



MARYLAND APPLIED GRADUATE ENGINEERING

Software/Product Engineering 360: The Business of Engineering (ENPM 818E) Sections 0101 & SW01

Term: Spring 2025

Professor: [Karthik Chandrashekar](#)

Email: karthikc@umd.edu

Office Hours: By request

Credits: 3

Course Dates: Jan 27, 2026 - May 5, 2026

Course Times: Tuesday 7:00pm - 9:40pm

Classroom: JMP 2116 and Online

[Canvas/ELMS Course Page:](#)

Course Description

Software engineering leaders and teams now have to understand, process, incorporate and optimize for market dynamics, revenue projections, company brand building, customer onboarding and adoption, go-to-market (GTM) strategies, financial budget and board metrics as they build, maintain, and manage software systems. This means software engineering teams have to work closely with Product Marketing, Sales, demand/growth marketing, customer success and services, Finance, etc. This is even more amplified in product-led growth companies.

A full 360-degree understanding of the business functions and business metrics is expected and slowly becoming critical for software engineering leaders and their teams.

This course will introduce the various software/product business functions that drive and generate revenue for the business such as product management, product marketing, go-to-market, customer success, finance, product design, product operations and analytics, legal, etc. For each business function, key responsibilities, purpose, concepts and tools and techniques will be covered and the theory will be amplified with case-studies, industry speakers and a group project.

Prerequisites

No prerequisites are required for this course. Prior engineering or business experience or understanding of software development, Sales, Marketing, Finance, etc. would be helpful, but is not required.

Learning Outcomes

By completing this course, aspiring product/software engineers – developers, testers, product managers, UX designers, scrum/program managers, engineering operations, system architects, etc. – will acquire a holistic view of a company/product landscape in terms of market, business, finance and technology. This would enable students/professionals to better understand their current role and responsibilities in the context of the overall

company/product mission and vision and thus empower students to grow rapidly in their current role or move laterally to other roles through a 360 knowledge of the business. This knowledge can be a foundational catalyst to a student's career in not only securing a job with the right role but also help accelerate their career.

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

- 1. Understand and summarize key responsibilities and concepts for different functions of a software engineering business*
- 2. Learn and apply engineering principles, methods, techniques, tools, and industry standard notations that are inherent to the operations of different business functions*
- 3. Learn and apply software engineering principles that drive product-led growth*
- 4. Analyze and evaluate evolutionary and revolutionary advances in tools and techniques in different business functions*
- 5. Learn and synthesize best-practices from case-studies and industry leaders from different business functions*
- 6. Apply end-to-end software 360 knowledge in a group project*

Course Materials

This course does not have a prescribed text book. The lectures in this course draw from various engineering and business disciplines and incorporate industry concepts, best practices and experience. Class participation and engagement will be a significant aspect of this course.

Laptop: You are free to use your computer to take notes and view the lecture slides during class. Case study preparation and presentation will require a laptop. You must limit your work with your laptop to class related topics.

Course Structure

This course is an on-campus section. On-campus students are expected to attend in-person class sessions and be prepared to engage with the lecture and materials. If you have a conflict on a particular day, please reach out to me in advance to discuss. Class participation and engagement will be critical for success in this course.

Communication Guidelines

Communicating with the Instructor

My goal is to be readily available to you throughout the semester. I can be reached by email at karthikc@umd.edu. Please DO NOT email me with questions that are easily found in the syllabus or on ELMS-Canvas (e.g., When is this assignment due? How much is it worth? etc.), but please DO reach out about personal, academic, and intellectual concerns/questions. CANVAS/ELMS discussion boards will be used for questions about the course content and assignments.

Additionally, please review [These tips for 'How to email a Professor'](#). By following these guidelines, you will be ensured to receive a timely and courteous response.

Finally, if you need to discuss issues not appropriate for the classroom and/or an email, we can arrange to talk by phone, over Zoom, or in person. Send me an email asking for a meeting and we can set something up.

