**FACULTY OF COMMERCE&MANAGEMENT**

**SRIDEV SUMAN UTTARAKHANDVISHWAVIDHYALAYA**

**BADSHAHITHAUL, (TEHRI GARHWAL), UTTARAKHAND**

**Syllabus**



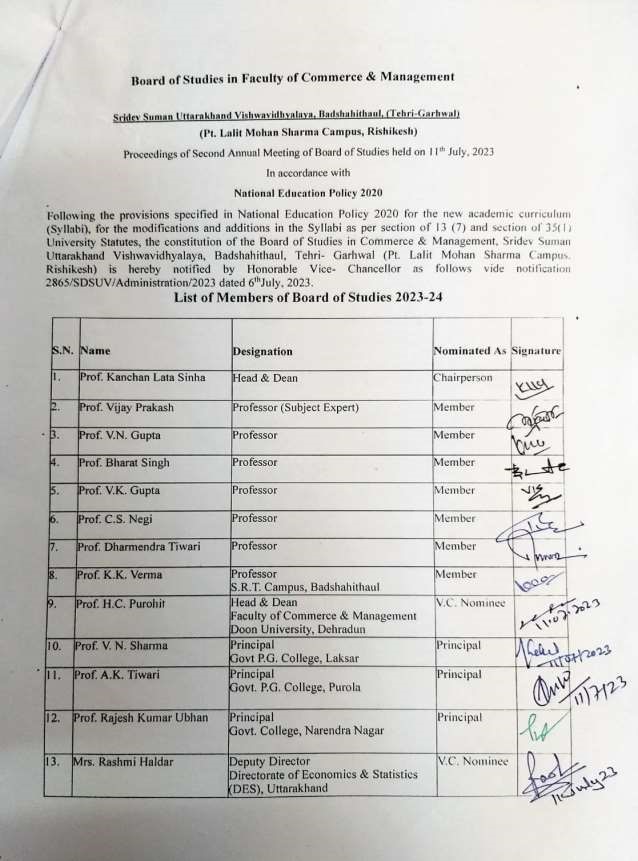
**For**

# B.B.A.(Aviation)

in accordance with

**National Education Policy-2020**

**(Effective From 2023-24 & onwards)**



**Question Paper Pattern**

**Time: 3 hrs (Marks: 100; End Semester: 75 & Sessional: 25)**

**End Semester**

This question paper consists of two sections, ‘A’ & ‘B’. Section ‘A’ consists of eight short-answer type questions, out of which students have to attempt **any five** questions. Each question of section ‘A’ is of 6 marks. Section ‘B’ consists of six long answer type questions, students have to attempt **any three** questions. Each question of section ‘B’ is of 15 marks.

**Sessional**

The Board of Studies held on 11th July, 2023 in Faculty of Commerce & Management, Sri Dev Suman Uttarakhand University provided all the rights regarding Internal Assessment (Sessional) of all the classes to Head & Dean of the faculty.

**Ordinance and Syllabus for BBA(Aviation) under NEP (2023-2024 onwards)**

**Bachelor of Business Administration (Aviation)**

**Four-Year (Eight-Semester) Full-Time Programme**

The undergraduate programme with research/ honours (BBA (Aviation) ) shall be of fouryears duration, with multiple entry and exit points and re-entry options. Each academic year is divided into two semesters. The four years interdisciplinary/ multidisciplinary Bachelor's Programme (BBA (Aviation)) is the preferred option as it allows the opportunity to experience the full range of holistic and multidisciplinary education with a focus on major and minor subjects as per the student's preference. The programme may also lead to a degree with research, if the student completes a rigorous research project/ dissertation in the major area(s) of study during eight semesters. Thus the BBA (Aviation)Programme shall extend over four academic years (eight semesters) with multiple entry and exit options.

**An academic year shall consist of two semesters:**

Odd Semester (I, III, V & VII Semesters): July to December

Even Semester (II, IV, VI & VIII Semesters): January to June

TheacademiccalendarforeachsemestershallbenotifiedbytheUniversitywellbeforethecommenc ementofthesemester.

**Eligibility:**

Any candidate having passed the Intermediate (10+2) Examination in any discipline, from a recognized Examination Board, shall be eligible to apply for the course (BBA (Aviation) Programme as per NEP 2020).

The candidates are advised to carefully read the University Ordinances. These Ordinances areavailable ontheofficialwebsiteof the University([www.sdsuv.ac.in)](http://www.sdsuv.ac.in/).

**SYLLABUS OF 4-YEAR BBA IN AVIATION PROGRAMME**

**(w.e.f.AcademicSession 2023-24)**

## I SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 101 | Financial Accounting I | DSC-1 | 6 | 0 | 0 | 6 |
| 102 | Ethics & Corporate  Social Responsibility | DSE- 1 | 4 | 0 | 0 | 4 |
| 103 | Business  Communication | IDEC | 3 | 0 | 0 | 2 |
| 104 | IntroductiontoAviation Industry | DSC-2 | 6 | 0 | 0 | 6 |
| 105 | English Language | AECC | 3 | 0 | 0 | 2 |
| 106 | Basics of Computer | SEC-SB | 1 | 0 | 2 | 2 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## II SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 201 | Human Resource Management | DSC-3 | 6 | 0 | 0 | 6 |
| 202 | BusinessStatistics | DSC-4 | 4 | 2 | 0 | 4 |
| 203 | French Language | AECC | 2 | 0 | 0 | 2 |
| 204 | Environment Studies | AECC | 2 | 0 | 0 | 2 |
| 205 | AirportFunctionsofAirlines | DSE-2 | 4 | 0 | 0 | 4 |
| 206 | Physical and Health Wellness | SEC-SB | 0 | 0 | 2 | 2 |
| 207 | Introduction to Aeronautics | IDEC | 3 | 0 | 0 | 2 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## III SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 301 | Micro Economics | DSE-3 | 3 | 1 | 0 | 4 |
| 302 | FinancialAccounting II | DSC-5 | 4 | 0 | 2 | 6 |
| 303 | AirportStrategicPlanning | DSC-6 | 4 | 2 | 0 | 6 |
| 304 | People Management | IDEC | 3 | 0 | 0 | 2 |
| 305 | Understanding of Interpersonal Skills | AECC | 2 | 0 | 1 | 2 |
| 306 | Passenger/CustomerBehavior | SEC-VB | 2 | 0 | 1 | 2 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## IV SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 401 | Entrepreneurship development | DSE-4 | 4 | 1 | 0 | 4 |
| 402 | Constitution of India | AECC | 3 | 0 | 0 | 2 |
| 403 | AirTicketingManagement | DSC-7 | 4 | 2 | 0 | 6 |
| 404 | Management Accounting | DSC-8 | 6 | 0 | 0 | 6 |
| 405 | Management &  Organizational Behavior | IDEC | 3 | 0 | 0 | 2 |
| 406 | Interview Skills | SEC-SB | 0 | 0 | 2 | 2 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## V SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 501 | Internship | INTERN | 1 | 0 | 2 | 2 |
| 502 | Logistics and Air Cargo  Management & Handling | DSC-9 | 4 | 0 | 2 | 4 |
| 503 | Macro  Economics | DSE-5 | 4 | 0 | 0 | 4 |
| 504 | Aviation Safety  & Security  Management | DSC-10 | 6 | 0 | 0 | 6 |
| 505 | Leading & Team Work | SEC- SB | 2 | 0 | 0 | 2 |
| 506 | Elective -1 (Paper-1) or Elective- II (Paper-II) | DSE-06 | 4 | 0 | 0 | 4 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## VI SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 601 | Airline Customer Service | DSE- 7 | 4 | 0 | 0 | 2 |
| 602 | Value Education | SEC-VB | 3 | 0 | 0 | 2 |
| 603 | Business Law | DSC-11 | 6 | 0 | 0 | 6 |
| 604 | Aviation Law, Aircraft Rules & Regulations’ | DSC-12 | 6 | 0 | 0 | 6 |
| 605 | EmployabilitySkills | SEC-SB | 0 | 0 | 2 | 2 |
| 606 | Elective -1 (Paper-1) or Elective- II (Paper-II) | DSE-08 | 4 | 0 | 0 | 4 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## VII SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching**  **Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 701 | Decisional Techniques for Managers | DSE-09 | 4 | 0 | 0 | 4 |
| 702 | E-commerce | DSC-13 | 6 | 0 | 0 | 4 |
| 703 | Research Methodology | RM-1 | 6 | 0 | 0 | 4 |
| 704 | AircraftMaintenanceManagement | DSC-14 | 4 | 0 | 2 | 4 |
| 705 | Elective -1 (Paper-1) | DSE-10 | 4 | 0 | 0 | 4 |
| 706 | Elective- II (Paper-II) | DSE-11 | 4 | 0 | 0 | 2 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

## VIII SEMESTER

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Code** | **Subject** | **Category** | **Teaching Hours per week** | | | **Credit** |
| **L** | **T** | **P** |
| 801 | ServicesMarketingforAviationIndustry | DSE-12 | 4 | 0 | 0 | 6 |
| 802 | International Business | DSC-15 | 6 | 0 | 0 | 4 |
| 803 | StrategicManagementforAviation | DSC-16 | 6 | 0 | 0 | 4 |
| 804 | Dissertation with Internship | RM-2 | 1 | 1 | 4 | 4 |
| 805 | Digital Marketing | SEC-VB | 3 | 0 | 1 | 4 |
|  | **TOTAL** |  |  |  |  | **22** |

**L-Lecture,T-Tutorial,P-Practical**

**ELECTIVE SUBJECTS**

**V SEMESTER**

**Choose any One from Paper I or Paper II for Electives**

**PAPER I-**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **MARKETING (Select any one)** | | |  |
| 1 | Consumer Behaviour | DSE – 6 | V Semester |
| 2 | International Marketing | DSE – 6 | V Semester |
| **FINANCE(Select any one)** | | |  |
| 1 | Security Analysis & Portfolio Management | DSE – 6 | V Semester |
| 2 | Investment Banking & Financial Services | DSE – 6 | V Semester |
| **HUMAN RESOURCE MANAGEMENT(Select any one)** | | |  |
| 1 | Management of Industrial Relation | DSE – 6 | V Semester |
| 2 | Talent & Knowledge Management | DSE – 6 | V Semester |

## PAPER II

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **AVIATION (Select any one)** | |  |  |
| 1 | Customer/ Passenger Relationship Management | DSE – 6 | V Semester |
| 2 | Airline Finance & Insurance | DSE – 6 | V Semester |

**VI SEMESTER**

**Choose any One from Paper I or Paper II for Electives**

**PAPER I-**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **MARKETING (Select any one)** | | |  |
| 1 | Brand Management | DSE – 8 | VI Semester |
| 2 | Sales & Distribution Management | DSE - 8 | VI Semester |
| **FINANCE(Select any one)** | | |  |
| 1 | International Finance | DSE – 8 | VI Semester |
| 2 | Finance Modeling & Derivatives | DSE - 8 | VI Semester |
| **HUMAN RESOURCE MANAGEMENT(Select any one)** | | |  |
| 1 | Performance & Compensation Management | DSE – 8 | VI Semester |
| 2 | Training & Development | DSE - 8 | VI Semester |

## PAPER II

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **AVIATION (Select any one)** | |  |  |
| 1 | LogisticsforAviationIndustry | DSE – 8 | VI Semester |
| 2 | In-FlightServices | DSE - 8 | VI Semester |

**VII SEMESTER**

**PAPER I-**

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **MARKETING (Select any one)** | | |  |
| 1 | Supply chain Management | DSE – 10 | VII Semester |
| 2 | Marketing of Services | DSE – 10 | VII Semester |
| **FINANCE(Select any one)** | | |  |
| 1 | Financial Management | DSE – 10 | VII Semester |
| 2 | Personal Finance & Planning | DSE – 10 | VII Semester |
| **HUMAN RESOURCE MANAGEMENT(Select any one)** | | |  |
| 1 | Counselling & Negotiating Skills for  Managers | DSE – 10 | VII Semester |
| 2 | HRD System and Strategies | DSE – 10 | VII Semester |

## PAPER II

|  |  |  |  |
| --- | --- | --- | --- |
| **Code** | **Name** | **Category** | **Semester** |
| **AVIATION (Select any one)** | |  |  |
| 1 | AirHostess/Cabin Crew/Flight AttendantManagement | DSE – 11 | VII Semester |
| 2 | Principles of Airline and Airport Management | DSE - 11 | VII Semester |

**AcronymsExpanded**

AECC : Ability Enhancement Compulsory Course

DSC : Discipline Specific Core (Course)

SEC-SB/VB :SkillEnhancementCourse-SkillBased/ValueBasedIDEC

: Inter Disciplinary Elective Course DSE : Discipline Specific Elective

### FIRST SEMESTER

#### TITLE:FINANCIAL ACCOUNTING-I

**SubjectCode:101**

**WorkLoad:06Hoursperweek CreditPoints:06**

**Course Content**

**UnitI**

Introduction to Financial Accounting. Accounting as an Information System. Importance,Scope,andLimitations.UsersofAccountingInformation.GenerallyAcceptedAccou nting Principles. The Accounting Equation. Nature of Accounts and Rules of Debitand Credit. Recording Transactions in General Journal. Recording Transactions in three-column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase ReturnsBook, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation ofLedgerAccounts.

