



CIML BUSINESS SCHOOL

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Master of Business Administration (MBA) – Detailed Syllabus

Core Modules (Mandatory for All Students)

1. Strategic Management & Leadership

- Topics: Corporate strategy, competitive advantage, leadership theories, organizational transformation.

- Learning Outcomes:

- Apply strategic frameworks to solve complex business problems.

- Demonstrate leadership in diverse organizational contexts.

- Recommended Texts:

- Strategic Management: Concepts and Cases by Fred R. David & Forest R. David

- Leadership by Peter G. Northouse

2. Global Business Environment

- Topics: International trade, globalization, emerging markets, cross-cultural management.

- Learning Outcomes:

- Analyze global economic trends and their impact on business.

- Manage cross-cultural teams effectively.
 - Recommended Texts:
 - International Business: Competing in the Global Marketplace by Charles W.L. Hill
3. Corporate Finance & Financial Strategy
- Topics: Capital budgeting, risk management, mergers & acquisitions, valuation.
 - Learning Outcomes:
 - Evaluate investment decisions using financial models.
 - Develop strategies for corporate financial sustainability.
 - Recommended Texts:
 - Corporate Finance by Jonathan Berk & Peter DeMarzo
4. Marketing Strategy & Consumer Behavior
- Topics: Market segmentation, branding, digital marketing, customer analytics.
 - Learning Outcomes:
 - Design marketing strategies aligned with consumer insights.
 - Apply digital tools to enhance customer engagement.
 - Recommended Texts:
 - Marketing Management by Philip Kotler & Kevin Lane Keller
5. Human Resource & Organizational Leadership
- Topics: Talent management, organizational culture, performance systems.
 - Learning Outcomes:
 - Implement HR strategies that align with organizational goals.
 - Lead organizational change initiatives.
 - Recommended Texts:
 - Human Resource Management by Gary Dessler
6. Business Ethics & Corporate Governance
- Topics: Ethical decision-making, corporate responsibility, governance frameworks.

- Learning Outcomes:
- Apply ethical principles in managerial decision-making.
- Evaluate governance structures for accountability.
- Recommended Texts:
- *Business Ethics: Ethical Decision Making & Cases* by O.C. Ferrell, John Fraedrich, Linda Ferrell

7. Capstone Project / Thesis

- Applied research project addressing a real-world business challenge.
- Learning Outcomes:
- Integrate knowledge across disciplines to solve complex problems.
- Demonstrate advanced research and analytical skills.

SPECIALIZATIONS

Business & Corporate

1. Business Management

- Topics: Organizational structures, managerial decision-making, operations management.
- Learning Outcomes:
 - Apply management principles to optimize organizational performance.
 - Demonstrate effective leadership in diverse business contexts.
- Recommended Texts:
 - *Management* by Stephen P. Robbins & Mary Coulter

2. Strategic Management and Leadership

- Topics: Competitive strategy, leadership in crisis, organizational transformation.
- Learning Outcomes:
 - Formulate strategies for sustainable competitive advantage.
 - Lead organizations through change and uncertainty.
- Recommended Texts:

- *Exploring Strategy* by Gerry Johnson, Richard Whittington, Kevan Scholes

3. Strategic & Corporate Management

- Topics: Corporate governance, mergers & acquisitions, portfolio management.
- Learning Outcomes:
 - Evaluate corporate-level strategies for growth and diversification.
 - Assess governance structures for accountability.
- Recommended Texts:
- *Corporate Strategy* by Richard Lynch

4. International Business & Global Leadership

- Topics: Globalization, international trade, cross-cultural leadership.
- Learning Outcomes:
 - Analyze global markets and international business strategies.
 - Lead multicultural teams effectively.
- Recommended Texts:
- *International Business* by Charles W.L. Hill

5. Project & Innovation Management

- Topics: Project planning, innovation frameworks, agile methodologies.
- Learning Outcomes:
 - Manage complex projects using modern methodologies.
 - Foster innovation within organizations.
- Recommended Texts:
- *Project Management: A Systems Approach* by Harold Kerzner

6. Technology & Innovation Leadership

- Topics: Digital transformation, disruptive innovation, IT governance.
- Learning Outcomes:
 - Lead technology-driven organizational change.

