

# UNIVERSITY OF MUMBAI



## **Revised Syllabus for the MFM**

**Program: MFM**

**Course: MFM**

**Second Year (Semester II)**

**&**

**Third Year (Semester I &II)**

**(Part Time)**

(As per Credit Based Semester and Grading System  
with effect from the academic year 2012–2013)

**PART-TIME MASTER'S DEGREE IN FINANCIAL MANAGEMENT  
(MFM) SECOND YEAR**

**Second Year Second Semester**

**4.1 TAXATION MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Tax Implication in Planning the Legal Status of Business Unit: Firm, Private Limited Company and Public Limited Company.	1 Session of 3 Hours
2	Tax Implication in (a) Receiving Foreign Collaboration, (b) Giving Collaboration Abroad, i.e. Promoting Indian Business, Abroad: Subsidiaries, Outright Sales of Know-how, and Equity Participation etc.	2 Sessions of 3 Hours each
3	Tax Aspects of Mergers, Demergers and Amalgamation.	1 Session of 3 Hours
4	New Implication establishment and Tax Planning.	1 Session of 3 Hours
5	Tax Implications of Holding Company Vs. Conglomerate Expansion.	1 Session of 3 Hours
6	Tax Incentives and Export Promotion.	1 Session of 3 Hours
7	Personal Taxation: Foreign and Indian.	1 Session of 3 Hours
8	Tax Aspects of Disinvestment.	1 Session of 3 Hours
9	Tax Implications in Developing Capitalization Structure (a) Short term Loans, (b) Deposits from public, (c) Term Loans, (d) Bonus Issues, (e) Dividend Policy.	2 Sessions of 3 Hours each
10	Taxation of Company in which Public are not substantially interested. • TDS Provisions • DTA Agreements • International Tax Planning	2 Sessions of 3 Hours each
11	Case Studies and Presentations	2 Sessions of 3 Hours each

**4.2) FINANCIAL PLANNING AND CONTROL SYSTEMS 100 Marks  
(15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Financial goal setting -Analysis of Incremental ROI -Sensitivity Analysis –Developing Financial goals along organisational hierarchy-Concept and Technique of Responsibility Budgeting - Analytical framework for Developing Responsibility Budgets – Integrating Responsibility Budgets - Integrating Responsibility Budgeting with MBO System.	3 Sessions of 3 Hours each
2	Organisational Growth : Responsibility centres and profit centres - Identification and creation of profit centres, profit centres as a control system - De-centralisation and profit centres.	2 Sessions of 3 Hours each
3	Mechanics of determining profit objectives of profit centres problems and perspectives of transfer pricing - Linear programming technique for determining divisional goals in a multi-divisional company - Problems of growth and corporate control.	3 Sessions of 3 Hours each
4	Control in special sectors : Scrap Control - Control of R & D- Project Control - Administrative Cost Control - Audit - EfFiciency Audit - Internal Audit – Government Cost Audit - Management Audit.	3 Sessions of 3 Hours each
5	Financial Reporting to Management Under conditions of price level change. Objective and methodology.	2 Sessions of 3 Hours each
6	Case Studies and Presentations	2 Sessions of 3 Hours each

### 4.3) BUSINESS LAW – II 100 Marks (15 Sessions of 3 Hours Each)

**OBJECTIVES:** To provide the students with the in-depth knowledge of laws governing the corporate entity.

SL.No	Particulars	Sessions
1	<b>COMPANY LAW - INCORPORATION OF COMPANIES :</b>  Preparation of Memorandum of Association - Name of the Company, its registration and procedure for changing the name - Articles of Association, Alteration of Articles - 40 Membership of Company - Contracts, Deeds, Investments and service of Documents - Legal provisions relating to holding Companies, Private Companies, Unlimited Companies.	3 Sessions of 3 Hours each
2	Issue of capital : Drafting of prospectus - Registration of Documents - Commission and Discount on issue of Capital - Issue of Shares at a premium or discount - Provisions of governing issue of redeemable preference of Share Capital - Transfer of Share and Debentures	2 Sessions of 3 Hours each
3	Rights of share holders - Provisions relating to payment of dividend. Payment of interest out of Capital, Fixed Assets. Raising of loans: Provisions relating to debentures - Registration of charges -Inter-company borrowings.	2 Sessions of 3 Hours each
4	Records, return account and meeting: Register of members and debentures holders – Annual returns and penalty for failure to submit returns - Meeting Statutory, Annual general and Extraordinary general meeting - Quorum, proxies, voting procedure, kinds of resolutions and recording of minutes - Books of Accounts to be kept and inspection - Appointment of auditors - Auditing of Cost Accounts - Investigational powers of the Government.	2 Sessions of 3 Hours each

