

Scheme of Examination

&

Syllabi

of

Two Year

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

for

Academic Session 2006 Onwards



GURU GOBIND SINGH
INDRAPRASTHA
UNIVERSITY

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY
Kashmere Gate, Delhi - 110 403 (INDIA).

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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 trimester. In every trimester, 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,

And Class interaction) : 20 Marks

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

External Evaluation

The evaluation shall also be done through a written test (external evaluation) to be done at the end of each trimester 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 TRIMESTER**

Code No.	Paper	L	T/P	Credits
MS (RE) 101	Quantitative Techniques	3	-	3
MS (RE) 102	Project Management- I	3	-	3
MS (RE) 103	Introduction to Real Estate	3	-	3
MS (RE) 104	Introduction to Urban Planning	3	-	3
MS (RE) 105	Minor Project- I	3	-	3
Total		15	-	15

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

Code No.	Paper	L	T/P	Credits
MS (RE) 201	Accounting for Management	3	-	3
MS (RE) 202	Marketing Management	3	-	3
MS (RE) 203	Legal Framework for Real Estate	3	-	3
MS (RE) 204	System Analysis	3	-	3
MS (RE) 205	Minor Project- II	3	-	3
Total		15	-	15

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

Code No.	Paper	L	T/P	Credits
MS (RE) 301	Financial Management	3	-	3
MS (RE) 302	Organizational Behaviour & Human Resource Management	3	-	3
MS (RE) 303	Project Management – II	3	-	3
MS (RE) 304	Research Methodology	2	-	2
MS (RE) 305	Total Quality Management	2	-	2
MS (RE) 306	Construction Technologies and Processes (NUES)	3	-	3
Total		16	-	16

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

Code No.	Paper	L	T/P	Credits
MS (RE) 401	International Financial Management	3		3
MS (RE) 402	Environmental Issues in Real Estate	2		2
MS (RE) 403	Professional Practice in Real Estate	2		2
MS (RE) 404	Land Economics	3		3
MS (RE) 405	Management Information System	3		3
	Total	13	-	13

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

Code No.	Paper	L	T/P	Credits
MS (RE) 501	Micro Economics Analysis	3	-	3
MS (RE) 502	Business Laws	3	-	3
MS (RE) 503	Infrastructure Development (NUES)	3	-	3
MS (RE) 504	Real Estate Valuation	3	-	3
	Total	12	-	12

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

Code No.	Paper	L	T/P	Credits
MS (RE) 601	Strategic Management & Business Policy	3	-	3
MS (RE) 602	Macro Economic Analysis	2	-	2
MS (RE) 603	Operations Management	2	-	2
MS (RE) 604	Major Research Project	-	-	12
	Total	07	-	19

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Quantitative Techniques

Course Code: MS (RE) 101

Credits 3

The course discusses the application of the quantitative approaches to optimize various decision problems in the construction industry. The main mathematical models are theory of probability, fuzzy sets, decision theories; random number generation, simulation models, queuing theory, replacement models, inventory models, forecasting techniques.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

Project Management – I

Course Code: MS (RE) 102

Credits 3

The main topics to be covered are: Project Management processes and organizational pattern, Work Breakdown Structure, Time scheduling Techniques, CPM / PERT network analysis, Resource Management and Scheduling Techniques, Material management, Time cost analysis, Project Organizations, Project peculiarities, Good practices and managerial responsibilities, Planning construction materials, Project cost control.

Note: The books and the study material will be as per the recommendation of the subject teacher.

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

Introduction to Real Estate

Course Code: MS (RE) 103

Credits 3

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.

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; 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; 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; 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.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

Introduction to Urban Planning

Course Code: MS (RE) 104

Credits 3

The main topics to be covered include: 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 developments, 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.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

Minor Project - I

Course Code: MS (RE) 105

Credits 3

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.

GURU GOBIND SINGH INDRAPRASTHA UNIVERSITY, DELHI

MASTER OF BUSINESS ADMINISTRATION (REAL ESTATE)

Accounting for Management

Course Code: MS (RE) 201

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 familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision-making.

