** 5 page(s)	4	https://hbsp.harvard.edu/catalog/collections/retail-management https://www.esb-business-school.de/en/studying-at-esb/master/international-retail-management	

Activity : Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case- lets in the field of business domain wherever applicable.

Text Book:

1. Managing Retailing 2/E (Oxford Higher Education) by Piyush Kumar Sinha (Author), Dwarika Prasad Uniyal (Author)
2. Fundamentals Of Retailing - K. V. S. Madaan -Tata McGraw-Hill Education

Reference Reading:

1. Retailing Management , Levy, Weitz, Grewal
2. Marketing Your Retail Store in the Internet Age - Bob Negen, Susan Negen Wiley
3. Retail Management Strategic approach, Berman- , Prentice Hall
4. Retailing An introduction 5e, Cox, Prentice Hall
5. Retail Management – Chetan Bajaj; Rajnish Tuli; Nidhi Varma – Oxford
6. Retail Management: A Strategic Approach, - Berman - Pearson Education India
7. Retailing Management - Swapna Pradhan - Tata McGraw-Hill Education

Program Outcomes

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

PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities 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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester 4 Batch: 2025-27

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

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

Module 1	**Chapter 3** **Consumer Decision Process**:	Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, disposing of products. Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse 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

Module 2	**Chapter 4** **Individual Characteristics**	Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements Self concept Perspective of self, Consumption and self concept, Gender roles	***International Standards*** https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ ***AICTE prescribed syllabus:*** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf ***Industry Mapping:*** Identifying customer persona **Case study** : Brand personality of Surf HBR Case: Gillette Takes a Stand: Toxic Masculinity and #thebestmencanbe Text Book: **Consumer Behavior, 12/e 2018** by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh Ch.3 Self concept : **Consumer Behaviour : Sangeeta Sahney**, Oxford Publication Ch. 8	4	. Interview three friends about their favorite leisure-time activities. Do your leisure-time preferences differ from those of your friends? Which personality traits might explain why your preferences are different from or the same as those of your friends, and how so? Tools: Hubsspot Buyer persona

Module 2	**Chapter 5** **Consumer Perception**	Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process	***International Standards*** https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ ***AICTE prescribed syllabus:*** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf ***Industry Mapping:*** Advertising strategy and consumer perception **Case Study:** Airlines HBR Cases: Note on Sensory Marketing: Shaping Consumer Perception and Behavior Text Book: **Consumer Behavior, 12/e 2018** by Kumar Leon G., Schiffman;Joe, 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.

Module 2	**Chapter 6** **Learning and Memory**	: Information acquisition and processing, Learning elements, Theories, Memory processes	***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 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, Wisenblit;S. Ramesh Ch. 5		

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

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

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

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

Module 4	**Chapter 14** **AI & consumer Behaviour**	Concept and application of different AI tools.	***International Standards*** https://apps.wharton.upenn.edu/syllabi/2022A/MKTG211002/ ***AICTE prescribed syllabus*** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf ***Industry Mapping:*** Application of AI tools	2	AI Tools application: Hotjar

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 Module7 : Sociological Influences on Consumer Decision Making Module 8: Diffusion of Innovation
2.	Market Research and Consumer Behavior https://www.coursera.org/learn/market-research	Customer Insights and Consumer Analytics for Organizations: Concepts	
3.	Enhancing Customer Insights with Generative AI	Consumer Behavior: Using	

	https://www.coursera.org/learn/enhancing-customer-insights-with-generative-ai	Neuroscience to Improve Your Marketing	
4.		Customer Insights and Consumer Analytics for Organizations: Tools and Analysis	
5.		Consumer Behavior Trends: Meet the Postmodern Consumer	

TEXT BOOK:

Consumer Behavior, 12/e 2018

- by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh, Pearson Publication
- Sahney Sangeeta, Consumer Behaviour , Oxford Higher Education

Reference Books:

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

Program Outcomes:

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

PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities and norms of the management practice.
PO 5	**Project Management andFinance**	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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2025-27

Subject Name: Customer Experience and Relationship Management **Credit: 4**

Lecture Hours: 40 **Subject Code: MM402**

COURSE OBJECTIVE:

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

COURSE OUTCOME

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

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

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

CO4: Integrate AI with CRM systems to enhance customer experience

DETAILED SYLLABUS:

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

2	Foundations of Customer Relationship Management	• Cost of acquiring customers, • Driving customer loyalty (Why customer loyalty critical? • KPIs for measuring customer loyalty, • Driving customer loyalty, • Customer life cycle management/Customer journey mapping), • Components of CRM systems (Marketing, Sales force automation, Customer service and support), • Types of CRM (Operational CRM, Analytical CRM, Collaborative CRM, Social CRM), • Evolutions from CRM to CEM	**International Academia** **AICTE Prescribed Syllabus** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf **Industry Mapping** Will understand how the concepts of customer relationship management has evolved towards customer experience management in the industry. Reference : Ch 1: Defining CRM ; Book : Customer relationship management by Anjali Kaushik Course Outcome CO2	8	