**UnitII**

IntroductiontoInternationalFinancialReportingStandards(IFRS).UnderstandingAccountingSt andardsissuedbytheICAIrelatedtoDisclosureofAccountingPolicies,DepreciationAccounting,a ndRevenueRecognition.MethodsofchargingDepreciation–Straight-lineMethod,andWrittendown-valueMethod.PreparationofTrialBalance.AdjustmentEntries.Post-adjustedTrial Balance. BankReconciliationStatement.

**UnitIII**

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Accountand Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statementsof a Joint Stock Company as per Companies Act 2013. Understanding the contents of aCorporateAnnualReport.PreparationofCashFlowStatementasperAS-3 (revised).

**UnitIV**

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources ofInformation;Standards of Comparison; Techniques of Financial Statement Analysis Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness ofFinancialRatios;AnalysisofFinancialRatiosfromtheperspectiveofdifferentStakeholderslikeI nvestors,Lenders,andShorttermCreditors;ProfitabilityRatios,SolvencyRatios,LiquidityRatios,andTurnoverRatios; LimitationsofRatioAnalysis.

**Readings:**

S.N.Maheshwari,SuneelK.Maheshwari,andSharadK.Maheshwari:AnIntroductiontoAccounta ncy,VikasPublishingHousePvt.Ltd.

R.Narayanaswamy,FinancialAccounting:AManagerialPerspective,PHILearningPvt.Ltd. CharlesT.Horngren,GartL.Sundem,JohnA.Elliott,andDonnaR.Philbrick,Introductionto FinancialAccounting,Pearson.

#### TITLE:ETHICSANDCORPORATESOCIALRESPONSIBILIT

**Y**

**SubjectCode: 102 WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UnitI**

Business ethics:Meaningofethics,why

ethicalproblemsoccurinbusiness.Ethicalprinciplesinbusiness:Utilitarianism:weighingsocialc ostandbenefits,Rightsandduties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, Analternative to moral principles: virtueethics,Moral issues in business: Worker’s andemployee’srightsandresponsibilities,Profitmaximizationvs.socialresponsibility.

**UnitII**

Corporategovernance:concept,Needtoimprovecorporategovernancestandards,Featuresofgoo dgovernance,Roleplayedbyregulatorstoimprovecorporategovernance, accounting standards and corporate governance, corporate disclosure, insidertrading.

The Board –Quality, Composition and role of Board, Outside Directors on the board(independent,nominee),ExecutiveandNon-Executivedirectors,SEBIclause49,directors and financial institutions in enhancing corporate governance, critical issues ingovernanceofboarddirectors,CEODuality.

**UnitIII**

Roleofauditorsinenhancingcorporategovernance,dutiesandresponsibilitiesofauditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistleblowing, precluding the need for whistle blowing. Discrimination, affirmative action, andreverse discrimination: Equalemployment opportunity, Affirmative action,

Preferentialhiring,Corporatesocialresponsibility:Meaning,Evolutionofcorporatesocialrespon

sibility, common indicators for measuring business social performance, reportingsocialresponsibilitymeasures in annualreport.

**Readings:**

ManuelGVelasquez:Businessethics-conceptsandcasesPearson. LuthansHodgettsandThompson:Socialissuesinbusiness,MacmillanUSA A.C.Fernando:BusinessEthicsPearsonEducation.

A.C.Fernando:CorporateGovernancePearsonEducation.

AdrianDavies:StrategicapproachtocorporategovernanceGowerPubCo.

N.Gopalswamy:CorporategovernanceanewparadigmA HWheelerPublishingCoLtd.

MarianneMJennings:CasesinBusinessEthicsIndianSouth-WesternCollegePublishing

KevinGibson:EthicsandBusiness,AnIntroduction,CambridgeAppliedEthicsCambridge

UniversityPress

BhanumurthyKV:EthicsandSocialResponsibilityofBusiness,PearsonEducationIndia.

#### TITLE –BUSINESS COMMUNICATION

**SubjectCode:103 WorkLoad:03Hoursperweek CreditPoints:02**

**CourseContents:**

#### UNIT1:NATUREOF COMMUNICATION

ProcessofCommunication,TypesofCommunication(verbal&NonVerbal),ImportanceofCommu nication,Different forms of Communication

Barriers to Communication Causes, Linguistic Barriers, Psychological Barriers, Interpersonal Barriers,CulturalBarriers, Physical Barriers,Organizational Barriers

**UNIT2:BUSINESSCORRESPONDENCE**

Letter Writing, presentation, Inviting quotations, Sending quotations, Placing orders, Inviting tenders,Sales letters, claim & adjustment letters and social correspondence, Memorandum, Inter-office Memo,Notices,Agenda, Minutes, Job application letter, preparingtheResume.

**UNIT3:REPORT WRITING**

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Orderofwriting, thefinal draft, check lists forreports.

**UNIT4:VOCABULARY**

Wordsoftenconfused,Wordsoftenmisspelt,CommonerrorsinEnglish.

**UNIT5:ORAL PRESENTATION**

Importance,Characteristics, PresentationPlan,Powerpointpresentation,Visualaids.

**Readings:**

Bovee,andThill,*BusinessCommunicationToday,* PearsonEducation

Lesikar,R.V.&Flatley,M.E.KathrynRentz;*BusinessCommunicationMakingConnectionsinDigit alWorld*,11thed.,McGrawHillEducation.

ShirleyTaylor,*CommunicationforBusiness,*PearsonEducation

LockerandKaczmarek, *BusinessCommunication:BuildingCriticalSkills,TMH*

LeenaSen, *CommunicationSkills*,PHILearning

##### TITLE - INTRODUCTIONTOAVIATION INDUSTRY

**SubjectCode:104**

**WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents:**

**UNIT 1- HISTORY OF AVIATION**

TheEvolutionofAviation, GrowthDrivers-IssuesandChallenges, GlobalAviationIndustry, AviationIndustryinIndia

**UNIT 2- WORLDAIRLINESANDAIRPORTS,WORLDAVIATIONBODIES**

Airports-Civil,Military, Domestic/International, Passenger/CargoTerminals, WorldAirlines,

World'sMajorAirports, IATA/ICAO-NationalAviationAuthorities&RoleofStateand

CentralGovernments**,** AirportsAuthorityofIndia

**UNIT 3- AIRPORT HANDLING**

AirportServices, StandardOperations, Freight Warehouse Management & Airline,TerminalManagement, FlightInformationCounter/ReservationandTicketing-Check

In/Issue of Boarding Pass-Customs and Immigration Formalities-Co-ordination-Security Clearance-Baggage

**UNIT4 - AVIATION IN GENERAL**

Airport & Aircraft Security , ManagerialOperations,

VariousBodiesHandlingofUnaccompanied**,** minorsandSpecialHandlingPassengersHandlingof Stretcher Passengers and Human Remains-Handling of CIP,VIP& VVIP-Coordination ofSupportingAgencies/Departments.

**Readings**

CommercialAviation101–GreyGarden

TheGlobalcommercialAviationIndustry

AviationMaintenanceManagement–HarryA.Kinnison–McGrawHill

ComeFlytheWorld:TheJet-AgeStoryoftheWomenofPanAm-JuliaCooke

AirplaneFlyingHandbook,2004-FederalAviationAdministration

CommercialAviation-AnInsider'sStory-BookbyLeRoyPaine

Airline:Styleat30,000Feet-BookbyKeithLovegrove

##### TITLE –ENGLISH LANGUAGE

**SubjectCode:105**

**WorkLoad:03Hoursperweek CreditPoints:02**

**CourseContents:**

**UNIT 1-**

* **GrammarandVocabulary-** Tenses,Active–Passivevoice,Concord
* **Vocabulary:**WordFormation
* **Language functions:** Agreeing and disagreeing,Apologizing, asking for assistance or directions,asking for permission,

Classifying,Commanding/Giving instructions, Comparing,Describing, Evaluating, Explaining, expressingobligation, Identifying, Inferring,Inquiring/Questioning,Planningandpredicting,Refusing, Reporting, Sequencing, Wishing andhoping.

**UNIT 2-**

* **Introductiontolistening:**

(a) Definitionoflistening

(b)Listeningskills

(c) Strategiesoflistening (d)Listening v/shearing

(e) Sub-skillsoflistening (f) Barriers tolistening

(g)Listeningintheworkplace

**UNIT 3-**

* **Introductiontospeaking:** (a) English
  + - 1. Receivedpronunciation
      2. Speechmechanism
      3. ClassificationofEnglishsounds–Vowels
      4. Syllablestructure
      5. Speakingasaskill

**UNIT4 -**

* **Introductiontoreading:** 
  + - 1. The readingprocesses
      2. Reading andmeaning
      3. Methodstoimprovereading
      4. Strengthenthevocabulary
      5. Barriers toreading
      6. Skillsofspeedreading

**UNIT 5 –**

* **Introductiontowriting:** 
  1. Writingprocess
  2. Paraphrasingthesentences
  3. Methodstoimprovewriting
  4. Barrierstowriting
  5. Essayformation
  6. Differenceofessaywritingandcomprehension.

**Readings**

* + 1. TheElementsof Style –William Strunk/E.B.White
    2. TheQuickand EasyWayto EffectiveSpeaking –DaleCarnegie
    3. Key to High School English Grammar and Composition - Book by H. Martin, N D V PRASADA RAO,and P.C.Wren
    4. JustListen:DiscovertheSecrettoGettingThroughtoAbsolutelyAnyone – MarkGoulston
    5. OxfordPracticeGrammarAdvanced–GeorgeYule

##### TITLE –BASICS OF COMPUTER

**SubjectCode:106 WorkLoad:03Hoursperweek CreditPoints:02**

**CourseContents :**

**Unit I:** Concept of Computers- Brief History of Computers, Generation and ItsEvolution,

Characteristics of Computers, (Hardware, Software,) Criteria for

UsingtheComputers,OrganizationsandFunctionsofComputers,Advantages,DisadvantagesofC omputers,MainAreasofComputersandtheirApplications.

**UnitII:**TypesofComputers–

Analog,Digital,Hybrid,GeneralPurposeandSpecialPurposeComputers,MicroComputers,Mini -Computers,Main-frameComputers,and SuperComputers.

**UnitIII:**OperatingSystemandOfficeAutomation:BootingConcept,MSDOS,MS Windows, MS Office, and Introduction to System Management. Overview

ofLanguages,Compliers,Interpreters,Assemblers,LAN,MAN,WAN,CommunicationChannel s.

**Unit IV:** Information Technology: Fundamentals, Perspectives, Applications andScope,IntroductiontoInternet,Browsers,Applicationsandscope.

**UnitV:** Computer Application in differentfields-BasicInformation, Data BaseManagement System: Creating, Modification of Data base files, Commands

Study,ExpressionandFunctions,SetCommands,Sorting,Indexing.

