

Scheme of Examination

&

Syllabi

of

Two Year

**MASTER OF BUSINESS ADMINISTRATION
(M B A) WEEKEND □ REAL ESTATE**

for

Academic Session 2010 Onwards



GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY

Kashmere Gate, Delhi - 110 403 (INDIA).

www.ipu.ac.in

WEEKEND PROGRAMMES

The school realized the continuing educational needs of the growing population of working professionals in the government, public and private sector who want to assume higher responsibilities to better serve the industry and the society by upgrading their qualification without leaving their jobs i.e. who cannot leave their full-time jobs to pursue an MBA. With this realization, USMS has launched first of its kind innovative MBA (Weekend) programmes for working/employed personnel and serve the various sections of the industry.

PROGRAM FOCUS

To develop conceptual knowledge and behavioral skills of the participants to assume higher responsibilities through efficient and effective management of contemporary business environment.

EVALUATION SYSTEM

The evaluation of students in this course shall be continuous and dynamic. The evaluation of students shall be done in each semester. In every semester, each paper will carry a total weightage of 100 marks. The complete evaluation shall be done by two methods having different weightages:

- Internal evaluation - 40 marks
- External evaluation - 60 marks

The internal evaluation shall be done by the teacher who is teaching the course. The weightage for various components of assessment of students shall be:

Internal Evaluation

Class Test –I (based on written test) : 20 Marks

Class Test –II

(Presentations/Assignments/Class interaction

Practical and Practical File) : 20 Marks

The exact breakup of the above component shall be decided by the concerned teacher in each semester and informed to the students in the beginning of the semester.

External Evaluation

The evaluation shall also be done through a written test (external evaluation) to be done at the end of each semester comprising of 60 marks. This would be based on the curriculum specified for each paper. A student to clear the paper must obtain atleast 50% marks in the internal and external evaluation taken together.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)****FIRST SEMESTER**

Code No.	Course	L	T/P	Credits
MS (RE) 101	Management Process & Organizational Behaviour	2	-	3
MS (RE) 103	Quantitative Methods	2	-	3
MS (RE) 105	Managerial Economics	2	-	3
MS (RE) 107	Business Communication	2	-	3
MS (RE) 109	Accounting for Management	2	-	3
MS (RE) 111	Information Technology Management	2	-	3
MS (RE) 113	Conceptual Framework for Real Estate	2		3
MS (RE) 151	Information Technology Management Lab		2	1
	Total	14	2	22
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester				

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)****SECOND SEMESTER**

Code No.	Course	L	T/P	Credits
MS (RE) 102	Human Resource Management	2	-	3
MS (RE) 104	Business Research	2	-	3
MS (RE) 106	Financial Management	2	-	3
MS (RE) 108	Operations Management	2	-	3
MS (RE) 110	Marketing Management	2	-	3
MS (RE) 112	Strategic Management	2	-	3
MS (RE) 114	Information Systems Management	2	-	3
MS (RE) 116	Minor Project-I (Sector Specific)		2	6
	Total	14	2	27
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester				

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

THIRD SEMESTER

Code No.	Course	L	T/P	Credits
MS (RE) 201	Management of Technology. Innovation & Change	2		3
MS (RE) 203	Corporate Social Responsibility, Human Values & Ethics	2		3
MS (RE) 205	Business Laws	1.5		2
MS (RE) 207	Urban Land Development and Land Economics	2		3
MS (RE) 209	Real Estate Financing and Risk Analysis	2		3
MS (RE) 211	Project Management - Processes and Application	2		3
MS (RE) 213	Construction Technologies and Processes (NUES)**	2		3
MS (RE) 215	Procurement Management: Services, Equipments and Works	2		3
	Total	15.5		23

* **Teaching Hours:** The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester

** - Non University Examination System

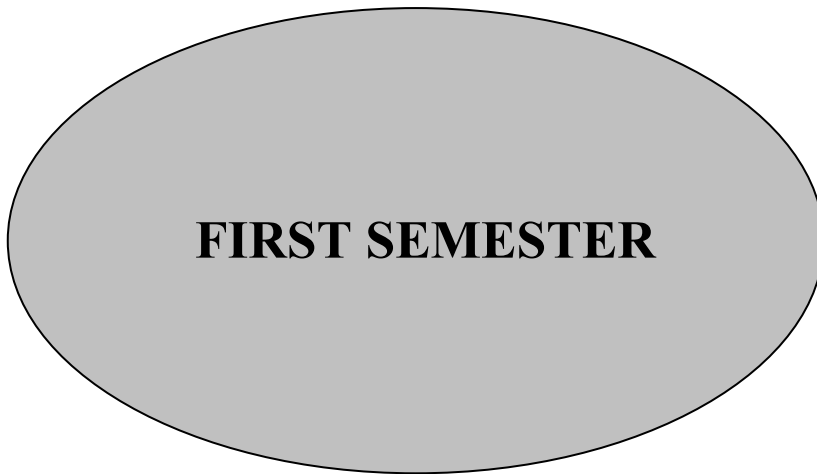
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI**MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)****FOURTH SEMESTER**

Code No.	Course	L	T/P	Credits
MS (RE) 202	Quality and Management Systems	2	-	3
MS (RE) 204	Real Estate Valuation	2	-	3
MS (RE) 206	Investment Analysis and Portfolio Management	2	-	3
MS (RE) 208	Infrastructure Services Planning (NUES)**	2	-	3
MS (RE) 210	Sustainable Real Estate Development	2	-	3
MS (RE) 212	Legal Framework for Real Estate	2	-	3
MS(RE) 214	Real Estate Transaction Services	2	-	3
MS (RE) 216	Project Dissertation		2	15
	Total	14	2	36
* Teaching Hours: The total number of teaching hours for each course of 3 credits is of 42 hours spread over 21 weeks i.e. one Semester. ** - Non University Examination System				

Note: The Project Dissertation will start in the beginning of the third semester and the submission will take place in the fourth semester.

Scheme of total credits in two-year MBA Weekend Programme

FIRST SEMESTER	22
SECOND SEMESTER	27
THIRD SEMESTER	23
FOURTH SEMESTER	36
TOTAL CREDITS OF THE COURSE	108
MINIMUM CREDITS REQUIRED FOR DEGREE	100



GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Management Process & Organisational Behaviour

Course Code: MS (RE) 101

L □ 2 Credits - 3

Objectives: This course is designed to expose the students to fundamental concepts of management, its processes and behavioural dynamics in organizations.

Course Contents:

1. Introduction to Management: Meaning and Nature of Management, Evolution of Management (in India and Abroad), Managerial Skills, Tasks and Responsibilities of a Professional Manager, Management by Objectives

Management and Society: The External Environment, Social Responsibility, and Ethics: An Overview.

(08 Hours)

2. Process of Management: Functions of Management: Planning-Process and Techniques, Organizing-Process and Organizational Structure, Directing-Principles and Process, Controlling-Process and Techniques, Problem Solving and Decision Making.

(10 Hours)

3. Fundamentals of Organizational Behaviour: Introduction and Meaning, Models of OB, Emergence of OB as a Discipline, OB Trends, Organizational Culture and Climate, Leadership Theories and Styles, Motivation-Theories and Practices, Managerial Communication, Organizational Change and Development.

(12 Hours)

4. Individual & Group Behaviour and Process in Organization: Individual Determinants of OB: Perception, Learning, Emotions, Attitudes, Personality, Stress and Its Implication on Management Practices, Group Dynamics and Work Teams, Power, Politics, Conflict and Negotiation, Interpersonal Behaviour and Relations, Transactional Analysis.

(12 Hours)

Organizational Behaviour Lab (Optional- for Internal assessment only): Since Organizational Behavior as a subject can better be understood through practical learning of behavioral measurement, so an OB lab can be introduced in the course. The student can be made to perform any two of the following Organizational Behavioral Tests. A practical file should also be prepared by the students.