3	CRM in Marketing	• Paradigm shifts in marketing, • Campaign management, • CRM Marketing initiatives • Cross-Selling and Upselling • Customer segmentation • Behaviour Prediction • Customer Profitability and Value Modelling • Channel Optimization • Personalization • Event-based Marketing	**International Academia** https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ **AICTE Prescribed Syllabus** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf **Industry Mapping** Will understand what the industry does for CRM strategy Reference : Ch 2: CRM in Markering; Book : Customer relationship management by Anjali Kaushik Course Outcome CO3	8	**Case Study:** **The Fab Lab** **(**Page 58 from text Book)

4	Permission Marketing	• Permission Marketing Essential for Marketing • Permission Marketing Requirements for E-Commerce • Data Gathering • Data Management • Data Analysis • Data Breach	**International Academia** https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ **AICTE Prescribed Syllabus** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf **Industry Mapping** Will understand what the industry does in taking permissions from the customers Reference : Ch 3: Permission marketing; Book : Customer relationship management by Anjali Kaushik Course Outcome CO3	8	

5	Integrating AI with CRM systems	• Introduction of AI into CRM • AI based predictive dialer and pacing ratio • Conversational AI: Chatbots • Customer service interactions: The circular loop	https://ocw.mit.edu/courses/1-040-project-management-spring-2004/ **AICTE Prescribed Syllabus** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf **Industry Mapping** Will learn about chatbots and other AI agents used by the industry Reference : Study Material	8	**Case Study: CRMify** (Page 119 from text Book)

Text book :

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

Program Outcome:

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

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

CO-PO MAPPING

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2025-27

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

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

		and Transactions – Exchange Rates and Quotations – Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract, Futures, Forwards, Swaps – Currency Swap and Interest rate Swap, Quality Spread Differential	***AICTE-prescribed syllabus*** [***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf***](https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) ***Industry Mapping:*** [**https://www.nseindia.com/learn/online-courses-forex-and-commodities-training-program**](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		**profit margin** **2. Porsche revs up its results**	https://www.mathworks.com/videos/a-real-time-trading-system-in-matlab-92900.html **Simulated Trading** https://www.forex.com/en/trading-platforms/simulated-trading/
3	**International**	Purchasing Power Parity- Interest rate	***International Academia:***	12	**1. Hindalco Industries Ltd.**	**SheetAI** ➢ Estimate parity conditions directly from exchange

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

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

Suggested Books:

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

Reference Books:

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

PROGRAMME OUTCOMES

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

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

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester I Batch: 2025-27

Subject Name: Investment Analysis and Portfolio Management **Credit: 4**
Lecture Hours: 40 **Subject Code: FM 402**

Coursera Link 1 Coursera Link 2 NPTEL Linkedin Learning 1 Linkedin Learning 2 Linkedin Learning 3 Study Material

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

Course Outcomes

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

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

CO3 - Concept of Financial hedging instruments.

CO4- Building a diversified portfolio and assessment of portfolio performance

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

			AICTE-prescribed syllabus: ***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf*** Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part I Chapter- 1,2		
2	Security Valuation (Equity and Fixed Income valuation)	Valuation of Shares – different techniques; valuation of Bond – YTM; duration of bond; concept of Immunization	**International Standards** 1. https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec04/	4	

			AICTE prescribed syllabus: ***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf*** ***Industry Mapping:*** ***https://www.moneycontrol.com/stocks/marketinfo/disc2bv/bse/index.php*** Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 8,9		

3	Risk and Return	Definition of Risk and Return; risk measurement; beta of a security, covariance and correlation, concept of portfolio risk and return Case study- A Case Study of Risk and Return Analysis of Indian Banking Securities chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.ijisrt.com/assets/upload/files/IJISRT23JUL2213.pdf	***International Standards*** **1.** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154333portfolio1/ **2.** https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec13/ ***AICTE prescribed syllabus:*** ***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf*** Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 7	4	

4	Asset Selection Techniques/ Security Analysis	Fundamental Analysis; calculation of intrinsic value of security; Technical Analysis; difference between Fundamental and Technical Analysis; Dow Theory; Elliot Wave Theory; Application of charts and graphs used in Technical Analysis – support and resistance levels; Line and Candlestick Chart; various patterns; analytical tools like MA, MACD, ROC, RSI Case Study COMPREHENSIVE STUDY ON SECURITY ANALYSIS OF SELECTED STOCKS LISTED AT BSE-A COMPARATIVE STUDY chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.jetir.org/papers/JETIRGB06020.pdf	***AICTE prescribed syllabus:*** ***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf*** ***Industry Mapping:*** ***https://www.moneycontrol.com/markets/technicals/?classic=true*** ***https://www.moneycontrol.com/news/business/markets/-1288903.html*** ***https://www.moneycontrol.com/us-markets/technical-analysis/fortunebrandshomesecurity/FBHS/daily*** Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part II Chapter- 11,12, 13	10	