Course Contents:

1. **Nature of Accounting Information:** Scope of Accounting, Accounting concepts, Principles & Standards, Accounting Cycle, Journalisation, Subsidiary Books; Ledger Posting, Preparation of Trial Balance, Rectification of Error. Classification of Capital and Revenue. Fixed Assets and Depreciation Accounting. Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (with adjustments), Reports to be Annexed.
2. **Cost Accounting:** Objectives, Classification of Cost, Preparation of Cost Sheet, Material Cost Accounting, Perpetual Inventory Control, Inventory Valuation, EOQ, ABC Analysis, Setting of Reorder Level, Maximum Level, Minimum Level, Labour Cost Accounting, Remuneration and Incentive Schemes. Overhead Cost Allocations, Over and under Absorption. Job and Contract Costing, Operating Costing (Transportation, Powerhouse, Hospitals), Reconciliation of Financial and Cost Accounting.
3. **Performance Evaluation Techniques:** Introduction to Budgeting and Budgetary Control; Performance Budgeting; Classification of Budget; Standard Costing and Variance Analysis; Balanced Scorecard; Responsibility Accounting.
4. **Decision Making Techniques:** Cost Volume Profit Analysis; Management Accounting for Decision Making and Control; EVA and Performance Measurement; Introduction to Activity Base Costing, Targeting Costing, Life Cycle Costing; Uniform Costing.

Suggested Readings:

1. Maheshwari, S.N. (2nd ed., 2003). Financial and Cost Accounting. Sultan Chand & Sons.
2. Bhattacharya, Ashish K. (2003). Financial Accounting for Business Managers. Prentice Hall of India.
3. Arora, M. N. (2004). Cost Accounting. Vikas Publication.
4. Maheshwari, S.N. (8th ed., 2004 – Vol-I) & (9th ed., 2004-Vol-II). Advanced Accountancy –Vol. I & II. Vikas Publishing House.
5. ICAI, Accounting Standards (Latest).
6. Maheshwari, S.N. (2004). Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
7. Khan, M.Y. and Jain, P.K (4th ed., 2004). Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.

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

Marketing Management

Course Code: MS (RE) 202

Credits 3

Objectives: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a special focus on the real estate industry.

Course Contents:

1. **Introduction to Marketing:** Meaning, Nature and Scope of Marketing; Marketing Philosophies; Marketing Management Process; Meaning, Nature and Classification of Services; Concept of Marketing Mix; Understanding Marketing Environment; Customer Buyer Behaviour; Market Segmentation, Targeting and Positioning.
2. **Product Planning and Brand Management:** Product Concept; Major Product Decisions; Brand Management; Product Life Cycle, New Product Development Process.
3. **Understanding Service Customers Buying Considerations and Behaviour;** Customer Expectations and Perceptions; Defining and Measuring Service Quality and Customer Satisfaction ; GAPs Model for Real Estate Services.
4. **Services Marketing Mix:** Services Design and Development; Service Blueprinting; Service Process; Physical Evidence and Servicescape. Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Services Personnel; Trends in Marketing of Real Estate Services in India.

Note: Each student will be required to prepare a term project on the application of marketing concepts in principles to real estate business.

Suggested Readings:

1. Kotler P, Keller K.L., Koshy A, Jha M. (2006) Marketing Management A South Asian, Perspective, Pearson Education.
2. Zeithaml V. A. and Bitner M. J. (2003), Services Marketing, 3rd Edition, Tata McGraw Hill, Delhi.
3. Michael, J. E., Bruce, J. W. and Williom, J. S. (13th Edition, 2004). Marketing Management. Tata McGrawHill, New Delhi.
4. Lovelock C. H. & Wirtz, J. (5th ed., 2004). Service Marketing: People, Technology, Strategy, Pearson Education.

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

Legal Framework For Real Estate

Course Code: MS (RE) 203

Credits 3

Course Contents:

1. Contract laws, agreements, dispute resolution, arbitration laws, contract documents and international contracting.
2. Labour laws as applicable to real estate development
3. Land regulations and transfer of property
4. Taxation laws as applicable to real-estate development

Note: Exact course contents, focus and thrust be decided by teacher considering the real life situations.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

System Analysis

Course Code: MS (RE) 204

Credits 3

Course Contents:

Linear Programming and Extension (Integer Programming, Goal Programming and Zero-One Programming). Transportation and Trans-shipment models, Dynamic Programming, Assignment Models, Longest Route Problems.

Above mathematical models are to be taught for their use in real life situations in Real-Estate Development by allocation of funds, selection of projects, deployment of manpower and equipment, and laying of water supply and sewerage system.