**Unit VI:** Introduction to Microsoft Excel, Introducing the ribbon on excel, customizing ribbon, Add-ins, Short cut keys, Workbook, Formatting Tables, Cells Range, format Painter, conditional formatting

Logical functions in Excel, Lookup, information and text formulas, statistics functions and financial functions, Pivot Tables, Data Queries and filtering, methods of data representation and drawing inferences from them, Pi- Chart, Area Chart, histogram, Box Plot, Scatter Plot

#### Readings

ComputerFundamentals,P.K.Sinha

IntroductiontoComputerScience,Rajaraman.V

MIS ToolsandDesign,BocchinoWilliam.A

PrinciplesofMIS,Scot,George.M

ManagementInformationandControlSystem,Kanter

### SECOND SEMESTER

#### TITLE:HUMANRESOURCEMANAGEMENT

**SubjectCode: 201**

**WorkLoad:06Hoursperweek CreditPoints: 06**

**CourseContents**

**UNIT- I**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRDdefinition, goals and challenges. The changing environment of HRM – globalization,cultural environment, technological advances, workforce diversity, corporate downsizing,changing skill requirement, HRM support for improvement programs Work life balance,HR role in strategy formulation & gaining competitive advantage.HRM issues in IndianOrganisations

**UNIT- II**

HumanResourcePlanning:Process,Forecastingdemand&supply,SkillinventoriesHuman

Resource Information System (HRIS) succession planning, Job analysis – Uses,methods,Jobdescription&Job specifications.HRaccountingandHumanResourceDevelopment(HRD)auditconcept.

Recruitment, Selection & Orientation: internal &externalsources,erecruitment,selectionprocess,orientationprocess.

**UNIT- III**

Training:Concept, Needs, Systematic approach to training ,methodsoftraining.Management development:Concept &Methods.Performance management system:concept, uses of performance appraisal, performance management methods, factors thatdistortappraisal,appraisalinterview.Careerplanning:careeranchors,careerlifestages.

Compensation: Steps of determining compensation, job evaluation, components of paystructure, factors influencing compensation levels, wage differentials & incentives, profitsharing, gain sharing, employees’ stock option plans. Brief introduction of social security,health,retirement &otherbenefits.

**UNIT- IV**

IndustrialRelations:IntroductiontoIndustrialRelations,Tradeunionsrole,types,functions,probl ems, industrial dispute- concept, causes & machinery for settlement ofdisputesgrievance,concepts,causes&grievanceredressalmachinery,discipline-concept, aspect of discipline &disciplinary procedure, Collective bargaining- concept,types,process,problems,essentialsofeffectivecollectivebargaining.

**Readings**

DeCenzo,D.A.&Robbins:FundamentalsofHumanResourceManagement,NewYork:

JohnWiley&Sons.

Dessler,G:HumanResourceManagement,Pearson.

Monappa&Saiyaddin:PersonnelManagement,TataMcGrawHill.

Management,Pearson.

#### TITLE:BUSINESSSTATISTICS

**SubjectCode:202**

**WorkLoad:06Hoursperweek CreditPoints:04**

**CourseContents :**

**Unit I:** Measures of Central Value: Characteristics of an ideal measure; Measures ofCentral Tendency- mean, median, mode, harmonic mean and geometric mean. Merits,Limitations andSuitabilityof averages. Relationship between averages. Measures ofDispersion: Meaning andSignificance. Absolute and Relative measures of dispersion -Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation,Moments,Skewness,Kurtosis.

**UnitII:**Correlation Analysis:Meaningandsignificance.CorrelationandCausation,Types ofcorrelation. Methods of studying simple correlation - Scatter diagram, KarlPearson’s coefficient of correlation, Spearman’s Rank correlation coefficient,

RegressionAnalysis:Meaningandsignificance,Regressionvs.Correlation.LinearRegression,Re gressionlines(XonY,YonX)andStandarderrorofestimate.

**Unit III:** Analysis of Time Series: Meaning and significance. Utility, Components of timeseries, Models (Additive and Multiplicative), Measurement of

trend:Methodofleastsquares,Parabolictrendandlogarithmictrend;IndexNumbers:Meaningand significance, problems in construction of index numbers, methods of constructing indexnumbers-weighted andunweighted, Test of adequacy of index numbers, chain indexnumbers,baseshifting,splicingand deflatingindexnumber.

**Unit IV:**Probability:Meaningandneed.

Theoremsofadditionandmultiplication.Conditionalprobability.Bayes’ theorem,RandomVariablediscreteandcontinuous.ProbabilityDistribution:Meaning,characteristics(Expectationandvaria nce)ofBinomial,Poisson,and Normaldistribution.Central limittheorem.

UnitV:Hypothesistesting:Concept;LevelofSignificance;Processoftesting;Testofhypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean.Using Nonparametricstatisticsforhypothesis testing.

**Readings**

S.P.Gupta(S.P.):StatisticalMethods,SultanChand&Sons,34thEdition. RichardLevin&DavidRubin:Statisticsformanagement,Prentice Hall.

Anderson,Sweeny&Williams:StatisticsforBusinessandEconomics,SouthWestern.

#### TITLE:FRENCH LANGUAGE

**SubjectCode: 203**

**WorkLoad:02Hoursperweek CreditPoints: 2**

**CourseContents :**

**UNIT - 1:**

Pronunciation - The Alphabet - The Accents; ‘Formules de politesse’; The numbers: Cardinal – Ordinal; Time; Weights & Measures; change of gender

**UNIT - 2:**

Conjugation of regular verbs in present tense; Days of the week; Months of the year; Date; The articles, Common greetings in french Name of vegetables and fruits.

**UNIT - 3:**

Name of the Countries and their Nationalities; Adjectives, Commonly used Prepositions, Plural of nouns. Describing a place (your city/ tourist place)

**UNIT - 4 :**

Self introduction, Vocabulary describing family; Describe your family; Negation; Interrogation, Conjugation of irregular verbs in present tense; Demonstrative Adjectives, Possessive adjectives, Simple translation

**READINGS**

* Larousse compact Dictionary: French-English/ English-French
* Le nouveau sans frontieres, part 1 & 2
* Conjugaison - Le Robert & Nathan
* Larousse French Grammar
* Grammaire Collection "Le NouvelEntrainezvous" level debutant
* Parlez à l’hotel by A. Talukdar
* A Votre Service 1
* French for Hotel and Torism Industry by S.Bhattacharya
* Jumelage 1 by ManjiriKhandekar and Roopa Luktuke
* Basic French Course for The Hotel Industry by Catherine Lobo& Sonali Jadhav

#### TITLE: ENVIRONMENTSTUDIES

**Code: 204**

**WorkLoad:02Hoursperweek CreditPoints: 02**

**Coursecontents :**

**Unit I:**

Introductiontoenvironmentalstudies, Multidisciplinarynatureofenvironmentalstudies;, Scopeandimportance; the need for environmentaleducation.,

Conceptofsustainabilityandsustainabledevelopment.

**UnitII:**

Ecosystems: What is anecosystem?,

Structure:foodchains,foodwebsandfunctionofecosystem:Energyflowinanecosystem,nutrientc ycleandecologicalsuccession,

EcologicalInteractions.Casestudiesofthefollowingecosystems:a)Forestecosystemb)Grassland ecosystem Desertecosystemd)Aquatic13+ecosystems(ponds,streams,lakes, rivers, oceans,estuaries)

**UnitIII:**

Biodiversity andConservation, Levels of biological diversity: genetic, species andecosystemdiversity

Bio geographic zones of India, India as a mega-biodiversitynation,

EndangeredandendemicspeciesofIndia, Threats to biodiversity: Habitat loss, poaching of wildlife,man-wildlife conflicts, biologicalinvasions, Conservationofbiodiversity:InsituandEx-situconservation ofbiodiversity.

Nature reserves, tribal populations and rights (Niyamgiri-Vedanta, POSCO), and human wildlife conflicts in Indiancontext (Sundarban-Human-Tiger encounters).,

Ecosystemandbiodiversityservices:Ecological,economic,social,ethical,aesthetic andInformational value.

**Unit IV:** Environmental Pollution and Global Environmental

IssuesEnvironmentalpollution:types,causes,effectsandcontrols;Air,water,soiland

noisepollution, Climate change, global warming, ozone layer

depletion,acidrainandimpactsonhumancommunitiesandagriculture, Nuclearhazardsandhuman healthrisks.

**UnitV:** NaturalResources:RenewableandNon-renewableResources,

Landresourcesandlandusechange;Landdegradation,soilerosion anddesertification, Deforestation: Causes and impacts due to mining, dambuilding on environment, forests, biodiversity and tribalpopulations,

Disastermanagement:floods,earthquake,cyclonesandlandslides.Resettlementandrehabilitatio nofprojectaffectedpersons;casestudies.Water:Useandover-exploitation of surface and ground water, floods, droughts,conflictsoverwater, Energyresources:Renewableandnonrenewableenergysources,useofalternateenergysources,growingenergyneeds,case studies.

#### Readings

TextBookofEnvironmentalstudies–D.K.Asthana AwarenessEnvironmentalStudiesbook5–AbhaSahgal

EssentialsofEnvironmentalScience–AndrewFriedland&RickARelyea

##### TITLE:AIRPORT FUNCTIONS OF AIRLINES

**Code: 205**

**WorkLoad:04 Hoursperweek CreditPoints: 04**

**Coursecontents :**

**UNIT I: AIRPORT PLANNING**

Introduction– Growthof air transport,Airportorganization andassociations, Classification of airports airfieldcomponents, Airtraffic Zones andapproach areas, ContextofAirportsystemplanning, DevelopmentofAirportPlanningprocess,

Ultimateconsumers, Airlinedecision, OtherAirportoperations.

**UNITII: AIRPORT OPERATIONS**

Airportplanning, Airportfunctions, OrganizationstructureofAirlineandAirportssectors, AirportAuthorities, Global and Indian scenario of Airport management(DGCA&AAI)

**UNITIII:GROUND HANDLING SERVICES**

RoleandResponsibilitiesofGroundHandlers,

GroundHandling:SelfHandlingvs.Outsourcing,

GroundHandling:CaseStudiesatIndiaandAbroad

**UNIT IV: OTHERSERVICES-RESPONSIBILITIES:**

Catering:Preparation,EscortandSecurity,Inter-terminusTransfers

MedicalServices

AccommodationandHospitality

InformationDissemination

AirportManagement

SOPforATC

#### Readings

AirportManagement–DanielPrather

AirlineandAirportOperations–EdissaUwayo

AirportOperations–NormanAshford,PierreCoutu,JohnBeasley

AircraftGroundHandling–SubashSNarayan

AirlinesOperationsAndManagement–GeraldNCookBruceGBillig

##### TITLE:PHYSICAL & HEALTH WELLNESS

**Code: 206**

**WorkLoad:02Hoursperweek CreditPoints: 02**

**Coursecontents :**

###### UNIT– I: Concept of Physical Education and Health

Definition, Aims and Objectives of Physical Education

Importance and Scope of Physical Education

Modern concept of Health, Physical fitness and Wellness

###### Module –II : Components of Physical Fitness

Physical fitness components - Speed, Strength, Endurance, Flexibility and Coordinative Abilities

Types of Physical Fitness

* Health related Physical Fitness
* Performance Related Physical Fitness
* Cosmetic fitness

Fitness Balance

###### Module – III: Principles of Exercise Programme

Activities for developing Physical Fitness Components

Exercise and Heart rate Zones

Principles of First Aid

Nutritional Balance

###### Module – IV; Yoga and Stress Management

Asanas and its effects

* Padmasana
* Halasana
* Bhujangasana
* Shalabhasana
* Dhanurasana
* Shavasana
* Vajrasana
* Chakrasana
* Trikonasana
* Padahasthasana

Postural Deformities – Corrective measures Stress Management and Relaxation Techniques

**Readings:**

· AAPHERD. “Health Related Physical Fitness Test Mannual”. 1980 Published by Association drive Reston Virginia

· ACSM Fitness Book, Leisure Press Campaign, Illions, 1996, Leisure Press, Canada · ACSM”s “Health Related Physical Fitness Assessment Manual Lippincott Williams and Walkins USA, 2005.