5	Portfolio Theory and its application:	Measurement of Portfolio risk and return -- Traditional theory; Modern Portfolio theory -- Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.	***International Standards:*** **1.** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154333portfolio1/ **2.** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/ **3.** https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec13/ ***Industry Mapping:*** https://www.scribd.com/document/368765029/291392962-Security-Analysis-and-PortFolio-Management-Case-Study Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 17, 18	6	Assignments - exercises using real time and EOD data interspersed in the theory classes

6	Sharpe Single Index Model:	advantages over Markowitz theory/model	***International Standards:*** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154335portfolio3/ ***AICTE prescribed syllabus:*** ***https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf*** Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 19	4	

7	CAPM Model:	Concept and interpretation – Security Market Line (SML) and Capital Market Line (CML); analysis, interpretation and application	***International Standards:*** **1.** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/ **2.** https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec15/ Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 20	4	
8	Arbitrage Pricing Theory and Multi Factor Theory.	Arbitrage Pricing Theory and Multi Factor Theory. Case study - AN EMPIRICAL STUDY ON ARBITRAGE PRICING THEORY IN INDIAN CAPITAL MARKETS https://www.academia.edu/93027362/An_Empirical_Study_on_Arbitrage_Pricing_Theory_in_Indian_Capital_Markets	***International Standards:*** **1.** https://ocw.mit.edu/courses/15-433-investments-spring-2003/resources/154336capm1/ **2.** https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/resources/mit15_401f08_lec15/ Text Book : Security Analysis & Portfolio Management by Pandian Chapter: Part III Chapter- 20	2	

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

Suggested Books:

1) Security Analysis & Portfolio Management by Pandian;
   https://www.amazon.in/Security-Analysis-Portfolio-Management-Punithavathy/dp/9325963086

2) Investment Analysis & Portfolio Management by Prasanna Chandra;
   https://www.amazon.in/Investment-Analysis-Portfolio-Management-6th/dp/9354600077

3) Security Analysis & Portfolio Management by Nagarajan & Jayabal

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

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

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

CO – PO MAPPING

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

Subject Name: HUMAN RESOURCE METRICS AND ANALYTICS

Credit: 4 **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-rtyr7/learn/human-resources-analytics?source=search**
- **Using Metrics in HR: Driving Decisions and Measuring Success** - **https://www.coursera.org/videos/human-resources-analytics/y7Vjx?source=search&query=HR%20analytics**

NPTEL
https://nptel.ac.in/courses/110107492

AI FOR HR
https://www.coursera.org/specializations/generative-ai-for-human-resources?authMode=login

AI TOOL
HR with Microsoft 365 Copilot

SIMULATIONS

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

COURSE OBJECTIVES:

- To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently
- To understand the different compliance related measures, industrial relations and labour laws for better employee relations

COURSE OUTCOMES

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

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

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

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

DETAILED SYLLABUS

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

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

Module number	Topic	Sub - Topic	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab Assignment
			Human Information Systems – Nicolas A.-Valcik Meghna Sabharwal Teodoro J. Benavides **Text Book Mapping :** HR Analytics Connecting Data and Theory, Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 3		
2	**4. Usage of HR Analytics**	Introduction, Recruitment 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,	6	**Data Analysing Techniques – Association Analysis** **Icebreaker - HR Analytics Scavenger Hunt**

Module number	Topic	Sub - Topic	Mapping with Industryand International Academia	Lecture Hours	Corresponding Lab Assignment
			Rama Shankar Yadav, Sunil Maheswari, Wiley Chapter 4		
2	**5. Building an HR Analytics Culture**	Current status of HR Analytics in 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)**

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

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

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

Text Book

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

Amazon Link

Reference Books

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

PROGRAM OUTCOMES

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	**Modern Tool Usage**	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	**Communication**	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities 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 Managerand 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 andTeam work**	Function effectively as an individual, and as a member or leaderin 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 BusinessSolution**	Analyzing, diagnosing and prescribing creative solutions to solvereal 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**

Subject Name: Compensation & Benefits Management
Subject Code: HR402
Credit: 4
Lecture Hours: 40

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

COURSE OBJECTIVES:

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

COURSE OUTCOMES

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

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

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

CO4. Design rational and contemporary compensation systems in modern organizations

Relevant Links:

LinkedIn –

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

Coursera

- **Human Resources Analytics - https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/human-resources-analytics?source=search**
- **Using Metrics in HR: Driving Decisions and Measuring Success - https://www.coursera.org/videos/human-resources-analytics/y7Vjx?source=search&query=HR%20analytics**

NPTEL

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

AI for HR

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

AI Tool

HR with Microsoft 365 Copilot

SIMULATIONS

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

Detailed Syllabus

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

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

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

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

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

Text Book

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

Reference Books

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

PROGRAM OUTCOMES

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	**Modern Tool Usage**	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	**Communication**	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities 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 Managerand 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 andTeam work**	Function effectively as an individual, and as a member or leaderin 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 BusinessSolution**	Analyzing, diagnosing and prescribing creative solutions to solvereal life business problems and situations.