5	<p>Managements : Constitution of Board of Directors - Appointment of Managing Directors - Qualification of Directors - Board Meeting - Powers of the Board - Remuneration of Directors - Restriction imposed on Directors - Powers of the Government to regulate corporate management - Provisions relating to mis-management - Amalgamations, Reconstruction, Arrangements and Compromise and the Provisions relating thereto.</p>	2 Sessions of 3 Hours each
6	<p><b>RUTPACT</b> Restrictive and Unfair Trade Practices Act: Investigation by Commission - Registration of agreements relating to restrictive trade practice - Presumption as or public interest – Resale price maintenance - Offences and penalties under the Act - Procedures to be complied with - unfair Trade Practices.</p>	2 Sessions of 3 Hours each
7	<p><b>FERA/FEMA</b> Definitions Provisions relating to FERA/FEMA Companies Regulations Concerning Import and Export 41 Acquisitions and Sales of Immovable properties Overview of exchange control regulations</p>	1 Session of 3 Hours
8	<p><b>SEBI</b>  SEBI Act SEBI Rules SEBI Regulations SEBI Guidelines SEBI Procedures</p>	1 Session of 3 Hours

**4.4) STRATEGIC COST MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Cost Analysis for Strategic Business Decisions Cost-Benefit Analysis with qualitative and quantitative aspects	2 Sessions of 3 Hours each
2	Productivity improvement for long-term cost advantage Cost Reduction based on re-engineering, multiskilling, organisational restructuring	2 Sessions of 3 Hours each
3	Cost Management and Internal Cost Control Indicators Micro and Macro Cost Control Programmes with TQM and other quality development strategies Operational Planning for strategic approach to costcontrol and cost-reduction	2 Sessions of 3 Hours each
4	The Indian traditional approach to strategic cost management Socio-political aspects of cost management	1 Session of 3 Hours
5	Effective information system for effective cost management Application of 'inflation accounting.	1 Session of 3 Hours
6	Activity based costing. Zero-base budgeting, responsibility budgeting, value analysis and flexible project appraisal approaches for strategic cost management.	2 Sessions of 3 Hours each
7	Use of cost and policy audit for cost management linking macro objectives with micro targets for 'cost management at departmental and individual levels use of 'cost management games' entrepreneurial approach to cost management for strategic advantages.	3 Sessions of 3 Hours each
8	Case Studies and Presentations	2 Sessions of 3 Hours each

**4.5) FINANCIAL MANAGEMENT –II 100 Marks (15 Sessions of 3 Hours Each)**

SL.No	Particulars	Sessions
1	Perspective Planning for Working Capital Management Planning Model or Working Capital Management Financial Forecasting.	1 Session of 3 Hours
2	Capital Budgeting Project Appraisal: Economic, Technical and Financial Feasibility Studies DCF and Risk Evaluation and Sensitivity Analysis:	1 Session of 3 Hours
3	Computer Simulation for Risk Evaluation Measurement of Cost of Capital and Determining Minimum rate of Return for Project Decisions Social Cost and Social Benefit Analysis of Project Linear Programming and Capital Budgeting Decisions Financial Control and follow up of Projects Evaluation under DCF Techniques.	2 Sessions of 3 Hours each
4	Corporate Planning and Break-even Analysis with Multiple Constraints such as Shortage of Power and Materials, Customers and Marketing Constraints, Export Obligations, Price Control, Product Mix etc. Application of Linear Programming to Breakeven Concept.	2 Sessions of 3 Hours each
5	Disinvestments as a Financial Strategy Exploring Opportunities of Disinvestment-Areas of Disinvestment, Factors, Influencing Disinvestment Decisions Financial Analysis and Report for Disinvestment Decisions.	2 Sessions of 3 Hours each
6	Expansion : Diversification Strategies: Market, Customer Product and Process Developing Conglomerates and Subsidiaries: Financial, Tax and Government Policies governing such decisions-Mergers and Amalgamations Determination of "Fair Value" of Shares Determining Premium for Shares Issues of Bonus Shares and their Financial Implications.	2 Sessions of 3 Hours each
7	Considerations governing setting up ventures abroad Joint Sector Projects and Investment decisions. Role of Debt Financing in Indian Environment Developing Optimal Capitalization Structure.	1 Session of 3 Hours
8	Investment Portfolio Decisions with particular Reference to Banks, Insurance Companies and Trusts Application of Linear Programming technique. Management of Investment in Divisions of Company.	2 Sessions of 3 Hours each
9	Case Studies and Presentations	2 Sessions of 3 Hours each