· B.C.Rai Health Education and Hygiene Published by Prakashan Kendra, Lucknow

· Bucher.C.A. (1979). Foundation of Physical Education (5th edition Missouri C.V.Mosby **TITLE:INTRODUCTION OF AERONAUTICS**

**Code: 207**

**WorkLoad:03 Hoursperweek CreditPoints: 02**

**Coursecontents :**

**UNIT 1: DESIGN THINKING**

Introduction,TheDesignMethod,DesignExample,DesignandAeronautics,AbriefHistoryofA ircraftDesign

**UNIT 2 :THEOPERATINGENVIRONMENT**

DesignMotivation,CharacteristicoftheAtmosphere,PressureMeasurement,TheStandardAtm osphere, Density,PressureandTemperatureAltitude

**UNIT 3: WINGS AND AIRPLANES**

DesignMotivation,Wings,HighLiftDevices,WholeAircraftLift,Whole Aircraft Drag, Mach Number Effects, Whole Aircraft AnalysisExample,Aerodynamic

**UNIT 4: STABILITYANDCONTROL**

DesignMotivation, TheLanguage, LongitudinalControl Analysis,LongitudinalStability, StabilityandControlAnalysisExample

**UNIT 5 : SIZING**

DesignMotivations, InternalLayout,StructureandWeight,GeometryConstraints,

MissionAnalysis,TheSizingEquation, Weight&Balance,

MissionAnalysisandSizingExample, Cost

**Readings**

SujathaB.ManoharandMunawarAhmed(2021),introductionTOAeronautics,JayveeIntern ationalPublications,Bangalore

### THIRD SEMESTER

#### TITLE:MICRO ECONOMICS

**SubjectCode: 301**

**WorkLoad:04Hoursperweek CreditPoints: 04**

**CourseContents**

**UNIT1:INTRODUCTION**

DemandandSupply:Determinantsofdemand,movementsvs.shiftindemandcurve,Determinan tsofSupply,Movementalongasupplycurvevs.shiftinsupplycurve;-Marketequilibriumand pricedetermination.

Elasticity of demand and supply.(c).Applicationofdemandandsupply.

**UNIT2:CONSUMERTHEORY**

Ordinal Utility theory: (Indifference curve approach): Consumer‘s preferences; Interference curves;Budget line; Consumer‘s equilibrium; Income and substitution effect; Price consumption curve and thederivationofdemandcurveforacommodity; Criticismsof thelawof demand.

**UNIT3:PRODUCTION ANDCOST**

Production:Firmasanagentofproduction.ConceptsofProductionfunction.Lawofvariableprop ortions;Isoquants; Return to scale.Economics andDiseconomies of scale.

Costs:Costsintheshortrun.Costsinthelongrun,Profitmaximizationandcostminimization.Equi libriumof thefirm, Technological Change: theverylongrun.

**UNIT4:MARKET STRUCTURE**

PerfectCompetition:Assumption;Theory of a firm under perfect competition; Demandand Revenue; Equilibrium of the firm in the short run and long run, The long run industry

supplycurve:increasing,decreasingandconstantcostindustry.Allocationefficiencyunderperf ectcompetition

Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curve undermonopoly;Allocation inefficiencyand dead-weight lossmonopoly;

Pricediscrimination.

ImperfectCompetition:Differencebetweenperfectcompetitions,monopolyandimperfectcom petition;

Monopolistic Competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Conceptsofexcess capacity; Empirical relevance.

Oligopoly:CausesfortheexistenceofoligopolisticfirmsinthemarketratherthanperfectCompet ition;Cooperativevs. Noncooperative Behaviour anddilemmaof oligopolisticfirms.

**UNIT5:INCOMEDISTRIBUTIONANDFACTOR PRICING**

Demandforfactors.Supplyoffactor,backwardbendingsupplycurveforlaborconceptsofecono micrent;Functional Distribution ofIncome.

**Readings:**

Pindyck,R.S.,D.L.RubinfeldandP.L.Mehta;Microeconomics,PearsonEducation.

N.GregoryMankiw, PrinciplesofMicroEconomics,Cengage Learning

MaddalaG.S.andE.Miller; Microeconomics: TheoryandApplications,McGraw-Hill Education.

Salvatore,D.Schaum’sOutline:MicroeconomicTheory, McGraw-Hill,Education. CaseandFair,PrinciplesofMicroEconomics, PearsonEducation Koutsiyannis,ModernMicroEconomicTheory.

CSnyder,MicroeconomicTheory:BasicPrinciplesandExtensions,CengageLearning

Bilas,RichardA.,MicroeconomicsTheory:AGraphicalAnalysis,McGraw-HillEducation.

PaulASamuelson,WilliamD Nordhaus,Microeconomics,McGraw-HillEducation.

Amit Sachdeva, Micro Economics,KusumLata Publishers

Chaturvedi,D.D.&Mittal,A.PrinciplesofMicroEconomics(English&Hindi)ed.2017.KitabM ahal,New Delhi.

#### TITLE:FINANCIAL ACCOUNTING -II

**SubjectCode: 302**

**WorkLoad:06Hoursperweek CreditPoints: 06**

**Course Contents**

#### UNIT I: THE ACCOUNTING INFORMATION

Business activities to measure, Financial statements, Effects of transactions on the accounting equations, Debits and credits, Recording transactions (journal entries).

#### UNIT II: THE FINANCIAL REPORTING PROCESS

Accrual-basis accounting (Revenue and expense reporting), Accrual-basis vs. cash-basis accounting, Adjusting entries, Income statement, Stockholder’s equity, Balance sheet, Statement of cash flows

#### UNIT III: CASH AND INTERNAL CONTROLS, RECEIVABLES AND SALES, STATEMENT OF CASH FLOWS

Cash and cash equivalents, Cash controls, Bank reconciliation, Petty cash, Reporting cash

Credit sales and accounting receivable, Net revenues, Allowance method, Accounting for notes receivable.

Cash flows from operating, investing, or financing activities, Preparing the statement of cash flows (by indirect method), Operating activities: non-cash components of net income, Operating activities:

changes in current assets and liabilities, Investing activities, Financing activities.

#### UNIT IV: INVENTORY AND COST OF GOODS SOLD, LONG-TERM ASSETS, CURRENT LIABILITIES, LONG-TERM LIABILITIES

Inventory, Cost of goods sold, Inventory cost methods, Recording inventory transactions

Property, plant, and equipment, Intangible assets, Expenditures after acquisition of assets: capitalized and expense costs, Depreciation of property, plant, and equipment, Sale of long-term assets

Current vs. long-term classification, Notes payable, Accounts payable, Payroll liabilities, Other current liabilities, Contingent liabilities

Overview of long-term debt, Pricing a bond, Accounting for a bond issue, Accounting for bond retirements, Other long-term liabilities

#### UNIT V: STOCKHOLDERS’ EQUITY

Invested capital, Common stock and preferred stock, Treasury stock, Retained earnings and dividends, Statement of stockholders’ equity

**Readings**

S.N.Maheshwari,SuneelK.Maheshwari,andSharadK.Maheshwari:AnIntroductiontoAccounta ncy,VikasPublishingHousePvt.Ltd.

R.Narayanaswamy,FinancialAccounting:AManagerialPerspective,PHILearningPvt.Ltd. CharlesT.Horngren,GartL.Sundem,JohnA.Elliott,andDonnaR.Philbrick,Introductionto FinancialAccounting,Pearson.

#### TITLE:AIRPORT STRATEGIC PLANNING

**SubjectCode: 303**

**WorkLoad:06 Hoursperweek CreditPoints: 06**

**Course Contents**

**UNIT 1: AIRPORTPLANNING:**

IntroductionGrowthofairtransport

Airportorganizationandassociations

Classification of airports airfieldcomponents

Airtraffic Zones andapproach areas

**UNIT 2 : AIRPORTPLANNINGPROCESS**

ContextofAirportsystemplanning

DevelopmentofAirportPlanningprocessUltimateconsumers

Airlinedecision

OtherAirportoperations

**UNIT 3: CONCEPTOFAIRPORTPLANNING:**

Short-termvsLong-termPlanning

PrinciplesofAirportManagement

GrowthofAirTransport

AirTrafficZones

**UNIT 4 : AIRPORTORGANIZATIONS&ASSOCIATIONS:**

AirportsunderCivilAviationAdministration

AutonomousAirportAuthorities

Multi-purposeAuthorities AutonomousCivilAviationAuthority

AirportasaBusinessEnterpriseEngine

**UNIT 5: CLASSIFICATIONOFAIRPORT’SAIRFIELDCOMPONENTS:**

FunctionsofAirfield

AirfieldComponents

Customer-focusedApproachArea

BusinessApproachArea

**Readings**

Strategicairportplanningandmarketing–EmmyArsonvalManiriho

Strategicairportplanning–RobertECaves&G.D.Gosling

AirportPlanning&Management–AlexanderWells2019

AirportPlanning&Management–AlexanderWells1986

AirportSystems–RichardDeNuevfille

AirportPlanning&Development–PaulDempsey

##### TITLE:PEOPLE MANAGEMENT

**SubjectCode: 304**

**WorkLoad:03 Hoursperweek CreditPoints: 02**

**Course Contents**

**UNIT 1 :INTRODUCTIONTOPEOPLEMANAGEMENT**

Diversityinorganisation:age,gender,ethnicity,race,andability.PeopleManagement:Meaning,F eatures,Significanceofpeoplemanagement,DifferencebetweenPeopleManagementandHuman ResourceManagement,impactofindividualandorganizationalfactorsonpeoplemanagement.

**UNIT 2:GETTINGWORKDONEANDASSESSMENTANDEVALUATION**

Gettingworkdone:Challengesofgettingworkdone,significanceofprioritizationandassigningwo rktoteammembers.

PerformanceManagement:meaning,roleofamanagerinthedifferentstagesoftheperformancema nagementprocess,TypesofPerformanceassessment,AssessmentandEvaluationProcessofevalu ationoftasksintheorganisation.Moderntoolsofassessmentandevaluationoftasksandperformanc e.

**UNIT 3: BUILDINGPEERNETWORKSANDESSENTIALS OFCOMMUNICATION**

Building Peer Networks: Understanding the importance of peer networks in anorganization; being able to influence those on whom you have no authority;challengesPeernetworkinganddifferenttypesofpeoplenetworkingintheworkplace. **Essentials of Communication:** Concept of the communication process withreflection on various barriers to effective communication and ways to overcome,TypesofCommunicationandChannelsofCommunication.

**UNIT 4 :MOTIVATION AND MANAGING SELF**

Meaning,Importanceandneedformotivation,teammotivation-meaning,importanceteammotivation,typesofMotivatorsandModernmethodsofmotivation, Reflection on what does it mean to be a people manager; building a personaldevelopmentplanforoneself,Self-

StressManagement:Causesforstress,worklifeBalance,ImportanceofWorklifebalance,Factorsin fluencingWorklifeBalance.

**Readings**

Muninarayanappa. M, Nagarajan.G, Rajkumar.S and

Raghu.V.N(2021);PublicAdministrationandBusiness,JayveeInternationalPublication,Ba ngalore.

Basu, D. D. (2015). Introduction to the Constitution of India. New York:LexisNexis.

Fadia, B. L., &Fadia, K. (2017). Indian Government and Politics.

UttarPradesh:SahityaBhawan.

Granville, A. (1999). The Indian Constitution: Cornerstone of a

Nation.Oxford:OxfordUniversityPress.

Granville, A. (2003). Working a Democratic Constitution: A History of theIndianExperience.Oxford:OxfordUniversityPress.

Kashyap,S.C.(2011).OurConstitution.NewDelhi:NationalBookTrust.

Sapru,R.K.(2012).PublicPolicy:Formation,Implementationand Evaluation.NewYork:Ster lingPublishers.

##### TITLE:UNDERSTANDING INTERPERSONAL SKILLS

**SubjectCode: 305**

**WorkLoad:03Hoursperweek CreditPoints: 02**

**Course Contents**

**UNIT 1: INTRODUCTIONTOINTERPERSONALDEXTERITY:**

Purposeofinterpersonalskills, Processofinterpersonalskills,

ImportanceofCommunicationinBusiness,

DifferencesbetweenTechnicalandGeneralinterpersonalskills, Barrierstointerpersonalskills, MeasurestoOvercometheBarrierstointerpersonalskills.

**UNIT 2: TYPESOFINTERPERSONALSKILLS:**

Typesofinterpersonalskills, VerbalCommunication-Importanceofverbalcommunication,

Advantagesofverbalcommunication- Advantagesofwrittencommunication,

SignificanceofNon-verbalCommunication

**UNIT 3: ORALINTERPERSONALSKILLS:**

OralBusinessPresentation-Purpose–Audience-Locale,Stepsin Makinga PresentationResearchandplanning-Structureandstyle-Preparation–PresentationDeliveringaPresentation.