CO-PO MAPPING

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester IV Batch: 2025-27

Subject Name: Supply Chain Analytics **Credit: 4** **Lecture Hours: 40**
Subject Code: SC401

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

Relevant Links:

Study Material LinkedIn Coursera NPTEL

- Foundations: Data, Data, Everywhere | Coursera
- **https://www.linkedin.com/learning/supply-chain-foundations-analytics**
- **https://www.linkedin.com/learning/the-ai-driven-supply-chain-manager/using-ai-for-supply-chain-data-analysis?u=229219690**
- **https://nptel.ac.in/courses/110107074**

Course Description:

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

Course Objectives:

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

Course Outcome:

- C01. Understand the necessity of Supply-chain Analytics.
- CO2. Map Data Identification, Data Analysis, and Data Visualization to Supply-Chain Analytics.
- CO3.Appreciate the utility of Supply-Chain Analytics to effectively and optimally manage the Supply-Chain
- CO4. Get acquainted with the modern technological developments and its relevance to the Supply-Chain.

Complete Syllabus:

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

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

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

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

Program Outcomes:

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	**Modern Tool Usage**	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	**Communication**	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities 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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

Text Book

- Supply Chain Analytics: Concepts, Techniques and Applications (2022 Edition) – Kurt Y. Liu
- Supply Chain Management – Sunil Chopra and Peter Meindl., Pearson publications.
- Modelling the Supply-Chain Jeremy FG. Shapiro, Duxbury Thomson Learning.
- Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time by Gerald Feigin (Author) – business expert Press.

Reference Books

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus Institute

Syllabus for MBA Batch 2025-27

Subject Name: Supply Chain Design & Planning
Credit: 4
Lecture Hours: 40 **Subject Code: SC402**

Pre-requisite:

Fundamental concepts of SCM

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

Relevant Links:

Study Material **LinkedIn** **Coursera** **NPTEL**

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

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

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

Course Description:

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

Course Objectives:

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

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

Course Outcome:

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

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

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

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

Complete Syllabus:

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

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

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

Program Outcomes:

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics.
PO 2	**Modern Tool Usage**	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
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 andresponsibilities 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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

Text Book

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

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

Reference Books

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

2. New Perspectives of Microsoft Office 365 & Excel 2019

Referred Cases

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

Subject Name: Data Mining

Credit: 4 **Lecture Hours: 40**

Subject Code: TM 401

Pre-requisite:

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

Relevant Links:

LinkedIn Coursera NPTEL

- **https://www.coursera.org/specializations/data-mining**
- **https://www.linkedin.com/learning/predictive-analytics-essential-training-data-mining/data-mining-and-predictive-analytics?u=229219690**
- **https://onlinecourses.nptel.ac.in/noc21_cs06/preview**
- **https://www.iemlearning.com/courses/data-mining**
- **https://www.iemlearning.com/courses/marketing-analytics**

Course Description:-

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

Course Objectives:-

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

Course Outcomes:-

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

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

Complete Syllabus

Module number	Topic	Sub-topics	Text Book As Per Syllabus With Chapters	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Data Mining	Definition, Scope, Goals Significance of data mining, Stages of the Data Mining Process, Data Mining Techniques, Related technologies - Machine Learning, Statistics , Knowledge Representation Methods, Applications	Data Mining and Business Intelligence By S.K.Shinde, U Chadrasekher, Dreamtech Press Ch-1 Data Mining Techniques & Applications By Hongbo Du, Cengage Ch-1,2	**International Academia:** (https://online.stanford.edu/courses/soe-ycs0007-mining-massive-data-sets) **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) **Industry Mapping:** Explore Data Preprocessing 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, AI Tools for Data mining	Data Mining Concepts and Techniques, by Jiawei Han , Micheline Kamber and Jian Pei ,3rd Edition, Ch-4		2	Students will study various data extraction process from multidimensional database using drill down, drill up, slicing, dicing techniques.

<table>
<tr><td>3</td><td>Data Preprocessing</td><td>Data cleaning, Data transformation, Data reduction, Discretization , Installing Weka, Basic Data Mining Operation Through WEKA</td><td>Data Mining Techniques & Applications By Hongbo Du, Cengage

Ch-3</td><td>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, SPSS, R</td><td>4</td><td>Students will study various Marketing and Sales Data Preprocessing techniques using basic analytical tools</td></tr>
<tr><td>4</td><td>Data Mining Knowledge Representation</td><td>Task relevant data, Background knowledge, Interestingness measures, knowledge, Visualization techniques, Experiments with Weka-visualization</td><td>Data Mining Techniques & Applications By Hongbo Du, Cengage

Ch-9</td><td rowspan="2">International Standards
:(https://online.stanford.edu/courses/cs246-mining-massive-data-sets)

AICTE-prescribed syllabus:
(https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)

