



PTVA's Institute of Management
Chitrakar Ketkar Marg, Vile Parle (E), Mumbai 400 057
Tel No.: 26100100/ 26100200 / 26172782 / 26172783 Fax: 26100199
Email – admin@ptvaim.com, director@ptvaim.com

Master of Management Studies (MMS) Degree Course

Date: 10/12/2022

Teaching Plan (For Office)

MMS Academic Year: 2022 – 2023

Prepared & submitted by the Teacher/ Instructor: Mr. Bhavesh B. Vaity

Class: First Year

Semester: I

Subject: Business Ethics

(100 Marks)

Theory Paper: 60 Marks (3 Hours Duration)

Internal Assessment: 40 Marks

The Subject:

1. To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives.
2. To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens.
3. To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making.
4. To ensure sustainability as a compulsive tool of driving Organizational Vision and Mission
5. To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.
6. To expect an Integrity-driven work place scenario from students

Course Outcomes:

1. Analyse and Recommend the issues concerning Morals, Values, Ideologies and Ethics in personal, social and professional life.
2. Understand and Determine fair transactions, ethical conduct and conscientious decision making.
3. The budding managers and entrepreneurs to Build and develop themselves into better corporate citizens.

Submitted to: Dr. Vijay Wagh, Director



Bheshmukh

Director
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Behind M. L. Dahanukar College,
Vile Parle (E), Mumbai-400 057.

Suggested Reading:

- A. Business Ethics and Corporate Governance, A. C. Fernando, Pearsons.
 B. Hosmer and Richard, The Ethics of Management
 C. A. C. Sherlekar, Ethics in Management, Himalaya Publications
 D. Recent News / Articles / Magazines / Journals on Business Ethics, Sustainable Development, CSR and Corporate Governance

Classroom Sessions:

Sr. No.	Description of Topics	Lectures	Hours	Required Reading
01	<p><u>Introduction to Ethics</u></p> <ul style="list-style-type: none"> ➤ Types; Characteristics; Need of Ethics ➤ Merits and Limitations ➤ Moral Disintegration in Contemporary times and need to control the same. ➤ Ethics & Law / Religion / Feelings / Cultural Traits <p>Cases – Scams in Organisations Activity – SWOC Analysis of Self</p>	02 Lectures	04 Hrs	Recent Happenings in Surrounding, News, A. C. Fernando, Pearsons.
02	<p><u>Role and Feature of Business Ethics</u></p> <ul style="list-style-type: none"> ➤ Approaches to Business Ethics ➤ Theories of Ethics – Applied Ethics ➤ Merits of Ethics in Business. ➤ Universal Ethical Standards <p>Cases: Paradigm shift in Business in 20th Century Activity – Problems in the World</p>	02 Lectures	04 Hrs	A. C. Fernando, Pearsons. Animal Farm – George Orwell
03	<p><u>Indian Philosophies of Business</u></p> <ul style="list-style-type: none"> ➤ Chanakya Neeti ➤ Gandhian Model of Trusteeship <p>Activity : Students Understanding of Ethics Video: Ethical Dilemmas Video: Bunker Roy's Barefoot Movement</p>	02 Lectures	04 Hrs	Life during Chanakyas Times/ Gandhian Principles
04	<p><u>Management of Ethics</u></p> <ul style="list-style-type: none"> ✓ Ethical Code of Conduct / Workplace Ethics ✓ Ethical Behaviour of Managers ✓ Analysis of Ethics (Hosmer Model) ✓ Ethical Decision Making (Kohlberg's Model) ✓ Workplace Deviance <p>Case : P&G – Peta</p>	02 Lectures	04 Hrs	Business Ethics, - A. C. Fernando, Pearsons / Ethics in Management - Hosmer & Richard