- 16 PF
- FIRO-B
- Interpersonal Adjectives Scale
- MBTI
- Multidimensional Assessment of Personality
- Conflict Resolution Mode Inventory (Thomas – Kilmann)
- Multi Dimensional Self Esteem Inventory

- Assessing Personality & Social Behaviour – The social value & attitude scales

Text Books:

1. Robbins, S.P., Judge, T.A., Sanghi, S (2009). Organizational Behaviour, Pearson Education.
2. Pierce, J.L. & Gardner, D.G. (2010). Management and Organizational Behavior, Cengage Learning.

Reference Books:

1. George, J. M. & Jones, G.R. (2009). Understanding and Managing Organizational Behaviour 5th Edition, Pearson Education.
2. Green Berg, J. and Baron, R.A. (2008), Behaviour in Organization. PHI
3. Schermerhorn, J. (2007). Organizational Behaviour, 10th Edition, Wiley
4. Mcshane, S.L., Von Glinow, M.A., Sharma, R.R. (2006) Organizational Behaviour. Tata McGraw Hill

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Quantitative Methods

Course Code: MS (RE) 103

L – 2, Credits - 3

Objectives: To expose students to quantitative techniques in management decision making.

Course Contents:

1. Probability: Concepts, theorems, Bayes' Rule. Probability distributions: Discrete and Continuous Distribution. (10 hours)

2. Decision theory: Decision under Certainty, Uncertainty and Risk, Decision Tree Analysis; Game Theory: Pure and Mixed Strategies, Dominance and Algebraic methods. (10 hours)

3. Optimisation Techniques: Linear programming- Formulation, Graphical solution, Simplex method, Duality; Assignment problems; Transportation problems- Initial Basic Feasible Solution, Test for optimality. (14 hours)

4. Network analysis- PERT and CPM, Resource Optimisation. (8 hours)

Textbooks:

1. Ken Black (2009) Business Statistics: For Contemporary Decision Making, 5th edition, Wiley-India.
2. Barry Render, RM Stair, ME Hanna and TN Badri. (2009) Quantitative Analysis for Management, 10th edition, Pearson Prentice Hall.

Reference Books:

1. Richard Levin and DS Rubin (2009). Statistics for Management, 7th edition, Pearson Education.
2. Gupta, S.P. & Gupta M.P. (2009). Business Statistics, 15th edition, Sultan Chand and Sons.
3. Sharma, J.K. (2009). Business Statistics, 2nd edition, Pearson Education.
4. Taha, Hamdy (2008). Operations Research: An Introduction, 8th edition, Pearson Education.
5. Sharma, J.K. (2009). Operations Research: Theory and Applications, 4th edition, Macmillan.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Managerial Economics

Course Code: MS (RE) 105

L – 2 Credits – 3

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

Course Contents:

1. Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making; Opportunity cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal Approaches to Consumer Behaviour- Equi-marginal principle, Law of Diminishing Marginal Utility, Indifference curve Analysis.

(8 Hours)

2. Demand Analysis and Theory of Production: Demand Function, Determinants of Demand, Elasticity of Demand, Demand Estimation and Forecasting, Applications of Demand Analysis in Managerial Decision Making; Theory of Production- Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Applications in Managerial Decision Making.

(10 Hours)

3. Theory of Cost and Market Structures: Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope; Revenue curves; Market Structures: Price-Output decisions under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition.

(12 Hours)

4. Introduction to Macro Economics: Nature and Importance; Economic Growth and Development, Determinants of Economic Development; Methods of Measurement of National Income; Inflation- Meaning, Types and Control measures; Recent Developments in Indian Economy.

(12 Hours)

Text Books:

1. Hirschey, Mark, (2009), Fundamentals of Managerial Economics, 9th edition, Cengage Learning.

2. Salvatore, D. (2006), *Managerial Economics in a Global Economy*, 6th Edition, Oxford University Press.

Reference Books:

1. Truett Lila J., Truett, Dale B. and Truett J. Lila (2006). *Managerial Economics: Analysis, Problems, Cases*, 8th Edition, John Wiley & Sons.
2. Atmanand (2008). *Managerial Economics*, 2nd Edition, Excel Books.
3. Christopher R Thomas & S Charles Maurice (2008). *Managerial Economics*, 9th edition, McGraw Hill Co.
4. Petersen, H. Craig, Cris, L W and Sudhir K Jain(2008). *Managerial Economics*, 1st edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Business Communication

Course Code: MS (RE) 107

L -2 Credits □ 3

Objectives: To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.

Course Contents:

1. **Theory of Communication:** Nature, Importance and Role of Communication; The Communication Process; Barriers and Gateways to Communication.

(10 Hours)

2. Forms of Communication

(a) Written Communication: Principles of Effective Written Communication; Commercial Letters, Report Writing, Speech Writing, Preparing Minutes of Meetings; Executive Summary of Documents, Writing positive, negative persuasive, electronic messages

(b) Non-verbal Communication

(c) Oral Communication: Art of Public Speaking, Effective Listening

(d) Communicating in Teams

(10 Hours)

Applications of Communication

(a) Writing a Summer Project Report

(b) Writing CVs & Application Letters

(c) Group Discussions & Interviews

(d) The Employment Interview

3. Important Parameters in Communication

(a) The Cross Cultural Dimensions of Business Communication

(b) Technology and Communication

(c) Ethical & Legal Issues in Business Communication

(d) Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

(12 Hours)

4. **Other Communication Parameters:** Negotiation Process & its Management, Designing Visual Communication, Creating and Delivering Online Presentations

(10 Hours)

Text Books:

1. Lesikar et al (2009). Business Communication: Making Connections in a Digital World. Tata McGraw Hill Publishing Company Ltd. New Delhi.
2. Boove, C.L., Thill, J.V. & Chaturvedi, M. (2009). Business Communication Today, Pearson.

Reference Books:

1. Krizan et al (2010). Effective Business Communication, Cengage Learning.

2. Scot, O. (2009). *Contemporary Business Communication*, Biztantra, New Delhi.
3. Chaney & Martin (2009). *Intercultural Business Communication*, Pearson Education
4. Penrose et al (2009). *Business Communication for Managers*, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Accounting for Management

Course Code: MS (RE)109

L – 2 Credits - 3

Objectives: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarize the students with the basic cost and management accounting concepts and their applications in managerial decision making.

Course Contents:

- 1. Financial Accounting:** Scope and nature of Accounting, Accounting concepts and Principles, Introduction to Accounting Standards, Accounting Cycle, Journalisation; Subsidiary Books; Ledger Posting; Preparation of Trial Balance; Rectification of Error; Depreciation Accounting; Preparation of Final Accounts: Trading Account, Profit and Loss Account, Balance Sheet (with adjustments); Introduction to Company Financial Statement; Contents of Corporate Annual Report with Annexures. **(12 Hours)**
- 2. Analysis of Financial Statements:** Techniques of Financial Statement Analysis, Cash Flow Statement, Funds Flow Statement and Ratio Analysis. **(10 Hours)**
- 3. Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Methods, Techniques and Systems of Cost Accounting; Accounting for Direct Material, Direct Labour & Overheads; Contract Costing; Budgetary Control- Meaning, Importance and Classification; Fixed and Flexible Budgets Zero-based Budgeting, Performance Budgeting; Responsibility Accounting. **(10 Hours)**
- 4. Management Accounting:** Standard Costing and Variance Analysis: Material, Labour and Overhead Variances; Cost Volume Profit Analysis; Profit Planning; Introduction to Activity Based Costing, Target Costing, Life Cycle Costing, Balance Scorecard, EVA and Performance Measurement. **(10 Hours)**

Text Books:

1. Horngren, Datar, Foster, Rajan, Iitner(2009). Cost Accounting- A Managerial Emphasis, 13th Edition, Pearson Education.
2. M.Y.Khan and P.K.Jain (2010) Management Accounting, Edition 5. Tata Mc Graw Hill.

Reference Books:

1. Arora, M. N. (2008). Cost Accounting, 10th Editon, Vikas Publishing House.

2. Duray. Colin. (2004). Management and Cost Accounting, 6th Edition, Cengage Learning.
3. Maheshwari, S.N (2009). Accounting for Management, 2nd Edition., Sultan Chand & Sons.
4. Glautier, M.W.E. And Underdown B. (2010). Accounting Theory and Practice, Financial Times / Pearson.

