

**(Abstract)**

B.B.A Aviation and Airport Management Programme under Choice Based Credit Semester System (in Outcome Based Education) in Affiliated colleges- Scheme , Syllabus and Model Question papers - Implemented w.e.f. 2023 admissions - Orders issued.

---

**ACADEMIC C SECTION**

ACAD C/ACAD C4/10825/2023

Dated: 03.02.2024

- Read:-1. U.O No. Acad A2/7731/New College/2022-23 dated 25.05.2023
2. Draft Scheme and syllabus of BBA Aviation and Airport Management ) submitted by the Chairman, Rural Educational Development Trust
  3. Remarks furnished by former BoS Chairman, Travel & Tourism (cd)
  4. Remarks furnished by the Convenor, Ad hoc committee for Travel and Tourism
  5. Acad/ Acad C4/10825/2023 dated 16.12.2023
  6. Revised Syllabus submitted by the Principal, Dr. APJ Abdul Kalam College of Professional Studies dated 19.12.2023.
  7. Acad C/ Acad C4/10825/2023 dated 21.12.2023
  8. Remarks furnished by the subject expert, Dr. U. Faisal vide e- mail dtd. 29.12.2023
  9. Remarks furnished by the subject expert, Prof. Gabriel Simon Thattil, vide e-mail dated 16.01.2024
  10. Letter No. ACAD C4/10825/2023 dated 27.01.2024
  11. Letter dtd.31.01.2024 from the Principal, Dr. APJ. Abdul Kalam College of Professional Studies along with the syllabus
  12. Orders of Vice Chancellor in file of even No. dated 2-2-2024.

**ORDER**

1. As per paper read (1) above Provisional Affiliation has been granted to a new programme viz, B.B.A Aviation and Airport Management (CBCSS) at Dr. A P J. Abdul Kalam College of Professional Studies , Ulikkal.
2. In the circumstance of nonexistence of Board of Studies, the Chairman of the Trust, submitted the syllabus of B.B.A Aviation and Airport Management programme, prepared by their faculty vide paper read (2) above .
3. As ordered by the Vice Chancellor, the draft syllabus of B.B.A Aviation and Airport Management programme submitted by the college authorities was forwarded to the former BoS Chairman, Travel & Tourism (cd) and Convenor, Ad hoc committee for Travel and Tourism for verification and these experts after vetting the syllabus recommended certain modifications vide Paper read (3) &(4) above)
4. Subsequently, the Principal reframed the syllabus based on the remarks furnished by the subject experts and also in accordance with the UG regulation 2019 of Affiliated colleges and as ordered by the Vice chancellor, the same has been forwarded to the Dean, Faculty of Commerce & Management studies and HoD, Dept. of Management studies for verification. These experts after vetting the syllabus remarked some suggestions , vide paper read (8) & (9) above.
5. As ordered (paper read 10) the Principal , Dr. A P J. Abdul Kalam College of Professional Studies submitted the revised syllabus of BBA Aviation & Airport Management Programme, after incorporating the suggestions put forth by the experts for approval (Paper read 11)
6. The Vice Chancellor, after considering the matter in detail and in exercise of the powers of the Academic Council conferred under section 11(1) Chapter III of Kannur University Act, 1996 and all other enabling provisions read together with, ***accorded sanction to implement the Scheme, Syllabus, and Model Question Papers of B.B.A Aviation and Airport Management programme under Choice Based Credit and Semester System ( in OBE- Outcome Based Education System) in Affiliated Colleges under the University w.e.f.2023 admission, subject to report to the Academic Council.***
7. The Scheme, Syllabus, and Model question papers of B.B.A Aviation and Airport Management programme under Choice Based Credit and Semester System ( in OBE- Outcome Based Education System) in Affiliated Colleges under the University w.e.f 2023 admission is uploaded in the University website.
8. Orders are issued accordingly.



Sd/-  
Narayanadas K  
DEPUTY REGISTRAR (ACAD)  
For REGISTRAR

To: 1. The Principal, Dr.A P J A bdul Kalam College of Professional Studies , Ulikkal..  
2. Convener, Curriculum Syllabus Monitoring committtee.

Copy To: 1. The Examination Branch (Through PA to CE)  
2. PS to VC / PA to PVC / PA to R/PA to FO  
3. DR / AR 1 (Acad) / AR II (Acad), AR I & VIII Exam/SWC/Acad D/Computer Programmer  
4. SF / DF /FC  
5. Web Manager (for uploading on the website) .



Forwarded By Order  
SECTION OFFICER



**BACHELOR OF BUSINESS ADMINISTRATION  
AVIATION AND AIRPORT MANAGEMENT  
(BBA-AAM)**

**SYLLABUS**

Verified by: Dr. Abhilash TK



## INDEX

Item	Page Number
Programme Specific Outcome	3
Credit and Courses summary	4
PART A: Core, general awareness, and complementary Courses - work and credit statement	6
PART B: General awareness, and complementary Courses - work and credit statement	7
PART C: Complementary and Generic elective Courses - work and credit statement	7
Evaluation	8
First Semester Syllabus	9
Second Semester Syllabus	12
Third Semester Syllabus	16
Fourth Semester Syllabus	22
Fifth Semester Syllabus	31
Sixth Semester Syllabus	39
Generic Elective Courses Syllabus	42
Model Question Papers	48



**Programme Specific Outcome of  
Bachelor of Business Administration – Aviation and Airport Management (BBA-AAM)**

- PSO 1. Gain knowledge and skills in Aviation and Airport Management.
- PSO 2. Acquire knowledge in accounting principles and practices and its application in real business settings.
- PSO 3. Apply concepts, theories, tools and techniques of statistics, information techniques, economics and numerical skills for decision making in Aviation management
- PSO 4. Build entrepreneurial spirit, develop research attitude and entrepreneurial competencies and managerial abilities



**BBA – AVIATION AND AIRPORT MANAGEMENT PROGRAMME**

Credit and Courses			
SI No	Category of course	Number of courses	Credit
1	English Common Course (ECC)	2×4 =8 2×3=6	14
2	Additional Common Course (ACC)	2×4=8	8
3	General Awareness Course Ability Enhancement Course (AEC) Skill Enhancement Course (SEC)	2×4=8 2×4=8	16
4	Core Course (CC) Discipline Specific Elective course (DSEC)	16	64
5	Complementary elective Course (CEC)	4×4=16	16
6	Generic Elective Course (GEC)	1×2=2	2
<b>Total</b>			<b>120</b>

Semester	Subject Code	Subject Title	Type of Course	Credits	Hours /week	Total Credits	Total Hours
I	1A01ENG	English Common Course I	ECC	4	5	22	25
	1A02ENG	English Common Course II	ECC	3	4		
		Additional Common Course I	ACC	4	5		
	1B01AAM	Core Course I. Principles and Practices of Management	CC	3	3		
	1C01AAM	Complementary Elective Course 1 Statistics for Business Decisions	CEC	4	4		
	1C02AAM	Complementary Elective Course 2 Managerial Economics	CEC	4	4		
II	2A03ENG	English Common Course III	ECC	4	5	21	25
	2A04ENG	English Common Course IV	ECC	3	4		
		Additional Common Course II	ACC	4	5		
	2B02AAM	Core Course 2 Business Environment	CC	2	3		
	2B03AAM	Core Course 3 Principles of Airline & Airport Management	CC	4	4		
	2C03AAM	Complementary Elective Course 3 Quantitative Technique for Business Decisions	CEC	4	4		
III	3A11AAM	Skill Enhancement Course I Numerical skills	SEC	4	5	20	25
	3A12AAM	Ability Enhancement Course I Personality Development and Communication Skills	AEC	4	4		



	3B04AAM	Core Course 4 Introduction to Airline Travel & Tourism Management	CC	4	5		
	3B05AAM	Core Course 5 Financial Accounting	CC	4	6		
	3C04AAM	Complementary Elective Course 4 Organisational Behaviour	CEC	4	5		
IV	4A13AAM	Skill Enhancement Course II Fundamentals of IT Tools for Business	SEC	4	5	21	25
	4A14AAM	Ability Enhancement Course II Environmental Studies and Disaster Management	AEC	4	4		
	4B06AAM	Core Course 6 Human Resource Management	CC	4	5		
	4B07AAM	Core Course 7 Aviation Safety and Airport Security Management	CC	4	5		
	4B08AAM	Core Course 8 Airline Finance and Insurance	CC	4	5		
	4B09AAM	Core Course 9 Industrial Visit to Domestic Airport and Mini Project on Airline Operations	CC	1	1		
V	5B10AAM	Core Course 10 Project Report on Airport Management	CC	4	3	22	25
	5B11AAM	Core Course 11 Airline & Airport Marketing Management	CC	4	5		
	5B12AAM	Core Course 12 Logistics and Air Cargo Management	DSEC	4	5		
	5B13AAM	Core Course 13 Air Traffic Management	DSEC	4	5		
		Generic Elective Course	GEC	2	2		
	5B14AAM	Core Course 14 Aviation Law and Regulations	CC	4	5		
VI	6B15AAM	Core Course 15 Airport Strategic Management	CC	4	5	14	25
	6B16AAM	Core Course 16 Internship at Airport	DSEC	10	20		
<b>Total</b>						<b>120</b>	<b>150</b>



**PART A**  
**BBA- AAM CORE COURSES WORK AND CREDIT DISTRIBUTION**

Course Code	Course Title	Semester	Hours/Week	Credit	Exam Hours
1B01AAM	Core Course 1. Principles And Practice of Management	I	3	3	3
2B02AAM	Core Course 2 Business Environment	II	3	2	3
2B03AAM	Core Course 3 Principles of Airline & Airport Management	II	4	4	3
3B04AAM	Core Course 4 Introduction to Airline Travel & Tourism Management	III	5	4	3
3B05AAM	Core Course 5 Financial Accounting	III	6	4	3
4B06AAM	Core Course 6 Human Resource Management	IV	5	4	3
4B07AAM	Core Course 7 Aviation Safety & Airport Security Management	IV	5	4	3
4B08AAM	Core Course 8 Airline finance & Insurance	IV	5	4	3
4B09AAM	Core Course 9 Industrial Visit to Domestic Airport and Mini Project on Airline Operations	IV	1	1	1
5B10AAM	Core Course 10 Project Report on Airport Management	V	3	4	1
5B11AAM	Core Course 11 Airline & Airport Marketing Management	V	5	4	3
5B12AAM	Core Course 12 Logistics and Air Cargo Management	V	5	4	3
5B13AAM	Core Course 13 Air Traffic Management	V	5	4	3
5B14AAM	Core Course 14 Aviation Law and Regulations	V	5	4	3
6B15AAM	Core Course 15 Airport strategic Management	VI	5	4	3
6B16AAM	Core Course 16 Internship at Airport	VI	20	10	1
<b>Total</b>			<b>85</b>	<b>64</b>	

**DISCIPLINE SPECIFIC ELECTIVE CORE COURSES**

COURSE CODE	COURSE TITLE	SEMESTER	HOURS/ WEEK	CREDIT	EXAM HRS
5B12AAM	Logistics and Air Cargo Management	V	5	4	3
5B13AAM	Air Traffic Management	V	5	4	3
6B17AAM	Internship at Airport	VI	20	10	1



**PART B**  
**GENERAL AWARENESS COURSE**

COURSE CODE	COURSE TITLE	SEMESTER	HOURS /WEEK	CREDIT	EXAM HRS
3A11AAM	Skill Enhancement Course I Numerical Skills	III	5	4	3
3A12AAM	Ability Enhancement Course I Personality Development and Communication Skills	III	4	4	3
4A13AAM	Skill Enhancement Course II Fundamentals of IT Tools For Business	IV	Theory 3	4	3
			Practical 2		
4A14AAM	Ability Enhancement Course II Environmental Studies and Disaster Management	IV	4	4	3
<b>Total</b>			<b>18</b>	<b>16</b>	