Suggested Readings

1. Civil Engineering Systems Analysis and Design, John Willey Publications.
2. Operations Research: An Introduction by [Hamdy A. Taha](#)

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

Minor Project - II

Course Code: MS (RE) 205

Credits 3

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 3 hardbound copies 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. Marks distribution for the assessment shall be 25%, 25% and 50% for the first, second and final assessment

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

Financial Management

Course Code: MS (RE) 301

Credits 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. Nature and Scope of Financial Management; Financial Objectives; Impact of Financial and Economical Environment on Financial Management; Time Value of Money including Pension Funds. Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis
2. Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach; Capital Gearing/Debt-Equity Ratio, Generation of Internal Funds.
3. Retained Earning Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models), Inventories (Including Risk Analysis) and Receivables; Operating Cycle.
4. 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; Basic International Capital Budgeting.

Suggested Readings:

1. Maheshwari, S.N. (9th ed., 2004). Financial Management – Principles & Practice. Sultan Chand & Sons.
2. Prasanna, Chandra (6th ed., 2004). Financial Management: Theory and Practice. Tata McGraw Hill.
3. Khan, M. Y. and Jain P. K. (4th ed., 2004). Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.
4. Maheshwari, S.N. (14th ed., 2004). Management Accounting and Financial Control. Sultan Chand & Sons.
5. Maheshwari, S.N. (14th ed., 2004). Principles of Management Accounting. Sultan Chand & Sons, New Delhi.
6. Maheshwari, S.N. (2004). Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
7. Narayana Swamy (2nd Ed., 2005). Financial Accounting a Managerial Perspective. Prentice Hall of India.

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

Organizational Behaviour & Human Resource Management

Course Code: MS (RE) 302

Credits 3

Objectives: This course is designed to expose the students to fundamental concepts of management, its processes, and behavioural dynamics of organizations. It also aims to develop a clear understanding about the concepts, methods, techniques and issues involved in managing human resources so as to facilitate manpower as per the requirement of the organizations.

Course Contents:

1. **Introduction:** Meaning and Nature of Management, Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager, Planning - Types and Process, Management by Objectives, Decision-Making -Types and Models.
2. **Organizational Behavior:** Individual Determinants of Organization. Behaviour: Perception, Learning, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Group Dynamics and Interpersonal Relations, Management of Organizational Conflicts, Management of Change, Leadership - Theories and Styles.
3. **Human Resource Management:** Concept of Human Resource Management; Processes involved in HRM; Learning Organization; Manpower Planning – Demand & Supply, Job Analysis.
4. **HRM Issues:** Selection and Recruitment; Induction and placement; Performance and Potential Appraisal, Job Evaluation: Concept, Scope and Limitation; Compensation, Transfer, Promotion and Reward Policies; Training and Development; Competency Based Training and Assessment, Motivational Model., Human Resource Information System; Human Resource Audit and Human Resource Accounting.

Suggested Readings:

1. Robbins, S.P. & Decenzo, D (2002). Fundamental of Management. Pearson Education.
2. Stoner, et.al. (2002). Management. Prentice Hall of India.
3. Luthans, F (2004). Organisational Behaviour. McGraw Hill, International Edition.
4. DeCenzo, D. A. and Robbins, S. P. (8th ed., 2005). Fundamentals of Human Resource Management. John Wiley,
5. Dressler Gary (2004). Human Resource Management. Pearson Education.
6. Weiss, J.W. (reprint of 2002). Organizational Behavior & Change. Managing Diversity, Cross-cultural Dynamics & Ethics. Vikas Publishing House Pvt. Ltd.
7. Pettinger, R (2002). Introduction to Management. Palgrave McMillan.
8. Pareek, U (2004). Understanding Organisational Behaviour. Oxford University Press.

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

Project Management-II

Course Code: MS (RE) 303

Credits 3

Objectives: The intent of the course is to disseminate about the application of project management during the different construction phases of a project life cycle such as initiation, feasibility, outline scheme design, detailed design phases and bid and award phases of a project.

Course Contents

The application of management processes such as Scope management, Cost management, Risk management, Communication management and Time management during the different construction phases. Some of the major techniques to be discussed are Value engineering, Quality Function Deployment, Cost benefit analysis, Risk Identification, and its Quantification etc.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

Research Methodology

Course Code: MS (RE) 304

Credits 2

Objectives: The objective of research methodology is to impart the knowledge about process for undertaking research that students shall be expected to do through seminar.