Periodicals:

1. American Accounting Association, The Accounting Review
2. Institute of Chartered Accountant of India, The Chartered Accountant
3. The Institute of Cost and Works accountant of India, The Management Accountant

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Information Technology Management

Course Code: MS (RE) 111

L – 2 Credits - 03

Objectives: The primary objective of this course is to familiarize the student with basic concepts of information technology and their applications to business processes.

Course Contents:

1. **Computer Hardware and Number System:** - CPU, Basic Logic Gates, Computer Memory and Mass Storage Devices, Computer Hierarchy, Input Technologies, Output Technologies; Number Systems and Arithmetic: Decimal, Binary, Octal and Hexadecimal Number Systems, Binary Arithmetic. (06 Hours)
2. **Computer Software:** Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Process of Software Development. Data Analysis using Spreadsheets; Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems); DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling, Integrity Constraints, SQL queries. (14 Hours)
3. **Data communication and Networks:** Concepts of Data Communication, Types of Data-Communication Networks, Communications Media, Concepts of computer networks, Primary Network Topologies, Network Architectures-The OSI Model, Inter-networking devices. The Internet, Intranet and Extranets: Operation of the Internet, Services provided by Internet, World Wide Web. Creating Web Pages using HTML, Intranets and Extranets. (14 Hours)
4. **Functional and Enterprise Systems:** Data, Information and Knowledge concepts, Decision making process, Physical components of Information systems, Classification of Information systems; Overview of Security Issues in Information Technology. Emerging Trends in Information Technology. (8 Hours)

Text Books:

1. ITL Education Solutions (2009), Introduction to Information Technology, Pearson Education.
2. Turban, Rainer and Potter (2006). Introduction to information technology, 2nd Edition, John Wiley and Sons.

Reference Books:

1. Turban Efraim, Ephraim McLean, James Wetherbe (2006), Information Technology for Management -Transforming organizations in the digital economy, 4th Edition, Wiley India.
2. Joseph A. Brady and Ellen F Monk (2007), Problem Solving Cases in Microsoft and Excel, Fourth Annual Edition, Thomson Learning.
3. Saini A. K. and Pradeep Kumar (2003), Computer Applications in Management, Anmol Publications.
4. Deepak Bharihoke, (2009), Fundamentals of Information Technology, 3rd Edition, Excel Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Conceptual Framework for Real Estate

Course Code: MS (RE) 113

L-2 Credits 3

Objectives: Intent of the course is to impart detailed knowledge of all aspects related to management of Real Estate Projects to train the students as Real Estate Project Managers.

1. Conceptual Framework of Real Estate: Real Estate Scope; Classification of Real Estate activities and peculiarities; Factors affecting Real Estate Market; Role of Government in Real Estate Market; Statutory provisions, Laws, Rules and regulations application, land use controls in property development, registration and licensing requirements.

(12 Hours)

2. Functions of Real Estate Projects, Risk Management, Facilities Management, Marketing/Advertising, Post Construction Management etc.; Interests in real estate; Documentation in real estate processes; Transfer of titles and title records.

(10 Hours)

3. Real Estate appraisal and valuation; Role scope, working characteristics and principal functions of real estate participants and stakeholders; Real estate consultants and their activities; Types of agreements between the consultants and principal; knowledge base for assessment and forecasting the Real Estate market; Role and responsibilities of property managers.

(10 Hours)

4. Real estate investment, sources and related issues; Code of ethics for Real Estate participants; Environmental issues related to Real Estate transactions; Closing the Real Estate transactions, Good practices and managerial responsibilities.

(10 Hours)

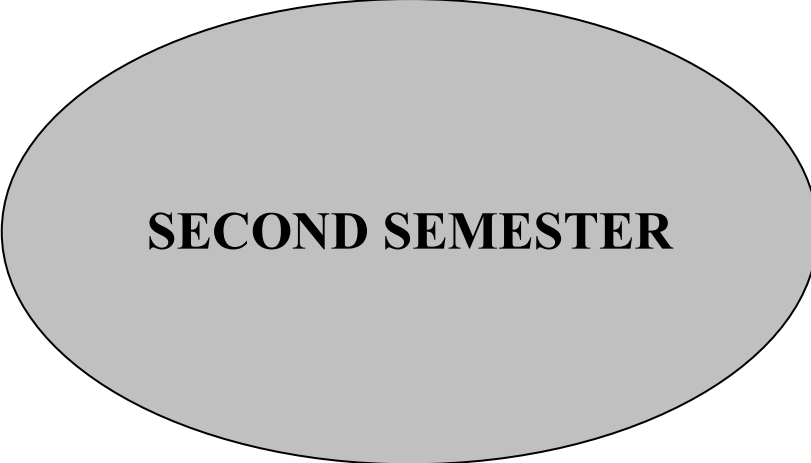
GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Information Technology Management Lab.

Course Code: MS (RE) 151

L – 0, P-2 Credits - 01

Lab will be based on Paper MS (RE) 111 and will basically cover the following: Operating System Commands, Basic HTML Tags, SQL Queries and Spreadsheet.



SECOND SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Human Resource Management

Course Code: MS (RE) 102

L -2 Credits -3

Objectives: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

Course Content

1. **Introduction to Human Resource Management:** Concept of HRM, Nature, Scope, Functions, Objectives, Processes, Importance and Evolution of HRM, HRM Models (In India and Broad), Roles and Responsibilities of HR managers.
HRM in a Dynamic Environment- Technological Changes, TQM, Workforce Diversity, Employee Empowerment, Learning Organization.

(10 Hours)
2. **Work Design and Workforce Planning:** Methods and Techniques of Forecasting the Demand and Supply of Manpower, Job Analysis, Human Resource Planning.

(10 Hours)
3. **Managing Employees in Organization**
 - (a) Managing Employee Competencies – Recruitment, Selection, Induction, Placement, Internal Mobility, Training & Development, Career and Succession Planning, Job Evaluation, Competency based Training and Assessment
 - (b) Managing Employee Attitudes & Behavior – Performance management and potential appraisal, compensation administration, Incentives and Employee benefits.

(12 Hours)
4. **Contemporary Issues in HR –** Wellness Issues, Managing labor relations, creating high performing HR Systems, Quality of Work Life, Human Resource Information Systems, Human Resource Audit, and Human Resource Accounting, Strategic Human Resource Management, International Human Resource Management

(10 Hours)

Text Books

1. Dessler et al., (2008), Human Resource Management, Pearson Education.
2. Cascio et al., (2010), Human Resource Management, Tata McGraw Hill.

Reference Books:

1. Armstrong, M. (2009), Armstrong's Handbook of Human Resource Practice, Kogan Page
2. Lepak, D. & Gowan M. (2009), Human Resource Management, Pearson Education.
3. Mondy, R W (2009), Human Resource Management, Pearson Education
4. Denisi, A S, Griffin, R W (2005), Human Resource Management: An Introduction, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Business Research

Course Code: MS (RE) 104

L -2 Credits -3

Objectives: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Contents:

1. **Introduction to Business Research-** Types of Research; Steps in the Research Process; Reviewing of literature; Formulating a Research problem – Identifying Objectives, Establishing operational definitions; Identifying variables – defining concepts, indicators, variables; Constructing Hypotheses – Functions, Characteristics, Types of hypotheses.
(10 Hours)
2. **Research design** – Definition, Functions; Study designs – based on number of contacts, based on reference period, experimental, non-experimental and quasi-experimental study designs, cross-over comparative experimental design, replicated cross-sectional design, action research; Methods of data collection – primary and secondary sources; Primary data collection instruments; Attitudinal scales – Likert, Thurstone, Guttman scales; Types of measurement scales – nominal, ordinal, interval, ratio; Validity of research instruments – face and content, concurrent and predictive, construct validity; Reliability of research instruments – external and internal consistency procedures.
(12 Hours)
3. **Sampling** – concepts, principles; Types of sampling – probability, non-probability, mixed sampling designs; Sampling frame; Sample size determination; Writing a research proposal; Ethical issues in data collection; Data editing, coding and tabulating.
(10 Hours)
4. **Introduction to hypothesis testing-** Advanced data analysis techniques – basic concepts of discriminant analysis, factor analysis, cluster analysis, multi-dimensional scaling and conjoint analysis; Displaying data; Writing a research report.
(10 Hours)

Textbooks:

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education.
2. Naresh Malhotra and S. Dash (2009) Marketing Research, 5th edition, Pearson Prentice Hall.