**PART C**  
**COMPLEMENTARY ELECTIVE COURSE**

Course Code	Course Title	Semester	Hours/ Week	Credit	Exam Hours
1C01AAM	Statistics for Business Decisions	I	4	4	3
1C02AAM	Managerial Economics	I	4	4	3
2C03AAM	Quantitative Techniques for Business Decisions	II	4	4	3
3C04AAM	Organisational Behaviour	III	5	4	3
<b>Total</b>			<b>17</b>	<b>16</b>	

**GENERIC ELECTIVE COURSE**

Course Code	Course Title	Semester	Hours/ Week	Credit	Exam Hours
5D01AAM	Customer Relationship Management	V	2	2	2
5D02AAM	Service Marketing	V	2	2	2
5D03AAM	E- Commerce	V	2	2	2
5D04AAM	Event Management	V	2	2	2
5D05AAM	Airline and Airport Marketing Management	V	2	2	2
5D06AAM	Disaster Management	V	2	2	2



**EVALUATION**

ASSESSMENT	WEIGHTAGE
EXTERNAL	4 (40 MARKS)
INTERNAL	1 (10 MARKS)

\*20 marks for theory and 20 marks for practical for courses having practical (IT in business)

**CONTINUOUS INTERNAL ASSESSMENT**

COMPONENT	WEIGHTAGE	REMARKS
COMPONENT1 INTERNAL TEST	2	TWO TESTS (6 MARKS)
COMPONENT 2 ASSINGMENT/SEMINAR/VIVA	1	INDIVIDUAL OR GROUP (4 MARKS)

**EVALUATION FOR GENERIC ELECTIVE COURSE**

ASSESSMENT	WEIGHTAGE
EXTERNAL	4 (20 MARKS)
INTERNAL	1 (5 MARKS)

**CONTINUOUS INTERNAL ASSESSMENT FOR GENERIC ELECTIVE COURSE**

COMPONENT	WEIGHTAGE	REMARKS
COMPONENT1 INTERNAL TEST	2	TWO TESTS (4 MARKS)
COMPONENT 2 ASSINGMENT/SEMINAR/VIVA	1	INDIVIDUAL OR GROUP (1 MARKS)



**CORE COURSE I  
PRINCIPLES AND PRACTICES OF MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
I	1B01AAM	3	3	3

**COURSE OUTCOME**

- CO 1: Acquaint with the basics of management.  
 CO 2: Understand the process and functions of management.  
 CO 3: Familiarize the students with the current management practices.  
 CO 4: Develops administrative skills.

**Module I:** Management: Definition, Nature, Purpose, Scope, Features, levels and functions- Evolution of Management Thoughts- classical, neo classical and modern, Contributions made by Taylor, Fayol, and Maslow.

(10 Hrs.)

**Module II:** Planning and Organising: Planning-Meaning, Nature, characteristics, types, steps in Planning - Decision making Process – types of Decisions. Organising - Meaning, Principles, Delegation of Authority- centralisation and decentralisation-meaning and differences.

(13 Hrs.)

**Module III:** Staffing and directing: Staffing- meaning, process. Directing – Meaning, Nature, Principles, Importance, Elements, Controlling- meaning, process-, control techniques- Need for co-ordination.

(12 Hrs.)

**Module IV:** Trends in Management: Work life balance-meaning, components (self-management, time management, stress management). BPO – KPO – meaning, importance and differences.

(10Hrs.)

**Books for Reference:**

1. Principles of Management LM Prasad, Himalaya
2. Harold Koontz & Heinz Weihrich, Essentials of Management, Tata McGraw Hill, New Delhi
3. P.C.Tripathy And P.N.Reddy, Principles of Management, Tata McGraw Hill, New Delhi
4. Richerd L Daft, Principles of Management, Cengage Learning, India Edition, New Delhi.
5. T.Ramasami, Principles of Management, Himalaya Publications, Mumbai.
6. S.P.Robbins, David A Decenzo and Mary Coulter, Fundamentals of Management, Pearson Education, New Delhi.

**Marks including choice:**

Module	Marks
I	17
II	17
III	16
IV	10
Total	60



**COMPLEMENTARY ELECTIVE COURSE I  
STATISTICS FOR BUSINESS DECISIONS**

SEMESTER	COURSE CODE	HOURS / WEEK	CREDIT	EXAM HRS
I	1C01AAM	4	4	3

**CORE OUTCOMES**

- CO1. Understand the importance and relevance of statistics, primary data, secondary data and the statistical technique as applicable to business
- CO2. Classify, tabulate and represent the statistical data in appropriate manner using statistical methods
- CO3. Analysis trend and seasonality in a time series data
- CO4. Construct index numbers and enable to compare the price movements of commodities over different time periods.
- CO5. Identify the correlation between variables
- CO6. Problem solving and fit the regression line which enable to draw conclusion about data distribution.

**Module I:** Introduction -Meaning and Definition of Statistics-Functions-scope-uses-advantages and limitations-Collection of data-types of data - Primary data, Secondary data, Classification and tabulation of statistical Data- Diagrammatic and graphical representation of data.

(18 Hours)

**Module II:** Time series- Components- Methods of studying secular trend- Free hand curves-Semi Average Method- Moving Average Method-Method Least Squares

(15 Hours)

**Module III:** Index Numbers- meaning and definition-uses-Problems in the construction of Index numbers-Types of Index numbers- Methods of construction of Index numbers- Tests- Fixed base and chain base methods-Consumer price index: uses and methods of construction.

(12 Hours)

**Module IV:** Correlation and Regression Analysis-meaning- definition-Methods of correlation- Karl Pearson's coefficient of correlation –Spearman's Rank correlation- concurrent Deviation method-probable Error-Simple Regression Analysis-regression line-regression equations- algebraic methods and their applications in business.

(15 Hours)

**References**

1. Statistical Methods- S.P.Gupta Business
2. Statistics- J.K Sharma Business Statistics P.R.Vital
3. Fundamentals of Mathematics and Statistics by V.K.Kapoor and S.C Gupta

Marks including choice:

Module	Marks
I	17
II	17
III	16
IV	10
Total	60



**COMPLEMENTARY ELECTIVE COURSE II  
MANAGERIAL ECONOMICS**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
I	1C02AAM	4	4	3

**COURSE OUTCOME**

- CO1. Understand basic economic concepts  
 CO2. Understands economics and related disciplines and relationships  
 CO3. Apply economic analysis in the formulation of business policies  
 CO4. Use economic reasoning to problems of business

**Module I:** Introduction to Managerial Economics: Concept, meaning, scope. Managerial economics and other disciplines. Basic economic concepts in decision making.

(18 hours)

**Module II:** Demand Analysis: - Law of demand, Determinants of demand, Price elasticity of demand, Income elasticity of demand, cross elasticity of demand, uses of elasticity for analysing demand.

(15 hours)

**Module III:** Cost Analysis: Cost concepts and determinants of cost, cost output relationship in short and long period. Supply: Introduction to supply and supply curves.

(15 hours)

**Module IV:** Pricing Analysis: Price determination under perfect, imperfect competition and monopoly. Types of pricing methods

(12 hours)

**References:**

1. Managerial Economics: Analysis, Problems and Cases, P.L. Mehta.
2. Managerial Economics: Varshney and Maheshwari.
3. Managerial Economics: D. Salvatore.
4. Managerial Economics: Pearson and Lewis
5. Managerial Economics: G.S. Gupta

Marks including choice:

Module	Marks
I	17
II	17
III	16
IV	10
Total	60



**CORE COURSE II  
BUSINESS ENVIRONMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
II	2B02AAM	3	2	3

**COURSE OUTCOME**

- CO1. Acquire in-depth knowledge about different environment in business climate.  
 CO2. Understand the minor and major factors affecting the business in various streams  
 CO3. Familiarize the role of socio-cultural factors on development of economy and business.  
 CO4. Develop good business policies.

**Module I:** Business Environment – Concept of BE, Components of BE, Importance of BE, Environmental Analysis, Benefits and Limitations of Environmental Analysis.

(8 Hours)

**Module II:** Social and Cultural Environment – Interface between Business and Culture – Social Responsibilities of business – Political Environment – Economic Role of Government – Legal Environment – Constitutional Environment.

(14 Hours)

**Module III:** Economic environment – Nature of Economic Environment – New Economic Policy 1991 – Privatization – Nature of Privatization – Objectives of Privatization. Disinvestment – Limitations of disinvestment – Public sector – Objectives of Public Sector.

(13 Hours)

**Module IV:** Ecological Environment – Ecology and Business – Industrial Pollution – Global Environment – Globalization - MNC s – Problem with MNCs – Global Entry Strategies – Measures to promote Globalization – Challenges of Globalization to Indian Industry.

(10 Hours)

**Books for Reference:**

1. Business Environment: C.B.Gupta
2. Business Environment: Francis Cherunilam
3. Business Environment: Dr. P.K.Ghosh
4. Essentials of Business Environment

Marks including choice:

Module	Marks
I	8
II	16
III	20
IV	16
Total	60



**CORE COURSE III**  
**PRINCIPLES OF AIRLINE & AIRPORT MANAGEMENT**

SEMESTER	COURSE CODE	HOURS / WEEK	CREDIT	EXAM HRS
II	2B03AAM	4	4	3

**COURSE OUTCOMES**

- CO1. Understand the evolution of aviation, from pioneers to commercial airlines, and its global impact.  
 CO2. Gain insights into the airline industry's history, types, operations, revenue models, and challenges.  
 CO3. Acquire knowledge of airport operations, organizational structures, and the role of technology.  
 CO4. Learn about different aircraft types, manufacturers, and environmental considerations.  
 CO5. Comprehend the functions of aviation regulatory bodies.

**Module I:** Introduction to Aviation History: Introduction to the history of aviation, Early pioneers and inventors in aviation, Key milestones leading to the first powered flight by the Wright Brothers, The role of aviation during World War I and II, Technological advancements and innovations in aircraft during wartime, The impact of aviation on global geopolitics, Post-War developments in civil aviation and the emergence of commercial airlines, Development of air transportation in India.

(8 Hours)

**Module II: Introduction to Airline Industry:** Historical development and evolution of the airline industry, the significance of the airline industry in global transportation, Types of Airlines - Scheduled and Non-Scheduled Flights, Classification of airlines based on business models (full-service, low-cost, regional, etc.), Major players in Airline Industry in India and World, Types of Airline Personnel – Flight crew, Cabin Crew, ground duty staff, Engineering staff etc. Overview of route planning, alliances, and codeshare agreements, Importance of customer experience and loyalty in the airline industry, Introduction about Ground Handling services and Ground Handling Agencies (GHA) in airport, Different functions of GHA- Fuelling, catering, cleaning procedures, ticketing, Check-in, boarding, disembarkation processes, loading and unloading cargo and baggage, Marshalling and Towing, Ramp Operations, Revenue sharing between Airlines and GHAs, Specialized Handling of Passengers: VVIPs, VIPs, Physically Challenged. Current challenges in Airline Industry-Competition in Airline Industry.

Case Study on the different Airlines' Share of Passenger Traffic in India.

(16 Hours)

**Module III: Introduction to Airport Industry:** History of Airports in World and India. Different types of airports and their classifications Civil, Military etc. Introduction to the role and responsibilities of airport operators. Different types of airport operators (public, private, PPP models). Major airport operators in India. The impact of airport size on operations and services. Daily operations at airports and their significance. Understanding the organizational structure of airport management. Roles and responsibilities of various departments within an airport operator. Airports Fire and Rescue services. Key factors in designing airport facilities and terminals. The role of technology and sustainability in modern airport design. Building and maintaining relationships with airlines, regulatory bodies, and local authorities. Environmental considerations in airport planning and operations. Passenger capacity of Airports. Airport revenue model- aeronautical and non-aeronautical revenues. Major stakeholders in airport -Immigration, Customs, Airport Health Office, Plant & Animal Quarantine, Concessionaries, Money Exchange, Airport Fuel suppliers, Airport Catering Services, Airport Police. Site visit to observe airport layout, facilities, and operations to enhance students' understanding of airline and airport management principles through practical experience.