- Apply innovation strategies to gain competitive advantage.
- Recommended Texts:
- *Leading Digital* by George Westerman

7. Boardroom & Governance Leadership

- Topics: Corporate boards, governance frameworks, ethical leadership.
- Learning Outcomes:
 - Evaluate board structures and governance practices.
 - Apply ethical leadership in corporate decision-making.
- Recommended Texts:
- *Corporate Governance* by Kenneth A. Kim

8. Public Administration & Policy Leadership

- Topics: Public sector management, policy analysis, governance.
- Learning Outcomes:
 - Manage public institutions effectively.
 - Analyze and implement policy frameworks.
- Recommended Texts:
- *Public Administration: Understanding Management, Politics, and Law* by David H. Rosenbloom

Finance & Accounting

- **Accounting – Financial Accounting** by Jerry J. Weygandt
- **Financial Management – Financial Management: Theory & Practice** by Eugene F. Brigham
- **Finance, Accounting & Risk Management – Risk Management and Financial Institutions** by John C. Hull
- **Banking & Financial Services Management – Bank Management** by Timothy W. Koch
- **Insurance & Risk Management – Principles of Risk Management and Insurance** by George E. Rejda

Human Resource & People

- **Human Resource & Organizational Leadership** – *Human Resource Management* by Gary Dessler
- **Talent & Succession Planning** – *Effective Succession Planning* by William J. Rothwell
- **Community & Social Impact Leadership** – *Social Entrepreneurship* by David Bornstein
- **Women in Leadership & Gender Equity** – *Women and Leadership* by Deborah L. Rhode

Marketing & Customer

- **Marketing, Sales & Consumer Strategy** – *Marketing Management* by Philip Kotler
- **Customer Relationship Management (CRM)** – *Customer Relationship Management: Concepts and Tools* by Francis Buttle
- **Media, Entertainment & Communication Leadership** – *Media Management* by C. Ann Hollifield
- **Fashion & Luxury Brand Management** – *Luxury Brand Management* by Michel Chevalier

Healthcare & Hospitality

- **Healthcare Management & Hospital Administration** – *Healthcare Management* by W. Jack Duncan
- **Hospitality, Tourism & Event Leadership** – *Hospitality Management and Organisational Behaviour* by Laurie J. Mullins

Industry-Specific

- **Oil & Gas Management** – *Oil and Gas Company Analysis* by Aloke Mukherjee
- **Energy & Sustainability Management** – *Energy Management Handbook* by Wayne C. Turner
- **Mining & Natural Resource Management** – *Mining Economics and Strategy* by Ian C. Runge
- **Construction & Infrastructure Management** – *Construction Management* by Daniel W. Halpin
- **Real Estate & Property Development** – *Real Estate Development* by Mike E. Miles
- **Maritime & Port Management** – *Port Management and Operations* by Patrick Alderton

- **Aviation & Transport Management** – *Airline Operations and Management* by Gerald N. Cook
- **Pharmaceutical & Biotechnology Management** – *Pharmaceutical Management* by Arthur A. Daemmrich
- **Agribusiness & Food Industry Management** – *Agribusiness Management* by Freddie L. Barnard

Emerging & Specialized Leadership

- **Cybersecurity & Digital Business Leadership** – *Cybersecurity and Cyberwar* by P.W. Singer
- **Ethical & Sustainable Leadership** – *Sustainability by Design* by John R. Ehrenfeld
- **Crisis & Emergency Management** – *Crisis Management: Planning for the Inevitable* by Steven Fink
- **Environmental & Sustainability Management** – *Environmental Management* by B.W. Beavis
- **Sports Management & Recreation Leadership** – *Principles and Practice of Sport Management* by Lisa P. Masteralexis