Reference Books:

1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Uma Sekaran (2003) Research Methods for Business, 4th edition, Wiley.
3. Robert Stine and D Foster (2010) Statistics for Business, 1st edition, Pearson Education.
4. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Financial Management

Course Code: MS (RE) 106

L-2 Credit - 3

Objectives: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

Course Contents:

1. **Introduction to Financial Management:** Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds, Computation of EMI, Annuity, Annuity Due. **(10 Hours)**
2. **Financing Decisions:** Sources of Finance, Leverages, EBIT- EPS Analysis; Cost of Capital; Capital Structure: Net Income Approach, Net Operating Income Approach, Traditional Approach and MM Approach. **(12 Hours)**
3. **Investment Decisions:** Capital Budgeting: Conventional and DCF Methods; Inflation and Capital Budgeting; Risk Analysis and Capital Budgeting-Certainty Equivalent Factor; Risk Adjusted Discounting Rate; Decision Tree; Independent and Dependent Risk Analysis; Replacement Decisions, Sensitivity Analysis; Working Capital Management: Estimation of Working Capital Requirement, Operating Cycle; Management of Inventories; Management of Cash; Management of Receivables. **(12 Hours)**
4. **Dividend Decision:** Concept of Retained Earning, Walter Model, Gordon Model, MM Approach, Lintner Model, Factors affecting Dividend Decision; Rights and Bonus Shares. **(8 Hours)**

Note: Use of MS-Excel Functions and Formulas should be promoted amongst students for all topics given in the syllabus.

Text Books:

1. Khan, M. Y. and Jain P. K. (2007). Financial Management, Text, Problems & Cases, 5th Edition, Tata McGraw Hill Company, New Delhi.
2. Maheshwari, S.N.(2009)., Financial Management – Principles & Practice, 13th Edition, Sultan Chand & Sons.

Reference Books:

1. Van Horne, James, C (2002). Principles of Financial Management, Pearson.
2. Prasanna, Chandra (2007) Financial Management: Theory and Practice, 7th Edition, Tata McGraw Hill.
3. Sheeba Kapil(2010). Financial Management, Pearson Education..
4. Bhalla. V. K.(2009). Financial Management and Policy: Text and Cases, 9th Edition, Anmol Publications Pvt. Ltd.
5. Brigham. Eugene F. and Houston. Joel F.(2006). Fundamentals of Financial Management, 10th Edition, Cengage Learning.
6. Gitman, L.J.(2006). Principles of Managerial Finance, New York.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Operations Management

Course Code: MS (RE)108

L-2 , Credit-3

Objectives: The Course is designed to enable to students appreciate the strategic significance of Operations management in highly competitive global economy and to introduce them various principles, concepts, tools and techniques developed in the area of operations management over the years. It is envisaged that students gain a conceptual understanding of the subject and relate them to practical applications in real life situation.

Course Contents:

1. **Introduction to Operations Management:** Nature & Scope of Operations Management, Historical evolution of Operations Management, Systems perspectives of Operations Management, and Relationship of Operations Management with other functional areas, Operations Strategy, Recent trends in the field of Operations Management.

(10 Hours)

2. **Product Development:** Product Development Process, Concurrent engineering, tools and approaches in product development viz: Quality function deployment, Design for Manufacturability, Design for assembly, Design for quality, Mass customization; Process selection and facilities layout: Determinant of Process selection, Process-Product Matrix, Types of layouts, line balancing; Facilities location; Work Measurement and Job design.

(12 Hours)

3. **Demand Forecasting;** Capacity Planning; Resources Planning: Aggregate Production Planning Materials Requirement Planning, Scheduling; Theory of constraints and Synchronous Manufacturing; Lean Management and Just in Time Production; Supply Chain Management; Inventory Planning and control.

(10 Hours)

4. **Statistical Quality Control:** Variable & Attribute, Process Control, Control Chart (X , R , p , np and C chart) Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, a & b risk), Simulation.

(10 Hours)

Text Books:

1. Mahadevan B. (2010), Operations Management: Theory and Practice, 2nd Edition, Pearson Education.
2. Chase Richard B, Roberts Jacobs, F Aquilano, Nicholas J. (2004), Operations Management for competitive Advantage, Tata McGraw Hill, New Delhi

Reference Books:

- 1.Chary, S.N and Paneerselvam R. (2009), Production and Operations Management, Tata McGraw Hill.
2. Stevenson W. J (2007), Operations Management, 9th Edition, Tata McGraw Hill, N Delhi.
3. Terry Hill (2005), Operation Management. Pal Grave McMillan.
4. Gaither Norman and Frazier G.(2004), Operations Management, 9th Edition, Cengage Learning.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Marketing Management

Course Code: MS (RE) 110

L - 2 Credits – 3

Objectives: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

Course Contents:

- 1. Introduction to Marketing :** Meaning and Scope of Marketing; Marketing Philosophies; Marketing Management Process-an overview; Concept of Marketing Mix; Understanding Marketing Environment; Consumer and Organization Buyer Behavior; Demand Forecasting; Market Segmentation, Targeting and Positioning. (12 Hours)
- 2. Product and Pricing Decisions:** Product Concept; Types of Products; Product Levels; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process; Pricing Decisions: Determinants of Price; Pricing Process, Policies and Strategies. (10 Hours)
- 3. Promotion and Distribution Decisions:** Communication Process; Promotion Tools-Advertising, Personal Selling, Publicity and Sales Promotion; Emerging Channels of Distribution, Distribution Channel Decisions-Types and Functions of Intermediaries; Channel Design; Selection and Management of Intermediaries. (10 Hours)
- 4. Emerging Trends and Issues in Marketing:** Consumerism, Rural Marketing, Social Marketing; Direct Marketing; Online Marketing, Green Marketing. (10 Hours)

Text Books:

1. Kotler,P., Keller, K.L. Koshy, A. and Jha, M., (2009). Marketing Management: A South Asian Perspective, 13th Edition, Pearson Education, New Delhi.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A (2009) Marketing Management, Tata McGrawHill, New Delhi

Reference Books:

1. Ramaswamy, V.S and Namakumari, S. (2009) Marketing Management: Global Perspective Indian Context, 4th Edition, Macmillan Publishers India Ltd., New Delhi
2. Saxena, Rajan (2009), Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd. New Delhi.
3. Louis E. Boone and David L. Kurtz (2007). Principles of Marketing, 12 th Edition, Cengage Learning.
4. Pride, William, M., and O.C. Ferrell (2010). Marketing Planning, Implementation and Control, Cengage Learning, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Strategic Management

Course Code : MS (RE) 112

L-2 Credit-03

Objective: To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.

Course Contents:

1. **Nature of Strategic Management:** Concept of Strategy; Vision Mission, Goals and Objectives; External Environmental Analysis; Analyzing Companies Resource in Competitive Position; Mintzberg's 5Ps of Strategy; Strategic Management Process, Corporate Governance .

(10 Hours)

2. **Strategy Formulation:** External Environmental Analysis; Analyzing Companies Resource in Competitive Position- Concept of Stretch, Leverage and fit; Strategic Analysis and Choice, Porter's Five Forces Model, Concept of Value Chain, Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets.

(10 Hours)

3. **Corporate-Level Strategies :** Diversification Strategies: Creating Corporate Value and the Issue of Relatedness , Vertical Integration: Coordinating the Value Chain, . The Growth of the Firm: Internal Development, Mergers & Acquisitions, and Strategic Alliances Restructuring Strategies: Reducing the Scope of the Firm.

(12 Hours)

4. **Strategy Implementation and Evaluation :** Structural Considerations and Organizational Design; Leadership and Corporate Culture; Strategy Evaluation: Importance and Nature of Strategic Evaluation; Strategic and Operational Control, Need for Balanced Scorecard.