**UNIT 4 : MEETINGS:**

TypesofMeetings**,** ImportanceofBusinessMeetings**,** DifferentTypesofBusinessMeetings**,**

SelectingparticipantsDevelopingAgendas-OpeningMeetings-

Establishinggroundrulesformeetings-TimeManagement-EvaluatingtheoverallmeetingClosing meetings**,** CommonMistakesMadeatMeetings.

**UNIT 5 : PRACTICAL - WRITING E-MAIL:**

PrinciplesofE-mail, E-mailEtiquette, OvercomingProblemsinE-mailCommunication ConductingMeetings, Evaluationsofmeetingprocess, OrganizingBusinessMeetings

**Readings**

1. Interpersonalskillsat work– John Hayes
2. Trainingininterpersonal –Phillip L.Hunsaker &Stephen P. Robbins
3. Howto WinFriendsandInfluence People -Book byDale Carnegie
4. CrucialConversations:ToolsforTalking WhenStakesAreHigh, SecondEdition
5. Interpersonal Relationships: Professional Communication Skills - Book by Elizabeth Arnold and KathleenUndermanBoggs
6. Howto InstantlyConnect With Anyone:96 All-newLittle TricksforBig SuccessBook byLeilLowndes
7. TheFineArt ofSmallTalk: Howto StartaConversation -Book byDebraFine **TITLE:PASSENGER AND CUSTOMER BEHAVIOUR**

**SubjectCode: 306**

**WorkLoad:03Hoursperweek CreditPoints: 02**

**Course Contents**

**UNIT 1- INTRODUCTIONOFCUSTOMERSERVICE:**

Customerserviceclassification, PassengerExpectations, ServiceQuality,

Passengerexperiencemanagement, Grievanceandcomplaintmanagementsystem, Servicerecovery

Communicationwithpassengers/customers

**UNIT 2- CUSTOMERSERVICECLASSIFICATION**

Objectives, Introduction, Characteristicsofpassengerservice, Classificationofpassengerservice, Goal of passenger service:

customers/passengers’satisfaction

**UNIT 3 - MEETINGANDGREETINGOFTHEPASSENGERS/CUSTOMERS:**

Identifyingpassengersneedsandwants, Identifying passenger’spersonalities, Types of passengers/customerspersonalities, Passengers/Customersstatedandunstatedneeds,

TriggersandCustomers/passengersNeeds,

WhatCustomers/passengersReallyNeeds,Wants,andExpects,

EffectiveCustomerCareandPositiveAttitude,. ChangingScenarioinCustomers/passengers, Expectations

**UNIT 4- QUALITY OF SERVICE**

TheTwoDimensionsofServiceQuality, TechnicalQuality, FunctionalQuality,

FactorsInfluencingExpectedQuality, DeterminantsofServiceQuality

**PRACTICAL**

**Passenger/CustomerTacklingSkills**

* Customers/passengersLoyalty
* Factorsaffectingpassengers/customersLoyalty
* Importance of Customers/passengersLoyalty
* ReasonsforpassengersGrievance
* BehaviourofAggrievedpassengers
* ComplaintManagement
* BenefitsofServiceRecovery
* Customers/passengersResponsetoServiceFailure
* StrategiesforServiceRecovery
* TeamWork
* Listening to theCustomer

**Readings**

* 1. PassengerBehaviour–RobertBor
  2. ConsumerBehaviour–MichaelSolomon
  3. ConsumerBehaviour –JimBlythe
  4. ConsumerBehaviour–RamanujMajumdar
  5. ConsumerBehaviour&Analytics–AndrewJSmith

### FOURTH SEMESTER

#### TITLE:ENTREPRENEURSHIPDEVELOPMENT

**SubjectCode:401 WorkLoad:05Hoursperweek CreditPoints: 04**

**CourseContents:**

**UNIT-1 ENTREPRENEURIAL MANAGEMENT**

The evolution of the concept of entrepreneurship, John Kao’s Model on

Entrepreneurship,IdeaGeneration,IdentifyingopportunitiesandEvaluation;BuildingtheTeam/ Leadership;Strategicplanningforbusiness;Stepsinstrategicplanning,Formsofownership – Sole proprietorship; partnership; limited liability partnership and corporationform of ownership; advantages/disadvantages, Franchising; advantages/disadvantages offranchising; types of franchise arrangements; franchisecontracts; franchise

evaluationchecklist,Financingentrepreneurialventures;Managinggrowth;Valuationofanewco mpany;HarvestingandExitStrategies; CorporateEntrepreneurship

**UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION**

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerialresponsibilities,CreativeTeams;SourcesofInnovationinBusiness;ManagingOrgani zationsfor Innovation andPositiveCreativity.

**UNIT-3 SOCIAL ENTREPRENEURSHIP**

IntroductiontoSocialEntrepreneurship;CharacteristicsandRoleofSocialEntrepreneurs;

Innovation and Entrepreneurship in a Social Context; Start-Up and EarlyStage VentureIssues in creating and Sustaining a Non-profits Organization;

FinancingandRisks;Business Strategiesand Scalingup.

**UNIT-4 FAMILY BUSINESS AND ENTERPRENEURSHIP**

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds offamily firms ;Culture and evolution of family firm; Managing Business, family andshareholder relationships ;Conflict and conflict resolution in family firms ; ManagingLeadership,successionandcontinuity;women'sissuesinthefamilybusiness ;Encouragingchangeinthefamilybusinesssystem.

**UNIT-5FINANCINGTHEENTREPRENEURIALBUSINESS**

Arrangementoffunds;Traditionalsourcesoffinancing,Loansyndication,Consortiumfinance,rol eplayedbycommercialbanks,appraisalofloanapplicationsbyfinancialinstitutions,Venturecapit al.

**Readings**

Burns,P.(2001).Entrepreneurshipandsmallbusiness.NewJersey:Palgrave.

Drucker,P.F.(2006).Innovationandentrepreneurship:Practiceandprinciples.USA:Elsevier.

Gersick, K. E., Davis, J. A., Hampton, M. M., &Lansberg, I. (1997). Generation togeneration: Life cycles of the family business. Boston: Harvard Business SchoolPress.

#### TITLE:CONSTITUTION OF INDIA

**SubjectCode: 402 WorkLoad:03Hoursperweek CreditPoints: 02**

**CourseContents**

**UNIT I: INTRODUCTION TO CONSTITUTION:**

Meaning and importance of the Constitution, salient features of Indian Constitution. Preamble of the Constitution. Fundamental rights- meaning and limitations. Directive principles of state policy and Fundamental duties -their enforcement and their relevance.

**UNIT II: UNION GOVERNMENT:**

Union Executive- President, Vice-president, Prime Minister, Council of Ministers. Union Legislature- Parliament and Parliamentary proceedings. Union Judiciary-Supreme Court of India – composition and powers and functions

**UNIT III: STATE AND LOCAL GOVERNMENTS:**

State Executive- Governor, Chief Minister, Council of Ministers. State Legislature-State Legislative Assembly and State Legislative Council. State Judiciary-High court. Local Government-Panchayat raj system with special reference to 73rd and Urban Local Self Govt. with special reference to74th Amendment

#### UNIT IV:ELECTION PROVISIONS, EMERGENCY PROVISIONS, AMENDMENT OF THE CONSTITUTION

Election Commission of India-composition, powers and functions and electoral process. Types of emergency-grounds, procedure, duration and effects. Amendment of the constitution- meaning, procedure and limitations.

**Readings**

M.V.Pylee, “Introduction to the Constitution of India”,4th Edition, Vikas publication,2005

Durga Das Basu( DDBasu) , “Introduction to the constitution of India”,(Student Edition),19th edition,Prentice-Hall EEE, 2008.

#### TITLE:AIR TICKETING MANAGEMENT

**SubjectCode: 403 WorkLoad:06 Hoursperweek CreditPoints:06**

**CourseContents**

**UNIT I - CONCEPTOFAIRTICKETING:**

OneWayandReturnTrip,Circletripjourney,openjaw, add-on, mixed classjourney

HIPcheck,BackHaulMinimumCheck(BHC)

CTM check Indirect TravelLimitation

Aroundtheworldfare,specialfares

**UNIT II - FUNDAMENTALSOF AIRTICKETING**

Airline&Airportcodes

Fareconstructionrules andpolicies

Elementarylocation&Geography

**UNIT III- COMPONENTSOFTICKETING**

TouristAccommodation

TravelSales

Ticketingformalities

Customerservice

**UNIT IV**

ReviewofbasicFareConstructionPrinciples,Themileagesystem

Lowest combinationprinciple

AroundtheWorldFares,“OpenJaw”Journeys

Re – routingsitenary

CollectionofFares

**Readings**

Flight reservation and airline ticketing – Jitendra K Sharma

Airfaresandticketing–DorisSDavidoff&PhilipSDavidoff **TITLE:MANAGEMENT ACCOUNTING**

**SubjectCode: 404**

**WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents**

**UNIT I**

Nature, Scope of Management Accounting: Meaning, definition,nature and scope ofManagement Accounting; Comparison of Management Accounting with Cost AccountingandFinancialAccounting.Costconcepts:Meaning,Scope,Objectives,andImportance of

Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost,Components oftotal Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semivariable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant,andIrrelevantCosts;Shut-down,andSunkCosts;Controllable,andUncontrollableCosts; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-ofpocketCosts;OpportunityCosts;Expired,andUnexpiredCosts;ConversionCost.CostAscertainm ent: Cost Unit and Cost Center. Introduction to Overhead allocation,

Overheadapportionment,and Overhead absorption.

**UnitII**

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, CostBreak-evenPoint, Composite Break-even Point, Cash Break-even Point, Key Factor,Break-even Analysis. Relevant Costs and Decision Making: Pricing, Product Profitability,Make or Buy, Exploring new markets, Export Order, Sell or Process Further, Shut downvs.Continue.

**UnitIII**

BudgetsandBudgetaryControl:Meaning,TypesofBudgets,StepsinBudgetary Control,Fixedand FlexibleBudgeting,CashBudget.ResponsibilityAccounting:Concept,Significance,Diffe rentresponsibilitycenters,Divisionalperformance–Financialmeasures,Transferpricing.

**UnitIV**

StandardCostingandVarianceAnalysis:MeaningofStandardCostandStandardCosting,

Advantages, Limitations and Applications; Material, Labor, Overhead and

Salesvariances.IntroductiontoTargetCosting,LifeCycleCosting,QualityCosting,andActivitybas ed Costing.

**Readings:**

C.T.Horngren,GaryL.Sundem,JeffO.Schatzberg,andDaveBurgstahler:Introductionto

ManagementAccounting,Pearson

M.N.Arora:ATextbookofCostandManagementAccounting,Vikas PublishingHousePvt.Ltd. M.Y.Khan,andP.K.Jain,ManagementAccounting:TextProblemsandCases,McGrawHill Education(India)Pvt.Ltd.

S.N.Maheshwari,andS.N.Mittal,CostAccounting:TheoryandProblems,ShreeMahavirBookDep

ot (Publishers)

#### TITLE:MANAGEMENT & ORGANISATIONAL BEHAVIOUR

**SubjectCode:405**

**WorkLoad:03 Hoursperweek Credit Points:02**

**CourseContents:**

**UnitI**

BasicformsofBusinessOwnership;Specialformsofownership:Franchising,Licensing,Leasing; Choosingaform ofBusinessownership;CorporateExpansion:mergersand acquisitions, diversification,forwardandbackwardintegration,jointventures,Strategic alliance.

Evolution of Management Theory. Managerial functions and Roles.Insights from Indian practices andethos.

**UnitII**

OverviewofPlanning:TypesofPlans&Theplanningprocess;Decisionmaking:Process,Typesan dTechniques.Control:Function,ProcessandtypesofControl; Principles of organizing: Commonorganisationalstructures;Delegation&Decentralization:Factorsaffectingtheextentofd ecentralization,ProcessandPrinciplesofdelegation.