Industry Mapping:
WEKA, Orange Tools, SPSS, R</td><td>6</td><td>Students will also learnt to handle business data for extraction, clearing and decision making prospective.</td></tr>
<tr><td>5</td><td>Attribute Oriented Analysis</td><td>Attribute generalization, Attribute relevance, Class comparison, Statistical measures ,Concept of Text mining & Neural Network</td><td>Data Mining Techniques & Applications By Hongbo Du, Cengage

Ch-9</td><td>4</td><td>Students will explore Text mining and sentimental analysis features using analytical tools</td></tr>
</table>

6	Data Mining Algorithms I	Association rules, Market Basket Analysis, Generating item sets and rules efficiently, Correlation analysis	Data Mining and Business Intelligence By S.K.Shinde, U Chadrasekher, Dreamtech Press Ch-7	**International Academia:** (https://online.stanford.edu/courses/soe-ycs0007-mining-massive-data-sets /) **AICTE-prescribed syllabus:** (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) ***Industry Mapping:*** *KNIME Tools, SPSS, R*	4	Case Study Solutions on Product Management, Product 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	6	Students will study to apply various classification techniques for product segmentation , product categorization etc

				using WEKA and Math lab, SPSS, R		
8	Data Mining Algorithms III	: Prediction, The prediction task, Statistical (Bayesian) classification, Bayesian networks, Instance-based methods (nearest neighbor), Linear Regression	Data Mining Concepts and Techniques, by Jiawei Han , Micheline Kamber and Jian Pei ,3rd Edition, Ch-9	***International Academia:*** ***(***https://online.stanford.edu/courses/stats203v-introduction-regression-models-and-analysis-variance-summer) ***(https://www.cse.iitk.ac.in/pages/CS685.html)*** ***AICTE-prescribed syllabus:*** (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) ***Industry Mapping:*** *Mat Lab, SPSS, R*	4	Students will study to develop sales forecasting models using analytical platforms
9	Clustering	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 ,3rd Edition, Ch-10		4	Students will study to apply clustering techniques for market segmentation
10	**Case Study**	https://hbr.org/2022/11/can-ai-really-help-you-sell https://hbr.org/2018/05/using-analytics-to-prevent-customer-problems-before-they-arise		Simulation : https://aidungeon.com/	2	Case Study Solutions on various functional domains of Business Management. Generative AI use cases in Business

PROGRAM OUTCOME

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

Mapping of Cos with POs:

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

SUGGESTED READINGS:

Suggested Readings:

Text Books

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

Reference Books

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester IV Batch: 2025-27

Subject Name: Business Forecasting

Credit: 4 **Lecture Hours: 40**

Subject Code: TM 402

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

Detailed Syllabus:

Module number	Topic	Sub-topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Historical Insights into Business Forecasting: Concepts and Key Differences	Historical perspective of Business Forecasting: Concept of Business forecasting, Difference between Mathematics and Statistics.	**International Academia:** (https://ocw.mit.edu/courses/1 4-384-time-series-analysis-fall-2013/) **AICTE-prescribed syllabus:** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf) **Textbook Mapping:** Business Forecasting, John E. Hanke, Dean W. Wichern, Pearson Education **Chapter 1, 2**	2	Platform: Excel, Python, R. Topics: Historical milestones, trend analysis, regression modeling, and math vs. stats in forecasting.

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

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

			Time series analysis by Hamilton Chapter 21		
2	Multivariate Time Series Analysis	Multivariate Time Series Analysis: Vector Autoregression 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-	2	PYTHON.

			india.org/sites/default/files/AICTE_MBA.pdf)		

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 andresponsibilities and norms of the management practice.
PO 5	**Project Management andFinance**	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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

SUGGESTED READINGS:

TEXT BOOKS:

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

REFERENCE BOOKS:

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester IV Batch: 2025-27

Subject Name: Corporate Strategy **Credit: 3** **Lecture Hours: 30**

Subject Code: MBA 471

Relevant Links:

Study Material LinkedIn Coursera_E & I analysis Coursera_Corporate Strategy **Coursera_Implementing**

Coursera_Strategy formulation, Implementation NPTEL

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

DETAILED SYLLABUS

Module number	Topic	Sub-topics	Mapping with Industryand International Academia	Lecture Hours	Assignment
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	2	Case study : Ch 1 from text book Tata Motors Vs Others

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	6	Case study : Ch 2 from text book Jetblue Airways
3	Assessment of External Environment	Analysis of external environment using PESTEL, Competitive analysis and 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 thy 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.	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, 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	2	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	SWOT Matrix, BCG Matrix, Grand Strategy Matrix	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/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	2	Case study : Ch 6 from text book Athena BPO
7	Implementing Strategies	Allocate resources and Manage conflict, Match structure with strategy, Strategic operations issues, Strategic human resource issues, Strategic marketing issues	International Academia https://www.coursera.org/programs/iem-faculty-learning-program-rtyr7/learn/management-essentials-strategic-planning?source=search **AICTE Prescribed Syllabus** https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf	3	Case study : Ch 7 from text book Revolutionizing Auto Retail Case study from Deloitt https://www2.deloitte.com/id/en/pages/about-