(10 Hours)

Text Books:

1. Thomas L. Wheelen, J. David Hunger (2010). Strategic Management and Business Policy, Pearson/Prentice Hall.

2. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.

Reference Books:

1. Kark Rajneesh (2008). Competing with the Best: Strategic Management of Indian Companies in a Globalizing Arena Penguin Books.

2. Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.

3. Hitt Michael A., Ireland R.D. and Robert E Hoskisson. Strategic Management: Competitiveness & Globalization, Concepts and Cases, Addison Wesley.
4. Fred David (2008) Strategic Management : Concepts and Cases , 12th Edition Prentice hall of India

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Information Systems Management

Course Code: MS (RE) 114

L-2 Credits-3

Objectives: The objective of this course is to expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in this regard.

Course Contents:

1. **Meaning and Role of Information Systems:** Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems. Integrating Information Systems with Business Strategy, Value Chain Analysis, and Strategic Information Systems Framework. (12 Hours)
2. **Planning for Information Systems:** Identification of Applications, Business Planning Systems and Critical Success Factors, Method of Identifying Applications, Risks in Information Systems. Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Procurement Options – Make or Buy decisions, Outsourcing as an Option. (10 Hours)
3. **Systems Design and Development Methodologies:** SDLC Approach, Prototyping, Spiral method, End User Development. Logical and Physical Design. Evaluation of Information Systems. (10 hours)
4. **Emerging Concepts and Issues in Information Systems:** Supply Chain Management, Customer Relationship Management, ERP. Introduction to Data Warehousing, Data Mining and its Applications. (10 Hours)

Note: Each student will write a research paper on a specific Information System related issue of their choice. This paper may include the following:

- Historic Development
- Examination of Current Issues
- Exploration of the Actual or Expected Impact on Employees, Industry or Government, Presentation of available Alternatives if Applicable
- References

Text Books:

1. James A O'Brien, George M Marakas and Ramesh Behl (2010). Management Information Systems, Ninth Edition, Tata McGraw Hill Education, New Delhi.
2. Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.

References Books:

1. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
2. D.P.Goyal (2008). Management Information Systems-Managerial Perspectives, Second Edition, Macmillan, New Delhi.
3. S.A.Kelkar (2009). Management Information Systems-A concise Study, Second Edition, PHI Learning, New Delhi.
4. Nirmalya Bagchi (2010), First Edition, Management Information Systems, Vikas Publishing House, New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Minor Project - I

Course Code: MS (RE) 116

Credits 6

Objectives:

The objective of this project is to expose the students to basic problems and issues in the specific sector of study opted by the students. It is aimed to be a research based project using the techniques learnt in the Business Research course.

Contents:

In the second week of the semester the students shall choose a topic in consultation with the teacher incharge generally the topic should be related to the course contents being covered during the semester and is intended to enhance their ability for applications in the real life situations. The students are required to submit synopsis and brief outline including the methodology to be adopted. Guides shall be fixed for providing help to the students from amongst the internal faculty, visiting faculty or professionals from the Real Estate Development field.

There shall be two reviews, which shall be carried out by the faculty. Each student is required to make presentations during the allotted time. There shall be a final presentation, which shall be made in front of a jury to be constituted by the University. On the day of examination the students are required to submit 1 hardbound copy and a CD to the department. If jury recommends certain corrections or makes the suggestions to modify the work, this shall have to be incorporated in the final report.

Suggested List of Topics for Minor Project- I

Construction Technology

Prefabricated system for mass housing; Advanced construction technologies and material; Building failures and performance; Selection of construction equipments; Repair and rehabilitation technologies; Preliminary design of multistoried buildings; Building substructures; Fast Track construction projects; Low cost housing technologies; Appropriate technologies for various geo climatic conditions.

Construction Management

Construction monitoring models and methods; performance evaluation system and models; inventory planning and management; project management concepts tools and techniques; risk management; design management/ value engineering; management information systems; strategy management; coordination and interface management; safety management

Contract Management

Model contract agreement form for PMCO; Dispute prevention and resolution methods; Supplier selection and procurement management; Bidding strategy and evaluation system; Evaluation of non-priced features in building contracts; Turnkey contract management, Contract management for lump sum contract, Contract administration, Model agreement for cost plus contract, Preventive vigilance in construction projects, self-financing contract, defects and disputes in construction contracts, B.O.T. contracts.

Building Services

Lighting system and design, Noise control and acoustics, Passive design system in buildings, Retrofitting techniques for energy conservation, Infrastructure service systems and management, Building services coordination, Fire safety audit and evaluation system, Energy management and consumption norms, Building service interface and integration, Planning and integration of plumbing, electrical and air conditioning systems, Solid waste disposal management.



THIRD SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Management of Technology, Innovation and Change

Course Code: MS (RE) 201

L-2 Credits-3

Objectives: This course is designed to help students to understand the importance of managing technology, innovation and change at the firm's level and also at the national level.

Course Contents:

- 1. Technology Management :** Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption; Technology Exports / Joint venture Abroad; Technological Intelligence and Forecasting, Global Trends in Technology Management.
(12 Hours)
- 2. Change Management:** Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and climate for Change: Role of Leadership; Managing Transformations.
(12 Hours)
- 3. Innovations Management:** Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.
(10 Hours)
- 4. Creative and Lateral Thinking Management:** Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.
(8 Hours)

Text Books:

- Hossein Bidgoli (2010). The Handbook of Technology Management (3 Volume Set), Wiley.
- Larisa V. Shavinina(2003), The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.

Reference Books:

- Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.
- Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.
- Narayanan, V K. (2001). Managing Technology and Innovation for Competitive Advantage. Pearson Education.

4. Frederick Betz (2003), *Managing Technological Innovation, Competitive Advantage from change*, Second Edition, John Wiley & Sons, Inc. , USA.

Supporting Documents/Readings:

1. “Technology Information Forecasting & Assessment Council” (TIFAC) *Telecommunication: Technology Vision 2020*, TIFAC, (1997), New Delhi, India.
2. Abdul Kalam, APJ and Rajan Y.S. (1990). *India 2020: A vision for the New Millenium*, Penguin Books.
3. DeBono, Edward (1990). *Lateral Thinking*, Penguin Books.
4. Melissa A. Schilling (2008). *Strategic Management of Technological Innovation*, Special Indian Edition, Tata McGraw Hill.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Corporate Social Responsibility, Human Values and Ethics

Course Code: MS (RE) 203

L-2 Credits-3

Objective The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems. It aims at applying the moral values and ethics to the real challenges of the organizations.

Course Contents

1. **Moral Values and Ethics: Values** – Concepts, Types and Formation of values. Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical decision making, Business Ethics- the Changing Environment and Stakeholder Management, Relevance of ethics and values in business, Spiritual Values. Modern business ethics and dilemmas, Overview of Corporate Social Responsibilities (CSR) and Sustainability. (12 Hours)
2. **Managing Ethical Dilemmas at Work:** The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for business transformation. Organizational Excellence and Employee Wellbeing through Human Values. (10 Hours)
3. **Corporate Social Responsibility:** A Historical Perspective from Industrial Revolution to Social Activism; Moral arguments for Corporate Social Responsibility, Development of Corporate conscience as the moral principle of corporate social responsibility, Corporate Social Responsibility of Business, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR practices of the firms in India and abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental challenges as business opportunity, Affirmative action as a form of social justice. (10 Hours)
3. **Issues in Moral conduct of business and CSR:** Failure of corporate governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet crime and punishment, Intellectual property rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000). (10 Hours)

Text Books

1. Weiss, Joseph W (2009). Business Ethics: Concepts & Cases, Cengage Learning.

2. Colin Fisher and Alan Lovell (2009). Business ethics and values: Individual, Corporate and International Perspectives, Prentice Hall.

Reference Books

1. Hartman , Laura P. and Joe DesJardins (2007). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin.
2. Hartman, Laura P and Abha Chatterjee (2006). Perspectives in Business Ethics, Tata McGraw Hill
3. Manuel G.Velasquez (2007) , Business Ethics Concepts, PHI
4. Baxi C.V. and Prasad Ajit (2007): Corporate Social Responsibility, Excel Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Business Laws

Course Code: MS (RE) 205

L-1-1/2 Credit -2

Objectives: To develop an understanding of the basic business and corporate laws as well as the contemporary issues of corporate governance and corporate social responsibility in the Indian context.