**UnitIII**

ImportanceoforganizationalBehaviour.PerceptionandAttribution:Concept,Nature,Process,Pe rsonality: Personality: Learning: Concept and Theories of Learning, reinforcement,,.Motivation:Conceptsandtheirapplication,Need,Content&Processtheories,Co ntemporaryLeadershipissues:Charismatic,TransformationalLeadership.EmotionalIntelligenc e

**UnitIV**

Groups andTeams:Definition,DifferencebetweenGroupsandteams;StagesofGroup

Development,GroupCohesiveness, Typesof teams. Analysis of

InterpersonalRelationship:TransactionalAnalysis,JohariWindow

Organisational PowerandPolitics:Natureof organisational politics. Conflict:Concept, Sources,Types,Stagesofconflict,Managementofconflict,OrganisationalChange:

Concept,Resistancetochange,Managingresistancetochange,ImplementingChange,KurtLewin TheoryofChange.ManagingStress:InsightsfromIndianethos

**Readings:**

Koontz&HeinzWeihrich:EssentialofManagement,McGrawHill.

LuthansFred:OrganisationalBehaviour,TataMcGrawHill.

Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. -

OrganisationalBehaviour;Tata McGrawHill.

NewstromJohnW.:OrganisationalBehaviour,TataMcGrawHill.

RichardL.Daft:PrinciplesofManagement,CengageLearningIndia.

RobbinsStephenP:OrganisationalBehaviour,Pearson.

StephenP.Robbins&MaryCoulter:Management,Pearson.

Stoner&Wankel:Management,PrenticeHallofIndia.

Y.K.Bhushan:FundamentalsofBusinessOrganisation&Management,SultanChand&Sons. NavinMathur,ManagementGurus,NationalPublishingHouse,NewDelhi **TITLE:INTERVIEW SKILLS**

**SubjectCode: 406 WorkLoad:02 Hoursperweek CreditPoints:02**

**CourseContents**

**Unit I**:

MeaningandElementsofinterview–

Oral,Observational,facetoface,Conversational,Personalevaluation.Preinterviewstage:Biodatapreparation,Factorsconsideredinselectingacompany,factorsinchoosingajobforapplying,cer tificatearrangements.

**Unit II**:

Preparingforinterview:DressCode,Punctuality,Avoidingtensionsandnervousness,Qualities observed duringthe interview.

**UnitIII**: Attitudeformation– reasonsfornegativeattitude,components,functionsanddevelopingpositivemental attitude.

**UnitIV**:

Territoriesandzones–Territorialgestures,expectancy.Understandingattitudesbybodygestures.

**UnitV**:

Gesturesand theirimplications –Palm Gesturesand smilinggestures.Hand and armgestures,LegGestures, Pointers, gestures.

**Readings:**

VinayMohan – Understanding BodyLanguage-PustakMahal publications.

DianeBerk–Preparingforinterview,VivaBooksPvt. Ltd

### FIFTH SEMESTER

#### TITLE:INTERNSHIP

**SubjectCode:501 WorkLoad:03 Hoursperweek CreditPoints:02**

**CourseContents**

Each student shall undergopractical training of six weeks during the vacation afterfourth semester in an approved business/industrial/service organizationand submit twocopies of summer training report to the Director/Principal of the Institution before theViva-voce. On the basis of training report, Viva –Voce shall be conducted within a week ofthecommencementofthesession.Marksshallbeawardedbyinternalandexternalexaminer and marks awarded by them shall be averaged to determine the marks of thestudents.

#### TITLE:LOGISTICS AND AIR CARGO MANAGEMANT & HANDLING

**SubjectCode: 502 WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents**

**Unit: 1**

Introduction to Logistics: History of Logistics Need for logistics-Cost and Productivity, cost saving & Productivity improvement. Logistics Cost, reduction in logistics cost, benefits of efficient Logistics, Principles of Logistics, Technology & Logistics -Informatics, Logistics optimization. Listing of Sub-sectors of Logistics

**Unit: 2**

Logistics and Customer Service Definition of Customer Service Elements of Customer

Service-Phases in Customer ServiceCustomer Retention -Procurement and Outsourcing Definition of Procurement/Outsourcing - Benefits of Logistics Outsourcing -Critical Issues in Logistics Outsourcing

**Unit: 3**

Global Logistics Global Supply Chain -Organizing for Global Logistics-Strategic Issues in Global Logistics -Forces driving Globalization -Modes of Transportation in Global Logistics Barriers to Global Logistics -Markets and Competition -Financial Issues in Logistics Performance -Integrated Logistics -Need for Integration -Activity Centres in Integrated Logistics. Role of 3PL&4PL.

**Unit: 4**

Warehouse and Transportation Warehouse-Meaning, Types of Warehouses Benefits of Warehousing - Transportation-Meaning; Types of Transportations, efficient transportation system and Benefits of efficient transportation systems - Courier/Express -Courier/ExpressMeaning, Categorization of Shipments, Courier Guidelines, Pricing in Courier -Express Sector for international and domestic shipping - ECommerce -Meaning, Brief on Fulfilment Centres, Reverse logistics in e-commerce sector, Marketing in e-commerce and future trends in e-commerce.

**Unit: 5**

Exim Brief on EXIM/FF & CC, Multi-modal transportation, brief on customs clearance, bulk load handling and brief on trans-shipment – Supply Chain – Cold Chain – Liquid Logistics – Rail Logistics Text

**READINGS**

1.Course material reference from LSC

2.Fundamentals of Logistics Management (The Irwin/Mcgraw-Hill Series in Marketing), Douglas Lambert, James R Stock, Lisa M. Ellram, McGraw-hill/Irwin, First Edition, 1998.

3.Vinod V. Sople (2009) Logistic Management (2nd Edn.) Pearson Limited.

#### TITLE:MACRO ECONOMICS

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I:**

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

**Unit II:**

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier ( investment, Government expenditure, lump sum tax, foreign trade), effect of fiscal and monetary policy, crowding out, composition of output and policy mix, policy mix in action; ISLM model : properties of ISLM curves, factors affecting the position and slope of ISLM curves, determination of equilibrium income and interest rates, effect of monetary and fiscal policy, relative effectiveness of monetary and fiscal policy.

**Unit III:**

Money: functions of money, quantity theory of money, determination of money supply and demand, H theory of money multiplier, indicators and instruments of monetary control; Inflation: meaning, demand and supply side factors, consequences of inflation, antiinflationary policies, natural rate theory, monetary policy-output and inflation, Phillips curve (short run and long run)

**Unit IV:**

Open Economy: brief introduction to BoP account, market for foreign exchange and exchange rate, monetary and fiscal policy in open economy, Mundell Fleming model (perfect capital mobility and imperfect capital mobility under fixed and flexible exchange rate)

#### Readings

1. Froyen, R.P. (2011): Macroeconomics-theories and policies (8th ed.). Pearson:
2. Dornbusch and Fischer (2010). Macroeconomics (9th ed.). Tata McGraw Hill
3. N Gregory Mankiw (2010). Macroeconomics (7th ed.). Worth Publishers
4. Olivier Blanchard, Macroeconomics (2009). (5th ed.) Pearson

##### TITLE:AVIATION SAFETY & SECURITY MANAGEMENT

**WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents**

**Unit 1**

###### Accident Causation

Accident causation models. Classifications. Regulatory bodies, rules and procedures. Reporting System. Root cause analysis.

**Unit 2**

###### Failures and Reliability

Failures. Failure rate. MTBF. Reliability assessment. System Reliability. Failure prevention tools. Maintenance errors and human factor.

**Unit 3**

###### Security Practices

Threats. Role of Intelligence. Total Approach: Passengers, Employees, Cargo and others. Screening and access control. Inflight security measures. Security Technologies. Enforcement.

**Unit 4**

###### Systems and Management

Safety Management System. Sustainability Management. Hazard analysis and control. Contingency. Crisis Management. Emergency Response. Performance indicators. Quantitative techniques. Personnel Competence. Safety Culture. Emerging issues and technologies. **Unit 5**

###### Legal Issues

Legal issues related to safety and security management, notably legal systems, law of contract and law of negligence.

#### Readings

Redrigues, C.C. and Cusick, S.K., *Commercial Aviation Safety*, McGraw Hill, latest edition.

Price, J.C. and Forrest, J.S., *Practical Aviation Security*, Elsevier BH, latest edition.

Ferguson, M. and Nelson, S., *Aviation Safety: a balanced industry approach*, Delmar Cengage Learning, latest edition.

O’Connor, P.D.T., *Practical Reliability Engineering*, Wiley, latest edition.

##### TITLE:LEADING& TEAM WORK

**WorkLoad:02 Hoursperweek CreditPoints:02**

**CourseContents**

###### Unit I –

Introduction to Leadership & Team Management; Leadership Myths; Interactional Framework for analyzing leadership; Leadership Development: The First 90 Days as a Leader; Leader Development- The Action-Observation-Reflection Model.

###### Unit II –

Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

**Unit III –** Power and Leadership; The art of influence in leadership; Leadership and “Doing the Right Things;

Character-Based Approach to Leadership; Role of Ethics and Values in OrganisationalLeadership;LeadershipBehaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multirater Feedback Instruments.

**Unit IV-** Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader’s role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development

**Unit V** -Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams; Building great teams

###### Readings –

Leadership: Enhancing the lessons of experience by Hughes, R.L., Ginnett, R.C., &Curphy, G.J. (2019), 9th Edition, McGraw Hill Education, Chennai, India.

### ELECTIVE SUBJECTS

#### PAPER I (CODE- 506) DSE-04

##### MARKETING

###### 1. TITLE:CONSUMER BEHAVIOUR

**WorkLoad:04 Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I: INTRODUCTION:**

Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments.

**UNIT II: CONSUMER AS AN INDIVIDUAL:**

Consumer motivation; consumer involvement, personality and self concept; perception consumer learning and memory; information processing, attitudes and changing attitudes

**UNIT III: CONSUMER IN SOCIAL AND CULTURAL SETTINGS:**

Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization.

**UNIT IV: CONSUMER DECISION PROCESS:**

Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**UNIT V: CONSUMER SATISFACTION:**

Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Readings

Schiffman and Kanuk: Consumer Behaviour

Engle, Blackwell and Minriad: Consumer Behaviour

Zaltman and Wallendorf: Consumer Behaviour

Mellot, Douglas W. Tr. : Consumer Behaviour

Loudon and Della Bitta: Consumer Behaviour

Benneton: Consumer Behaviour

###### 2. TITLE:INTERNATIONAL MARKETING

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I: Introduction to International Marketing:**

Meaning, nature and scope of international marketing; international marketing distinguished from domestic marketing. Exporting, international trade and international business; international marketing management process- an overview.

**Unit II: International marketing Environment:**

Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, tariff and non-tariff barriers; WTO,

UNCTAD, generalized system of preferences (GSP), regional economic groupingsEuropean Union (EU), NAFTA, ASEAN, etc., facilities and incentives schemes for exporters.

**Unit III: International Product/ Market Selection and Entry Modes:** Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary.

**Unit IV: International Product Planning and Pricing:** Product in international context, standardization vs. adoption decision, other considerations; packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods, decisions and pricing process, price quotations and related considerations.

###### Reading

Vern Terpestra, Internation Marketing, Southwest Publication, 2005

Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.

##### FINANCE

###### 1. SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

* Principles of Investment-Investment Objectives and Constraints, Fixed and Variable Return, Securities- Shares, Debentures, Government Securities, Derivatives, Commercial Papers, Different Modes of Investment and Investment Consideration.
* Security Evaluation- Security Evaluation Model, Fundamental AnalysisEconomic, Company and Industry Analysis, Technical Analysis and Random Walk Hypothesis, Efficient Market Hypothesis Forms and Tests.
* The Risk- Return Framework, Types of Risk, Risk Evaluation, Hedging and Speculation Calculation of Return. Valuation of Fixed Income Investments and Equity shares.
* Meaning and Importance of Stock Exchanges- Important Provisions Relating to Functioning of Stock Exchanges under Securities Regulations and Control Act. Latest Development in Securities Market, Control and SEBI Guidelines.
* Concept of Portfolio- Need, Types of Diversification, Elements of Portfolio Management, Determining the Expected Risk and Return on Portfolio, Sharpe Pricing Theory, Portfolio

Investment strategy, Risk Management Strategy, Determining Optional Portfolio,

Performance Evaluation, Portfolio Revision Techniques, Bond,Equity Portfolio Management, Portfolio Insurance.

* International Diversification, Risk in International Investment, International Investment Strategy, Return Forecasts. Portfolio Management services, SEBI Guidelines for Portfolio Managers.