			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

PROGRAM OUTCOMES

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusion using principles of Mathematics, techniques of Finance, and Modern Management subjects
PO 2	**Modern Tool Usage**	Create, Select and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	**Communication**	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	**Ethics**	Apply ethical principles and commit to professional ethics andresponsibilities 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 Managerand 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 andTeam work**	Function effectively as an individual, and as a member or leaderin 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 BusinessSolution**	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. Strategic management: Concepts and Cases by David, David, David, Jacob, Kanjer & Chaudhuri, Pearson

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 & Pallaathitta

University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Batch 2025-27

Subject Name: Internship
Credit: 6

Duration: 8 Weeks Subject Code: MBA472

Fundamental concepts of Summer Internship

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

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

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

Course Objectives of Summer Internship Project

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

Course Outcomes of Summer Internship Project

CO1: Students will be able to apply management theories and concepts learned during the MBA program to solve real-world business problems effectively.
C02: Students will develop professional competencies and interpersonal skills including communication, teamwork, leadership, and decision-making required in the corporate environment.
CO3: Students will gain practical understanding of organizational functions and industry practices through exposure to live projects and workplace experiences.

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

Preliminary Pages

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

Main Chapters

Chapter 1 – Introduction

Include:

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

Chapter 2 – Research Methodology

Mention:

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

Chapter 3 – Findings & Analysis

This is the core section:

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

Chapter 4 – Recommendations

Provide:

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

Conclusion

Summarize:

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

References/Bibliography

Use proper citation style:

- APA

Annexures

Attach:

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

Formatting Guidelines

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

Suggested Report Length

MBA Summer Internship Reports are:

- 50–80 pages(Suggested)
- Excluding annexures

Program Outcomes:

PO 1	**Problem Analysis**	Identify, formulate, research literature, and analyze managerial problems reaching substantiated conclusions using Meaning, Importance, Overview.
PO 2	**Modern Tool Usage**	Apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex managerial activities with an understanding of limitations.
PO 3	**Communication**	Communicate effectively on complex managerial activities with the organizational community, Government, Customers, Competitors and other potential stakeholders and with the society at large, such as being able to comprehend and write effective reports, make effective presentation, and give and receive clear instruction
PO 4	**Ethics**	Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.
PO 5	**Project Management and Finance**	Demonstrate knowledge and understanding of the financial and management principles and apply these to one's work, as a member and leader in a team, to manage projects in multidisciplinary environment.
PO 6	**The Manager and Society**	Apply reasoning informed by contextual knowledge to assess societal, health, legal, cultural and community issues and the consequent responsibility relevant to the professional management practice
PO 7	**Individual and Team work**	Function effectively as an individual, and as a member or leaderin 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 business change.
PO9	**Creative Business Solution**	Analyzing, diagnosing and prescribing creative solutions to solvereal life business problems and situations.

CO-PO MAPPING:

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester IV Batch: 2025-27

Subject Name: Tech Enablers for Digital Business (Cloud Social Mobile Network) **Credit: MBA 491**

Credit: 2 **Lecture Hours: 20**

Relevant Links:

Coursera

1. https://www.coursera.org/learn/digital-transformation-google-cloud
2. https://www.coursera.org/specializations/digital-transformation-leader
3. https://www.coursera.org/learn/uva-darden-designbiz
4. https://www.coursera.org/learn/wiley-digital-transformation-and-ai-for-business
5. https://www.coursera.org/specializations/ai-for-business-wharton

LinkedIn

1. https://www.linkedin.com/learning/digital-transformation-foundations
2. https://www.linkedin.com/learning/design-thinking-understanding-the-process
3. https://www.linkedin.com/learning/agile-foundations

Course Objectives:

1. To develop a comprehensive understanding of digital transformation, Industry 4.0, SMAC technologies, AI-enabled business models, and their strategic impact on organizational competitiveness and value creation.
2. To build capability in design thinking, creative problem-solving, customer requirement analysis, and human-centered innovation for addressing real-world digital business challenges.
3. To equip students with practical competence in agile delivery methods, project management frameworks, digital implementation planning, and technology-enabled change management in organizations.
4. To cultivate AI literacy, digital fluency, ethical reasoning, communication skills, and leadership capabilities required to manage digital transformation, organizational resistance, and continuous technological change.

Course Outcome (COs)

CO1: Explain the concepts, drivers, strategic implications, and enabling technologies of digital transformation across industries, including SMAC technologies, Industry 4.0, AI adoption, and digital business models.

CO2: Apply design thinking frameworks, customer requirement analysis, and agile methodologies to identify business problems and develop innovative, technology-enabled solutions for real-world organizational challenges.

CO3: Analyse organizational, cultural, technological, and ethical challenges associated with digital transformation initiatives, including AI adoption, digital risk, resistance management, and implementation failure.

CO4: Formulate a comprehensive digital transformation roadmap encompassing AI-enabled business applications, agile delivery, project implementation, KPIs, risk mitigation, and value realization strategies for organizational contexts.