Case study on traffic movement in various airports in India.

(16 Hours)

**Module IV : Introduction to Various Types of Aircraft:** Classification based on purpose: Commercial, Military, General Aviation, Basic components and characteristics of different aircraft types, Differentiating between narrow-body and wide-body aircraft, Overview of regional jets and mainline carriers, Major manufacturers of aircrafts in the world, major engine manufacturers, Introduction to long-haul and short-



haul aircraft, importance of understanding environmental implications and carbon footprint of modern aircraft., Emerging trends and technologies in general aviation, Aircraft manufacturing in India.

(12 Hours)

**Module V: Aviation Regulatory Bodies:** Introduction to the essential definition and functions of aviation regulators. Understanding the pivotal role played by regulators in ensuring safety, security, and compliance within the aviation industry. International Civil Aviation Organization (ICAO), Federal Aviation Administration (FAA), Airport Council International, Civil Air Navigation Services Organisation (CANSO), Director General of Civil Aviation (DGCA), Bureau of Civil Aviation Security (BCAS), Airports Economic Regulatory Authority (AERA), Aircraft Accident Investigation Bureau (AAIB).

Case study on the Air India Express IX1344 crash in Calicut in 2020.

(8 Hours)

References:

1. Airline operations and management: a management textbook by gerald n. Cook & bruce g. Billig.
2. Airport Operations, Third Edition by Norman Ashford, Pierre Coutu and John Beasley
3. Introduction to Aviation Management by Andreas Wald, Achim I. Czerny, and Christoph Brützel
4. Airline and Airport Operations by Edissa Uwayo

Marks Including Choice:

Module	Marks
I	12
II	15
III	15
IV	10
V	8
Total	60



**COMPLEMENTARY ELECTIVE COURSE III:  
QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
II	2C03AAM	4	4	3

**COURSE OUTCOME**

- CO1. Understands concepts of quantitative techniques  
 CO2. Develops analytical thinking and logical reasoning for effective decision-making  
 CO3. Apply probability theories in real life situations  
 CO4. Understands theoretical distributions and hypothesis testing and its applications in live situations

**Module I:** Quantitative Techniques-Introduction-Meaning and definition-Application of Quantitative Techniques in business-Limitations.

(10 hours)

**Module II:** Probability -Concept of Probability-Meaning and definition-Approaches to probability-Theorems of probability-Addition theorem-Multiplication theorem-Conditional probability-Inverse probability-Baye's theorem.

(15 hours)

**Module III:** Theoretical Distribution - Binomial distribution - Basic assumptions and characteristics - Fitting of binomial distribution - Poisson distribution - characteristics - Fitting of Poisson distribution - Normal distribution - features and properties - Standard normal curve.

(17 hours)

**Module IV:** Statistical Inference - Testing of hypothesis – Procedure –Null & Alternate hypothesis - Level of significance – Critical region- Degrees of freedom- Errors in testing- Two tail test and One tail test Parametric tests & Non parametric tests (only theory).

(18 hours)

**REFERENCE**

1. S.P. Gupta, Statistical Methods, Sultan Chand & Co.
2. S.C. Gupta & V.K. Kapoor, Fundamentals of Mathematical Statistics, S. Chand & Co.
3. B.L. Agarwal, Basic Statistics, New Age International
4. Quantitative Techniques in Management : Vohra
5. R. K. Ghosh, S. Saha, Business Mathematics & Statistics, New Central Book Agency

Marks including choice:

Module	Marks
I	10
II	17
III	20
IV	13
Total	60



**SKILL ENHANCEMENT COURSE I:  
NUMERICAL SKILLS**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HOURS
III	3A11AAM	5	4	3

**COURSE OUTCOMES**

- CO1. Understand common numerical methods  
 CO2. Apply numerical methods to obtain approximate solutions to mathematical problems  
 CO3. Analyses and evaluate the accuracy of common numerical methods  
 CO4. Derive numerical methods for various mathematical operations and tasks.

**Module I:** Arithmetic: Average, Mixtures – Ratios and proportions – Computations of interest - Simple interest – Compound interest – effective yield – Future value, present value – Amortization – depreciation – continuous compounding.

(13 Hours)

**Module II:** Algebra: Real and imaginary numbers – Rational and irrational numbers – Set theory- Union of sets- intersection of sets – Venn diagram – Elements of co – ordinate system, matrices –operational rules – Inverse of a matrix.

(12 Hours)

**Module III:** Theory of equations: Meaning, types of equations – simple linear and simultaneous equations (Only two variables) Eliminations and substitution method only. Quadratic equations factorization and formula method ( $ax^2+bx+c = 0$  form only) Problems on business application.

(18 Hours)

**Module IV:** Progression: Arithmetic Progressions, Finding the 'n' th term of an AP and also sum to n terms of AP. Insertion of arithmetic means in given terms of AP and representation of AP. Geometric Progression. Finding the 'n' th term of GP. Insertion of GMs in given GP and also representation of GP. Mathematics of finance simple and compound interest (Simple problems only)

(17 Hours)

References:

1. Applied Numerical analysis – P K Kandasamy, K Thilakavathi, Gunavathi
2. Numerical methods: Gerald
3. Essentials of college mathematics for Business, Economics, life science and social science: Raymond Barnett, Michael Ziegler.
4. Business Mathematics: Padmalochan Hazarika.

Marks Including Choice

Module	Marks
I	15
II	15
III	15
IV	15
Total	60



**ABILITY ENHANCEMENT COURSE I**  
**PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
III	3A12AAM	4	4	3

**COURSE OUTCOMES**

- CO1. Understand the 'self' through analysis of one's own strengths, weaknesses, opportunities and threats to face the challenging and competitive world.
- CO2. Set new goals specific, measurable, achievable, realisable and time-bounded to reshape the personality and identify the shortcomings to be corrected.
- CO3. Develop inter personal skills and problem-solving skills.
- CO4. Understand the role of body language in effective communication.
- CO5. Critically evaluate the need for stress management and experience the essence of different techniques in reducing stress.
- CO6. Perform effectively the assigned work to the fullest satisfaction; with utmost concentration and self-motivation to achieve success in near future.

**Module I:** Introduction to Personality Development: Definition of Personality- Human Growth and Behaviour- Importance of Personality Development- Techniques in Personality development a) Self-confidence through SWOC b) Mnemonics c) SMART Goal setting d) Time Management and effective planning.

(12 Hours)

**Module II:** Communication Skills: a) Intra personal communication and types of Body Language b) Inter personal Communication and Relationships c) Leadership Skills d) Team Building and public speaking, Written communication- Basics of Letter writing, memorandum, notice, email, and report writing- Resume writing.

(15 Hours)

**Module III:** Etiquettes and Manners: Social etiquettes, phone etiquettes, Customer interaction etiquette, Dining- Business etiquettes- Professional etiquette tips- Boss Management.

(10 Hours)

**Module IV:** Presentation skills: How to face an Interview? - Preparations before, during and after interview, DOs and Don'ts for interviewee- Group Discussions- problem solving, Creativity and Leadership skills.

(8 Hours)

**Module V:** Stress Management: Concentration and Relaxation exercises: Yoga, Meditation- Need for Work Life Balance- Role of Emotional Intelligence and Spiritual Intelligence in Self-Acceptance and Self Growth.

(15 Hours)

**References**

1. Personality Development and Communication Skills by S.S. Narula; reprinted 2013.
2. Communicating at Work – Principles and Practices for Business and the Professions by Adler, The McGraw Hill Company, 9th Edition
3. Business Communication and Personality Development by Biswajit Das & Ipseeta Satpathy, The Excel Publications, 1st Edition
4. Developing Soft Skills by Robert M. Sherfield, Rhonda J., Patricia J. Moodi; Cornerstone Publications.
5. "The Art of Stress-Free Living" by Sri Sri Ravi Shankar.
6. Winning at Interviews by Edger Thorpe, Showik Thorpe; Pearson Publications, 1st Edition.
7. "How to stop worrying and start living" by Dale Carnegie.
8. Complete Guide to Relieving Stress and Living A Peaceful Life - 2015 Edition by Jen Steifer.



Marks Including Choice

Module	Marks
I	13
II	16
III	10
IV	8
V	13
Total	60



**CORE COURSE IV**  
**INTRODUCTION TO AIRLINE TRAVEL & TOURISM MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
III	3B04AAM	5	4	3

**COURSE OUTCOME**

- CO1. Understand the concept and objective of Travel & Tourism industry  
 CO2. Develop the ability to deal with the opportunities Airline & travel industry  
 CO3. To analyse the world of tourism and tourism marketing

**Module I:** Commercial Aviation-Air Taxi Operations- Private Operation- Airport Handling, Functions of IATA - Aims and Objectives. IATA Geography and Global indicators, Travel Documents- Passport – Visa- Tim- Currency Regulations-IATA Rate of Exchange - Banker's Buying Rate- Banker's selling rate- Currency Conversion - Departure Control System

(20 Hours)

**Module II:** Airlines Terminal Management- Airline Operational Management- Domestic- International Departure Formalities, Security Check- In. Hand Baggage Screening, Personal Frisking- Boarding the Plane, Ground Announcements, Handling of Delayed Flight-Disruptive Flights, Ramp Handling & Ramp Safety- Procedure

(15 Hours)

**Module III:** Travel Agent Management- Travel Partners, IATA Approved Travel Agency Appointment and Control, Bank guarantee. -IATA Billing and Settlement Plan, Credit Period - Customer Service-Service Provider, Training and Development of Travel agent-GDS

Case study on Challenges of Online Travel Agents

(20 Hours)

**Module IV:** Tourism Management- Domestic and International Tourism. -Discover India-Government Regulations on Tourism Management., Exploring new Destinations-Foreign Currency Earner

(20 Hours)

**Books for Reference:**

1. IATA Manual on Diploma in Travel & Tourism Management
2. ICAO Documents and Annexures
3. Introduction to Air Transport Economics From Theory to Applications By Bijan Vasigh, Ken Fleming, Thomas Tacker

**Marks including choice:**

Module	Marks
I	15
II	16
III	17
IV	12
Total	60



**CORE COURSE V  
FINANCIAL ACCOUNTING**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
III	3B05AAM	6	4	3

**COURSE OUTCOMES**

- CO1. Understands accounting concepts and principles  
 CO2. Apply knowledge regarding concepts in the preparation of final accounts of sole traders  
 CO3. Understands the basic concepts of company, shares and share capital  
 CO4. Demonstrates skills in preparation of final accounts of companies

**Module I:** Introduction to Accounting: Meaning and Definition of Accounting, Objectives of Accounting, Accounting Cycle or Process, Branches of Accounting, Functions of Accounting, Users of Accounting, Limitations of Accounting and Generally Accepted Accounting Principles- Accounting Concepts, Principles and Conventions only.

(25 hours)

**Module II:** Final accounts of sole trading concern: Preparation of Manufacturing, Trading and Profit and Loss Accounts and Balance Sheets with Adjustments for Outstanding and Prepaid Expenses, Accrued and Unearned incomes, Depreciation, Bad and Doubtful Debts and Closing Stock.

(20 hours)

**Module III:** Company accounts: Meaning and Definition of Companies, Characteristics of Companies, Types of Companies, Meaning of Shares and Share Capital, Types of Shares, Accounting Entries for Issue of Shares for Cash, Forfeiture of Shares, and Re-issue of Shares.

(20 Hours)

**Module IV:** Final accounts of companies: Preparation of Balance Sheet and Statement of Profit and Loss Accounts, Corporate Dividend Tax (CDT), Internal and External Reconstruction- Amalgamation, Merger and Acquisition (Theory Only).

(25 Hours)

**Reference**

- Advanced accounting: SP Jain and KL Narang Advanced Accounting: Shukla, Grewal Advanced.
- Accounting: SN Maheswary Advanced Accounting: BS Raman.