Announcements

I will send IMPORTANT messages, announcements, and updates through ELMS-Canvas. To ensure you receive this information in a timely fashion, make sure your email and announcement notifications (including changes in assignments and/or due dates) are enabled in ELMS-Canvas ([How to change notification settings in CANVAS](#)).

Log into our ELMS-Canvas course site at least once every 24-hour period to check your inbox and the Announcements page.

Names/Pronouns and Self-Identifications

The University of Maryland recognizes the importance of a diverse student body, and we are committed to fostering inclusive and equitable classroom environments. I invite you, if you wish, to tell us how you want to be referred to in this class, both in terms of your name and your pronouns (he/him, she/her, they/them, etc.). Keep in mind that the pronouns someone uses are not necessarily indicative of their gender identity. Visit trans.umd.edu to learn more.

Additionally, it is your choice whether to disclose how you identify in terms of your gender, race, class, sexuality, religion, and dis/ability, among all aspects of your identity (e.g., should it come up in classroom conversation about our experiences and perspectives) and should be self-identified, not presumed or imposed. I will do my best to address and refer to all students accordingly, and I ask you to do the same for all of your fellow Terps.

Communicating with your Peers

With a diversity of perspectives and experience, we may find ourselves in disagreement and/or debate with one another. As such, it is important that we agree to conduct ourselves in a professional manner and that we work together to foster and preserve a virtual classroom environment in which we can respectfully discuss and deliberate controversial questions. I encourage you to confidently exercise your right to free speech—bearing in mind, of course, that you will be expected to craft and defend arguments that support your position. Keep in mind, that free speech has its limit and this course is NOT the space for hate speech, harassment, and derogatory language. I will make every reasonable attempt to create an atmosphere in which each student feels comfortable voicing their argument without fear of being personally attacked, mocked, demeaned, or devalued.

Any behavior (including harassment, sexual harassment, and racially and/or culturally derogatory language) that threatens this atmosphere will not be tolerated. Please alert me immediately if you feel threatened, dismissed, or silenced at any point during our semester together and/or if your engagement in discussion has been in some way hindered by the learning environment.

Netiquette Policy

Netiquette is the social code of online classes. Students share a responsibility for the course's learning environment. Creating a cohesive online learning community requires learners to support and assist each other. To craft an open and interactive online learning environment, communication has to be conducted in a professional and courteous manner at all times, guided by common sense, collegiality and basic rules of etiquette.

Grading

Grade Breakdown

Assignment	#	Percentage %
Three Case-studies	3	60%
Team Project (TP): team-based capstone project	1	40%
Total		100%

Course Assignments

Case Studies: A student's performance will be assessed by periodic case-studies that reinforce key course topic areas and focus on individual performance and team collaboration. Regular class participation, both attendance and engagement, will be required and critical for success in this course. Each topic area in this course will include a learning lecture and a case study lecture. Students will work on their selected case-study and present back to the class. Case studies will be a group activity with groups being determined on a per case study basis.

Project: A team project must be completed during the course. The project assignment requires researching a company and working with team members to complete the requested artifacts related to the various course topic areas. The artifacts are presented as a group. Teams have several weeks to complete the project assignment.

Important points to note regarding team assignments are:

- The ability to work in a team is part of the assignment. Therefore, it is your responsibility to ensure that all team members contribute equally and that everyone's contribution is properly reviewed.
- Teams will be assigned randomly.
- No adjustments will be made to individual team member's grades based on their level of contribution.

Grading of Assignments

All assignments will be graded according to a predetermined set of criteria (i.e., rubric) which will be communicated to students before the assignment is submitted.

To progress satisfactorily in this class, students need to receive timely feedback. To that end, it is my intention to grade all assignments within **7 days** of their due date. If an assignment is taking longer than expected to grade, students will be informed of when they can expect to see their grade.