Syllabus

Module	Topic	Sub-Topics	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
1	Introduction to Digital Transformation	Concept of Digital Transformation; Digital Business Models; Industry 4.0 and Digital Enterprise; Role of Technology Enablers in Organizations	Aligned with global digital transformation practices adopted by organizations such as Amazon, Microsoft, SAP, and Deloitte Digital MIT Sloan School of Management – Digital transformation strategy, algorithmic business thinking and digital enterprise frameworks https://executive.mit.edu/course/accelerating-digital-transformation-with-algorithmic-business-thinking/a056g00000URaaQAAT.html https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/leadership-and-digital-transformation	20 hours	Digital maturity assessment Framework & actual maturity assessment of a selected company; Relevant Business Cases
2	SMAC Technologies	Social Technologies in Business; Mobile Business Applications; Overview of Business Intelligence and Analytics; Cloud Computing Fundamentals like Cloud Service Models (IaaS, PaaS, SaaS); Public, Private, and Hybrid Cloud; Cloud-based Enterprise Applications; Cloud Adoption Challenges	Based on enterprise digital ecosystem frameworks used in consulting and IT industries & Industry alignment with AWS, Microsoft Azure, Google Cloud, and Salesforce platforms https://cloud.google.com/learn/training https://learn.microsoft.com/en-us/certifications/azure-fundamentals		Exploring collaboration and analytics tools used in business firms Industry centric SMAC case studies – analysis and assignments
3	Design Thinking and Innovation	Human-centered problem framing; Stakeholder empathy and insight mining; creative ideation and divergent thinking; Change leadership	Align with emerging industry practices Stanford d. School – Human-centered innovation and design thinking pedagogy Stanford d.school – Design thinking resources and experiential learning https://dschool.stanford.edu/executive-education/design-thinking-bootcamp		Live industry briefs; Field immersion and site visits; Exploring solution to problem using AI

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

PROGRAMME OUTCOMES

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

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

CO – PO Mapping

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

University of Engineering and Management

Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Trimester IV Batch: 2025-27

Subject Name: Advanced Excel
Credit: 2 **Lecture Hours: 20**
Subject Code: MBA 492
Pre-requisite: Basic MS Excel

Relevant Links:

LinkedIn Coursera NPTEL

Course Description:

This course provides hands-on training in advanced Excel tools and applications including formulas, Pivot Tables, dashboards, Power Query, Power Pivot, financial functions, and macros. The lab-oriented course emphasizes practical business applications, reporting automation, and data-driven decision- making across functional domains such as finance, HR, marketing, and operations.

Course Objectives:

The course aims to develop advanced proficiency in Microsoft Excel for business analytics, data Management, financial modelling, and managerial decision-making. It enables students to apply Analytical tools, automation techniques, and data visualization methods to solve real-world business Problems efficiently.

Course Outcome:

CO1: Develop advanced spreadsheet modelling skills using formulas, functions, logical tools, and data analysis techniques for business decision-making.

CO2: Analyze and visualize large datasets using advanced Excel tools such as Pivot Tables, Power Pivot, dashboards, charts, and data models.

CO3: Apply financial, statistical, and business analytics functions for forecasting, reporting, and problem-solving in managerial contexts.

CO4: Automate business processes using Macros and VBA and create interactive reports and dashboards for strategic business applications.

Complete Syllabus:

Module	Chapter	Sub-topics	Text Book as per syllabus	Mapping with Industry and International Academia	Lecture Hours	Corresponding Lab Assignment
Module 1	Chapter 1	Advanced Excel Environment and Data Management Introduction to Advanced Excel, Workbook Management, Customizing Ribbon and Quick Access Toolbar, Data Import from External Sources, Managing Large Datasets, Workbook Linking and Consolidation.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn	*International Academia:* (https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/external-resources/microsoft-excel-tutorial_5ce7dc31-0f0f-4fb3-95d5-2fa0f0a0e291/) *AICTE-prescribed syllabus:* (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)		Tasks: Import sales and inventory data from CSV, Excel, and a sample SQL export; clean dates and numeric formats; create a master consolidated workbook with linked sheets; implement data validation for key columns; create named ranges and use Power Query to perform an append

						and basic transformations (trim, split, change types).
	Chapter 2	Advanced Lookup and Reference Functions VLOOKUP, HLOOKUP, XLOOKUP, INDEX-MATCH, Dynamic Lookup Techniques, Two-Way Lookups.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn			Tasks: Build worksheets that demonstrate VLOOKUP/HLOOKUP, INDEX–MATCH, and XLOOKUP solutions for identical problems; implement two-way lookups, approximate-match pricing tiers, and dynamic named-range lookups; create a dashboard control (drop-down) to switch lookup mode; include error handling with IFERROR and custom messages.
Module 2	Chapter 3	Pivot Tables and Pivot Charts Advanced Pivot Tables, Slicers and Timelines, Grouping Data, Calculated Fields, Pivot Charts, Interactive Data Summarization.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn	*International Academia:* (https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/external-resources/microsoft-excel-tutorial_5ce7dc31-0f0f-4fb3-95d5-2fa0f0a0e291/) *AICTE-prescribed syllabus:* (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)		Tasks: Given transactional data, build advanced pivot tables with grouping (dates, product categories), calculated fields and items, hierarchical row/column structures, pivot charts, slicers and timelines; create a multi-sheet interactive report