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05	<p><u>Ethics in different domains – Ethics in Practice</u></p> <ul style="list-style-type: none"> • Global Marketing <ul style="list-style-type: none"> - Ethical Issues - Guidelines for Ethical Global Marketing • Employment & HRM <ul style="list-style-type: none"> - Ethical Issues in Employment - Guidelines for Ethical HR Practices • Finance and Accounts <ul style="list-style-type: none"> - Ethical Issues in Accounting - Ethics for Finance Managers • Information Technology <ul style="list-style-type: none"> - Ethical Issues in I. T. - Ten Commandments - E-commerce and Internet Privacy • White Collar Crimes or Organised Crimes <p><u>Case and Video</u></p>	03 Lectures	06 Hrs	Business Ethics, - A. C. Fernando, Pearsons / Ethics in Management A. A. Sherlekar, Himalaya
6	<p><u>Indian Culture and Ethics</u></p> <ul style="list-style-type: none"> • Purushartha <ul style="list-style-type: none"> - Artha - Dharma - Kaala - Moksha • Concept of Dharma and Karma • Indian Value Systems <p><u>Case and Video : Devdatta Pattanalk (Indian Way of Business)</u></p>	01 Lecture	02 Hrs	Business Ethics, - A. C. Fernando, Pearsons / Ethics in Management A. A. Sherlekar, Himalaya
7	<p><u>Business & Ecology</u></p> <ul style="list-style-type: none"> ➤ Environmental Ethics ➤ Environmental Issues ➤ Green Initiatives / Green Judicial Activism ➤ Green Tribunal ➤ Environmental Issues in India ➤ Environmental Sustainability <p><u>Live Cases and Videos</u></p>	02 Lectures	04 Hrs	Business Ethics, - A. C. Fernando, Pearsons / Ethics in Management A. A. Sherlekar, Himalaya
8	<p><u>Compliance and Legal Aspects</u></p> <ul style="list-style-type: none"> ❖ Legal Framework and Ethics ❖ Political and Legal Environment ❖ Indian Constitution and Ethics 	01 Lecture	02 Hrs	Business Ethics, - A. C. Fernando, Pearsons
9	<p><u>Business and Economic Environment</u></p> <ul style="list-style-type: none"> ➤ Relation between profit and Ethics ➤ Economic Growth and Business 	02 Lectures	04 Hrs	Business Ethics, - A. C.

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	<ul style="list-style-type: none"> ➤ Role of Chamber of Commerce and Industry ➤ FICCI / CII / IMC etc ➤ International Mores and Ethics ➤ Ethics in International Scenario 			Fernando, Pearsons / Ethics in Management A. A. Sherlekar, Himalaya
10	<u>Corporate Governance and Ethics</u> <ul style="list-style-type: none"> • Citizens Charter • Employee Welfare • Labour Legislations, ILO • Sexual Harrasment at Workplace • Vishakha v/s State of Rajasthan and cases • Future of Corporate Governance <u>Case and Video</u>	01 Lecture	02 Hrs	Business Ethics, - A. C. Fernando, Pearsons / Ethics in Management A. A. Sherlekar, Himalaya
11	<u>Live Case Studies / Projects / Presentations Submissions,</u>	02 Lecture	04 Hrs	

Teaching Methodology: The focus is on student centric learning and involvement. This course is designed to enable the student to develop and apply specific moral and ethical values and develop skills in a variety of situations for future endeavours in business and societal strata. The teaching methods will focus on lectures, discussions, case studies, research articles and student presentations.

(Should include e-Journals, Journals/Business Magazines subscribed as an integral part of session plan)

Assessment Criteria:

- Midterm Class Test: 10 Marks
- Assignments: 10 Marks
- Presentation & Project: 10 Marks
- Class Participation: 10 Marks

Attendance:

- The students should meet criteria of minimum 75% attendance to appear for the exam.

Completion of Syllabus:

- Tentative date of completion of syllabus: 28/03/2023
- Tentative date of Mid Term test: 28/02/2023
- Tentative date of submission of Internal Marks: 15/03/2023
- Tentative date of submission of 2 sets of Question paper: 10/04/2023

Signature of Teacher/ Instructor with date:

Potlur
15/12/2022

Submitted to: Dr. Vijay Wagh, Director



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Master of Management Studies (MMS) Degree Course

Date: 16/01/2023

Teaching Plan (For Office)

MMS Academic Year: 2022 – 2023.