Course Contents:

1. **Law of Partnership:** Introduction, Formation, Rights Duties and liabilities of Partners, dissolution of Partnership Firm, Limited Liability Partnership; Law of Negotiable Instruments: Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer. **(6 Hours)**
2. **Law Relating to Companies:** Meaning and Types, Formation, Documents-Memorandum, Articles and Prospectus, Shares and Share Capital, Debentures, Meetings and Management, Protection of minority shareholders' rights .IPR Laws. **(6 Hours)**
3. **Laws and legislation related to construction Industry,** Labour laws, The Building and Construction Workers (regulation of employment and conditions of service) Act, 1996, workmen's compensation Act, Payment of wages Act, The employees provident fund and Miscellaneous provisions Act 1996 etc. **(8 Hours)**
4. **Laws related to land development,** Land acquisition, lease & easement rights, property acts and urban land ceiling and regulation act. Permits and approvals for construction activities; statutory requirements and clearance related to environment impact, urban form, fire regulation, completion certificate. **(8 Hours)**

Suggested Readings:

1. Maheshwari S. N., Maheshwari S. K., A Manual of Business Laws, Himalaya Publishing House.
2. Gupta O.P, Business Law, Sahitya Bhawan Publishers and Distributors Pvt. Ltd., 34, Lajpat Kunj, Civil Lines, Agra.
3. Tuteja S.K., Business Law for Managers, Sultan Chand & Sons, 23, Daryaganj, New Delhi.
4. M.C. Kuchhal, Business Law, Vikas Publishing House Pvt. Ltd. 576, Masjid Road, Jangpura, N. Delhi.
5. Aggarwal S.K., Modern Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New Delhi. Chadha P.R., Business Law, Galgotia Publishing Company, 6A/4, W.E.A., Karol Bagh, New

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Urban Land Development and Land Economics

Course Code: MS (RE) 207

L-2 Credit -3

Objectives:

The aim of this paper is to provide understanding about the various aspects of Urban Planning and the economic concepts of Land including Land development which are essential for any Real estate professional.

Course Contents:

1. **Urban Planning:** Evolution of settlements and Planning process; Origin and growth of cities, Planning process- Goals, Objectives, Methodologies; Types of plans; Planning Theory and Techniques: Theories of development, Techniques of preparing base maps, Land use Classification Regulation and Optimization, Techniques of Research and Surveys- Social, Physical and Economic, Techniques of presenting and analyzing data, Spatial Standards, Development Controls, Statutory Codes and Regulations. Legislative Provisions; Land Acquisition Act, Urban Land Ceiling Act, Land Economics and Feasibility Studies, Understanding Planning Process for a real estate development, Site analysis, Site selection, Project formulation, Design construction and completion. **(12 Hours)**
2. **Land Economics:** Economic Concepts of land, Theories of Property Rights and its Meaning, Institutional aspects of Land Economics, Economics principles of Land Uses and Factors influencing; Imperfections in Land markets and its effect; Land Markets- Definition, types and its variation from other markets; Land Policy, Housing Policy and its impact on land market; Economic Reforms and Urban Land Reforms – Symmetries and Asymmetries; Economic Development and Land Development; Land Development- Location, Cost and Finance. **(10 Hours)**
3. **Land and Property Market-** Variations and their Functioning; Actors, Agents and their role in Land and Property markets; Concepts of Fringe, Peri-urban and Urban land and the Role of Actors, Agents and other institutions in these markets. **(10 Hours)**
4. **Institutional arrangements:** for land delivery, legal tools financial tools, planning tools etc. Modern tools of land management- experiences from India and abroad. Access to land by various income groups and land management in India. **(10 Hours)**

Suggested Readings

1. Jowsey E. and Harvey J., Urban Land Economics, Amazon Books
2. Balchin, P.N. , Isaac D. and Chen J., Urban Economics: A Global Perspective, Macmillan Books.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Real Estate Financing and Risk Analysis

Course Code: MS (RE) 209

L-2, Credits 3

Objective

The objective of this course is to equip the students with the conceptual framework of risk and its management in various business processes of Real estate field.

Course Contents:

1. Concept of Risk, Risk Classification and Identification; Risk Analysis - Liability Exposures, Quantification, VaR Concepts; Risk Management – Process and Techniques; Financial Risk Management – Concept, types and hedging via derivatives; Options, futures and swaps, portfolio risk management; Risk analysis of Real estate business. **(12 Hours)**
2. Foreign Exchange Exposures - Types, Foreign Exchange Risk, Exposure Information System, Alternative Strategies for Exposure Management, Exposure Management Techniques, Hedging via futures and forwards. **(10 Hours)**
3. Risk Modelling Techniques, Interest rate risk – Gap and duration approaches, options and convexity risks, Market Risks – Building Blocs and Multifactor Models. **(10 Hours)**
4. Credit Risk Modelling and Management – Drivers and Loss Distributions, Credit Derivatives, Securitisation and Capital Management, Alternative risk management – techniques and applications; Risks of International Trade and their management; Enterprise Wide Risk Management- Concept and implementation process; Risk Management in Real estate projects; Risk modelling in Financing of infrastructures projects; Various project risk management concepts applied to real estate business. **(10 Hours)**

Text Books:

1. Dun & Brad Street (2007). Financial Risk Management, Tata Mc Graw Hill.
2. Vaughan, E.J. (2001). Essentials of Risk management and Insurance, John Wiley.

References:

1. G. E. Rejda, 2002, Principles of Risk management, Pearson Education.

2. Jorion, Philippe (2006). Value at Risk: The New Benchmark for Managing Financial Risk, 3rd edition, McGraw-Hill.
3. Apte, P.G. (2007). International Financial Management, Tata Mc Graw Hill.
4. Gupta, P.K. (2003). Insurance and Risk Management, Himalaya Publishing House, New Delhi.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Project Management: Processes and Application

Course Code: MS (RE) 211

L-2, Credits 3

Objectives: The intent of the course is to disseminate development and evolution of project through various stages of its life cycle. This is essential to relate project stages to project management processes. Peculiarities of construction and real estate projects are highlighted to comprehend specific management decision making processes.

Course Content:

1. Project Management processes and organizational pattern, Work Breakdown Structure, Time scheduling Techniques, CPM / PERT network analysis, Resource Management and Scheduling Techniques, Material management. **(12 Hours)**
2. Time cost analysis, Project Organizations, Project peculiarities, Planning construction materials, Project cost control. Good practices and managerial responsibilities. **(8 Hours)**
3. Project life cycle, Details of activities during various project stages; Overall Project Management processes; Project Management processes during planning, execution, monitoring, control and close-out stages; Detailed discussion on time, cost, quality, procurement, human resource, risk, communication and integration management. **(12 Hours)**
4. Peculiarities of construction and real estate projects; Environmental, contractual and financial management issues related to construction projects; Organizational structures and dynamics of building construction projects; Organizational structure of real estate agencies. **(10 Hours)**

Suggested Readings

1. 'Project Management Body of Knowledge Guide; 4th Edition, (Project Management Institute, US.
2. Construction Management Association of America (CMAA) Standards of Practice.
3. RIBA Plan of Work (1998)
4. Construction Industry Project Management Guide for project sponsors/Clients/Owners, Project Managers, Designers and Constructors; Australian Institute of Project Management
5. IS 15883 (Part1): 2009 Construction Project Management Guidelines; Bureau of Indian Standards, New Delhi.
6. Hamdy A. Taha, Operations Research: An Introduction.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Construction Technologies and Processes
(Non University Examination System)

Course Code: MS (RE) 213

L-2, Credits- 3

Objectives: The objective of this course is to understand the subject with the help of Project-work and presentations. There shall be no external examination and assessment shall be made on the basis of presentations.