						where slicer selections propagate to summary and chart sheets.
	Chapter 4	Dashboard Design and Data Visualization Principles of Dashboard Design, KPI Dashboards, Interactive Charts, Dynamic Reports, Sparklines, Business Performance Dashboards.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn			Tasks: Design a one-page executive KPI dashboard (sales performance example) using charts (combo charts, sparklines), conditional formatting, dynamic ranges, interactive slicers, and form controls (drop-downs); follow dashboard design principles (focus, consistency, appropriate chart choice); include drill-down capability to view detail data beneath KPIs.
Module 3	Chapter 5	Logical and Conditional Functions IF, SWITCH, IFERROR, Conditional Calculations, Business Rule Applications.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn	*International Academia:* (https://ocw.mit.edu/courses/15-071-the-analytics-edge-spring-2017/external-resources/microsoft-excel-tutorial_5ce7dc31-0f0f-4fb3-95d5-2fa0f0a0e291/) *AICTE-prescribed syllabus:* (https://www.aicte-india.org/sites/default/files/AICTE_MBA.pdf)		Tasks: Build worksheets implementing multi-condition pricing/discount rules with IF, IFS, SWITCH; create nested condition solutions and replace long nested IFs with lookup tables and SWITCH where appropriate; build audit columns that

						flag anomalies using logical tests and conditional formatting.
	Chapter 6	Macros, Recording Macros, Variables and Loops, Conditional Statements, Automating Repetitive Tasks.	MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn			Tasks: Record macros to standardize report formatting, assign a shortcut, inspect the generated VBA, and save macros in Personal Macro Workbook.

Text Book

MICROSOFT EXCEL 2019: DATA ANALYSIS&BUSINESS MODEL by L. Winston Wayn, PHI Learning Pvt. Ltd.

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 leaderin 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 solvereal life business problems and situations.

CO-PO MAPPING:

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

University of Engineering and Management
Institute of Engineering & Management, Salt Lake Campus

Syllabus for MBA Batch 2025-27

Subject Name: Boardroom Simulation

Credit: 2 **Lecture Hours: 20**

Subject Code: MBA493

Course Objectives:

By the end of the course, participants will be able to:

1. To understand the structure, functions, and responsibilities of corporate boards and the principles of corporate governance.
2. To analyze strategic, financial, ethical, operational, and risk-related issues in boardroom decision-making scenarios.
3. To apply governance frameworks and ESG principles in organizational decisions under dynamic and uncertain business conditions.
4. To develop executive competencies such as negotiation, persuasion, leadership, stakeholder management, and professional communication through boardroom simulations.

Course Outcomes

By the end of the course, participants will be able to:

CO1: To understand the structure, functions, responsibilities, and governance roles of corporate boards, including executive and non-executive decision-making mechanisms.

CO2: To analyze strategic, financial, operational, ethical, and risk-related issues in boardroom contexts and apply governance principles in organizational decision-making.

CO3: To evaluate and respond to complex business situations including crises, compliance challenges, ESG considerations, and stakeholder conflicts using structured board-level thinking.

CO4: To develop executive competencies including negotiation, persuasion, financial interpretation, collaborative leadership, and professional communication through simulated boardroom environments under uncertainty.

Module	Chapter	Topic/Sub-topics	No. of Classes & Cases	Mapping with Industry and International Academia	Corresponding Lab Assignment
M2	Boardroom Roles and Dynamics	• Executive vs. non-executive directors • Independent directors • Power, politics, and influence • Boardroom culture and behavior • Decision-making processes	5	https://www.marketplace-simulation.com/ https://www.exed.hbs.edu/	First board meeting role-play
M2	Leadership and Executive Presence	• Executive communication • Persuasion and influence • Leadership styles • Emotional intelligence • Professional boardroom conduct	5	https://www.marketplace-simulation.com/ https://www.exed.hbs.edu/	Executive presentation exercises
M3	Strategic Decision-Making	• Strategic planning frameworks • Competitive analysis • Growth strategies • Mergers and acquisitions • Innovation and digital transformation	5	https://www.marketplace-simulation.com/ https://www.exed.hbs.edu/	Building a Corporate Strategy Blueprint **Task:** Choose one company. Prepare a strategic blueprint including: • Key strategic issues • Vision, mission refinement • Strategic objectives (short & long

					term)
M4	Capstone Boardroom Simulation	• Integrated multi-party board simulation • Crisis, finance, governance, and strategy combined • Final board presentation • Reflection and evaluation	5	https://www.marketplace-simulation.com/ https://www.exed.hbs.edu/	Board presentation

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 andresponsibilities 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 leaderin 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 solvereal 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