Grade Computation

All assessment scores will be posted on the ELMS/Canvas page. If you would like to review any of your grades (including the exams), or have questions about how something was scored, please email me to schedule a time for us to meet and discuss.

It is expected that you will submit work by the deadline listed in the syllabus and/or on ELMS-Canvas. Late work will be penalized according to the late work policy described in the **Course Policies and Procedures** section below.

Grade Disputes: I am happy to discuss any of your grades with you, and if I have made a mistake I will immediately correct it. Any formal grade disputes must be submitted in writing and within one week of receiving the grade.

Final letter grades are assigned based on the percentage of total assessment points earned. To be fair to everyone I have to establish clear standards and apply them consistently, so please understand that being close to a cutoff is not the same as making the cut (89.99 ≠ 90.00). It would be unethical to make exceptions for some and not others.

Final Grade Cutoffs

Letter Grade	Cutoff
A+	97%
A	94%
A-	90%
B+	87%
B	84%
B-	80%
C+	77%
C	74%
C-	70%
D+	67%
D	64%
D-	60%
F	<60%

Course Schedule

Week #	Date	Topic	Deliverable
1	1/27/2026	Introduction to Software360: Business of Technology	
2	2/3/2026	Product Management Lecture	
3	2/10/2026	Product Marketing Lecture	
4	2/17/2026	Product Management Case Studies and Industry Expert	Presentation - 20% of grade
5	2/24/2026	Product Marketing Case Studies and Industry Expert	Presentation - 20% of grade
6	3/3/2026	Go-To-Market (GTM) Sales and Demand Growth:	
7	3/10/2026	Customer Success, Services and Support	
8	3/17/2026	Spring Break – no class	
9	3/24/2026	GTM Case Studies and Industry Expert	Presentation - 20% of grade
10	3/31/2026	Customer Success Case Studies and Industry Expert	Presentation - 20% of grade

11	4/7/2026	Product Design, Dev, Analytics & Ops Lecture	
12	4/14/2026	Business G&A Lecture – HR, Legal, Finance etc.	
13	4/21/2026	Product Design, Development, Operations and Analytics Case Studies and Industry Expert	Presentation - 20% of grade
14	4/28/2026	Business G&A Case Studies and Industry Expert	Presentation - 20% of grade
16	5/5/2026	Project Presentations I	Presentation - 40% of grade
17	5/12/2026	Project Presentations II	Presentation - 40% of grade

Note: This is a tentative schedule, and subject to change as necessary – monitor ELMS-Canvas for current deadlines. In the unlikely event of a prolonged university closing, or an extended absence from the university, adjustments to the course schedule, deadlines, and assignments will be made based on the duration of the closing and the specific dates missed.

Course Policies and Procedures

The University of Maryland’s conduct policy indicates that course syllabi should refer to a webpage of course-related policies and procedures. For a complete list of graduate course related policies, visit the [Graduate School website](#). Below are course-specific policies and procedures which explain how these Graduate School policies will be implemented in this class.

Satisfactory Performance

The Graduate School expects students to take full responsibility for their academic work and academic progress. The student, to progress satisfactorily, must meet all the academic requirements of this course. Additionally, each student is expected to complete all readings and any preparatory work before each class session, come to class prepared to make substantive contributions to the learning experience, and to proactively communicate with the instructor when challenges or issues arise.

Questions about Assignments

Please ask all questions you may have about an assignment by 1:00PM the day before the assignment is due. Any questions asked after that time may not be answered in time for you to make changes to your work.

Late Work Policy

Assignments should be completed by the due date and time listed with the assignment, on the syllabus, and/or in the course calendar. If you are unable to complete an assignment by the stated due date, it is your responsibility to contact your instructor to discuss an extension, at least 24 hours BEFORE the assignment is due. Extensions are not guaranteed, but may be granted at the instructor's discretion.

Late assignment submissions suffer a loss of 20% of the total value off the top for each day late. For example, an assignment handed in one day late can get at most 80% of the total points.