Prepared & submitted by the Teacher/ Instructor: Ms. Aparna Lalitkumar Patil

Class: Second Year

Semester: IV

Subject: Project Management (UA) (100 Marks)

Theory Paper: 60 Marks (3 Hours Duration)

Internal Assessment: 40 Marks

The Subject: Project Management subject helps students to understand the basic concepts of project, this subject helps to make students understand how to apply and evaluate parameters like cost, time and quality in project management. This subject help to enhance the knowledge of students by scaling up academic model to practical model.

Suggested Reading:

- Project Management by Prasanna Chandra
- Project Management by Pradeep Pai
- Project Management By Naveen Rohatgi

Classroom Sessions:

Sr. No.	Description of Topics	Lectures	Hours	Required Reading
1	Introduction to Project Management	1	3	

Submitted to: Dr. Tejashree Deshmukh, Director

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2	Critical Path Method (CPM) and Crashing	3	9	Relevant topics from above referred books
3	Programme Evaluation and Review Technique (PERT)	2	6	
4	Forecasting techniques	2	6	
5	Financial Analysis: NPV, IRR, Payback and discounted payback.	2	6	
6	Earned Value Analysis: Cost & Schedule performance indices using network.	2	6	
7	Project Management Cases	1	3	

Teaching Methodology: The Teaching Methodology includes

- Discussion in Classrooms
- Case Studies
- Continuous Assessment

Assessment Criteria:

- Midterm Class Test: 20 Marks
- Assignment / Project: 10 Marks
- Attendance / Class Participation: 10 Marks

Attendance:

- The students should meet criteria of minimum 75% attendance to appear for the exam.

Completion of Syllabus:

- Tentative date of completion of syllabus:
- Tentative date of Mid Term test:

Patil
16/11/23

Signature of Teacher/ Instructor with date: _____



Tejashree Deshmukh
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Master of Management Studies (MMS) Course

Date: 07/12/2022

Teaching Plan (For Office)

MMS Academic Year: 2022-23

Prepared & submitted by the Teacher/ Instructor: Mrs. Manali Patil

Class: Second Year

Semester: IV

Subject: Organisation Development & Change Management (100 Marks)

Theory Paper: 60 Marks (3 Hours Duration)

Internal Assessment: 40 Marks

The Subject:

Understanding OD Approaches and Models, Understanding Organizational Development – Diagnostics, Different Strategies, Approaches and Models of OD, Trends in OD and Change Management

Course Outcomes:

1. To understand and remember the basic concepts of OD and change management.
2. To analyse the role of Organizational Culture and its Impact on Change Management and apply/implement organization diagnosis and various diagnostic models.
3. To evaluate the impact of change in an organization.

Suggested Reading:

- Organisation Development - French & Bell
- Essentials of OD & Change – Cummings, Thomas G, Worley, Christopher G.

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Classroom Sessions:

Sr. No.	Description of Topics	Lectures	Hours	Required Reading
1	Definitions, assumptions and values of Organization Development	2 Lectures	6 hrs	Organisation Development - French & Bell
2	Approaches to OD	2 Lectures	6 hrs	Essentials of OD & Change – Cummings, Thomas G, Worley, Christopher G.
3	Organization Diagnosis & Diagnostic Models; Data Collection & Analysis including Climate Survey; Understanding Organizational Roles Intervention theories and methods	2 Lectures	6 hrs	Organisation Development - French & Bell
4	Process of Change	2 Lectures	6 hrs	Essentials of OD & Change – Cummings, Thomas G, Worley, Christopher G.
5	The Internal Environment	1 Lecture	3 hrs	Organisation Development - French & Bell
6	Organizational culture	1 Lecture	3 hrs	Essentials of OD & Change – Cummings, Thomas G, Worley, Christopher G.
7	Monitoring Change in Organizations; steps of measuring change	2 Lectures	6 hrs	Organisation Development - French & Bell
8	Latest trends in OD and Change Management	1 Lecture	3 hrs	Essentials of OD & Change – Cummings, Thomas G, Worley, Christopher G.
9	Presentations	1 Lecture	3 hrs	

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Teaching Methodology:

- a) Presentations
- b) Case Study
- c) Videos

(Should include e-Journals, Journals/Business Magazines subscribed as an integral part of session plan)

Assessment Criteria:

- Midterm Class Test: 20 Marks
- Assignment / Project: 10 Marks
- Attendance / Class Participation: 10 Marks

Attendance: The students should meet criteria of minimum 75% attendance to appear for the exam.