**PART-TIME MASTER'S DEGREE IN FINANCIAL MANAGEMENT  
(MFM) THIRD YEAR**

**Third Year First Semester**

**5.1) INTERNATIONAL FINANCE 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<p><b>FOREIGN EXCHANGE RATES</b></p> <p>Theories of exchange rates. Purchasing power parity theory. Demand supply and elasticities in foreign exchange rate determination. Balance of Payments theory. Historical perspective on exchange rate. Gold Standard, Inter-war instability, Bretton Woods, Fixed exchange rates, fluctuating exchange rates.</p>	2 Sessions of 3 Hours each
2	<p>Case for Fixed or fluctuating exchange rates. The changing nature of world money. The rise of private world money. Eurocurrencies, Eurodollars, European Currency Unit, C. R. U their mechanics and impact. International capital - flows and shocks. International debt problem - its origin, history and status. International liquidity and SDRs.</p>	2 Sessions of 3 Hours each
3	<p>International Financial Institutions - International Monetary Fund, World Bank, International Finance Corporation, Washington D. C., Asian Development Bank.</p> <p>The basics of currency trading. Foreign exchange dealers. Clearing, hedging, speculation in foreign exchange markets. Forward exchange rate, forward against spot exchange rate. Factors causing exchange rate fluctuations.</p>	2 Sessions of 3 Hours each
4	<p><b>BALANCE OF PAYMENTS (Structure and Equilibrium)</b></p> <p>Balance of Payments definition. Component of Balance of Payments. Current Account, Capital Account, Balance of Payments Models, Basic balance. Disequilibrium in Balance of Payments. Measures to correct disequilibrium in Balance of Payments.</p>	1 Session of 3 Hours



5	<p><b>FOREIGN EXCHANGE MARKETS</b></p> <p>Operations of foreign exchange markets. Modes and mechanism of spot and forward exchange contracts. Exchange trading and position. Syndication. Swaps. Options, Offshore banking.</p> <p>International Money, Capital and Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong and Singapore.</p>	2 Session of 3 Hours
6	<p><b>MECHANICS OF FOREIGN EXCHANGE MARKETS</b></p> <p>Contracts, Credits and Documentation. Sale and Purchase Contracts. Risks in international transactions. Incoterms, their importance and their applicability. Payments under trade contracts. Documentary credits. Types of credits. Important credit clauses. Procedure for establishing credits.</p> <p>Documents in foreign trade. Financial, Commercial, transport, insurance and other documents. Arbitration and conciliation.</p>	2 Session of 3 Hours
7	<p><b>ECONOMIC UNIONS AND TRADE AGREEMENTS</b></p> <p>Theory of Custom Union. Political economy of trade barriers. Protection in world trade - a historical perspective. International Trade Organization (ITO). General Agreement on tariffs and Trade (GATT). Kennedy Round. UNCTAD. Generalised System of Preferences (GSP). Tokyo Round. New International Economic Order. Brandt Commission and economic integration. Uruguay Round. North South divide and dialogue. European Economic Community (EEC) and integration 1992. Impact of currency blocks on world trade and exchange.</p>	1 Session of 3 Hours