Course Contents

Research area identification; hypothesis of research topic; literature sourcing and search; aim and objective definition; formulation of methodology; field study planning; survey data collection, analysis and result presentation; literature study; compilation and inference drawing; research study validation through case studies, field application and simulation models; discussion of research findings; study conclusion and recommendation formulations.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

TOTAL QUALITY MANAGEMENT

Course Code: MS (RE) 305

Credits 2

Objectives: The intent of the course is to give an insight into the concepts of Quality Management System and further develop applications relevant to planning, design & construction of buildings.

Course Contents:

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.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

Construction Technologies and Processes
(NUES)

Course Code: MS (RE) 306

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. Foundation system for multi- storied structures and soil behaviour
2. Basements and their waterproofing
3. Pre-cast and pre-stressed structures
4. Fast- track constructions
5. Equipments used in construction processes and factors affecting their Productivity.

Note: The books and the study material will be as per the recommendations of the subject teacher.

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

International Financial Management

Course Code: MS (RE) 401

Credits 3

Objectives: The basic objective of this course is to familiarize the students with the importance of international finance and the techniques used for effective international financial management.

Course Contents:

1. **Overview:** Recent Developments in Global Financial Markets – Liberalization, Integration & Innovation, Challenges of International Financial Management, History of International Monetary System, Contemporary Currency Regimes, Emerging Markets and Regime Choice, The EURO, Exchange Rate Regimes, The Balance of Payments.
2. **Foreign Exchange Theory and Markets:** Foreign Exchange Market, Structured Quotations. Foreign Exchange Exposures and their Management with various Techniques; Macro Economic Risk & Corporate Performance; Foreign exchange Risk Management.
3. **Interrelationship Between Forex Markets & Money Markets:** The Links between the Forex Market and the EURO Deposit Market, Covered Interest Arbitrage with and without Transaction Cost, Covered Interest Parity Theorem, One way Arbitrage with and without Transaction Cost, Swap Margins and Interest Rate Differentials, Options, Forwards, Cancellation, Roll-over Forward Contracts, Foreword – Forward Swaps, Short dated & Broken Date Contracts.
4. **Exchange Rate Determination.** Balance of Payment Approach, Monetary Models, Current and Capitals, Portfolio Balance Approach, Expectation Models.

Suggested Readings:

1. Apte, P.G.(3rd ed., 2002). International Financial Management. Tata McGraw Hill.
2. Sharan, V (3rd ed., 2004). International Financial Management. Prentice Hall of India.
3. Eiteman, David K & Stonehill, Arthur I (10th Edition, 2004). Multinational Business Finance. Pearson Education.
4. Hull, John C. ((5th ed., 2004). Options, Futures & Other Derivatives. Prentice Hall of India.
5. Apte, P.G. (2000). Global Business Finance. Tata McGraw Hill.
Alan C. Shapiro (5th ed., 2004). Multinational Financial Management. Prentice Hall of India.

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

Environmental Issues in Real Estate

Course Code: MS (RE) 402

Credits 2

Sustainability In Real Estate Development; Applicability Of Environmental Impact Assessment In Real Estate Development And Management; Methodologies, 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 ;

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 (Im) Comprising Of Iso 9001, Iso 14001 Certification In Environmental Management System , Ohsas 18001 Certification In Occupational Health And Safety Management System (Ohsas).

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 –

Suggested Readings

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

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

Professional Practices in Real Estate

Course Code: MS (RE) 403

Credits 2

Objectives, Scope and responsibilities of Real-Estate organization, various models for procurement of different service, standard consultancy agreement forms, fee structure, code of professional practice and ethics. Good practices and managerial responsibilities. Corporate governance and social responsibilities of a Real Estate organization towards different stockholders.

Suggested Readings

1. Carson D. (2003), “Communication and Professional Practice” Kaplan Publishing
2. Pratt, S.P. Reilly, R.F. and Schweih, R.P Valuing small business and Professional Practices, McGraw Hill.

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

Land Economics

Course Code: MS (RE) 404

Credits 3

Objectives: Economic Concepts of land, theories of property rights and its meaning, institutional aspects of land economics, economics principles of land uses and factors influencing them. 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 other parameters including finance

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.