Marks Including Choice

Module	Marks
I	15
II	15
III	15
IV	15
Total	60



**COMPLEMENTARY ELECTIVE COURSE IV  
ORGANISATION BEHAVIOUR**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
III	3C04AAM	5	4	3

**COURSE OUTCOMES**

- CO1. Understand concepts, theories and techniques in the field of human behaviour at individual, group and organization level.  
 CO2. Understand personality determinants within personal and organizational context.  
 CO3. Understand concepts of learning and motivation and its context in organizational setting.  
 CO4. Identify the role and relevance of group dynamics in organizational management.

**Module I:** Organisational Behaviour - Definition, meaning and nature, scope and application in management, Contribution of other disciplines to OB, Emerging issues in OB - Attitude, Meaning, Characteristics, and Components of Attitude, Attitude formation, change in attitude and barriers to attitude.,- Leadership , leadership styles.

(12 hours)

**Module II:** Personality- Determinants of personality, Factors- Personality theories- Trait theories, Type theories, psycho analytic theories and humanistic theories.

(15 hours)

**Module III:** Perception- factors affecting perception, -Learning, theories of learning- classical, operant, and social theories- Motivation, role and importance, Theories of motivation- Herzberg, McGregor, Maslow, Bandura

(18 hours)

**Module IV:** Group behaviour- Group dynamics, features and types of group, stages of group development, group norms, group cohesion- Group conflict, types of conflict, conflict resolution

(15 hours)

**Module V :** Organisational change and development- Nature of work change, Types of change, Factors influencing change, overcoming resistance to change - Organisational development- meaning, benefits and steps in OD

(15 hours)

References:

1. K. Aswathappa, Organizational Behaviour, HPH.
2. Appanniah &, Management and Behavioural Process, HPH.
3. Rekha & Vibha – Organizational Behavioural, VBH. 20
4. Robbins, Organizational Behaviour, International Book House.
5. John W. Newstrom & Kieth Davis, Organizational Behaviour, McGraw Hill.
6. P.G. Aquinas Organizational Behavior, Excel Books.
7. Fred Luthans, Organizational Behaviour. McGraw Hill.
8. M. Gangadhar. V.S.P.Rao and P.S.Narayan, Organizational Behaviour
9. M.N.Mishra: Organisational Behaviour and Corporate Development, HPH.
10. Karamapl : Business Management & Organizational Behavioral I.K. International
11. N.S. Gupta, Organizational Behaviour, HPH.
12. Jit. S. Chandan, Organisational Behaviour, Vikas Publishing House.
13. Sharma R.K & Gupta S.K, Management and Behaviour Process, Kalyani Publishers.
14. K. Venkataramana, Organisational Behaviour, SHBP.

Marks Including Choice

Module	Marks
I	10
II	10
III	15
IV	15
V	10
Total	60



## SKILL ENHANCEMENT COURSE II: FUNDAMENTALS OF IT TOOLS FOR BUSINESS

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDITS	EXAM HOURS
IV	4A13AAM	5(3+2)	4	2 +1

### COURSE OUTCOMES

- CO1. Understand the working on word, PowerPoint, Excel etc.  
 CO2. Develop basic computer awareness for letter drafting, Slide making, Payroll preparation  
 CO3. Understand the various shortcuts for faster functioning on the computer system

**Module I:** Computer and Networking: Introduction to computer, Hardware – Input, Output, Storage Devices, Memory- Types of memory, Software – System software, Application software. Operating System: WINDOWS, UNIX and LINUX. Types of computer Network: LAN / WAN / SAN/ MAN/ PAN/ CAN/ GAN – Networking Devices, Benefits of Networks in Business Organisation, Network Topology –Work Group Computing & Groupware - Telecommuting & Virtual Offices - Network Security –Firewalls - Communication Medium: Wired and Wireless – Generations in Communication – Data Transmission methods, Working Concepts -Devices, Benefits and Drawbacks - Internet Structure, Internet Protocols: TCP/IP, FTP, HTTP, etc. - IP Address - Domain Name System (DNS) – URL - Web Browsers - WWW Consortium - Search Engines: Types – Academic Search Techniques - Internet Access Methods - Intranet and Extranet.

(15 Hours)

**Module II:** Cyber ethics: Meaning, Cybercrimes: - Computer virus, WORMS, Malware, Trojan Horse, Cyber forgery, Hacking, Fishing, Salami attack, Email bombing (Concept only)

(9 Hours)

**Module III:** Recent Developments in IT- Virtualisation- Meaning, Types, Uses/Applications – Grid Computing- Meaning, Types, Uses - Cloud Computing- Meaning, Features, Advantages - Green Computing, Web 3.0, Internet of Things (IoT), Artificial Intelligence, Machine Learning, Big Data and Data Analytics (Brief outline only)

(9 Hours)

**Module IV:** Database Structure – Types – Data access control software – Methods and structure of Data Base Management – Data storage and retrieval current and most frequently used, Reporting systems, Management Systems.

(12 Hours)

**Module V:** Microsoft Office Package (Theory and Practical): **MS Word:** MS word window components, new file, and open file, save. Save as, editing text, adding word art, Alignment, setting paragraph, header and footer, insert page number, arranging text in Columns, creating a table, modifying a table, Formatting a table. **MS Excel:** Creating worksheet with excel, spreadsheet, uses of spreadsheet, editing cell contents, creating a simple formula, creating a chart, Editing chart, Payroll preparation. **MS Power point:** Creating a new presentation, choosing a Templates, Creating slides, and slide

(30 Hours)

#### References:

1. Computer Application in business: Dr R parameswaran IT in action: Pearson
2. E Commerce: Gary P Schneider
3. Management Information System-managing the digital firm, Pearson Education: Kenneth C laudon and Jane P Laudon.

#### Marks including choice:

Module	Marks
I	9
II	5
III	6
IV	5
V(Theory)	5
V(Practical)	30
Total	60



**ABILITY ENHANCEMENT II  
ENVIRONMENTAL STUDIES AND DISASTER MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
IV	4A14AAM	4	4	3

**COURSE OUTCOMES**

- CO1. Understand the importance of protecting the environment and effect of environmental hazards  
 CO2. Formulate some action plan to engage in activities for preventing environmental degradation.  
 CO3. Understand the effect of pollution on environment and the ways of protecting the environment  
 CO4. Explain the social issues relating to environmental pollution  
 CO5. Clearly understand the various environmental hazards and the ways of managing disaster.

**Module I:** Brief discussion on the components of the Environment, Scope and importance of Environmental studies- Environmental problems associated with the exploitation of natural resources Environmental protection, major environmental movements in India. Environment protection Act 1986-impacts on companies, violation and penalties, Environment Impact Assessment, Environment Protection related compliances for start-up manufacturing enterprises.

(10 Hours)

**Module II:** Environmental Pollution- types, causes, effects- Bhopal gas tragedy, A brief discussion on - Global Warming- Climate Change- Ozone Depletion, -Acid Rain, Standards and control measures required by industries in compliance to The Air (Prevention of Pollution and Control) Act 1989, Water Pollution, importance of water pollution control and steps required to be taken by industries eg; Sewage treatment plant, water treatment plant etc. Relevance of environment legislation to business enterprises, Legislation vs. Social obligation of the business

(10 Hours)

**Module III:** Social issues and environment- unsustainable and sustainable development, urban problems related to energy, water conservation, water harvesting, resettlement and rehabilitation of people, environmental ethics, waste land reclamations, consumerism and waste products

(10 Hours)

**Module IV:** Environmental hazards and disasters-Meaning, types-natural hazards and disaster-Planetary hazards/Disasters: (a) Endogenous Hazards: volcanic eruption-Earth Quakes-Landslides (b)Exogenous Hazards: infrequent events-cyclones-lightning-hailstorms. Cumulative atmospheric hazards/disasters: floods-Droughts-Heat waves. Extra planetary hazards/disasters. Man induced hazards and disasters: physical hazards/disaster-soil erosion-chemical hazards/disaster.

(15 Hours)

**Module V:** Phases of disaster management-Stages:1) pre-disaster stage(preparedness),2) Emergency stage, 3)post disaster stage .Institutional framework of disaster management-disaster mitigation institutions, education on disaster, community involvement in disaster management, role of media. A case study on disaster management

(15 Hours)

**References**

1. Environmental Science: Cunnigham TMH
2. Environmental Studies: AK De & A K De, New Age International
3. Environmental Management: K Oberoi, EXCEL BOOKS
4. Environmental pollution Control Engineering: C S Rao, New Age International
5. Ecosystem Principles & Sustainable Agriculture: Sithamparanathan, Scitech
6. Disaster Management: R B Singh, Rawat Publications, New Delhi
7. Disaster Management, H K Gupta, University Press, India
8. An Overview on Natural and Man-Made Disaster & their 44 Reduction: R K Bhandani, CSIR New Delhi.



**Marks Including Choice:**

Module	Marks
I	15
II	15
III	10
IV	10
V	10
Total	60



**CORE COURSE VI  
HUMAN RESOURCE MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
IV	4B06AAM	5	4	3

**COURSE OUTCOME**

- CO1. Understand basic concept and principles of Human Resource Management.  
 CO2. Sensitize to the training process and methods.  
 CO3. Equip with the importance of the performance management system in enhancing employee performance.  
 CO4. Equip with the importance of the performance management system in enhancing employee performance.

**Module I:** Human resource management-introduction-meaning- evolution of Human Resource management-objectives of HRM-importance of HRM-functions and process of HRM-HR Manager-Duties and responsibilities.

(15 Hours)

**Module II :** Acquiring Human Resources – HR planning –meaning-importance of HR planning-benefits of HR planning-HR planning process-job analysis-meaning-process of job analysis-methods-Job description-contents of job description-job specification- contents of job specification-methods of job analysis-job evaluation –meaning-methods-benefits- job enlargement-job enrichment- Recruitment-meaning and definition-sources of recruitment- selection-meaning-steps in selection process-difference between recruitment and selection- placement-induction and orientation.

(20 Hours)

**Module III:** Developing Human Resources- Training and Development- training- meaning- need for training- training process-benefits of training-methods of training-types of training- importance of training in HRD-Executive development.

(13 Hours)

**Module IV:** Rewarding Human Resources- performance Appraisal-meaning-definition- objectives-methods of performance appraisal-uses and limitations-compensation management- objectives-wage system-time rate –piece rate-incentives-factors influencing wage system- promotion- types-bases of promotion-benefits-transfer-types-demotion-reasons.

(15 Hours)

**Module V:** Human Resource Problems- Employee Discipline-meaning –importance- Absenteeism-causes-measures to control absenteeism- labour turnover-lay off- grievance redressal-grievance – meaning-causes of grievance-importance of grievance redressal- procedure of grievance handling.

(12 Hours)

**Skill Development Programmes**

- Prepare chart showing the function of HRM and a brief explanation on the need for each function
- Prepare an advertisement for recruitment and selection of candidate for any organisation of your choice
- Develop a format for performance appraisal of an employee.
- Choose any MNC and present your observation on training programme.

**References:**

1. Human Resource Management-text and cases-VSP Rao Human Resource Management-Aswathappa
2. Human Resource Management-L.M.Prasad Human Resource Management-T.N.Chabbra
3. Personnel Management-Edwin.B.Flipppo.McGraw Hill Personnel Management-C.B.Mamoria



Marks including choice:

Module	Marks
I	10
II	17
III	11
IV	12
V	10
Total	60



**CORE COURSE VII**  
**AVIATION SAFETY & AIRPORT SECURITY MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
IV	4B07AAM	5	4	3

**COURSE OUTCOMES**

- CO1. Understand aviation safety milestones and Safety Management Systems (SMS) for a safety-focused culture.
- CO2. Differentiate safety from security, explore global security landscapes, and grasp layers of security from perimeter control to advanced technologies.
- CO3. Understand personnel roles, crisis response, and counterterrorism with practical scenarios.
- CO4. Navigate global standards, ICAO/ECAC, TSA, and BCAS roles in aviation security.
- CO5. Explore AI, radar, and biometrics for current technological trends in aviation safety and security.