8	<p><b>INDIA'S FOREIGN TRADE PROMOTION AND CONTROL :</b></p> <p>India's economy in global perspective. India's external debt. Export promotion strategy and policy. Export promotion measures. Commercial Policy. Non-Resident Investments and Accounts.</p> <p>The Export-Import Bank of India- its functions, resources, organization, management and current operations.</p> <p>Export Credit Guarantee Corporation (ECGC) - its function, policy, management and current operations.</p> <p>Financing of foreign trade. Types of credits, guarantees, bid bonds etc. Mechanism of Operations.</p> <p>Foreign exchange controls - Objectives, exchange management and controls in India. FERA/ FEMA and its important provisions. Import Export Policy and procedures.</p>	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.2 AUDITING AND QUANTITATIVE METHODS IN FINANCE 100**  
**Marks (15 Sessions of 3 Hours Each)**

SL.No	Particulars	Sessions
1	<p><b>AUDITING: -</b></p> <p>Concept and Significance of Auditing - Audit Department - Provisions of Company Law for Internal Audit, Statutory Audit, Cost and Management Audit - Audit Manual - Ethics in Auditing - Qualities and Skills of an Effective Auditor - Quantity Audit -</p>	3 Sessions of 3 Hours each
2	Energy Audit -Environment Audit - Systems Audit - Policy & Performance Audit.	3 Sessions of 3 Hours each
3	Specialized Audit of Banks, Financial Institutions, Government Departments, Capital Market Intermediaries (only an overview) - Functional Audit.	2 Sessions of 3 Hours each
4	<p><b>QUANTITATIVE METHODS IN FINANCE</b></p> <p>Application of Quantitative Techniques for Financial Analysis &amp; Decision Making.</p>	2 Sessions of 3 Hours each
5	Use of O.R. Models in Financial Decision making like Product Mix, Pricing, Resource Allocation, Wage Analysis - Use of Statistical Techniques for Profit & Cost Projections, Sales Projections, Performance Appraisal.	3 Sessions of 3 Hours each
6	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.3 MANAGEMENT OF BANKS & FINANCIAL SERVICES 100 Marks  
(15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	An overview of 'Banking History' of India - India's banking system before and after the announcement of new economic policy	1 Session of 3 Hours
2	Reference to Bank Reform Committees' Reports -Central Bank and its supervisory overall role	1 Session of 3 Hours
3	Nationalized. Foreign, Co-operative and Private Banks - Fund based and Non fund based Operations of a bank	2 Sessions of 3 Hours each
4	Management of bank's branch network - Risk Management in Financial Services Organisation on Intellect Controls of Fraud Preventions -MIS in Banking - Bank's Profitability and Liquidity, Capital adequacy.	2 Sessions of 3 Hours each
5	Business Combinations - Better accountability and freedom for banks - India's Rural Banking System - EXIM Bank - SIDBI.	2 Sessions of 3 Hours each
6	Financial Services Network in India - Rules & Guidelines framed by SEBI - Intermediaries for Financial services and their specific functioning - Merchant Bankers, Non Banking Finance Companies, Financial Consultancy Services - Participation of Flls and other foreign institutions	3 Sessions of 3 Hours each
7	Operational Management of a Financial services organisation - Innovative Financial services and instruments - Future of financial services in India and Worldwide.	2 Sessions of 3 Hours each
8	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.4) MARKETING FINANCE AND PERSONNEL FINANCE 100 Marks  
(15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	<b>MARKETING FINANCE</b>  Impact of marketing policies on a Firm's working capital - credit policy, credit rating, credit recovery & overall receivables management – Finished stock policy, stock out & loss of profit, optimal stock-holding	2 Sessions of 3 Hours each
2	Break Even Analysis and Marketing Decisions like pricing, product mix, expansion etc. -Marketing Cost Control & Analysis - Marketing Investment Appraisal using DCF Techniques	2 Sessions of 3 Hours each
3	Appraisal of Distribution Channels, Advertisement Strategies -Marketing Performance Evaluation -Leasing & Bill Discounting Concepts - Brand Valuation.	2 Sessions of 3 Hours each
4	<b>PERSONNEL FINANCE</b>  Job evaluation as the basis of wage and salary administration – Financial implication of wage terms negotiated with unions	1 Session of 3 Hours
5	Cost of living index linked wages - Incentives wage system and their financial implications - Payment of commission based on profits - Payment of Bonus under Bonus Act	2 Sessions of 3 Hours each
6	Determining optimal fringe benefits and salary of executives in relations to profitability and size of operations of company using DCF technique	1 Session of 3 Hours
7	Developing superannuation benefits schemes and early voluntary benefit schemes.	1 Session of 3 Hours
8	Cost analysis of areas such as labour and executive turnover, cost of recruitment training and development, cost of employee benefit programs - cost of committee management - cost of strikes, lockouts and gheraos. Human Resources Accounting - Motivational Accounting –Developing personnel budget - Personnel cost-audit.	2 Sessions of 3 Hours each
9	Case Studies and Presentations	2 Sessions of 3 Hours each