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.

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.

3.

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

Management Information Systems

Course Code: MS (RE) 405

Credits 3

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

Course Contents:

1. Meaning and Role of Information Systems, Types of Information Systems: Operations Support Systems, Management Support Systems, Office Automation System, Decision Support Systems, Expert Systems, and Knowledge Management Systems.
2. Information Systems for Strategic Management: Competitive Strategy Concepts, Strategic Role of Information Systems, Integrating Information Systems with Business Strategy, Value Chain Analysis, Computer Applications for cost control, scheduling and time management.
3. Planning for Information Systems for a real-estate organization: System Development Process, Identification of Applications, Resource Requirements for Information Systems: Hardware and Capacity Planning, Software Needs, Implementation, Risks in Information Systems. Procurement Options – Make or Buy decisions, IS Outsourcing,
4. Emerging Concepts and Issues in Information Systems: Enterprise Resource Planning, electronic business, Supply Chain Management, Customer Relationship Management, GIS Applications in Real Estate, Introduction to Data Warehousing, Data Mining and its Applications.

Suggested Readings:

1. Kenneth, Laudon and Jane Laudon (2005). MIS: Managing the Digital Firm. Pearson Education.
2. James, A. O'Brien (2005). Introduction to Information Systems. Tata McGraw Hill.
3. Turban, E., McLean, E. and Wetherbe, J. (2001). Information Technology for Management: Making Connections for Strategic Advantage. John Wiley and Sons.
4. Jawadekar, W. S. (2004). Management Information Systems. Tata McGraw Hill.

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

Micro Economic Analysis

Course Code: MS (RE) 501

Credits 3

Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, tools and techniques in evaluating business decisions by a firm.

Course Contents: Definition and scope of economics, Basic assumptions, Micro and Macro economics, Principles of managerial economics, Concept of time perspective, Discounting principle, Concept of opportunity cost, Marginal principle, Objectives of business firms, Demand and Supply analysis, Law of demand and supply, Derivation of demand curve, determinants of demand Changes in demand and supply curve, Market demand and market supply, market equilibrium, Elasticity of demand, Demand estimation and forecasting.

Theory of production and cost: Production function, short run and long run production functions, Isoquants and Iso-cost curves, Economies of scale and scope, short run and long run cost curves.

Market structure and behaviour of firm: Price and output decisions under perfect competition, monopoly, monopolistic competition and oligopoly.

Suggested Readings:

1. Christopher R Thomas & Charles Maurice (2006), Managerial Economics. Tata McGraw Hill Co.
2. Petersen, H. Craig & Cris, L W (2004). Managerial Economics. Pearson Education (Singapore) Ltd.
3. Dwivedi. D.D. (2007) Managerial Economics. Vikas Publications, New Delhi.

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

Business Laws

Course Code: MS (RE) 502

Credits 3

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 Contract:** Introduction, Kinds of Contracts, Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, Legality of Object, Performance of contracts, Discharge of Contract, Remedies for Breach of Contract, Indemnity and guarantee, Bailment and Pledge, Agency.
2. **Law Of Sale Of Goods:** introduction, Contract of Sale of Goods, Conditions and warranties, transfer of property, Performance of Contract of Sale, Rights of unpaid seller.
3. **Law Of Partnership:** Introduction, Formation, Rights Duties and liabilities of Partners, dissolution of Partnership Firm, Limited Liability Partnership.
4. **Law Of Negotiable Instruments:** Introduction, Parties to Negotiable Instruments, Presentation, Negotiation, Dishonour and Discharge, Banker and Customer.
5. **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.

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 (MBA – REAL ESTATE)

Infrastructure Development (NUES)

Course Code: MS (RE) 503

Credits 3

A Student is required to study at least 2 areas from the following fields and prepare a report keeping in view socio-economic and financial funding process and involvement of private and public sector

- (i) Road Transport network including growth corridors and peripheral roads around metros
- (ii) Power Sector including generation and transmission lines
- (iii) Railways specially. Freight corridors
- (iv) Telecommunication sector
- (v) Water transport system including ports, docks and harbours.
- (vi) Air transport including development of international airports and non-metro cities enter and network of metros, development of green cities.
- (vii) Water supply system

In addition to above any other topic related to growth of infrastructure development can also be discussed

There shall be no external examination and 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)

Real Estate Valuation

Course Code: MS (RE) 504

Credits: 3

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. 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, valuation on land & building basis, valuation for mortgage, valuation for acquisition, valuation for taxation of properties contemporary trends of valuation of property, compensation & betterment levy, dilapidation & depreciation; Easement rights and natural rights, the nature of arbitration and awards.