**Module I: Aviation Safety Essentials :** Definition and significance of aviation safety, Difference between aviation safety and security, Historical perspective on aviation safety milestones, Safety Management Systems (SMS), Establishing a safety culture within an organization, Understanding human error and its impact on safety, Fatigue management and its role in aviation safety, Emergency response planning and coordination, Overview of accident investigation processes, Global Aviation Safety Plan (GASP) , International Aviation Safety Assessment (IASA) Program, Importance of safety reporting systems, Analysing real-world examples of aviation safety incidents. (20 hours)

**Module II : Introduction to Aviation Security :** Overview of the global aviation security landscape, Historical perspective and major security incidents, Importance of airport security in the modern era, Types of threats to airport security, Risk assessment methodologies, Intelligence gathering and analysis. Layers of Airport Security: Perimeter security, Access control measures, Surveillance and monitoring systems, Introduction to advanced security technologies, Biometric identification systems, X-ray baggage, explosive detection systems and other screening technologies, Screening procedures for passengers, Baggage screening processes. Behavioural analysis and profiling. Airport security agencies in India, National Aviation Security Fee Trust.

(14 hours)

**Module III: Aviation Security and Counterterrorism:** Training and responsibilities of security personnel, Cooperation between different airport departments, Importance of communication in maintaining security, Developing emergency response plans, Crisis management protocols, Coordination with local authorities and emergency services. Terrorism – Introduction- Causes of Terrorism - Rival claim of palestine- Palestine Liberation Organization -Nuclear Terrorism -Aircraft as Missiles -9/11 Terrorist Act and its Consequences-Biological &Chemical Warfare -Steps to Combat Terrorism, Hijacking – Security measures- Airport Security Programmed a Steps taken to Contend with Hijacking- Cockpit doors- Sky Marshal Program me -Public Law about Hijacking -Air Transportation Security Act of 2001 -Crimes against Humanity -The Tokyo Convention and Summit, Analysing real-world examples, Group discussions and problem-solving exercises.

(14 hours)

**Module IV: Aviation Security Legal Framework:** Legislations and Regulations ICAO and ECAC-Transportation security administration – International aviation safety assessment program. -Legislation after 9 Sep 2001, International and local regulations governing airport security, Compliance and enforcement mechanisms, Role of BCAS in Indian aviation security.

(12 hours)

**Module V: Technological Improvements on Aviation Safety and Security**

Overview of the impact of technology on aviation safety and security, Historical perspective on technological evolution in the aviation industry, Radar and satellite-based surveillance technologies, Advanced video analytics for perimeter security, Integration of unmanned aerial vehicles (UAVs) for surveillance, Utilization of artificial intelligence in threat analysis, Microwave Holographic Imaging -Body or Fire Security Scanner -New Generation of video Security Systems -Biosimmer – Biometric Systems

(15 hours)



**References**

1. Aviation and Airport Security – Kathleen M. Sweet –Pearson Education Inc.
2. Aviation in Crisis – Ruwantissa I.R. Abeyratne – Ashgate Publishing Ltd.
3. Aviation Safety Programs – Richard H. Wood – Jeppesen Sanderson Inc
4. ICAO Annexure 17- Aviation Security
5. ICAO Annexure 19-Safety Management System
6. ICAO DOC 9859

**Marks Including Choice**

Module	Marks
I	15
II	15
III	13
IV	12
V	10
Total	60



**CORE COURSE VIII  
AIRLINE FINANCE & INSURANCE**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
IV	4B08AAM	5	4	3

**COURSE OUTCOMES**

- CO1. Understand basics Need and importance of Airline finance  
 CO2. Acquire knowledge in use accounting methods for valuating assets  
 CO3. To understand various principles of insurance and risk management

**Module I:** Airline finance – Introduction - Airline Finance - Need & Importance – World Airline financial results-Factors affecting financial results – Asset Utilization – Key Financial issues - Airline financial ratio – Performance Earnings Ratio – Risk solvency ratio -Liquidity Ratio – Stock Market Ratios – inter – Airline comparison of financial ratio.

(15 Hours)

**Module II:** Airline Valuations & Source of finance -The valuation of tangible and intangible assets – The valuation of the Airline as a whole -Rating agencies – Sources of internal and external finance – Institutions involved in Airline Finance - Term Loan payment, book profit and manufacturer's prepayment.

(15 Hours)

**Module III:** Aircraft Leasing & Finance, Finance Lease – Meaning, Objectives, Different type of leasing, major differences between Wet, Sale and Operating lease. -Securitization of Aircraft – Meaning, Purpose and advantages, Airline traffic and financial forecasts -Airline capital expenditure projections and airline financial requirement forecasts.

(15 Hours)

**Module IV:** Aircraft Leasing & Finance - Finance Lease – Meaning, Objectives, Different type of leasing, major differences between Wet, Sale and Operating lease. Securitization of Aircraft – Meaning, Purpose and advantages, Airline traffic and financial forecasts -Airline capital expenditure projections and airline financial requirement forecasts.

(15 Hours)

**Module V:** Aviation Insurance -Aircraft hull and liability insurance – Sample policy and endorsement – Airport premise liability and other aviation coverage. - Underwriting and pricing aviation risk – Aviation business property insurance and transport insurance.

(15 Hours)

**Reference:**

1. Peter.S. Morrel, —Airline Finance, Ashgate
2. M.N. Mishra: Insurance principles and practices
3. P. Periyasamy : Principles and Practices of Insurance
4. Gail F Butler & Martin R Keller, — Airline Finance, Mc Graw Hill
5. Alexander. T. Wells & Bruce. D, —Aviation Insurance and Risk Management, Krieger

**Marks including choice:**

Module	Marks
I	12
II	10
III	15
IV	13
V	10
Total	60



**CORE COURSE IX: INDUSTRIAL VISIT TO DOMESTIC AIRPORT  
AND MINI PROJECT ON AIRLINE OPERATIONS**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
IV	4B09AAM	1	1	-

**COURSE OUTCOME**

- CO1. Industrial visit in domestic airport helps the students learn in the actual functioning of Airport
- CO2. Bridge the gap between theoretical training and practical learning in a real-life environment
- CO3. Helps the students to enhance interpersonal skills and communication techniques.
- CO4. Industrial visit broadens the outlook of students with exposure to different workforces from different industries

Every student shall prepare and submit a report based on Industrial visit based on the functional areas of a Domestic Airline Company (All Operational Areas must be Covered). During the IV<sup>th</sup> semester under the guidance of a faculty member 1 month before the end of the semester. Evaluation shall be done internally.

The maximum marks for the course shall be 25.

Internal Evaluation 25 marks	
Components	Marks
Punctuality	5
Project report	10
Viva voce	10
Total	25



**CORE COURSE X  
PROJECT REPORT ON AIRPORT MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5B10AAM	3	4	-

**COURSE OUTCOMES**

- CO1. Analyses real life situations
- CO2. Acquires group dynamic skills by group involvement
- CO3. Develops solutions or inferences on the problem of study
- CO4. Synthesis facts in the form of report

During the fifth semester the student shall do a research project on a relevant aviation and airport management topic. This research project is envisaged as a practical application of the research methodology course studied in the BBA Programme. Therefore, it is essential that primary data is collected as part of the research at least to some extent. Each student can take a topic and the students in consultation and with the consent of the assigned guide may identify a topic and do research on that topic. To have more academic freedom and flexibility, the project shall be done without being attached to any business organization. The candidate shall prepare and submit a project report to the Department. The project report should be submitted to the Head of the Department on the last working day of the fifth semester. The candidate shall prepare a copy of the report and submit them in the department, which shall be handed over to the external examiner at the time of viva-voce examination. Each student should also keep a personal copy with them. The report shall be prepared as per American Psychological Association (APA) or Modern Language Association (MLA) format. Use of Statistical software Students shall be encouraged to use statistical software for data analysis.

**Sample size**

Since the project is a group exercise, at least 100 samples should be selected for the study.

**Structure of the Project report**

1. Title page
2. Declaration by the student
3. Bonafide Certificate from guide countersigned by HOD
4. Acknowledgement
5. Table of Contents
6. List of Tables
7. List of figures
8. List of Symbols, Abbreviations
9. Chapter I: Introduction (Background information, Statement of the Research problem, objectives of the study, Research methodology etc.)
10. Chapter II: Review of literature
11. Chapter III: Theoretical framework
12. Chapter IV: Data Analysis and Interpretation
13. Chapter V: Summary of findings and implications and Recommendations
14. Bibliography (books, journal articles etc. used for the project work).
15. Appendix (Questionnaire, specimen copies of forms, other exhibits etc.)

**Page size and typing instructions:** The project report shall be prepared in A4 sized bond paper. The report shall be printed and spiral bound/hard bound with not less than 60 pages. The general text of the report shall be typed with 1.5 line spacing. The general text shall be typed in the font 'Arial' with font size 11. Paragraphs shall be arranged in justified alignment with margins 1.0" each on top, bottom, left and right of the page with portrait orientation. No boarder line should be given to the pages.

**Evaluation of project report:** The project report shall be subject to internal and external evaluation: Maximum 10 marks shall be awarded by the supervising teacher as the internal mark. Maximum 40 marks shall be awarded by external examiners. Out of the external 40 marks, 20 marks shall be given for the report and 20 marks shall be given for the performance in viva voce examination as specified below. All the group members shall be given equal marks for their report and the viva-voce marks may vary based



on the performance of each student in viva voce examination. Internal Evaluation (10 marks or 20% of total marks) and External Evaluation (40 marks or 80% of total marks).

Internal Evaluation 10 marks	
Components	Marks
Punctuality	2
Organisation of report	4
Viva voce	4
Total	10

External Evaluation 40 marks		
Components	Sub components	Marks
1. Project report	Relevance of the topic, statement of objectives	5
	Methodology, Research design	5
	Use of statistical tools, Analysis and interpretation, major findings	5
	Recommendations, references/bibliography	5
	Total	20
1. Viva voce	Viva voce	20
	Total	40



**CORE COURSE XI**  
**AIRLINE & AIRPORT MARKETING MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5B11AAM	5	4	3

**COURSE OUTCOMES**

- CO1. Understand the marketing management of airline companies and airport organisations  
CO2. Acquire knowledge of investments in airline industry  
CO3. Groom the Students as BEST Managers' of Airlines and Airport in future.