**5.5) SPECIAL STUDIES IN ACCOUNTING & FINANCE (PROJECTS)  
100 Marks**

**PART-TIME MASTER'S DEGREE IN FINANCIAL MANAGEMENT  
(MFM) THIRD YEAR**

**Third Year Second Semester**

**6.1 ENTREPRENEURSHIP MANAGEMENT 100 Marks (15 Sessions of 3  
Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Concept of entrepreneurship, Difference between an entrepreneur and an executive qualities of a successful entrepreneur Indian styles of entrepreneurship business ethics and entrepreneurship	3 Sessions of 2 Hours Each
2	Theories of Entrepreneurship Analysis of business opportunities environmental scanning, sectoral studies, process of generating business ideas, screening and selection	3 Sessions of 2 Hours Each
3	International Variations in entrepreneurship (with cultural and political differences) Risk & Return Management and Business Vision for an entrepreneur	2 Sessions of 2 Hours Each
4	Small and Big Size Entrepreneurs Entrepreneurship for building Indian Multinational Companies	2 Sessions of 2 Hours Each
5	Government's role for entrepreneurship development in India Institutes and non-government organisations imparting training on entrepreneurship.	3 Sessions of 2 Hours Each
6	Case Studies and Presentations	2 Sessions of 3 Hours each

**6.2 MANAGEMENT OF ENVIRONMENT & PRODUCTIVITY**  
**MANAGEMENT OF ENVIRONMENT 100 Marks (15 Sessions of 3 Hours**  
**Each)**

SL.No	Particulars	Sessions
1	Significance of Environment Management - Broad outline of National Environment - Policy Definition of Environment with particular reference to Management.	2 Sessions of 3 Hours each
2	Environmental issues relevant to India. Present status of Environment Management Major issues	1 Session of 3 Hours
3	Scope of Environment Management, Role and functions of the government as a planning, organising, directing, implementing and controlling agency. Managerial aspects involved in Environment management. Environment Quality Management - Overview of the role and responsibilities of the industries.	2 Sessions of 3 Hours each
4	<b>PRODUCTIVITY TECHNIQUES</b>  Concept of Productivity - application in manufacturing and service industries, application in different functional areas.	1 Session of 3 Hours
5	Measurement of Productivity - partial, Multifactor and Total Factor Models, Sumath's Total Productivity Model, Sink's Multifactor Model, Productivity by Objectives, American productivity Center Models. Value Analysis & Value Engineering.	2 Sessions of 3 Hours each
6	Approach to Productivity Improvement - Classic ILO approach, Modern TQC approach, Sumath's 5-pronged approach - product based, technology based, people based, and material based and task based techniques.	2 Sessions of 3 Hours each
7	Quality Circles - Relationship with total quality management, objectives, seven tools - fishbone diagram, Pareto, Analysis, Scatter diagrams, checklists, control charts, etc. - use in solving chronic problems, Organising for Quality Circles, Structure, method of implementation of Quality Circles.	2 Sessions of 3 Hours each
8	Creativity Based Techniques - Brain Storming, Synectics, Whole Brain Thinking, Nominal Group Techniques, use in Creative problem solving with practical applications.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