Course Contents:

1. Planning and Design consideration,
2. Fabrication and erection of Steel structures
3. Foundation system for high structures bridges, tunnels
4. Basements and their waterproofing
5. Pre-cast and pre-stressed structures for bridges & buildings
6. Fast- track constructions
7. Planning and Selection of Construction Equipments and machinery used in construction processes and factors affecting their Productivity.
8. Mass housing & concept of affordable housing.
9. Ready mixed concrete.
10. Mass transit systems like Metro rail, Mono rail, Bus Rapid Transit System, LRT etc.
11. Good practices and managerial responsibilities.

Note: Project Site Visits are to be encouraged for the participants.

Text Books:

1. Halliday, S. (2008). Sustainable Construction, 1st edition, Butterworth Hainmann.
2. Bryan, Tony (2010). Construction Technology- Analysis and Choice, 2nd Edition, John Wiley.

Reference Books:

1. Norbert, Lechner, 2009, Heating, Cooling, Lighting- Sustainable Design Methods for Architects, 3rd edition, John Wiley.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Procurement Management: Services, Equipments and Works

Course Code: MS (RE) 215

L-2, Credits- 3

Objective:

The aim of the course is to bring out nature of various procurement processes, their suitability to organizational functions and risks and managerial responsibilities. Course discusses procurement processes for construction works, services and supplies / equipments that the real estate organization may be interested to solicit or seek. International guidelines of various financial institutions as well as convention methods in Indian industry are intended to be discussed.

Course Contents:

1. Overview of Procurement Management; Study of procurement guidelines of international financial institutions, such as World Bank, ADB etc.; Advanced discussion on international and national contract form. (10 Hours)
2. Pre-qualification of construction agencies; Development of procurement documents; Evaluation of contract bids; Overview of dispute resolution mechanisms (Alternate dispute resolution, DRBs; Arbitration procedures; Issues related to contract administration, etc.); Contracts for procurement of professional services. (10 Hours)
3. Selection of professionals for various services; Fee structures and other contractual issues; Joint ventures of professional teams (including equity in construction organizations in EPC / design build contracts); Performance guarantees; Bank guarantees and other fiscal aspects. (10 Hours)
4. Special procurement routes, such as PPP, BOT, BOOT, BOLT; Procurement procedures for various supplies equipments, machineries); Warrantees and tax issues; Inspections, testing and release of payments; Fiscal aspects of supplies; Financial management issues of various procurement routes; Integrated Project Delivery method of project delivery. (12 Hours)

Suggested Readings:

1. World Bank and ADB Procurement guidelines (www.worldbank.org)
2. CPWD contract forms for item rate and percentage rate contract forms
3. CIDC / Planning Commission Model Contract Document
4. FIDIC Contract Documents (for works, supplies and services).



FOURTH SEMESTER

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)
QUALITY AND MANAGEMENT SYSTEMS

Course Code: MS (RE) 202

L-2, Credits 3

Objective: The intent of the course is to give an application insight into the concepts of TQM and their application in the areas of Quality, Environment, and Occupational health and safety management systems in the Real Estate sector.

Course contents:

1. Quality concepts: Quality concepts and stakeholder concerns for building and construction; Evolution of modern concept of Quality management process approach; Quality assurance & control; Quality management system and ISO 9000 : 2000 requirements; Quality system standards for construction elements; Inspections & tests; Quality management tools; Environmental Management System Standards and their application in construction; EMS - QMS relationships;

Concept and philosophy of TQM; Quality circle, Quality cost; Practical aspects of quality control of building projects. Good practices and managerial responsibilities. (12 Hours)

2. Introduction to concept of quality in building design, construction, project management; standard definition of quality; Deming's principles; Concepts by Juran, Ishikawa, Crosby, Taguchi etc.; Special features of construction vs. manufacturing sector; Organisation for quality management; Quality of building facilities and stakeholders concerns, quality responsibilities and commitment of Architect, consultant, project managers and contractors. (10 Hours)

3. Tools and Techniques: Seven tools of Quality control, Eight Quality Management principles, SWOT analysis, Ishikawa Diagram, Pareto Analysis, Statistical Quality Control, Brainstorming, Delphi Technique; PDCA cycle, Quality circle, Bench marking, Quality Cost and Quality function deployment (QFD), Just in Time technique Quality control of construction materials, Good construction practices, Legal requirements: inspection and reporting, Training and skilled workforce. (10 Hours)

4. Management systems for TQM: Quality systems concepts for building design, construction and management activities; Quality systems standards of BS 5750/ QS 9000 series and their evolution – Quality Management System – ISO:9001:2007, Environment Management System – ISO:14001:2004, Occupational Health and Safety Management System - IS:18001:2007. Aspect – Impact analysis, Hazard identification, Risk evaluation, and Risk Control in construction work (10 Hours)

Text Book:

1. Prof. D. D. Sharma, Total Quality Management, Principles, Practice and Cases, First Edition, 2000, Sultan Chand & Sons, New Delhi
2. Greg Bounds, Beyond Total Quality Management: Toward the Emerging Paradigm, International Edition, 1994, McGraw Hill Publication.

Reference Books:

1. Besterfield, Total Quality Management, 2nd Edition, Addison Wesley Longman (India Reprint), 2000.
2. Nigam Shailendra, TQM An Integrated Approach, 2005, Excel Books New Delhi

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Real Estate Valuation

Course Code: MS (RE) 204

L-2,Credits: 3

Objectives:

The aim of this course is to equip the students with various valuation methods used for land and buildings including mortgage, taxation, etc.

Course Contents:

1. The Valuer- his functions and responsibilities; the principle factors affecting the supply and demand for land and building; Principle types of landed property; the interest therein and the outgoings thereon. **(12 Hours)**
2. Valuation Methods; Depreciation & Obsolescence Principles governing the rates of interest for different types of property; Calculation of Rental Values - Net Income, Virtual Rent; Valuation for Sale and Purchase of Freehold & Leasehold properties; Rental method of valuation. **(10 Hours)**
3. Valuation on land & building basis, valuation for mortgage, Reverse Mortgage; valuation for acquisition, valuation for taxation of properties. **(10 Hours)**
4. Contemporary Trends of valuation of property, Compensation & betterment levy, dilapidation & depreciation; Easement rights and natural rights. The Arbitration & Conciliation Act 1996. **(10 Hours)**

Suggested Readings

1. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
2. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets
Amazon Books.
3. Kahr J. and Thomsett, M.C. (2005), R.E. Mkt valuation and analysis, Wiley Publishers
4. Gelbtuch, H.C. Mackmin, D. and Milgrim, M.R., Real Estate Valuation in Global Markets
Amazon Books.
5. Valuation Practice of Immovable Properties by C.H Gopinatha Rao
6. Professional valuation Practice by Dr. Ashok Nain
7. Practical Valuation (Volume I to VIII)
8. Guidelines for Banks by B.Kanaga Sabapathy

9. C.P.W.D 's Schedule of Rates (Latest Edition)
10. C.P.W.D's Plinth Area rates for 1.1.1992 & 1.10.2007
11. Delhi Master Plan 2021
12. Property Tax Guide on Unit Area System of MCD
13. Bare Acts of Income Tax, Land Acquisition, Wealth Tax, Capital Gains etc

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Investment Analysis and Portfolio Management

Course Code: MS (RE) 206

L-2,Credits: 3

Objective: The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved, to make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.

Course Contents:

1. Investment: Meaning, Nature and Scope, Decision Process; Investment Alternatives; Investment Risks – Interest Risk, Market Risk, Inflation Risk, Default Risk, etc.; Measurement of Systematic and Unsystematic Risk, Valuation of Securities, Notion of Dominance.
(12 Hours)
2. Techniques of Risk Measurement and their Application, Measurement of Systematic and Unsystematic Risk, Concept of Beta, Classification of Beta-Geared and Ungeared Beta, Project Beta, Portfolio Beta, Securities Market Line, Capital Market Line.
(10 Hours)
3. Security Analysis: Fundamental Analysis; Economy, Industry and Company Analysis and Technical Analysis; Dow Jones Theory, RSI, Elliot 5 Wave Theory, Efficient Market Hypothesis, Dow Jones Theory.
(10 Hours)
4. Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model, Arbitrage Pricing Theory, Portfolio Revision and Performance Evaluation of Managed Portfolios – Sharp Ratio; Treynor Ratio; Jensen's Alpha, Portfolio Reconstruction, Introduction to Derivatives.
(10Hours)

Text Books:

1. Chandra. Prasanna.(2009). Investment Analysis and Portfolio Management, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Fischer. and Jordon (2009). Security Analysis and Investment Management, 6th Edition, Pearson Education.