Religious Observance

It is the student's responsibility to inform the instructor of any intended absences for religious observances in advance. Notice should be provided as soon as possible but no later than the end of the schedule adjustment period.

Academic Integrity

For this course, some of your assignments will be collected via Turnitin on ELMS/Canvas. I have chosen to use this tool because it can help you improve your scholarly writing and help me verify the integrity of student work. For information about Turnitin, how it works, and the feedback reports you may have access to, visit [Turnitin Originality Checker for Students](#)

The University's Code of Academic Integrity is designed to ensure that the principles of academic honesty and integrity are upheld. In accordance with this code, the University of Maryland does not tolerate academic dishonesty. Please ensure that you fully understand this code and its implications because all acts of academic dishonesty will be dealt with in accordance with the provisions of this code. All students are expected to adhere to this Code. It is your responsibility to read it and know what it says, so you can start your professional life on the right path. **As future professionals, your commitment to high ethical standards and honesty begins with your time at the University of Maryland.**




It is important to note that course assistance websites, such as CourseHero, or AI generated content are not permitted sources, unless the instructor explicitly gives permission. Material taken or copied from these sites can be deemed unauthorized material and a violation of academic integrity. These sites offer information that might be inaccurate or biased and most importantly, relying on restricted sources will hamper your learning process, particularly the critical thinking steps necessary for college-level assignments.

Additionally, students may naturally choose to use online forums for course-wide discussions (e.g., Group lists or chats) to discuss concepts in the course. However, **collaboration on graded assignments is strictly prohibited unless otherwise stated**. Examples of prohibited collaboration include: asking classmates for answers on quizzes or exams, asking for access codes to clicker polls, etc. Please visit the [Office of Graduate Studies' full list of campus-wide policies](#) and reach out if you have questions.

Finally, on each exam or assignment you must write out and sign the following pledge: ***"I pledge on my honor that I have not given or received any unauthorized assistance on this exam/assignment."***

If you ever feel pressured to comply with someone else's academic integrity violation, please reach out to me straight away. Also, ***if you are ever unclear*** about acceptable levels of collaboration, ***please ask!***

To help you avoid unintentional violations, ***the following table*** lists levels of collaboration that are acceptable for each graded exercise. Each assignment will contain more specific information regarding acceptable levels of collaboration.

Assignment Type	 OPEN NOTES	 READ BOOK	 LEARN ONLINE	 GATHER CONTENT WITH AI	 ASK FRIENDS	 WORK IN GROUPS
Case Studies	✓	✓	✓	✓	✓	✓
Project	✓	✓	✓	✓	✓	✓

Course Evaluation

Please submit a course evaluation through Student Feedback on Course Experiences in order to help faculty and administrators improve teaching and learning at Maryland. All information submitted to Course Experiences is confidential. Campus will notify you when Student Feedback on Course Experiences is open for you to complete your evaluations at the end of the semester. Please go directly to the [Student Feedback on Course Experiences](#) to complete your evaluations. By completing all of your evaluations each semester, you will have the privilege of accessing through Testudo the evaluation reports for the thousands of courses for which 70% or more students submitted their evaluations.

Copyright Notice

Course materials are copyrighted and may not be reproduced for anything other than personal use without written permission.

Tips for Succeeding in this Course

1. **Participate.** I invite you to engage deeply, ask questions, and talk about the course content with your classmates. You can learn a great deal from discussing ideas and perspectives with your peers and professor. Participation can also help you articulate your thoughts and develop critical thinking skills.
2. **Manage your time.** Students are often very busy, and I understand that you have obligations outside of this class. However, students do best when they plan adequate time that is devoted to course work. Block your schedule and set aside plenty of time to complete assignments including extra time to handle any technology related problems.
3. **Login regularly.** I recommend that you log in to ELMS-Canvas several times a week to view announcements, discussion posts and replies to your posts. You may need to log in multiple times a day when group submissions are due.
4. **Do not fall behind.** This class moves at a quick pace and each week builds on the previous content. If you feel you are starting to fall behind, check in with the instructor as soon as possible so we can troubleshoot together. It will be hard to keep up with the course content if you fall behind in the pre-work or post-work.
5. **Use ELMS-Canvas notification settings.** Pro tip! Canvas ELMS-Canvas can ensure you receive timely notifications in your email or via text. Be sure to enable announcements to be sent instantly or daily.
6. **Ask for help if needed.** If you need help with ELMS-Canvas or other technology, IT Support. If you are struggling with a course concept, reach out to me and your classmates for support.