### 6.3) PROJECT MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Total Project Management - Concept, relationship with other function and other organisations, organising for project management - matrix organisation - the project manager is an entrepreneur	1 Session of 3 Hours
2	Project Identification - Scouting for project ideas and promoters, identification of investment opportunities, basis of governmental regulatory framework, various acts and laws affecting project identification.	2 Sessions of 3 Hours each
3	Locational Decisions - Objectives, factors affecting location, concept of Industrially Backward Areas, Incentives available for appropriate location.	1 Session of 3 Hours
4	Project Appraisal - Market Appraisal, Demand Estimation and Forecasting, Technical Appraisal - Raw materials technology - product mix-plant capacity – distribution channels.	2 Sessions of 3 Hours each
5	Project Financing - Basic concepts of cost of project, profitability Analysis, Means of Financing, raising capital, assessing tax burdens and using Financial projections. Appraisal criteria used by lending institutions.	2 Sessions of 3 Hours each
6	Risk Analysis of Project - measures of risk, use of subjective probabilities, mathematical analysis, sensitivity analysis, simulation analysis, decision tree analysis.	2 Sessions of 3 Hours each
7	Project Planning, Monitoring & Control - network Techniques - Gantt charts, network cost system, resource allocation and scheduling, progress reports, updating. Management information system for projects.	2 Sessions of 3 Hours each
8	Use of computer in network Analysis - project management packages - choosing and using them.	1 Session of 3 Hours
9	Case Studies and Presentations	2 Sessions of 3 Hours each

## 6.4) STRATEGIC MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

### OBJECTIVE :

The market scenario is undergoing a significant -change contributed to by changing consumer life style, increase in interfirm rivalry, which is further contributed to by Liberalized Policies Of Government of India. The Global changes, advances in technology and travel have brought the world closer today. Such that the national borders have ceased to have any significance. In this context it is this strategic orientation that is going to make firms survive.

SL.No	Particulars	Sessions
1	The concepts of strategy - Five P'S for strategy (strategy as plan, as pattern, as position, as perspective and as purpose). The strategic management process, organisation of strategic management function.	2 Sessions of 3 Hours each
2	Environmental Analysis, Mission and Definition of Goals : Corporate philosophy, corporate governance.	1 Session of 3 Hours
3	Industry structural analysis and identification of opportunities and threads : Porter's five forces model.	1 Session of 3 Hours
4	Internal analysis - identification of distinctive competencies : value chain analysis.	1 Session of 3 Hours
5	Business strategy, customer needs and product differentiation/customer groups and market segmentation: Development of competitive strategy - cost leadership strategy/ differentiation strategy/focus strategy.	2 Sessions of 3 Hours each
6	Strategy and industry structure - strategy in fragmented industries, strategy in for industries in growth stage : strategy in mature industry and strategies in decline industries.	2 Sessions of 3 Hours each
7	Vertical integration and diversification. Global strategy	1 Session of 3 Hours
8	Strategic implementation - organisations dealing with a problem of organizational structure, systems, culture and power.	2 Sessions of 3 Hours each
9	Managing change The strategic management in entrepreneurial organizations.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each

### RECOMMENDED READINGS;

1. Michael Porter - Competitive Advantage
2. Michael Porter - Competitive Strategy
3. Samuel C Certo and J Paul Peter - Strategic Management Concepts and Applications - McGraw Hill
4. Henry Mintzberg and James Brian Quinn - Strategic Process, Concepts, Contexts, Cases - Prentice Hall.



### **6.5) BUSINESS ETHICS 100 Marks (15 Sessions of 3 Hours Each)**

<b>SL.No</b>	<b>Particulars</b>	<b>Sessions</b>
1	Evolution of thought of Ethics in Business	1 Session of 3 Hours
2	Culture and Ethics - Overview of Ethics Value Systems, Attitudes, Beliefs & Life Patterns	1 Session of 3 Hours
3	Social and Economic Values and Responsibilities - Trusteeship Management	2 Sessions of 3 Hours each
4	Gandhian Philisophy of Wealth Management Ethics and Indian Management	2 Sessions of 3 Hours each
5	Basic Framework of Normative Ethics, Ethics and Decision Making, Social Responsibility of Business	2 Sessions of 3 Hours each
6	Ethical Aspects of Corporate Policy, Morality and Rationally in Formal Organisation	2 Sessions of 3 Hours each
7	Moral Relationship between Individual and Organisations.	1 Session of 3 Hours
8	Relationship between Ethics and Corporation Excellence	1 Session of 3 Hours
9	Approaches for Developing various Orientations towards Ethical Business Behaviour.	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours each