

VPM'S LONDON ACADEMY OF EDUCATION AND RESEARCH

INDIA HEAD QUARTERS
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विद्या प्रसारक मंडळ
स्थापना • नौपादा ठाणे • १९३५

Vidya Prasarak Mandal, Thane, INDIA

Vidya Prasarak Mandal, Thane

Trustees

Dr. V. V. Bedekar

Shri. H. T. Thanawala

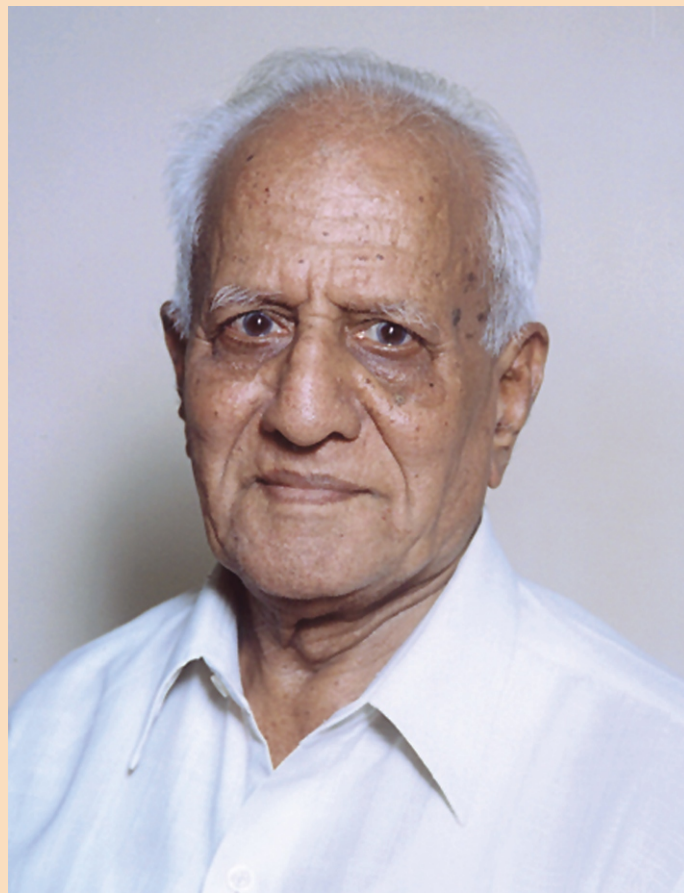
Shri. S. K. Joshi

Shri. S. V. Vengurlekar

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Dr. V. V. Bedekar	Chairman
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Dr. Mahesh Bedekar	Member

A Man with a Vision



Dr. V. N. Bedekar

'A leaders job is to look into the future, and to see the organisation not as it is ... But as it can become'

Chairman's Message

VPM'S London Academy of Education and Research was born on 10th February, 2009 to establish VPM's footprints in the U.K. VPM's Group of Institutions cuts across almost all faculties of education - arts, science, commerce and management, law and engineering (polytechnic).

VPM Thane is seized of the societal pressures and changes arising out of globalisation, liberalisation and privatisation. In addition, there is the omnipresence of Information Technology and electronic media which has changed the landscape of industry, trade and commerce at global, national, regional and grass root levels. The World is now viewed as a global electronic village. In the context of the dynamic scenario and the emergence of a knowledge society, economy and worker VPM(Thane) has taken a conscious decision to extend its horizons, in the field of education, beyond its present area and disciplines of operation to emerge as a dynamic and responsive organisation in different, new disciplines and places of the World-in the instant case, the UK.

VPM's (Thane) London Academy would like to project itself as part of India's emergence as a 'Knowledge Superpower' and strategy for societal transformation. Specifically, VPM's London Academy would like to be an important member of the 'Knowledge Superpower', an integral part of the process of globalization of education in a seamless World and a proactive user of knowledge to benefit all its constituents and facilitate, through education, the empowerment and enrichment of all its stakeholders across the global network.

Through our London Academy, we would like to serve the cause of high ended quality education through state of the art products and services. We have a renowned past in view of landmark achievements and notable contributions in the field of primary, secondary and tertiary education. So far we have functioned within a territorial jurisdiction. Now we would like to spread our wings and carry forward our achievement motivation to distant lands of the globe and contribute to the cause of quality education.

The London Academy is visioned to grow in phases between 2009-2020. The first phase (2009-2012) ventures to offer students of Indian and foreign origin in the UK, opportunities for higher education in the field of management through value added courses viz. management development programs, short duration (six months), weekend courses in management and one year weekend courses in different functional areas of management viz. general management, human resources management, financial management and marketing management. The syllabus for these courses is designed to suit students in the U.K. and are scheduled to commence in the UK in August 2009. The courses will have a varied and student friendly teaching pedagogy with scope for interactive and self study sessions. The second phase 2012-2015 envisions a centre for excellence with due accreditation leading to degrees and diplomas and also newer platforms like hybrid courses. The Third phase 2015-20 aims at a centre for excellence with due benefits to all stakeholders particularly to teachers and students. Our grand vision is,

“To become a global organization with a global network which can contribute to the process of building learning organization and establish its capacity to generate, absorb, disseminate and protect knowledge and use it to create economic wealth and social good for all stakeholders and contribute thereby to the onward march of human progress”.

As a humble initial effort we are presenting in this prospectus a set of courses, already mentioned above, for launch in the UK with effect from August 2009. I commend these courses to students in the UK who are looking for value added qualifications. I look forward to serve the cause of the students world in the UK and I hope the response of the students to VPM's London Academy of Education and Research will be warm and positive.

Dr. Vijay V. Bedekar

Chairman, VPM (Thane) INDIA and
Director, VPM's LONDON ACADEMY OF EDUCATION AND RESEARCH
LONDON, UK.



**VPM's
LONDON ACADEMY
OF
EDUCATION AND RESEARCH
OFFERS**

**MANAGEMENT DEVELOPMENT
PROGRAMS 2009**

**CERTIFICATE COURSE IN MANAGEMENT
[6 MONTHS]
COMMENCING 1ST AUGUST, 2009**

**ONE YEAR CERTIFICATE COURSES
IN MANAGEMENT
COMMENCING 1ST AUGUST, 2009**

1. TEACHING PEDAGOGY

The teaching pedagogy for all programs will include, inter-alia, the following :-

- ★ Class Contact Sessions
- ★ Group Discussions
- ★ Learning through Internet
- ★ Cases
- ★ Seminars
- ★ Project Submissions
- ★ Presentations
- ★ Special Guest Lecturers

2. MANAGEMENT DEVELOPMENT PROGRAMS 2009 FINANCE FOR BUSINESS MANAGERS

- Objectives**
- To acquaint the participants with basic concepts in accounting and finance.
 - To enable the participants to improve their analytical and conceptual skills in certain key areas in finance viz. budgeting, cost management, decision making, preparation of business cases for important decisions like manpower decisions, capital expenditure decisions, pricing and other decisions.

For Whom Middle / Senior Level Managers
Duration Two Days

DAY ONE

SESSION

TOPIC

- | | |
|---|---|
| 1 | Introduction to Accounting and Finance |
| 2 | Understanding Financial Statements – The Balance Sheet and Income Statement |
| 3 | Cost Management |
| 4 | Case Studies |

DAY TWO

SESSION

TOPIC

- | | |
|---|--|
| 1 | Budgeting |
| 2 | Profit Planning and Control |
| 3 | Decision Making including Capital Investment Decisions |
| 4 | Decision Making including Capital Investment Decisions |

3. FINANCE FOR AIRLINES BUSINESS MANAGERS

- Objectives**
- The Course aims at acquainting airline managers with various concepts relating to Management Finance and Accounting.
 - The focus of the course is on Cost Management, Corporate Budgeting and Decision Making with reference to the Airline Business.
 - The course should be an useful guide to line managers in maintaining a proactive participation in Budget and finance related processes.
 - It will focus attention on broadening knowledge and honing decision making skills of managers and motivating them and others towards organizational goals.
 - **Specifically the course will focus on:-**
 - ☞ Yield Management
 - ☞ Unit Cost Productivity
 - ☞ Formatting information to guide management decision making
 - ☞ Role of Available Tonne Kilometer and Revenue Tonne Kilometer in influencing Unit Cost Productivity.
 - ☞ Implications of Load Factors, Labour Productivity, Assets Utilization and Unit Cost Productivity on the bottom line of the business (Break even load factors in terms of Revenue Tonne Kilometer (RTKM) as % of Available Tonne Kilometer (ATKM), Margin of Safety, Unit cost per ATKM, profit per employee, employees per aircraft.
 - ☞ Evaluation of manpower additions and capital investment decisions and developing business case for such proposals.
 - ☞ How to maintain a winning edge through appropriate Product Differentiation, Cost Leadership and Sharp Focus.
 - ☞ Case Studies to explore certain themes and role models viz.
 - ✍ More revenue or aircrafts do not mean more profits.
 - ✍ Profits depend upon revenue and cost.

For Whom Middle / Senior Level Managers

Duration Two Days

DAY ONE

SESSION

TOPIC

- | | |
|---|---|
| 1 | Introduction to Accounting and Finance |
| 2 | Understanding Financial Statements - The Balance Sheet and Income Statement of Airlines |
| 3 | Cost Management in an Airline Environment |
| 4 | Live Case Studies (Airline Specific) |

DAY TWO

SESSION

TOPIC

- | | |
|---|--|
| 1 | Budgeting in the Airlines |
| 2 | Profit Planning in the Airlines Environment |
| 3 | Decision Making - Capital Investment Decisions (Airline Specific Case-Studies) |
| 4 | Decision Making - Capital Investment Decisions (Airline Specific Case-Studies) |

4. CERTIFICATE COURSE IN MANAGEMENT (6 MONTHS)

Sr. No.	Name of the Module	Nos. of Hours hours / week	Nos. of Weeks @ 3	Sessions
1	General Management	4	6	2 weeks
2	Finance and Accounting	6	9	3 weeks
3	Marketing Management	6	9	3 weeks
4	Human Resources Management	6	9	3 weeks
5	Operations Management	4	6	2 weeks
6	Legal Aspects of Business	2	3	1 week
7	Case studies in Strategic Management	2	3	1 week
TOTAL		<u>30</u>	<u>45</u>	<u>15 weeks</u>

N.B.:- Classes will be held @ 3 hours a week Friday evenings or Saturday afternoons.
Written examination in January, 2010

The class contact hours for the seven modules indicated provides the participants with a flavour of the respective functional and related areas of management as shown below:-

General Management	Steps in the Management Process, Functional Areas of Management,
Finance and Accounting	Objectives of Finance and Accounting Anatomy of Financial Statements Analysis and Interpretation of Financial Statements
Marketing Management	Marketing Concepts Environmental Scanning Product Life Cycle Pricing Strategies
Human Resources Management	Basic Management Concepts-organization - meaning, structure and process the organisation as an open system Human Resources Management-concept-role importance functions and activities-responsibilities of the Human Resources Management Specialist Human Resources Planning - Analysis of need, planning process and methods
Operations Management	Introduction / Operations Strategy/ Competitive Advantage / Time Based Competition Product Decision and Analysis / Product Development Value Engineering and Analysis
Legal Aspects of Business	Laws Governing Business Focus on Contract Laws and Laws Governing Sale of Goods

5. ONE YEAR CERTIFICATE COURSES IN MANAGEMENT

One Year Certificate Courses in Management include

- Certificate in Business Management (CBM)
- Certificate in Human Resources Management (CHRM)
- Certificate in Marketing Management (CMM)
- Certificate in Financial Management (CFM)

ACADEMIC CALENDAR

AUGUST, 2009 JULY, 2010

FIRST SEMESTER

AUGUST, 2009-DECEMBER, 2009

EXAMINATIONS

JANUARY, 2010

SECOND SEMESTER

FEBRUARY, 2010-JUNE, 2010

EXAMINATIONS

JULY, 2010

- ✍ Every candidate for the one year certificate courses will have to take 5 courses per semester. One course equals 30 sessions of 1.5 class contact hours per session i.e. 45 class contact hours per course. The class contact hours per semester for both the semesters taken together is 450.
- ✍ Further, every course of 45 hours duration is equivalent to 10 credits. In all, a candidate has to earn 100 credits for the 10 different courses equally spread between the two semesters.

SEMESTER-I

1st AUGUST, 2009 TO DECEMBER, 2009

CBM	CHRM	CMM	CFM
Principles and Practices of Management	Principles and Practices of Management	Principles and Practices of Management	Principles and Practices of Management
Organizational Behavior	Organizational Behavior	Organizational Behavior	Organizational Behavior
Financial and Cost Accounting	Financial and Cost Accounting	Financial and Cost Accounting	Financial and Cost Accounting
Marketing Management	Marketing Management	Marketing Management	Marketing Management
Human Resources Management	Human Resources Management	Human Resources Management	Human Resources Management

EXAMINATIONS JANUARY, 2010

SEMESTER-II

1st FEBRUARY, 2010 TO JUNE, 2010

CBM	CHRM	CMM	CFM
Quantitative Techniques in Management	Quantitative Techniques in Management	Quantitative Techniques in Management	Quantitative Techniques in Management
Financial Management	Financial Management	Financial Management	Financial Management
Legal Aspects of Business	Competency and Performance Management	Integrated Marketing Communications	Legal Aspects of Business
High Performance Leadership	Training and Development	Marketing Research	a. Strategic Cost Management b. Mergers, Acquisitions and Corporate Restructuring
Information Technology for Management	Organizational Development	B2B Marketing and CRM	Taxation Laws in the UK

EXAMINATIONS JULY, 2010

N.B.: For all rules and resolutions regarding the examinations and administration of the management programs offered by VPM's London Academy of Education and Research visit www.vpmthane.org

Principles and Practices of Management

- Management-Definition, Nature and Scope-Management as an Art, Science and Profession, Evolution of Management thought. Key Ideas in Management
- Steps in the Management Process-Planning, Organising, Controlling, Motivation and Direction
- Management-Methods, Styles, Approaches and Functions
- Managing for Results, Management by objectives, Performance Evaluation and Reward Systems

Organisational Behaviour

- Nature and Scope of Organisational Behaviour
 - (a) Organisational Behaviour inter-face other contributory disciplines
 - (b) Organisational Behaviour inter-face functional areas of Management and various steps in the management process
- Individual differences and behaviour, Individual perceptions, Personality, Learning, Ability, Attitudes, Values and Job Satisfaction
- Motivation, Methods of Motivation, Motivation across different levels of Management, Motivation and morale, Theories of Motivation, Money, Job Enlargement, enrichment and Rotation Participation, Quality of Work Life
- Groups Nature of Groups, Formal Groups, Informal Groups, Group Dynamics
- Impact of Groups on Organisational Effectiveness, Group Cohesiveness, Group decision making etc.
- Leadership-Different Styles of Leadership and organisational Effectiveness, Leadership and Management
- Communication Methods, Barriers, Effective Communication, Organisational Communication. 360 degree communication and its impact on corporate functioning and performance
- Organisational Change and Development-Importance of Change and its implementation in organisation development

Financial and Cost Accounting

- Nature and scope of Financial Accounting. Distinction between Financial Accounting, Cost Accounting and Management Accounting
- Accounting Equations to understand basic concepts:
 - ❑ Balance Sheet Equation: Assets = Liabilities plus Capital
 - ❑ Income Statement Equation: Profit = Income minus Expenses
- The Accounting Process Transactions, Journal, Ledger, Trial Balance, Adjustments, Profit and Loss Account and Balance Sheet
- Financial Accounting Glossary:
Gross Working Capital, Net Working Capital, Quick Assets, Net Worth, Return on Net Worth, Gross Fixed Assets, Net Fixed Assets, Current Depreciation, Accumulated Depreciation, Accrual Principle, Cost Principle, Materiality, Conservatism, Going Concern, Money Measurement, Matching concept, Cost Concept
- Depreciation What it is? Why it is computed? How it is computed (Straight Line Method and Written Down Value Method)
- Nature and Scope of Cost Accounting:
Meaning of Costs, Purposes of Cost Computation, Elements of Costs, Classification of Costs, Standard Costs, Budgeted Costs, Fixed Costs, Variable Costs, Mixed Costs, Step Fixed Costs, Direct Costs, Indirect Costs, Controllable Costs, Non-controllable Costs, Cash Costs, Non-cash Costs, Opportunity Costs
- Computers in Financial Accounting. Elementary Knowledge-
N.B:- Focus of the paper is on the flow of accounting information, from transaction inception to consummation into the final accounts, rather than book-keeping per se.

Marketing Management

- Introduction to Marketing Management Concepts
- Environmental Scanning. SWOT / PEST analysis
- Strategic Planning - Corporate and Business Strategy
- Portfolio Planning Models BCG matrix / GE matrix
- Demand Estimation / Market Potential
- Analyzing Consumer Behaviour
- Market Segmentation and Targeting
- Differentiating and Positioning of the Offering
- New Product Development
- Concept of Product Life Cycle, Product mix, Product Life cycle, Strategies
- Pricing Strategies, Objectives, and Methods
- Distribution-Channel decision and Physical Distribution Marketing Communication-Advertising,
- Sales Promotion, Personal Selling, Public Relations and Publicity

Human Resources Management

- Basic Management Concepts-organization - meaning, structure and process the organisation as an open system
- Human Resources Management concept role importance functions and activities responsibilities of the Human Resource Management Specialist.
- Human Resource Planning, Analysis of need, planning process and methods.
- Job analysis Job description, Job specification, Job evaluation principles and methods
- Recruitment, selection, placement, induction
- Training
- Performance Appraisal
- Promotions and Transfers
- Wage and Salary Administration
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Quantitative Techniques in Management

- Introduction to Statistics
- Descriptive Statistics
- Measures of Central Tendency
- Measures of Dispersion (Variance)
- Measures of Skewness
- Correlation Analysis (Limited to two Variable Regression Model)
- Theory of Probability
- Probability Distribution
- Use of Excel Software for Statistical Analysis

Financial Management

- Objective of Financial Management
- Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis and Cash Flow Analysis
- Sources of Finance-Short Term / Long Term, Domestic / Foreign, Equity and Borrowings
- Cost of Capital-Structure, Planning, Capital Investment Decision Analysis (using concept of Time Value of Money)
- Working Capital Management - Estimation and Financing
 - a. Inventory Management
 - b. Receivables Management
 - c. Cash Management
- Overview of Financial Management

Legal Aspects of Business

- Laws of business governing contracts viz.,
 - ❑ Sale and Supply of Goods Act, 1994
 - ❑ Contracts (Rights of Third Parties) Act 1999
 - ❑ Limited Liability Partnerships Act 2000
- Income and Corporation Taxes Act, 1988
- Relevant portions of law governing companies in the UK.
 - ❑ Salient Features of the “Companies Act, 2006” (UK)

High Performance Leadership

- Leadership Styles
- Leadership Skills
- Leadership Lessons through Literature
- Team work & Team building
- Interpersonal skills - Conversation, Feedback, Feed forward
- Interpersonal skills - Delegation, Humor, Trust, Expectations, Values, Status, Compatibility
- Conflict Management - Types of conflicts
- Conflict Management - Coping strategies
- Conflict Management - Conflict Management Styles
- Positive thinking Attitudes and Beliefs

Information Technology for Management

Basic IT skills-such as use of MS-Office and other office automation tools should be covered during the foundation week. This course will focus on conceptual knowledge about IT.

- Historical Perspective of Computer and Information Technology
- How a Computer works-Hardware and Software components and their characteristics from a user's buyer's perspective
- Basics of Networking-Need for Components of networks, Local Area Network(LAN)/Wide Area Network(WAN)/Metropolitan Area Network(MAN), various options for networking for a business -Asymmetric Digital Subscriber Line (ADSL), ADSL II ,Very High Bit Rate Digital Subscriber Line (VDSL) various medium for communication terrestrial, satellite, copper, fiber optic etc.
- Basic of Internet-how internet works-familiarity with various components of the internet browser, web server, Domain Name Server (DNS), Server Engine-Application of Internet Websites, Blogs, File Transfer Protocol (FTP), Voice over Internet (VOI)
- Impact of IT on business and society
- Role of IT Overview of concepts such as Enterprise Resource Planning(ERP), Supply Chain Management(SCM), Customer Relationship Management(CRM), Data Warehousing and Business Intelligence, e-commerce, e-Business, Knowledge Management and m-commerce
- State-of-the-Art in IT for Management

Competency and Performance Management

(A) Competency -

- Concepts of competence and competency at work
- Types of competencies behavioural and technical
- Competency Description
- Competency Levels
- Designing competencies dictionary
- Measuring or Mapping Modeling Competencies
- Behavioral Event Interviews(BEI)
- Assessment Centre
- Conducting and Operating Assessment Centre
- Role of Assessors in an Assessment Centre
- Designing tools in an Assessment Centre
- Feedback Mechanism

(B) Performance Management -

- Objective of Performance Management
- Process of Performance Management
- Performance Appraisal(PA)-Objectives, issues and problems
- Job Description(JD) and Performance Appraisal(PA)
- Methods of Performance Appraisal
- Appraisal forms and formats
- Measurement in Performance Appraisal(PA)
- Process and Documentation of Performance Appraisal(PA)
- Appraisal Communication
- Appraisal Interview
- Performance Feedback and Counseling
- Career Development
- Legal and Ethical perspectives in Performance Appraisal (PA)

Training and Development

- Introduction to human resources development
- Overview of Training in Organizations (Role of training, structure of training)
- Learning Organization
- Principles of Audit Learning, Motivation and Performance
- Training Administration, Training budget- designing training calendar / schedules
- Training Needs Assessment
- Designing Training Modules
- Implementation of Training
- Traditional Training Methods
- E-Learning and Use of Technology in Training
- Training Evaluation, Cost Benefit Analysis and ROI
- Management Development
- Planning and Organising Conferences, Seminars and other related events
- Training Audit

Organizational Development (OD)

- Definitions, underlying assumptions and values of Organization Development
- Approaches to OD-Systems Approach, Action Research
- Process of Change
- Organization Diagnosis & Diagnostic Models
- Data Collection & Analysis including Organisational Climate Survey
- Understanding Organizational Role
- OD Intervention Methods Large Systems, Group and Individual Techniques

Integrated Market Communications

- Communication Process-Communication models for business, Integrated Market Communications
- Advertising-Organizational structure of advertising agency and its function. Evaluation of agency functioning
- Advertising objectives with specific reference to Defining Advertising Goals For Measured Advertising Results(DAGMAR), Brand objectives, Consumer attitude and market structure
- Brand position and brand image strategy development
- Persuasion and attitudinal change through appropriate copy development
- Creative decisions
- Copy decision - Creation and production of the Copy
- Advertising budget, Media planning and media research
- Advertising Research
- Public relations and Publicity Campaigns
- Event Management
- Role of advertising management in firms, advertising briefs, agency co-ordination activities, managing advertising campaigns

Marketing Research

- Role and value of market research in marketing framework
- Data analysis-Tabulation, SPSS applications data base, testing for association
- Multivariate techniques-Interdependence techniques, Factor / cluster analysis: dependence analysis, discriminate analysis, combination with cluster analysis, conjoint analysis
- Perceptual mapping applications in market research
- Applications of Marketing Research(MR) in consumer research, advertising, test marketing, Usage attitude studies, Television viewer ship surveys, Media effectiveness study, Annual readership survey of print media etc.
- Report preparation and presentation, interpretation of MR reports, how to read ORG Neilson's store audit report
- Brand tracking study
- Field project on market research on any functional / industry verticals

B2B Marketing and Customer Relationship Management (CRM)

- Introduction to Industrial Marketing, Differences between industrial and Consumer Marketing
- Industrial Marketing Environment, Types of Customers, Types of buying situations, Segmentation
- Derived demand concepts, Industrial Buyer Behaviour and Industrial Marketing Research
- Industrial Advertising and Promotions, Branding of Industrial, High technology and Commodities
- B2B Product Decisions, New Product Development
- Industrial Pricing Decisions
- Role of After sales services in industrial marketing
- Industrial distribution
- B2B selling and Sales management, key account management concept, Negotiated selling, Bidding for contracts, selling to Govt. customers
- Concept and context of Customer Relationship Management(CRM)- CRM as an integral business strategy
- Customer Loyalty program- A brief discussion from Technology point of view
- Customer knowledge- the individualized customer proposition
- The relationship policy -Relationship data management

Strategic Cost Management

- Cost Benefit Analysis- With reference to Strategic Business Decision Making, Qualitative and Quantitative aspects
 - 1 Different aspects of Strategic Cost Management
 - 1 Value Analysis of Value Engineering
 - 1 Wastage Control
 - 1 Disposal Management
 - 1 Business Process Re-engineering
 - 1 Total Quality Management
 - 1 Total Productive Maintenance
 - 1 Energy Audit

Mergers, Acquisitions and Corporate Restructuring

- Need for restructuring
- Various forms of Restructuring viz. Mergers, Acquisitions, Amalgamation, Slump Sales, De-Take Overs, Spin-off etc. and implications thereof vis-à-vis strategic Management
- Valuation of business brands, human resource capital, intangible assets etc.
- Statutory regulations under Laws Governing Companies
- Other compliances in the UK.
- Taxation aspects of restructuring, mergers etc.
- Doctrine of due diligence
- Other implications of take-overs and mergers

Taxation Laws in the United Kingdom

- The Annual Finance Act
- Income and Corporation Taxes Act, 1988
- Capital Allowances Act 2001
- Taxation of Chargeable Gains Act, 1992
- Value Added Tax Act, 1994
- Income Tax (Earnings and Pension) Act, 2003
- Income Tax (Trading and Other Income) Act, 2005



Application Form



Select Course

- 1. Certificate Course in Management (6 Months)
- 2. Certificate Courses in Management (One Year)
 - (a) Business Management
 - (b) Human Resources Management
 - (c) Marketing Management
 - (d) Financial Management
- 3. Management Development Programs
 - (a) Finance for Business Manage
 - (b) Finance for Airlines Business Manager

Name:

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Address

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Telephone:

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Email _____

Date of Birth:

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Sex: Male Female

Educational Qualification of highest Degree:

(Attach Xerox copy of Mark sheet / Certificate of Highest Degree)

Sream: _____ **Aggregate Percentage:** _____ %

Year of Passing: _____ **University:** _____

I hereby declare that the information given above is true to the best of my knowledge.

Date: _____ **Signature:** _____

Registration Fee: _____

Demand Draft. No. _____ **Date:** _____ **Bank:** _____