Student Resources and Services

Taking personal responsibility for your learning means acknowledging when your performance does not match your goals and doing something about it. I hope you will come talk to me so that I can help you find the right approach to success in this course, and I encourage you to visit the [Counseling Center's Academic Resources](#) to learn more about the wide range of resources available to you. Below are some additional resources and services commonly used by graduate students. For a more comprehensive list, please visit the Graduate School's [Campus Resources Page](#).

Accessibility and Disability Services

The University of Maryland is committed to creating and maintaining a welcoming and inclusive educational, working, and living environment for people of all abilities. The University of Maryland is also committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the University, or be subjected to discrimination. The [Accessibility & Disability Service \(ADS\)](#) provides reasonable accommodations to qualified individuals to provide equal access to services, programs and activities. ADS cannot assist retroactively, so it is generally best to request accommodations several weeks before the semester begins or as soon as a disability becomes known. Any student who needs accommodations should contact me as soon as possible so that I have sufficient time to make arrangements.

For assistance in obtaining an accommodation, contact Accessibility and Disability Service at 301-314-7682, or email them at adsfrontdesk@umd.edu. Information about [sharing your accommodations with instructors, note taking assistance](#) and more is available from the [Counseling Center](#).

Writing Center

Everyone can use some help sharpening their communication skills (and improving their grade) by visiting [The Graduate School's Writing Center](#) and schedule an appointment with them. Additionally, international graduate students may want to take advantage of the Graduate School's free [English Editing for International Graduate Students \(EEIGS\) program](#).

Health Services

The University offers a variety of physical and mental health services to students. If you are feeling ill or need non-emergency medical attention, please visit the [University Health Center](#).

If you feel it would be helpful to have someone to talk to, visit [UMD's Counseling Center](#) or [one of the many other mental health resources on campus](#).

Notice of Mandatory Reporting

Notice of mandatory reporting of sexual assault, sexual harassment, interpersonal violence, and stalking: As a faculty member, I am designated as a "Responsible University Employee," and I must report all disclosures of sexual assault, sexual harassment, interpersonal violence, and stalking to UMD's Title IX Coordinator per University Policy on Sexual Harassment and Other Sexual Misconduct.

If you wish to speak with someone confidentially, please contact one of UMD's confidential resources, such as [CARE to Stop Violence](#) (located on the Ground Floor of the Health Center) at 301-741-3442 or the [Counseling Center](#) (located at the Shoemaker Building) at 301-314-7651.

You may also seek assistance or supportive measures from UMD's Title IX Coordinator, Angela Nastase, by calling 301-405-1142, or emailing titleXcoordinator@umd.edu.

To view further information on the above, please visit the [Office of Civil Rights and Sexual Misconduct's](#) website at ocrsm.umd.edu.

Basic Needs Security

If you have difficulty affording groceries or accessing sufficient food to eat every day, or lack a safe and stable place to live, please visit [UMD's Division of Student Affairs website](#) for information about resources the campus offers you and let me know if I can help in any way.

Veteran Resources

UMD provides some additional supports to our student veterans. You can access those resources at the office of [Veteran Student life](#) and the [Counseling Center](#). Veterans and active duty military personnel with special circumstances (e.g., upcoming deployments, drill requirements, disabilities) are welcome and encouraged to communicate these, in advance if possible, to the instructor.