**Module I:** Market for Air Transportation Marketing and Marketing mix – Application of Marketing Principles to Airline Management- Airline Business and its Customers – Market segmentation- PESTE Analysis  
(20 Hours)

**Module II:** Air Travel -Marketing Strategy & Product Analysis Michel Porter's Five Factors and their Application to Airline – Cost leadership –Focus strategies Airline Business and Market Strategies – Common Mistake-Concept of Product and Relation to Airline – Fleet and schedules Related Product Features. Customer Service and Controlling Product Quality-Air Freight Product. Strategic Airline Alliances  
(15 Hours)

**Module III:** Airlines-Revenue Management and Distribution and Promotion Building Block in Airline Pricing Policy-Uniform and Differential Pricing - The Structure of Air Freight Policy - Distribution Channel Strategies-Travel Agency Distribution System - Selling & Distribution Channel in Air Freight Market - Brand Building Strategies in Airline Industry-Relationship Marketing and Components of Marketing Strategies - Frequent Flyer Programme- Anatomy of Sale and Planning- Marketing Communication Technique-Airline Advertising -Air Freight Market- Future of Airline Market  
(15 Hours)

**Module IV:** Airport Marketing The Role and Scope of Activity of the Airport Enterprise – The Economic Impact on Countries and Regions - Main Governance Patterns in the Airport Business -The International path of Evolution in the Airport Business- Air Transport Value chain— Airport Enterprises -Rise of Airport Marketing for the Aviation related Business – Airport's Market Positioning-Primary Hub-Secondary Hub-Regional Airport – All Cargo Airport -Airport Revenue Management – Airport Alliances – Management Contract.  
(10 Hours)

**Module V:** Airport Marketing Planning Evolution of Traditional Airport – Evolutionary patterns for Airport Enterprises – Commercial Airport Philosophy – Non- Aviation Business- Tourist& Conference Services – Logistic Services and Property Management – Consulting Services – BAA and the Non – Aviation Business – Best Airport in the World: The Case of Singapore Airport - Creative Marketing Approach for the Airport Enterprise – Assessment - Airport Marketing Planning –London City Airport: A Best –in – Class provider in the Airport Business  
(15 Hours)

Reference

1. Airport Marketing – David Jarach – Ashgate Publishing Limited
2. Airline Marketing and Management – Stephen Shaw – Ashgate Publishing Ltd
3. Marketing Management – Philip Kotler – Pearson Education/PHI
4. Marketing Management – Rajan Saxena –Tata McGraw Hill
5. International Marketing – Philip R. Cateora – Irwin McGraw Hill, 9th Edition.
6. Global Marketing Management – Warren J. Keegan – PHI

**Marks including choice:**

Module	Marks
I	12
II	10
III	15
IV	13
V	10
Total	60



**CORE COURSE XII  
LOGISTICS AND AIR CARGO MANAGEMENT**

SEMESTER	COURSE CODE	HOURS / WEEK	CREDIT	EXAM HRS
V	5B12AAM	5	4	3

**COURSE OUTCOME**

- CO1. The course covers logistics fundamentals, including transportation, warehousing, and inventory management.
- CO2. Students learn about air cargo management, exploring historical developments and ground handling procedures
- CO3. The module focuses on air cargo procedures, including security regulations and environmental considerations
- CO4. Participants gain expertise in air cargo documentation, pricing, and technology applications.

**Module I: Introduction to Logistics:** Definition and scope of logistics, Importance of logistics in supply chain management. Evolution of logistics in business operations, Transportation in logistics, Warehousing and distribution, Inventory management, Understanding the supply chain, Integration of logistics in supply chain, Modes of transportation (road, rail, air, sea), Routing and scheduling in transportation, Carrier selection and performance measurement, Just-in-time (JIT) and safety stock concepts, Role of technology in modern logistics, Warehouse management systems (WMS), Transportation management systems (TMS), Environmental considerations in logistics, Sustainable practices in transportation and warehousing, Green logistics initiatives

(20 Hours)

**Module II: Introduction to Air Cargo Management:** Overview of air cargo management, Historical development of air cargo industry, Transportation modes (focus on air transport), Types of air cargo (general cargo, express cargo, perishables, etc., Aircraft types and configurations for cargo, Ground handling procedures and equipment, Packaging and labelling for air transport, Handling and loading procedures.

(15 Hours)

**Module III : Air Cargo Procedures :** Air cargo security and safety regulations, Airport facilities and infrastructure for air cargo, Customs procedures and regulations at airports, Role of regulatory bodies in air cargo management, Air carrier types (freighters, integrators, etc.), Airline partnerships and alliances, Air cargo capacity management, Environmental Considerations in Air Cargo, Carbon footprint of air cargo operations, Sustainable practices in air cargo management, Regulatory initiatives for environmental sustainability. Handling COD shipments – POD – conditions of contract – dangerous (DGR) or hazardous goods.

(18 Hours)

**Module IV: Air Cargo Documentation and Pricing :** Air Waybill (AWB) and other essential documents, Importance of accurate documentation in air cargo, Electronic documentation and advancements, Freight Forwarding in Air Cargo, Air freight exports and imports, Role and functions of freight forwarders, Air Cargo Pricing and Revenue Management, Pricing models in air cargo, Factors influencing air cargo rates, Revenue management strategies in the air cargo industry, Booking – SLI – Labelling – Volume/Weight ratio – shipment planning – TACT Technology in Air Cargo Management, Automation and digitalization in air cargo processes, Cargo management systems and software, Track and trace technologies in air cargo.

(22 Hours)

**Books for Reference:**

1. Simon Taylor, Air transport logistics, Hampton
2. Paul Jackson and William Brackenridge, Air cargo distributions: A management analysis of its economic and marketing benefits, Grower Press.
3. Peter S. Smith, Air Freight: operations, marketing and economics, Faber.
4. Text books Reaching for the sky by Oliver Press Ecommerce: An Indian perspective, 2nd Ed. PT Joseph, SJ.
5. Introduction to Air Transport Economics From Theory to Applications By Bijan Vasigh, Ken Fleming, Thomas Tacker



**Marks including choice:**

Module	Marks
I	20
II	18
III	12
IV	10
Total	60



**CORE COURSE XIII  
AIR TRAFFIC MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5B13AAM	5	4	3

**Note: Only theoretical aspects of the syllabus shall be dealt with.**

**COURSE OUTCOMES**

- CO1. Comprehensive understanding of the role of Air Navigation Service Providers (ANSPs) in the aviation industry
- CO2. To acquire foundational knowledge in Air Traffic Management (ATM)
- CO3. Insights into Communication, Navigation, and Surveillance (CNS) in aviation
- CO4. Develop a solid understanding of aviation meteorology
- CO5. To get knowledge about aerodrome infrastructure and visual aids in aviation

**Module I: Introduction to Air Navigation Service Providers (ANSPs) :** Overview of ANSPs and their role in the aviation industry, Historical development and evolution of ANSPs, Key functions and responsibilities of ANSPs, Revenue for ANSP-RNFC and TNLC, Airports Authority of India- Indian ANSP, Major ANSPs in the world.

(10 Hours)

**Module II : Air Traffic Management :** Overview of Air Traffic Management (ATM), Historical development and evolution of ATM, Importance of ATM in aviation safety and efficiency, Basics of air traffic control (ATC), Airspace structure and classification, Basic principles of air traffic control services, Air traffic control tower operations, Ground control and tower control procedures, Area and Approach Control services, ATS routes, Introduction to RADAR systems in ATC, Primary and secondary RADAR operations, Surveillance and tracking techniques, Emerging technologies in ATC surveillance, Integration of ADS-B and other surveillance systems, ATCO licensing. Standard separation and vectoring techniques, Coordination between different ATC units, Weather-related considerations in ATC, RNP and PBN in ATC, FIR, Non-radar control procedures, Communication and phraseology in ATC, Emergency procedures and crisis management, Flight Plans and NOTAMs.

(25 Hours)

**Module III: Communication, Navigation, and Surveillance (CNS) in Aviation:** Introduction to the fundamental concepts of communication in aviation. Types of communication systems: voice and data, VHF Transmitter and Receivers, DATIS, AMSS, VCCS etc. Principles of Navigation Systems, Understanding basic principles of navigation, Overview of navigation aids: VOR, NDB, ILS and DME. Surveillance in Aviation, Introduction to surveillance and its role in aviation, Different types of surveillance systems: RADAR, ADS-B, SSR., Emerging trends in CNS- GAGAN, SBAS, GNSS, Space Based ADS-B

(12 Hours)

**Module IV : Introduction to Aviation Meteorology :** Overview of meteorology and its significance in aviation. Atmospheric layers and their characteristics. Basic meteorological terms and measurements., Introduction to meteorological observations. Understanding weather instruments: barometers, anemometers, thermometers. Weather station models and their interpretation, Analysis of METAR and TAF reports. Reading and interpreting weather charts (surface analysis, upper-level charts). Significance of NOTAMs (Notice to Airmen) in aviation weather.

(14 Hours)

**Module V: Aerodrome Infrastructure and Visual Aids in Aviation :** Aerodrome Data, Physical Characteristics and Obstacles Restriction-, Aerodrome Reference Code -Aerodrome Reference Point – Aerodrome Reference Temperature Instrument Runway, Physical Characteristic; Length of Primary/ Secondary Runway Width of the Runways – Minimum Distance between Parallel Runways etc- Obstacles Visual and for Navigation, Visual Aids for Denoting Obstacles Emergency and other Services Visual aids for Navigation; Wind Direction Indicator – Landing Direction Indicator - Location and Characteristics of Signal Area – Marking General Requirements – Various Markings – Lights, General Requirements - Aerodrome Beacon, Identification Beacon- Simple Approach Lighting System and Various Lighting Systems – VASI & PAPI.-Visual Aids for Denoting Obstacles; Object to be Marked and Lighter – Emergency and Other Services.

(14 Hours)



**References:**

1. Air Traffic Control:–Airport Systems-Planning, Design and management By Richard de Neufville/ Amedeo Odoni
2. Fundamentals of Air Transport Management BY P.S. Senguttuvan
3. Investigating human Error – Barry Strauch - Ashgate Publishing Limited.
4. Staffing the ATM System – Hinnerk Eibfeldt, Mike C. Heil and Dana Broach – Ashgate Publishing Limited
5. The Future Air Navigation System (FANS): Communications, Navigation, Surveillance – Air Traffic Management (CNS/ATM) by Vincent P Galoti
6. Aviation Weather Services: AC 00-45H by FAA

**Marks including choice:**

Module	Marks
I	12
II	17
III	13
IV	10
V	8
Total	60



### CORE COURSE XIV: AVIATION LAW & REGULATIONS

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5B14AAM	5	4	3

#### COURSE OUTCOMES

- CO1. To get knowledge in Legal aspects of Aviation Industry  
 CO2. To learn about the international rules and regulations in air transportation  
 CO3. Acquire knowledge about aviation and Air cargo

**Module I:** Civil Aviation Regulations- Authority - DGCA-Introduction to Directorate General of Civil Aviation- DGCA functions-DGCA Organization-DGCA as Regulatory Authority - -Aircraft Act 1934- The Aircraft Rules 1937 and its amendments BCAS, AERA, AAIB

(15 Hours)

**Module II:** National Legislation - The Air corporations Act, 1953 (27 of 1953) , The Air Corporations (Transfer of Undertakings and Repeal) Ordinance, 1994(4 of 1994) - The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994) -The International Airports Authority of India act, 1971 (43 of 1971) - The National Airports Authority of India, 1985 (64 of 1985) -The Airports Authority of India Act 1994 (55 of 1994) -The Carriage by Air Act, 1972 (69 of 1972) -The Tokyo Convention Act, 1975 (20 of 1975) - The Anti-hijacking Act, 1982 (65 of 1975) -The suppression of unlawful acts against safety of Civil Aviation Act, 1982 (66 of 1982)

(20 Hours)

**Module III:** Civil Aviation Requirements (CAR) - Section 1-General -Section 2-Airworthiness -Section 3- Air Transport -Section 4-Aerodrome standards and Air Traffic Services -Section 5-Air Safety -Section 6- Design standards and type certification -Section7-Flight crew standards, training and licensing -Section 8-Aircraft operations

(15 Hours)

**Module IV:** International Conventions: The Chicago conventions, 1944 - The International Air Services Transit Agreement, 1944 - The International Air Transport Agreement, 1944 -The Warsaw Conventions, 1920 -The Geneva Convention, 1948 -The Rome Convention, 1952 -The Tokyo Convention, 1963

(10 Hours)

**Module V : ICAO Annexures and Documents :** Understanding the establishment and purpose of ICAO, Roles and functions of ICAO in international civil aviation, In-depth exploration of ICAO Annexes 1 to 19, Discussion on the structure and significance of each Annex, Examination of Annexes related to safety, security, environmental protection, and air navigation, Study of essential ICAO documents, including the Procedures for Air Navigation Services (PANS), Manuals, and Circulars, Understanding the hierarchy and interrelation of various documents, Analysis of the Global Air Navigation Plan (GANP) and its importance, Overview of ICAO's safety oversight framework

(15 Hours)

#### Reference Books

1. Aircraft Manual, C.A.R. Sec. II
2. ICAO Annexures and Docs

#### Marks Including Choice:

Module	Marks
I	15
II	15
III	12
IV	10
V	8
Total	60



**CORE COURSE XV  
AIRPORT STRATEGIC MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
VI	6B15AAM	5	4	3

**COURSE OUTCOMES**

- CO1. To gain an in-depth knowledge in international standards of airport system planning  
CO2. To understand the innovation taking place in the aircraft characteristics and airline operations

**Module I:** Introduction – Growth of Air Transport, Airport Organization and Associations, Classification of Airports Airfield Components, Air Traffic Zones and Approach Areas. Context of Airport System Planning – Development of Airport Planning Process – Ultimate Consumers – Airline Decision – Other Airport Operations

(20 Hours)

**Module II:** Airport Characteristics Related to Airport Design-Components Size, Turning Radius, Speed, Airport Characteristics. Capacity And Delay: Factors Affecting Capacity, Determination of Runway Capacity related to Delay, Gate Capacity, and Taxiway Capacity.