Completion of Syllabus:

- Tentative date of completion of syllabus:
- Tentative date of Mid Term test:
- Tentative date of submission of Internal Marks:
- Tentative date of submission of 2 sets of Question paper:

Signature of Teacher/ Instructor with date:

W
7/12/2022



Wagh

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(MMS) Degree Course

Date: 11th October 2022

Teaching Plan (For Office)

MMS Academic Year: 2022-23

Prepared & submitted by the Teacher/ Instructor: Ms Trupti Gupte

Class: Second Year

Semester: III

Subject: Training and Development (100 Marks)

Theory Paper: 60 Marks (3 Hours Duration)

Internal Assessment: 40 Marks

Subject: - Training and Development (Course Outcomes)

1. To explain the concept of training and development, training design and training need assessment.
2. To explain the importance of preparing training budget, training calendar and the various methods of training.
3. To understand the importance of training evaluation, cost benefit analysis and calculation of ROI.

Suggested Reading:

1. Effective Training Systems, Strategies and Practices
2. P. Nick Blanchard, James W Thacker second edition Pearson Education
3. Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)
4. Training and Development text, research and cases by G Pandu Naik

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Classroom Sessions:

Sr. No.	Description of Topics	Lectures	Hours	Required Reading
1	Introduction to human resource development <ul style="list-style-type: none"> • Definition, Objectives • Principles of HRD • Reasons for employee training and development • Traditional and Modern Approach of Training and Development 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 3-25
2	<ul style="list-style-type: none"> • Objectives of Training • Importance Of Training and Development • Difference between Training & Development & Education Overview of training in organization <ul style="list-style-type: none"> • Role of Training and Development • Three major roles of Training • Motivational Dynamics of Trainees 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg no 4-14
3	<ul style="list-style-type: none"> • Case Study • Determining Training structure from Design stage • Results or outcome of Training • Responsibility for Training • Areas of Training • http://trainingstation.walkme.com/training-and-development-articles 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg 288
4	Learning organization <ul style="list-style-type: none"> • What Is Learning • Classification of Learned Capabilities • Blooms Taxonomy • Three learning domains • Newspaper article for discussion 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 112,113
5	<ul style="list-style-type: none"> • Learning Theories Principles of Adult Learning Motivation & Performance <ul style="list-style-type: none"> • Factors for motivating the employees to learn 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 113-121

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6	<ul style="list-style-type: none"> • Adult Learning Theory • The Learning Process; Mental and Physical Processes • Implications of the Learning Process for Instruction; • Importance of Trainers in making the Training Site and Instruction Conducive to Learning • Principles of Adult Learning • Motivating the Adult Learner 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 121-142
7	Training Administration <ul style="list-style-type: none"> • Importance of Training Administration • Factors considered for training budget • Preparing training budget • Budget training programmes 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg no 43,44
8	<ul style="list-style-type: none"> • Design training calendar /schedules • Video on importance of training and development Training Need assessment <ul style="list-style-type: none"> • Importance of Need Assessment • Identification of Training Needs • Types of Needs • Needs Assessment Process • Levels of Needs Assessment • Key Concerns of Upper- and Midlevel Managers and Trainers in Needs Assessment 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no80-90
9	<ul style="list-style-type: none"> • Needs Analysis Process • Factors that Influence Employee Performance and Learning • Self-Efficacy • Factors for increasing employees self-efficacy 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no95-101
10	Competency modeling and mapping <ul style="list-style-type: none"> • Meaning of Competency • Objectives of Competency • Importance of Competency Model 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 101-105