###### Readings

Apte, P G -International Financial Management

Haugen Robert H -Modern Investment Theory

INVESTMENT BANKING & FINANCIAL SERVICES

Hoursperweek CreditPoints:04

**CourseContents**

**Unit I: Introduction:** An Overview of Indian Financial System, Investment Banking in India, Recent

Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant

Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of

Lead Managers, Regulations regarding Continuance of association of lead manager with an issue

**Unit II: Issue Management:** Public Issue: classification of companies, eligibility, issue pricing, promoter’s contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter’s contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters

**Unit III: Leasing and Hire Purchase :**Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems (only Lessee’s angle), Hire Purchase interest &Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase mathematics of HP, Factoring, forfaiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, Fixing the amount of loan, repricing of a loan, floating vs. fixed rate, Practical problems on housing finance.

**Unit IV: Venture Capital:** Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: concept, securitization as a funding mechanism, Traditional and non- traditional mortgages, Graduated-payment mortgages (GPMs), Pledged-Account Mortgages (PAMs), Centralized Mortgage obligations (CMOs), Securitization of non mortgage assets, Securitization in India.

Readings

M.Y.Khan: Financial Services, Tata McGraw – Hill.

Machiraju: Indian Financial System, Vikas Publishing House.

J.C.Verma: A Manual of Merchant Banking, Bharath Publishing House

##### HUMAN RESOURCE MANAGEMENT

###### 1. MANAGEMENT OF INDUSTRIAL RELATION

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I** -Concept of industrial relations, aspects of industrial relations, conflict and cooperation, parties in industrial relations, workers employers and government, trade unions, objectives collective bargaining.

**Unit II-**Workers participation in management, levels of participation, mode of participation Works Committee, Joint Management councils, Worker Director, Grievance Procedure, Quality Circles.

**Unit III** -Trade Union Act 1926, Immunity granted to Registered Trade Unions, Recognition of Trade Unions. The Industrial Employment (Standing Orders) Act 1946, scope, coverage, certification process, modification, interpretation, and enforcement. The Industrial Disputes Act 1947, forum for settlement of disputes, instruments of economic coercion, strikes, lockouts and closure.

**Unit IV**- Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Payment of Gratuity Act 1972, The Minimum Wages Act 1948,and The Payment of Bonus Act 1965.

**Unit V** The Factories Act 1948, definition, approval, licensing and registration, health and welfare measures ,employment of women and young persons ,leave with wages and weekly holidays.

**Unit VI** The salient features ,coverage of employees and employers, and benefits under The Provident Fund and Miscellaneous Provisions Act 1952 and Employees Pension Scheme and Employees State Insurance Act 1948.

###### READINGS

1. S C Srivastava: Industrial Relations and Labour Laws, Vikas Publishing House.
2. T N Chhabra: Industrial Relations and Labour Laws, Dhanpat Rai Publishing House.

###### TALENT & KNOWLEDGE MANAGEMENT

Hoursperweek CreditPoints:04

**CourseContents**

**Unit 1**- Meaning and importance of talent management, Talent management Grid, Creating talent management system, Strategies of talent management.

**Unit 2** - Competency model, Competency mapping, Role of leaders in talent management, Talent management and competitive advantage.

**Unit 3** -Elements of knowledge management, Advantages of knowledge management, Knowledge management in learning organisations. Types of Knowledge: Tacit and Explicit .Managing knowledge workers.

**Unit 4** - Knowledge management process, Approaches to knowledge management: Knowledge management solutions, Knowledge creation, Knowledge sharing, Knowledge dissemination, Knowledge management life cycle, Nonaka’s model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping.

**Unit 5**- Knowledge management strategies: Aligning individual needs with organisation, Reward systems for knowledge management, Knowledge audit, Benchmarking, Balance score card, Gap analysis.

Readings

1. Lance A. Berger, Dorothy Berger: Talent management handbook, McGraw Hill New York.
2. Cappeli Peter: Talent on Demand –Managing Talent in an age of uncertainty, Harvard Business press.

#### PAPER II (CODE- 506) DSE-06

##### AVIATION

**1. TITLE:CUSTOMER / PASSENGER RELATIONSHIP**

###### MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I- ANINTRODUCTIONTOCUSTOMER/PASSENGERCARE:**

Natureofcustomerservice,changingcustomerbehaviour andexpectation, Customerretention Whatisexcellentservice?

Personalversus material service, Customer RelationManagement(CRM)

**UNIT II- LISTENING TO CUSTOMERS/PASSENGERS:**

Barriers to listening, monitoring of complaints andcompliments

Monitoring customer satisfaction, measuringcustomer loyalty, involving employees when measuringprocessRecognizingachievement.

**UNIT III- TRAININGANDDEVELOPMENTFORCUSTOMERSERVICE:**

Importanceoftraininganddevelopmentincustomerservice, identifying training and developmentobjectives

Training and development formanagers

Buildcustomerserviceintoalltraining

Review and refresh training anddevelopment.

**UNIT IV- COMMUNICATIONS:**

Disseminating the message, developing acommunicationsstrategy

ReinforcingthemessageTipsoneffectiveinternalcommunication, Recognition andreward Motivation,Performancemanagement,developingarewardand recognitionschemes Sustainingacustomerfocus.

**Readings**

Customersupport–DonnaKnapp

CustomerexpectationManagement-TerrySchurter

VoiceofCustomer-Dr.JohnAnton

Customersatisfaction-Avinashnarula

Customerloyalty –Stephen. A.Butscher

CustomerCareExcellence:HowtoCreateanEffective CustomerFocus-Sarah Cook **TITLE:AIRLINE FINANCE & INSURANCE**

Hoursperweek CreditPoints:04

**CourseContents**

**UNIT -1: 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

**UNIT – 2: 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

**UNIT – 3: 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

**UNIT – 4: PRINCIPLES OF INSURANCE & RISK MANAGEMENT**

History of Aviation insurance – Basic Principles of Insurance – Basic Terminologies in General Insurance. , Insurers – Risk & Insurance – Risk Management

**UNIT – 5: AIVATION 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.

**Readings**

1. Peter.S. Morrel, ―Airline Finance‖, Ashgate
2. M.N. Mishra: Insurance principles and practices

### SIXTH SEMESTER

#### TITLE:AIRLINE CUSTOMER SERVICES

**SubjectCode: 601 WorkLoad:04Hoursperweek CreditPoints:02**

**CourseContents**

##### Unit 1: Introduction to Customer Service

What Is Customer Service; Developing a Customer-Centric Mind-set; Who Are Your Customers;

Internal Customers; External Customers; When & Where Does Customer Service Take Place; The

Need for Customer Service; Rewards; Penalties; What Does Customer Service Mean to You; Unpleasant Experiences; Satisfying Experiences; Developing a Customer Friendly Attitude; Evaluation

##### Unit 2: Communication Skills

Developing Effective Communication Skills; Presenting a Professional Image; Non-verbal

Communication Skills; Body Language; Key Body Language Aspects; Physical Distance; Verbal

Communication Skills; Choice of Words; Tone of Voice; The Choice of Words; The Close; Being

Positive; Tone of Voice; Inflection; Energy; Volume; Pace; Types of Communication - Verbal / Non- Verbal / Body language/ Written / Visuals / Multi – Media; The Art of Listening / Listening Skills; Questioning Techniques; Barriers to Communication & How to overcome it; Perception in Communication.

##### Unit 3: Customer Analysis: Knowing your customer

Knowing Your Customer; Customer Expectations; Assertive Working Style – Results Oriented;

Analytical – Details-Oriented; Amiable – People-Oriented; Dominant Behavioral Style; Determining

Your Level of Service; Etiquette – Social & Business; The WOW Factor – Going the extra mile; Empathy in Customer Service

##### Unit 4: Telephone Customer Service

Mastering the Telephone; Answering the Telephone; A Professional Greeting; Active Listening;

Putting Callers on Hold; Recommendations; Transferring a Call; Taking a Message; Voice Mail; Closing the Call

##### Unit 5: Time Management Strategies

Time Management; Taking Control of Your Time; Time Analysis: Task Identification; Task Analysis;

Personal Suitability; Efficiency; Task Analysis; Task Prioritization; Relative Importance; Time-frame; Time Wasters; Stress Management

#### TITLE:VALUE EDUCATION

**SubjectCode: 602 WorkLoad:03Hoursperweek CreditPoints:02**

**CourseContents**

**Unit I.** Values and Individual Values meaning – the significance of values – classification of values – needs of value education – values and the individual – self-discipline, self-confidence, self-initiative, empathy, compassion, forgiveness, honesty and courage.

**Unit II.** Values of Religion and Society Karma yoga in Hinduism – love and justice in Christianity – brotherhood in Islam, compassion in Buddhism – ahimsa in Jainism and courage in Sikhism – need for religious harmonyDefinition of society – democracy – secularism –socialism –gender justice – human rights – socio political awareness – social integration – social justice.

**Unit III.** Professional values &Role of social institutions in value formation Definition – accountability –willingness to learn – team sprit- competence development – honesty – transparency – respecting others – democratic functioning –integrity and commitment. Role of family – peer group – society – educational institutions – role models and mass media in value formation.

##### Readings

: 1. M.G.Chitakra: Education and Human Values, A.P.H.Publishing Corporation, New Delhi, 2003 2. Chakravarthy, S.K.: Values and ethics for Organizations: Theory and Practice, Oxford University Press, NewDelhi , 1999.

3. Satchidananda, M.K.: Ethics, Education, Indian Unity and Culture, Ajantha Publications, Delhi, 1991

#### TITLE:BUSINESS LAW

**SubjectCode: 603 WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents**

**UNIT1:THEINDIAN**

**CONTRACTACT,1872:GENERALPRINCIPLESOFCONTRACT**

Contract–meaning,characteristicsandkinds

Essentialsofavalidcontract-

Offerandacceptance,consideration,contractualcapacity,freeconsent,legalityof objects.

Voidagreements

Dischargeofacontract–modesofdischarge,breachandremedies againstbreachofcontract.

Contingentcontracts

Quasi–contracts

**UNIT2:THEINDIAN CONTRACTACT,1872:SPECIFICCONTRACTS**

Contractof IndemnityandGuarantee, ContractofBailment, Contractof Agency

#### UNIT3:THESALEOF GOODSACT, 1930

Contractof sale,meaninganddifferencebetweensaleandagreement tosell.

Conditionsandwarranties

Transfer ofownership in goods includingsalebyanon-owner

Performanceofcontractofsale Unpaidseller–meaning,rightsofanunpaidseller againstthegoodsandthebuyer.

#### UNIT4:PARTNERSHIPLAWS

**ThePartnership Act,1932**

NatureandCharacteristicsofPartnership

RegistrationofaPartnershipFirms

TypesofPartners

RightsandDutiesofPartners

ImpliedAuthorityofaPartner

IncomingandoutgoingPartners

ModeofDissolution ofPartnership

##### TheLimitedLiabilityPartnership Act,2008(Anoverview)

SalientFeaturesofLLP

DifferencesbetweenLLPandPartnership, LLPandCompany

LLPAgreement,

PartnersandDesignatedPartners

IncorporationDocument

IncorporationbyRegistration

PartnersandtheirRelationship

**UNIT5:THENEGOTIABLEINSTRUMENTSACT1881**

Meaning,Characteristics,andTypesofNegotiableInstruments:PromissoryNote,BillofExch ange,Cheque

HolderandHolder inDueCourse,Privileges ofHolderinDueCourse.

Negotiation:TypesofEndorsements

Crossingof Cheque

BouncingofCheque

##### Readings

M.C.Kuchhal,andVivekKuchhal, *BusinessLaw*,VikasPublishingHouse,NewDelhi.

AvtarSingh,*BusinessLaw*,EasternBookCompany,Lucknow.

RavinderKumar,*LegalAspectsofBusiness*,CengageLearning

SNMaheshwari andSKMaheshwari, *BusinessLaw*,NationalPublishingHouse,New Delhi.

SushmaArora,*BusinessLaws*,TaxmannPulications.

AkhileshwarPathak,*LegalAspectsofBusiness*,McGraw HillEducation,6th ed. PCTulsianandBharatTulsian, *BusinessLaw*,McGrawHillEducation

AggarwalS K,*BusinessLaw*,GalgotiaPublishersCompany,NewDelhi.