(20 Hours)

**Module III:** Airport Management and Surveys: Runway Length and Width, Sight Distances, Longitudinal and Transverse, Runway Intersections, Taxiways, Clearances, Aprons, Numbering, Holding Apron.

(17 Hours)

**Module IV:** Terminal Area Management: Operational Concepts, Space Relationships and Area Requirements, Noise Control, Vehicular Traffic and Parking at Airports

(15 Hours)

**Module V:** Runways and Taxiways markings, Day & Night Landing Aids, Airport Lighting and other Associated Aids.

(13 Hours)

**Reference**

1. Strategic Airport Planning –Robert E.Caves & Geoffrey D.Gosling-Elsevier Science Ltd 2. Airport Marketing –David Jarach –Ashgate Publishing Limited
2. Aviation Safety Programs A Management Hand Book-Richard H.Wood – Jeppesen Sanderson Inc.
3. Strategic Management –Gregory G.Dess and Alex Miller –McGraw Hill

**Marks including choice:**

Module	Marks
I	12
II	10
III	15
IV	13
V	10
Total	60



**CORE COURSE XVI  
INTERNSHIP AT AIRPORT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
VI	6B16AAM	20	10	-

**COURSE OUTCOMES**

- CO1. Able to articulate and apply principles learned in and outside of the classroom.
- CO2. Complete assignments that encourage in-depth reflection of the internship experience.
- CO3. Gain self-understanding, self-confidence, and interpersonal skills.
- CO4. Develop work competencies for a specific profession or occupation.
- CO5. Explore career options, and gain general work experience.
- CO6. Develop and enact a compelling professional vision that values diversity and inclusion in the workplace.
- CO7. Engage in responsible conduct while working as an intern and allow decisions to be informed by a value-centred life.

A five-month duration internship at an airport can provide a comprehensive learning experience, allowing the student to develop deeply into various aspects of airport operations and management. During this period, can expect to:

**Gain In-Depth Knowledge:** Five months allows to understand the complex operations of an airport more thoroughly. Students will have the opportunity to see how different departments interact and how they manage peak travel times, emergencies, and daily operations.

**Work on Longer-Term Projects:** This could range from participating in strategic initiatives, assisting in planning and implementation of operational changes, to contributing to marketing campaigns.

**Develop a Range of Skills:** Develop skills in communication, problem-solving, teamwork, and possibly technical skills specific to aviation. This kind of internship can be particularly beneficial if the student is considering a career in airport management, aviation, or a related field.

**Networking Opportunities:** A longer internship period allows to build stronger relationships with professionals in the field. This network can be invaluable for future job searches and professional development.

**Potential for Diverse Experiences:** Depending on the airport and its size, might rotate through different departments, such as operations, customer service, security, cargo handling, and others, giving the student a well-rounded experience.

**Performance Evaluation and Feedback:** Over five months, likely receive more detailed feedback on students' performance. This can be an excellent opportunity for personal and professional growth.

**Possibility of Employment:** Sometimes, internships can lead to full-time job offers. Performing well during the internship increases the chances of being considered for employment.

**Learning the Industry Standards and Practices:** Understanding the regulations, standards, and best practices in airport operations and aviation is a significant advantage, especially for those planning a career in this field.

**Understanding the Challenges:** Get firsthand experience of the challenges faced by airports, including operational, environmental, and security challenges.

**Academic Benefits:** This internship can significantly enhance your academic learning by providing practical, real-world experience. To make the most of this opportunity, it's important to be proactive, eager to learn, and open to taking on various tasks. Also, maintaining a professional attitude and building a good rapport with colleagues and supervisors can greatly enhance the students' internship experience.

**Progress Report:** The Faculty Internship Advisor meets with the student at the one-third point of the experience, the halfway point of the experience, at the close of the experience, and at other times as requested or needed to assess student progress towards meeting the course Core Learning Outcomes and Specific Learning Outcomes.



**Attendance Policy:** Students are required to report to work on time and according to the requirements of the student's individualized work schedule. Students are expected to conform to all attendance policies established by the employer and must notify the Worksite Supervisor and Faculty Internship Advisor in the event of absence from work. When the employer is open for business on college holidays, the student is expected to report to work as scheduled. Students receive college credit for an internship based on the total number of hours worked as agreed upon before the work experience begins. Individual work schedules are established by agreement of the student, Worksite Supervisor, and Faculty Internship Advisor.

Internal Evaluation 20 marks	
Components	Marks
Training Dairy	7
Punctuality and Progress Reporting	8
Internship Report	15
Total	30

External Evaluation 30 marks	
Components	Marks
Final Report & Training Dairy	50
Seminar	30
Viva	40
Total	120



**Generic Elective Course I: CUSTOMER RELATIONSHIP MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5D01AAM	2	2	2

**COURSE OUTCOMES:**

- CO1. Understand the concept of CRM in digital era with modern changes in the recent world. Co2: Identify the dimensions to evaluate customers' satisfaction.
- CO2. Apply various strategies to improve the customer loyalty and maintaining the long-term- customer relationships.
- CO3. Analyse the recent initiatives taken by MNCs to improve customers' satisfaction coping- up to their expectations.

**Module I:** Introduction to CRM - CRM Definitions, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation.

(10 Hours)

**Module II:** Customer Satisfaction - Meaning, Definition, Significance of Customer Satisfaction, Components of Customer Satisfaction, Customer Satisfaction Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices.

(10 Hours)

**Module III:** Emerging Perspectives: Rural CRM, customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry.

(10 Hours)

**References**

1. Alok Kumar Rai, "Customer Relationship Management-Concepts and Cases", PHI Learning Pvt. Ltd, 2012.
2. Bhasin, "Customer Relationship Management", Wiley Dream tech publishers, 2012 Alok Kumar Rai, "Customer Relationship Management-Concepts and Cases", PHI Learning Pvt. Ltd, 2012.
3. Chaturvedi, "Customer Relationship Management", Excel Books, 2009.
4. Sheth J N, Parvatiyar A. and ShaineshG," Customer relationship management- Emerging concepts, Tools, & Applications",Tata McGraw-Hill Education , 2009.

**Marks including choice:**

Module	Marks
I	10
II	12
III	8
Total	30



## GENERIC ELECTIVE COURSE II: SERVICE MARKETING

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5D02AAM	2	2	2

### COURSE OUTCOMES:

- CO1. Appreciate the challenges facing the services marketing in traditional commercial marketing, e-marketing and non - commercial environments.
- CO2. Identify the differences between marketing physical products and intangible services, including dealing with the extended services marketing mix, and the four unique traits of services marketing.
- CO3. Recognise the challenges faced in services delivery as outlined in the services gap model.
- CO4. Forecast the new innovations in the services industry and become the recipients of better services quality ensured by best corporates.

**Module I:** Introduction- Growth of service sector – Definition, features and types of services – designing of service – Service Marketing versus Goods Marketing- 7 P's Services Marketing Mix-- Service marketing triangle– Service mapping.

(8 Hours)

**Module II:** Consumer Behaviour in Services Marketing-Customer expectation of services - Factors influencing customer expectation of services - Customer perception of services - Customer satisfaction.

(6 Hours)

**Module III:** Management of Services Marketing- Service strategy for an effective demand – Service strategy for supply – market segmentation, Targeting and Positioning.

(8 Hours)

**Module IV:** Delivering Quality Services-Quality gap – the customer expectation vs. actual services – Technique to augment the gap – Performance gap – Promise vs. Delivery - Strategy for augmenting the gap – Communication gap—Measuring Service Quality: SERVQUAL Scale.

(8 Hours)

### References

1. S.M. Jha, "Services Marketing" Himalaya Publishing House. 2017
2. Christopher Lovelock "Services Marketing" Pearson Education, 11th edition 2017
3. Adrian Payne, "The Essence Of Services Marketing" Prentice Hall of India Pvt Ltd., 2014.
4. B Santhanam, "Services Marketing" Margham Publications, 2014
5. K. Douglas, Hoffman, John E.G. Bate Son "Essentials of Service Marketing" Dryden Press Series, 2013.
6. Helen Woodroffe – "Services Marketing" Macmillan publications, 2012.

### Marks including choice:

Module	Marks
I	8
II	5
III	7
IV	10
Total	30



### GENERIC ELECTIVE COURSE III: E-COMMERCE

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5D03AAM	2	2	2

#### COURSE OUTCOMES:

- CO1. Familiarize the basic concepts and methods of e-commerce  
CO2. Understand how e-commerce affect today's business world  
CO3. Identify the precautionary measures to be followed while entering in online transactions. CO4:  
Analyze factors influencing the success of e-commerce.

**Module I:** Introduction to e-commerce: - Meaning, Concept, Origin. Importance, features, benefits of e-commerce. Challenges and limitations of e-commerce.

(8 Hours)

**Module II:** Business models of e-commerce: - B2B, B2C, C2C. Factors influencing the success of e-commerce

(6 Hours)

**Module III:** Electronic payment systems: - Introduction, Online payment methods, Debit card, credit card, e-cash, e-smart card, e-cheque, e-wallet, stored value card (gift card), Electronic fund transfer (EFT), Digital currency, M-commerce.

(8 Hours)

**Module IV:** Recent trends in e-commerce: - Digital signature, digital certificate, Biometrics Information & Technology Act 2000, Security issues in e-commerce.

(8 Hours)

#### References

1. Ashoke Ghose, Basics of E-commerce. Legal & Security Issues: NIIT Publisher
2. Bejajnath E-commerce, the cutting Edge of Business.
3. R Kalakota E-commerce
4. Douglas, The internet book
5. Aleon, Internet in a nutshell
6. Internet and web design. R&D Wing, Mac Million
7. Rayport, Jeffrey F and Jaworksi, Bernard J, Introduction to E-Commerce, Tata Mc Graw Hill, New Delhi

Marks including choice:

Module	Marks
I	8
II	5
III	10
IV	7
Total	30



## GENERIC ELECTIVE COURSE IV: EVENT MANAGEMENT

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5D04AAM	2	2	2

### COURSE OUTCOMES:

- CO1. Understand the concept and significance of event management.
- CO2. Familiarize the techniques to improve event finance, sponsorship and cost control.
- CO3. Practice preparing time limits for event.
- CO4. Develops skill for conducting an event

**Module I:** Introduction to Event Management-concepts – nature – scope – Evolution of professional event management- significance and components of events – event co-ordination.

(8 Hours)

**Module. II:** Conceptualizing and designing Event-key elements of events – activities in event management – planning – organizing – staffing – leading – co-ordination – controlling – event management information system.

(8 Hours)

**Module. III:** Event Production – Staging an event – choosing the event site – developing the theme conducting rehearsals – providing services – arranging catering – inter personal skills. Event Marketing, Finance Management in events, Safety and security in event.

(8 Hours)

**Module IV:** Evaluation of Event Performance-basic evaluation process – measuring performance – formative evaluation – objective evaluation – summative evaluation – correcting deviations.