Reference Books:

1. Rustagi. R. P. (2008). Investment Analysis and Portfolio Management, 2nd Edition, Sultan Chand & Sons.
2. Bhalla, V.K. (2010). Investment Management: Security Analysis and Portfolio Management, 17th Edition, S.Chand & Sons.
3. Frank K. Reilly, Keith E Brown. (2009). Investment Analysis and Portfolio Management, 8th Edition, Cengage Learning.
4. Ranganatham, (2004). Investment Analysis and Portfolio Management, 1st edition, Pearson Education.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Infrastructure Services Planning
(Non University Examination System)

Course Code: MS (RE) 208

L-2, Credits 3

Objectives:

The aim of this course is to provide exposure to various aspects of planning, design and execution and maintenance of building and external infrastructure services so as to effectively co-ordinate pre-construction and construction phase of projects. This should also assist the real estate professionals to consider viability of projects. Course would also provide inputs to project management responsibilities.

Course Contents:

1. Planning & design considerations for water and waste management services and systems; HVAC system types and components; Planning design and execution consideration of HVAC system; Electrical services system and components; Considerations for electrical services system planning and execution; Planning, design and installation of vertical transportation system; Fire detection & alarm systems; fire protection systems. (12 Hours)
2. Aspects of maintainability of engineering services in planning & design of projects; Co-ordination of services; Operation, maintenance and planning for retrofitting of services; Integrated building management system; Energy efficiency issues in mechanical, electrical and plumbing (MEP) services; Measures for effective water management; Overview of codes and standards applicable to MEP services; Study of schematic MEP proposals. (12 Hours)
3. Study of codes and standards related to external and infrastructure services; The electrical infrastructure services would cover substations, substation equipments, and power distribution systems, standby and alternate power supply system. CCTV system, telecommunication and related information technology based facilities.
Civil infrastructure services for the residential and institutional complexes focused on planning, design, construction and maintenance of external development works such as water supply, sewerage, solid wastes, roads and storm water drainage, including raw water harvesting methods. (10 Hours)
4. Management of design and construction co-ordination of infrastructure services through project management techniques. Good practices and managerial responsibilities. (8 Hours)

Suggested Readings:

National Building Code 2005.
Uniform Plumbing Code of India.

There shall be no external examination Assessment shall be made on the basis of class room presentations for 40 marks and for remaining 60 marks on the basis of presentations and viva voce by internal examiner.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Sustainable Real Estate Development

Course Code: MS (RE) 210

L-2, Credits 3

1. Sustainability In Real Estate Development; Applicability of Environmental Impact Assessment In Real Estate Development And Management; Methodologies.

(10 Hours)

2. Environmental Assessment Of Sites For Real Estate Development, EIA Of Large-Scale Development I.E. Residential Complexes, Townships, Malls, Roads Etc.; Appropriate Technologies In Real Estate.

(10 Hours)

3. Environmental Standards & Certification In Real Estate Development – ASHRAE (Standard Of The American Society Of Heating, Refrigerating & Air-Conditioning Engineers), Leadership In Energy And Environmental Design (LEED) Green Building Rating System, Integrated Management Systems (IMS) Comprising Of ISO 9001, ISO 14001 Certification In Environmental Management System , OHSAS 18001 Certification In Occupational Health And Safety Management System (OHSAS).

(12 Hours)

4. Environmental Laws Applicable To Real Estate Development ; Environmental Audit In Real Estate ; Carbon Trading In Real Estate Development; Energy ; Issues In Real Estate Development; Green Buildings.

(10 Hours)

Text Books:

1. Goeters, J.E, “Environmental Issues in Real Estate” Amazon Books
2. Witkin . J.B. “Environmental Aspects of Real Estate Transactions” Amazon Books

Reference Books:

1. Moss, Keith, J., 2006, Energy Management in Buildings, 2nd Edition, Tagore and Franics.
2. Smith, Peter, F., 2007, Sustainability at the Cutting Edge- Energy Technologies for Low Energy Buildings, Elsevier.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Legal Framework for Real Estate

Course Code: MS (RE) 212

L-2, Credits 3

Objective: To impart The Knowledge of Legal Provisions of Various Acts Concerning Real Estate, Construction Industry and Resolution of Disputes.

Course Content:

- 1. Real Estate Projects:** Pre Construction- Understanding of the Client's needs, Conceptualization of scheme, Site data collection, Survey, Geotechnical investigation, Preparation of drawings and Estimates and their Approval, Approval of Plans by Local Body.

Delhi Land Reforms Act, Delhi Development Act, Transfer of Properties Act, Land Acquisition Act, Indian Stamps Act, Indian Registration Act. **(12 Hours)**
- 2. Execution of Work:** Type of Contracts and their selection, Selection of Contractors, Tender document, Process of calling tenders and Award of work Contract Management, Interpretation of Clauses of Contract i/c FIDIC terms and conditions, Deviations from Contract Items, Completion of Project, Arbitration Clause. **(12 Hours)**
- 3. Disputes and their resolution:** Common type of Disputes and how to minimize them, Methods of Resolving Disputes, DRB; Study and interpretation of important and relevant Sections of: Indian Contract Act, 1872, Arbitration & Conciliation Act, 1996, Limitation Act, 1963, Interest Act, 1978; Processing of an arbitration case, Challenging of Award, Study of real life Arbitration Cases and Case Laws. **(10 Hours)**
- 4. Post Construction:** Maintenance and its objective, Service Centres, Day to day & Annual Repairs, Special Repairs, Additions / Alterations, Preventive Maintenance, Monitoring of Maintenance; **Acts:** Workmen Compensation Act, Industrial Dispute Act, Minimum Wages Act, Contract Labour(Regulation and Abolition) Act. **(08 Hours)**

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Real Estate Transaction Services

Course Code: MS (RE) 214

L-2, Credits 3

Objective:

Transaction services form a significant component of real estate business. Students ought to be familiar with the role and responsibilities associated with transactions. The objective of the course is to expose processes involved in the transaction services and create competencies to deal with the various relevant matters. Since procedures and implications have strong bearing on the legal and contractual aspects, it is necessary to impart background knowledge on the subject.

Course Contents:

1. Understanding of buyer, user, seller, lender stakes in solicited real estate; Study of real estate capital market and stakeholder solution development; Diligence process of real estates; Ownerships and stakeholder liabilities seeking transaction services. (12 Hours)
2. Property transfers; Revenue and landowning agency related legal issues; Leasing, renting of properties; Refinancing property; Sublease or terminating a sublease of property. (12 Hours)
3. Structured sales for core Real Estate Advisory Services clients; Oversight during construction management; Acquisition Brokerage, Deal sourcing. (10 Hours)
4. Closing execution; Asset Management, Property manager oversight. (8 Hours)

Suggested Readings:

1. Indian Contract Act;
2. Rent control Acts;
- 3.** Apartment Act

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI
MASTER OF BUSINESS ADMINISTRATION (MBA – REAL ESTATE)

Project Dissertation

Course Code: MS (RE) 216

Credits 15

Every student will be assigned a project at the end of the second semester and it will be pursued by him/her under the supervision of an internal supervisor. The dissertation along with soft copy will be submitted by the students. The format of the report is given below:

- Executive Summary
- Introduction
- Objective of the Research Undertaken
- Hypothesis, if any
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Recommendations
- Bibliography
- Appendices – to include questionnaire, if any

The student shall be required to submit progress reports as per the schedule to be announced by the School for assessment by the project guide.

The dissertation shall be evaluated by External and Internal Examiners separately from out of 60 and 40 marks respectively. The internal assessment shall be done on the basis of a presentation by the student as per the assessment schedule to be decided and announced by the School. The external assessment shall be done on the basis of Viva Voce and the report.