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.

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

Strategic Management & Business Policy

Course Code: MS (RE) 601

Credits: 3

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; Mintzberg's 5Ps of Strategy; Strategic Decision Making; Strategic Management Process; Strategists and their roles.
2. **Strategy Formulation:** Concept of Stretch, Leverage and fit; Vision Mission, Goals and Objectives; Need for Balanced Scorecard; External Environmental Analysis; Analysing Companies Resource in Competitive Position; SWOT Analysis; Grand Strategies; Porter's Generic Strategies; Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer's Matrices; Industry and Competitive Analysis. Concept of Value Chain, Strategic Alliances.
3. **Strategy Implementation:** Resource Allocation; Structural Considerations and Organisational Design; Leadership and Corporate Culture; Fundamental and Operational Strategies; Plans and Policies.
4. **Strategy Evaluation:** Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.

Suggested Readings:

1. Arthur, A, Thomson and Strickland, A. J. (2002). Strategic Management – Concept and Cases. Tata McGraw Hill, New Delhi.
2. Glueck, W. T. and Lawrence, R. Jauch (2003). Business Policy and Strategic Management. Frank Bros & Co.
3. Azhar Kazmi (2004). Business Policy and Strategic Management. Tata McGraw Hill, New Delhi.
4. Henry, Mintzberg, Bruce, Ahlstrand and Joseph, Lampel (1998). Strategy Safari. Free Press, New York.
5. Gary, Hamel and Prahalad, C. K. (1999). Competing for the Future. HBS Press.

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

Macro Economic Analysis

Course Code: MS (RE) 602

Credits: 2

Macro Economics: Importance of macro economic analysis, macro economics and its interdependence with micro economics, stock and Flow variables, Output and Expenditure Flows in an economy. National Income and Product: Concept of National Income – Personal Income and Disposable, Personal Income, Gross National Product, Net National Product and their measurement, Problem in measurement of National Product, Classical and Keynerian Theory of Income, Output and Employment. Multiplier and Acceleration Principle.

Inflation, Demand Pull and Cost-Push Inflation, Effects of Inflation, Control of Inflation

Macro Economic Policy: Working of monetary and fiscal policy.

Trade cycles: Concept and Phases of Trade cycle Policies to Control Trade Cycles.

Suggested Readings:

1. Vaish MC, Macro Economic Theory (Latest Edition) Vikas Publishing House Pvt. Ltd. New Delhi.
2. Edward Shapiro, Macro Economic Analysis, Fifth Edition, 1980.
3. Rudiger Dornbusch, Stanley Fischer and Richard Starz, Macro Economics 9th Ed. (2004).

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

Operations Management

Course Code: MS (RE) 603

Credits: 2

Objectives: The Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

Course Contents:

Introduction to Operation Management, Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system

Product Design & Process Selection, Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

Forecasting & Capacity Planning, Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Quality Management, Quality: Definition, Dimension, Cost of Quality, Continuous improvement (Kaizen), ISO (9000&14000 Series), Quality awards, 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) Total Quality Management (TQM)

Suggested Readings:

1. Krajewski & Ritzman (2004). Operation Management – Strategy and Analysis. Prentice Hall of India.
2. Charry, S.N (2005). Production and Operation Management- Concepts, Methods & Strategy. John Willy & Sons Asia Pvt. Limited.

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

Major Research Project

Course Code: MS (RE) 604

Credits: 12

Every student will be assigned a project at the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor. The Project Reports (in duplicate) along with one soft copy will be submitted by the students prior to the date of the commencement of the End-Term Examinations for the Sixth Semester. The format of the report is given below:

- Objective of the Research Undertaken
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- 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 Project 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 project report.

Scheme of Total Credits in Two-Year MBA Real Estate Weekend Programme**Total Credits of MBA Real Estate**

First Trimester	15
Second Trimester	15
Third Trimester	16
Fourth Trimester	13
Fifth Trimester	12
Sixth Trimester	19
Total Credits of the Course	90
Minimum Credits Required For Degree	85