(6 Hours)

### References

1. Event Marketing and Management: Sanjaya Singh Gaur & Sanjay.V.Saggere
2. Successful event management: Anton Shorie, Bryn Parry
3. Event Management: A.K.Bhatia
4. Best Practices in Modern event Management: Gold Blatt
5. Professional Event coordination: Julia Rutherford Silvers
6. Event Planning: Judy Allen
7. Hand book of conferences and meetings by David seekin

Marks including choice:

Module	Marks
I	7
II	8
III	8
IV	7
Total	30



**GENERIC ELECTIVE COURSE IV:  
AIRLINE AND AIRPORT MARKETING MANAGEMENT**

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HOURS
V	5D05AAM	2	2	2

**COURSE OUTCOME**

- CO1. Understand the marketing management of airline companies and airport organisations  
CO2. Acquire knowledge of investments in airline industry

**Module I:** Market for Air Transportation Marketing and Marketing mix – Application of Marketing Principles to Airline Management- Airline Business and its Customers – Market segmentation  
(6 Hours)

**Module II:** Air Travel -Marketing Strategy & Product Analysis Michel Porter's Five Factors and their Application to Airline – Cost leadership –Focus strategies Airline Business and Market Strategies – Common Mistake-Concept of Product and Relation to Airline – Fleet and schedules Related Product Features. Customer Service - Strategic Airline Alliances  
(6 Hours)

**Module III:** Airlines-Revenue Management - Uniform and Differential Pricing -Travel Agency Distribution System - Selling & Distribution Channel in Air Freight Market - Brand Building Strategies in Airline Industry-Relationship Marketing and Components of Marketing Strategies - Frequent Flyer Programme-Anatomy of Sale and Planning - Marketing Communication Technique-Airline Advertising -Air Freight Market- Future of Airline Market  
(6 Hours)

**Module IV:** Airport Marketing The Role and Scope of Activity of the Airport Enterprise – The Economic Impact on Countries and Regions– Airport Enterprises -Rise of Airport Marketing for the Aviation related Business – Airport's Market Positioning-Primary Hub-Secondary Hub- Regional Airport – All Cargo Airport -Airport Revenue Management – Airport Alliances.  
(6 Hours)

**Module V:** Non- Aviation Business- Tourist & Conference Services – Logistic Services and Property Management –Aviation Business – Best Airport in the World: The Case of Singapore Airport - Creative Marketing Approach for the Airport Enterprise.  
(6 Hours)

Reference

7. Airport Marketing – David Jarach – Ashgate Publishing Limited
8. Airline Marketing and Management – Stephen Shaw – Ashgate Publishing Ltd
9. Marketing Management – Philip Kotler – Pearson Education/PHI
10. Marketing Management – Rajan Saxena –Tata McGraw Hill
11. International Marketing – Philip R. Cateora – Irwin McGraw Hill, 9th Edition.
12. Global Marketing Management – Warren J. Keegan – PHI

**Marks including choice:**

Module	Marks
I	10
II	5
III	5
IV	5
V	5
Total	30



### GENERIC ELECTIVE COURSE V: DISASTER MANAGEMENT

SEMESTER	COURSE CODE	HOURS/ WEEK	CREDIT	EXAM HRS
V	5D06AAM	2	2	2

#### COURSE OUTCOMES:

- CO1. Understand the factors contributing to disaster  
CO2. Acquire knowledge about the various precautionary measures to reduce the disasters CO3:  
Understand the IT techniques in disaster management  
CO3. Identify the role of NGO and Govt. in disaster management

**Module I:** Disaster: - Meaning, Definition, Phases of disaster. Classification of disaster: - Natural- Flood, Cyclone, Earthquake, Landslide; Man-made- Fire, Pollution, Nuclear disaster, biological disaster (Causes & effects)

(8 Hours)

**Module II:** Vulnerability Analysis: - Vulnerability: - meaning, concept. Strategic development for vulnerability analysis. Disaster Risk Reduction (DRR)

(8 Hours)

**Module III:** Disaster Management: Pre disaster prevention, Prediction. Disaster preparedness- disaster preparedness plan; long term and short term. Warnings, safety measures. Post disaster management: - Damage assessment, remedial measures, rehabilitation.

(8 Hours)

**Module IV:** Role of IT in disaster management: Role of Govt. NGO, Volunteers and social workers in disaster management.

(6 Hours)

#### References

1. R.B Singh (Ed): Disaster Management, Rawat Publications, New Delhi
2. H.K Gupta (Ed): Disaster Management, Universiters Press, India:
3. R.B Singh: Space Technology for Disaster Mitigation in India (INCED), University of Tokyo
4. Dr. Satender: Disaster Management in Hills, Concept Publishing Co., New Delhi
5. M.C Gupta: Manuals on Natural Disaster Management in India, National Centre for Disaster Management, IIPA, New Delhi.
6. R.K Bhandani : An Overview on Natural and Manmade Disaster & their 44 Reduction, CSIR, New Delhi.
7. R.B Singh (Ed): Environmental Geography, Heritage Publishers, New Delhi.

Marks including choice:

Module	Marks
I	10
II	5
III	10
IV	5
Total	30



**MODEL QUESTION PAPERS**  
**I SEMESTER BBA(AAM) DEGREE PROGRAMME**  
**CORE COURSE I**  
**PRINCIPLES AND PRACTICE OF MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 40**

**PART – A**

Answer all questions. Each question carries 1 mark.

1. What is planning premises?
2. What is departmentation?
3. Define management?
4. What is strategy?
5. What is MBO?
6. What is motivation?

(6×1=6)

**PART - B**

Answer any 6 questions. Each question carries 2 marks.

7. What is diagonal communication?
8. What is span of supervision?
9. What is gangplank?
10. What do you mean by synergy?
11. What is centralization?
12. Explain the concept of stability of tenure?
13. What is standing plan?
14. What do you mean by science not rule of thumb method?

(6×2=12)

**PART - C**

Answer any 4 questions. Each question carries 3 marks.

15. Explain the different types of decision making?
16. Difference between centralization and decentralization?
17. Explain the principles of organizing?
18. "Planning and controlling are the two sides of the same coin". Do you agree?
19. "Coordination is the essence of management" Explain?
20. What is staffing? Explain the steps in staffing?

(4×3=12)

**PART – D**

Answer any 2 questions. Each question carries 5 marks.

21. What is directing? What are the elements of directing?
22. What do you mean by controlling? What are the techniques of controlling?
23. Explain the elements of scientific management?
24. What are the different types of organizing?

(2×5=10)



**I SEMESTER BBA(AAM) DEGREE PROGRAMME  
COMPLEMENTARY ELECTIVE COURSE II  
MANAGERIAL ECONOMICS**

**Time : 3 Hours**

**Maximum Marks : 40**

**PART A**

Answer all questions. Each question carries 1 mark

1. Define managerial economics.
2. What is kinked demand curve?
3. What is price differentiation?
4. Define opportunity cost.
5. Define production function.
6. What is supply?

(6×1=6)

**PART B**

Answer any 6 questions. Each question carries 2 marks

7. What is price skimming?
8. What is selling cost?
9. What is cost plus pricing? State its advantages.
10. What is law of demand?
11. What are the properties of an isoquant curve?
12. Give the meaning of equilibrium?
13. What is substitution effect?
14. What is diminishing marginal utility?

(6×2=12)

**PART C**

Answer any 4 question. Each Question carries 3 marks

15. Distinguish between fixed cost and variable costs.
16. Explain the features of long run average cost.
17. Explain any three pricing methods.
18. Explain the features of perfect competition.
19. Explain supply curve.
20. Explain price elasticity of demand.

(4×3=12)

**PART D**

Answer any 2 questions. Each question carries 5 marks

21. Explain with suitable examples, the various determinants of demand.
22. Define monopoly. Explain how price output decisions are taken under conditions of monopoly.
23. Explain the nature and scope of managerial economics.
24. Explain cost output relationship in short run.

(2 x 5 =10)



**II SEMESTER BBA(AAM) DEGREE PROGRAMME  
CORE COURSE II  
BUSINESS ENVIRONMENT**

**Time : 3 Hours**

**Maximum Marks: 40**

**PART A**

Answer all questions. Each question carries 1 mark

1. Define business environment
2. What is legal environment
3. What is disinvestment
4. What is an MNC
5. What is public sector Enterprise
6. Expand CSR

(6×1=6)

**PART B**

Answer any 6 questions. Each question carries 2 marks

7. What is franchising
8. What are political institutions in India
9. What is SWOT analysis
10. What is environmental scanning
11. What is Globalization
12. What is industrial pollution
13. What is New Economic policy
14. What is sub culture

(6×2=12)

**PART C**

Answer any 4 question. Each Question carries 3 marks

15. Explain the features of business environment
16. Explain micro environment factors
17. Explain the role of MNC in India
18. What are the elements in Socio cultural environment
19. Explain the Criticisms of disinvestment policy
20. What are the responsibilities of business towards Government

(4×3=12)

**PART D**

Answer any 2questions. Each question carries 5 marks

21. What is business environment. What are the components of external environment?
22. Explain the social responsibility of business towards different stakeholders
23. What are the main global entry strategies in globalization?
24. What is environmental scanning? What techniques used in environmental scanning.

(2×5=10)



**V SEMESTER BBA (AAM) DEGREE PROGRAMME  
CORE COURSE XI  
AIRLINE AND AIRPORT MARKETING MANAGEMENT**

**Time: 3 Hours**

**Maximum Marks: 40**

**PART – A**

Answer all questions. Each question carries 1 mark.

1. State the meaning of Product Life Cycle?
2. What cost leadership?
3. Define distribution management?
4. What is relationship marketing?
5. What is management contract?
6. What is brand building?

(6×1=6)

**PART - B**

Answer any 6 questions. Each question carries 2 marks.

7. What is PESTE Analysis?
8. What do you mean by airline market segmentation?
9. What is Airport market planning?
10. What do you mean in-flight services offered by airline?
11. What are commercial services in airport?
12. Explain the concept of logistics service management?
13. What is package assembler?
14. What are the advantages of forming airline alliance?

(6×2=12)

**PART - C**

Answer any 4 questions. Each question carries 3 marks.

15. What is market positioning? Explain the advantages of airline market positioning
16. Explain the role and scope of airport enterprise?
17. Explain the marketing principles of airline management?
18. Explain the components of customer relationship marketing strategy?
19. Explain distribution channel strategies of travel agency
20. What is airport enterprise? Explain the role and scope of airport enterprise

(4×3=12)

**PART – D**

Answer any 2 questions. Each question carries 5 marks.

21. Explain Michel porter's competitive forces and its application to airline industry?
22. What do you mean by market communication? explain importance of market communication in airline industry
23. "London airport is best in the class airport"-comment?
24. Explain the concept of point to point and multi point alliances among airports

(2×5=10)



**VI SEMESTER BBA(AAM) DEGREE PROGRAMME  
CORE COURSE XV  
AIRPORT STRATEGIC PLANNING**

**Time: 3Hours**

**Maximum Marks: 40**

PART – A

Answer all questions. Each question carries 1 mark.

1. Describe planning process?
2. What is scenario writing?
3. What is airport beacon?
4. What is air traffic zone?
5. What is management contract?
6. Explain scope of airport planning?

(6×1=6)

PART - B

Answer any 6 questions. Each question carries 2 marks.

7. What are the sources of airport revenues?
8. What are the components of airport?
9. Explain different types of terminal design?
10. What are the objectives of air traffic control?
11. What are commercial services in airport?
12. Explain the growth of airline industry?
13. Explain about airport operations?
14. What is the advantages airport survey?

(6×2=12)

PART - C

Answer any 4 questions. Each question carries 3 marks.

15. Detail out the development of airport planning process
16. Explain the environmental concern of aviation industry that have global impact
17. Explain the factors affecting capacity and runway determination?
18. Explain the components of airport terminal
19. Enumerate the duties of airport manager

(4×3=12)

PART – D

Answer any 2 questions. Each question carries 5 marks.

20. What is airport system planning and explain the role national government
21. Explain airfield lighting with neat sketch
22. Describe the airspace classes in detail

(2×5=10)