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	<ul style="list-style-type: none"> Case Study 			Case Study Solutions Human Resource Development pg 187
11	<ul style="list-style-type: none"> Role of Competency model in training and development Competency mapping and its importance https://www.convergencetraining.com/blog/how-to-create-an-effective-training-program-8-steps-to-success <p>Designing Training Modules</p> <ul style="list-style-type: none"> Factors for designing a programme Principles of Training Design 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg no 41-43
12	<ul style="list-style-type: none"> Guidelines for Designing Training Programmes Assumptions of Training Design Approaches Objectives of Training design Training Design Process Case Study 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg no85-90 pg 289
13	<p>Implementation of Training</p> <ul style="list-style-type: none"> Meaning and its importance Factors while Implementing Training Program Case Study Video on training need assessment Live Project Presentation 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 151-166 Training and Development By Dr B. Janakiram pg no 155-167 Case Study Solutions Human Resource Development pg 181
14	<ul style="list-style-type: none"> Training Implementation Process Prior arrangements before two days of the training programme 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 209-232

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	Traditional training methods E-learning and use of technology in training <ul style="list-style-type: none"> • Choosing a Training Method • Traditional Methods Categories • Presentation Methods • Hands-on Methods • Group Building Methods • Newspaper article for discussion 			
15	<ul style="list-style-type: none"> • Types of Training Programmes • Types of Training Methods • Technologies' Influence on Training & Learning • Digital Collaboration • Impact of New Technology on the Learning Environment: • Multimedia Training • Computer-Based Training • Internet or Web-Based Training and E-learning • Distance Learning • Mobile technology and Training methods: iPods, PDAs • Conditions when Training Support Technologies are most Needed 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 240-273
16	Training evaluation, Cost Benefit Analysis and ROI <ul style="list-style-type: none"> • Evaluation of Training Programme • Reasons for Evaluating Training • Formative evaluation • Summative evaluation • Pilot Testing • Evaluation Process • Benefits of Evaluation 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 175-186
17	<ul style="list-style-type: none"> • Training Outcomes: Kirkpatrick's Four-Level Framework of Evaluation Criteria • Methods of Evaluation • Outcomes Used in Evaluating Training Programs 	1 Lecture	2 Hrs	Employee Training and Development By Raymond Noe pg no 195-200

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	<ul style="list-style-type: none"> Return on Investment Cost Benefit Analysis <p>Management Development</p> <ul style="list-style-type: none"> Importance Objectives 			Training and Development By Dr B. Janakiram pg no 213-226
18	<ul style="list-style-type: none"> Reasons Case Study <p>Live Project Presentations</p>	1 Lecture	2 Hrs	Case Study Solutions Human Resource Development pg 63
19	<p>Planning & Organizing conferences, seminar etc</p> <p>Training Audit</p> <ul style="list-style-type: none"> Factors to be considered for organizing conferences, seminar Objectives of audit Importance of audit Qualities of Training Auditor Checklist for training audit Newspaper article for discussion 	1 Lecture	2 Hrs	Training and Development By Dr B. Janakiram pg no 256-263
20	Class Presentation			

Teaching Methodology:

- Presentations
- Case Study
- Videos on Training and Development
- Indian Journal of Training and Development
- Online research paper/e-journal
- Newspaper Articles such as Times Ascent, Economic Times

(Should include e-Journals, Journals/Business Magazines subscribed as an integral part of session plan)

Assessment Criteria:

- Midterm Class Test: 20 Marks
- Assignment / Project: 10 Marks
- Attendance / Class Participation: 10 Marks

Attendance: The students should meet criteria of minimum 75% attendance to appear for the exam.

Submitted to: Dr. Vijay Wagh, Director Page 1



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Completion of Syllabus:

- Tentative date of completion of syllabus:
- Tentative date of Mid Term test:
- Tentative date of submission of Internal Marks:
- Tentative date of submission of 2 sets of Question paper:

(Handwritten signature)

Signature of Teacher/ Instructor with date:



(Handwritten signature)

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