Sharma,J.P.andSunainaKanojia,*BusinessLaws*,AneBooksPvt. Ltd., NewDelhi.

BhushanKumarGoyalandJainKinneri,*BusinessLaws*, InternationalBookHouse **TITLE:AVIATION LAW, AIRCRAFT RULES &**

##### REGUALTIONS

**SubjectCode: 604 WorkLoad:06Hoursperweek CreditPoints:06**

**CourseContents**

**UNIT – 1:**

CIVIL AVIATION REGULATIONS AUTHORITY DGCA-Introduction to Directorate General of Civil Aviation- DGCA functions- DGCA Organization-DGCA as Regulatory Authority

**UNIT – 2:**

AIRCRAFT RULES 06 Hrs Aircraft Act 1934 -The Aircraft Rules 1937

**UNIT – 3:**

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)

**UNIT – 4:**

CIVIL AVIATION REQUIREMENTS (CAR) Section 1-General -Section 2-Airworthiness -

Section 3-Air Transport -Section 4-Aerodrome standards and Air Traffic Services -Section 5Air Safety -Section 6-Design standards and type certification -Section7-Flight crew standards, training and licensing -Section 8-Aircraft operations

**UNIT- 5:**

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

**Readings -** Aircraft Manual, C.A.R. Sec. II

##### TITLE:EMPLOYBILITY SKILLS

**SubjectCode: 605 WorkLoad:02 Hoursperweek CreditPoints:02**

**CourseContents**

**Unit I:** Introduction to Employability skills – Meaning – Definition – Hard skills

and softskills–Employabilityskillsandvocationalskills–

Employabilityandemployment–Employabilityattributes.

**Unit II:** Unpacking employability skills – Embedded employability skills – Dimensions ofcompetency – Task skills –Task Management skills – Contingency Management skills –Job/RoleEnvironment skills.

**Unit III:** Inter – relationships of Employability skills – Communication – Team work –Problem solving – Initiative and Enterprise – Planning and Organizing – Self management –Learning– Technology.

**UnitIV:**Resumewriting–Meaning–Featuresofgoodresume–

Model(Exercise).Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seekingprocess.

**UnitV:**Arithmeticand LogicalReasoningSkills–Exercise.

**Readings**

1. WinningInterview Skills,Complied &Edited byJ.K. Chopra.
2. AModernApproachto Verbaland Non-VerbalReasoning,R.S.Aggarwal.

### ELECTIVE SUBJECTS

#### PAPER I (CODE- 606) DSE-08

##### MARKETING

###### 1. TITLE:BRAND MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I-**The concept of Brand Equity, Creating brands in a competitive market, Brand Positioning and Brand Associations, Using Brand Elements to create brand equity, Leveraging Secondary Brand Associations.

**UNIT II-**Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extensions Products, Managing brands overtime and Geographic boundaries.

Developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity measurement approaches

UNIT III-

Case: Intel: Building a Technology Brand

Case: Brand Elements of Parle-G Biscuit Brand,

Case: Samsung’s Mobile Business

Readings

Product Strategy and Management, Michael Baker and Susan Hart, Pearson Education, Second Edition.

Strategic Brand Management, Kevin Lane Keller, M.G. Rameswaram and Isaac Jacob, Pearson Education, Third Edition.

###### 2. TITLE:SALES & DISTRIBUTION MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I-**

Introduction to Sales Management, The Selling process, Managing Sales Information, Sales Organization, Managing of sales territory, Management of Sales Quota

UNIT II-

Recruitment and Selection of Sales force, Training the sales force, Sales force motivation, Sales force compensation, Evaluating and controlling sales force

UNIT III-

Distribution Channel Management, Evolution of Marketing Channels, Retailing, wholesaling, Measuring Wholesale Performance, Franchising

UNIT IV-

Channel Design and Planning Process, Channel Management, Channel Information System, Logistics and SCM, IT and Logistics & SCM, Performance Measures

Readings

Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press

Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hill

##### FINANCE

###### 1. TITLE:INTERNATIONAL FINANCE

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I:** Introduction: concept of International trade, International Business, International Finance and differences among them. Theories of International trade, International trade financing in India, Balance of payments (of India) International Monetary System: Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard, The Bretton Woods System, Current monetary system, European Monetary Union. IMF and World Bank.

**Unit II :** Foreign Exchange Management: Forex market – Wholesale and Domestic market, Quotations- direct, indirect and cross currency; various kinds of transactions and their settlement dates, forward rates, Swaps, Quotes for various kinds of Merchant transactions; Early delivery, extension or cancellation of Forward contracts Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity, relationship between PPP and IRP, reasons for deviation from PPP and IRP; models of exchange rate forecasting- forward rate as an unbiased predictor, the DemandSupply approach, the monetary approach, the Asset approach, the portfolio balance approach, other models

**Unit III:** Foreign Exchange Exposures: Financial Accounting and Foreign ExchangeAlternative Currency Translation Methods, Statement of Financial Accounting, Standards No.8, Statement of Financial Accounting Standards No.-52, Transaction Exposure, Managing Accounting Exposure- Managing Transaction and Translation Exposure, Designing a Hedging Strategy, Measuring and managing Economic Exposure- Foreign Exchange Risk and Economic Exposure, Identifying Economic Exposure Calculating Economic Exposure, Operational Measure of Exchange Risk. Multinational Financial System- Value of the Multinational Financial System, Intercompany Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy, Transfer Pricing and Tax Evasion. Issue of GDR, ADR Euro bonds and Foreign bonds.

**UNIT IV-** International Investment Management: International Portfolio InvestmentIssues in Foreign Investment Analysis, International Bond Investing, Strategies for Direct Investment, Bond Investment & Portfolio Investment, Optional International Asset Allocation. International project appraisal- IRR and APV methods; Managing Political Risk- Measuring Political Risk, Country Risk Analysis, Managing Political Risk, Post- expropriation Policies. Multinational Working Capital Management: Current Asset Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management.

Readings

PG Apte: International Finance, TataMcgraw Hill.

Alan C. Shapiro: Multinational Financial Management- Prentice Hall

###### 2. TITLE:FINANCIAL MODELLING & DERIVATIVES

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I:** Introduction: Financial Time Series and Their Characteristics: Asset Returns; Distributional Properties of Returns; Review of Statistical Distributions and Their Moments, Distributions of Returns, Multivariate Returns, Likelihood Function of Returns and Empirical Properties of Returns

**Unit II:** Linear Time Series Analysis and Its Applications: Stationarity; Correlation and Autocorrelation Function; White Noise and Linear Time Series; Simple Autoregressive Models,

Properties of AR , MA, ARMA and ARIMA Models, Goodness of Fit; The basicConcepts of

Stochastic Process.

**Unit III:** Financial Derivatives: Introduction, various underlyings and strategies: Forwards and

Futures, Interest rate futures and currency futures; Determination of forward and futures prices; Options and related terminology, Calculating the payoff from options and diagrammatic representation.

**Unit IV**: Pricing of Options- Binomial model and Black-Scholes model; trading strategies involving options; Exotic Options; Introduction to Swaps, Interest rate swaps, currency swaps, cross currency swaps; Forward rate agreements (FRA). Interest rate caps, floors, collars. The basic concepts of Greek Letters: Delta, Theta & Gamma and relationships among them.

Readings

Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.

John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education

##### HUMAN RESOURCE MANAGEMENT

###### 1. PERFORMANCE & COMPENSATION MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

Unit I

Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling.

Unit II

Performance management and reward systems. Performance Coaching ,Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal.

Unit III

Introduction to Job Evaluation.Methods of Job Evaluation.Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broadbanding, competency based pay.

Unit IV

Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance,. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in indian industry.

Unit V

Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy Regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity,. Special compensation situations: International compensation-managing variations. Expatriate Pay.

**Readings**

Milkovich &Newman , Compensation, McGraw Hill.

T.J. Bergman , Compensation Decision Making, Harcourt, Fort Worth, TX

Richard Henderson: Compensation management in a knowledge based world, Prentice Hall.

###### 2. TRAINING & DEVELOPMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

Unit I

Organization vision & plans, assessment of training needs, setting training objectives, designing training programmes, Spiral model of training.

Unit II

Tasks of the training function: Building support, overall training capacity, developing materials, strategic planning, networking, designing training programmes.

Unit III

Training methods: On the job training, job instruction training, apprenticeship, coaching, job rotation, syndicate method, knowledge based methods, lecture, conferences, programmed learning, simulation methods, case study, vestibule training, laboratory training, in-basket exercise, experiential methods, sensitivity training, etraining.

Unit IV

Management Development ProgrammeMethods:-Understudy, Coaching, Action Learning, Role Play, Management Games, Seminars, University related programmes, special projects, behaviouralmodelling, job rotation, case study, multiple management, sensitivity training. Post training: Training evaluation, Training impact on individuals and organizations, Evaluating Programmes, Participants, Objectives.

Unit V

Organisational Development (OD): Definition Foundations of OD, Managing the OD Process, Action Research and OD. OD Interventions: Overview of OD Interventions, Team Interventions Inter-group and Third-Party Peacemaking Interventions. Comprehensive OD Interventions, Structural Interventions and the Applicability of OD, Training Experiences. Issues in Consultant –Client

Relationships, System Ramifications, Power, Politics and OD

**Readings**:

Blanchard P.Nick& Thacker James: Effective Training, Systems, Strategies and Practices, Pearson. French Wendell, Bell Cecil and Vohra Veena: Organisation Development, Behavioral Science Interventions for Organisation Improvement, Prentice Hall.

#### PAPER II (CODE- 606) DSE-08

##### AVIATION

###### 1. TITLE:LOGISTICS FOR AVIATION INDUSTRY

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT –**

**IIntroduction:**Logisticsmanagement:Definition,scope,functions,andobjectives.Integ rated logistics management.Role of logistics in the supply chain.Role oflogisticsin aviation service. Organization oflogistics.

**UNIT – IIInventoryplanning:**Inventoryplanning–

inventorycosts,classifyinginventory.Warehousing:Nature &importance,types, functions,layoutand design.

**UNIT –**

**IIITransportation**:Nature,importance,types,andfunctions.Modesoftransportation:R ail,road,water,air,andpipeline.Characteristicsofdifferentmodes.Transportationdecisio n. Transport economics.

**UNIT – IV Containerization**: Meaning, nature, importance, types, and functions. Typesofcarriers.Freightmanagement:Meaning,nature,importance.Routeplanning.Rol eofairports,ICDs, and CONCOR.Global shippingoptions

**UNIT – VReverse logistics**: Meaning, nature, importance, functions, scope, and design.Automaticidentificationtechnologies,barcoding,andRFID.Logisticsoutsourcin g:Meaning,nature, importance, and functions – 3PL&4PL.

**Readings**

Ailawadi, C., Sathish, and RakeshSingh, 2005, ―Logistics Management‖, PrenticeHall ofIndia, New Delhi.

Coyle et al., 2004,―TheManagement ofBusinessLogistics‖, ThomsonLearning, seventhedition, New Delhi

###### 2. TITLE- INFLIGHT SERVICES

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I INTRODUCTIONTORESTAURANTS**

Restaurant,BasicKnowledgeofRestaurant,ServiceEquipmentandBriefing,PreparationofService &Safety

**UNIT II SKILLMANAGEMENT**

SkillsandDemonstrations,WaiterSkills&Hospitality,WaiterAttitude,WorkTact,InterPersonalSki lls&IntraPersonalSkills.SkillDemonstration,

**UNIT III HOTELBEVERAGES**

Beverages,SupervisorSkills,SupervisorsKnowledge,Alcoholic&NonAlcoholicBeverages,,Foo dDemonstration&Preparation.

**UNIT IV- SALES & LEADERSHIP**

Sales Management, Nature & Scope, Importance. Process and Strategies, ToolsCRM,Strategy,SalesPlanning,SalesBudget,LeadershipSkillinSalesManagement,Leaders hipSkills,LeadershipTraits&LeadershipQuality.

**UNIT V- FOOD CRISIS MANAGEMENT**

PracticalApproachforFood&Beverage,F&BManagement,CrisisManagementinfoodanddrinkin dustryfoodandbeveragecontrol

**Readings**

1. MunawarAhmedandSneha.N(2021),FundamentalsofInflightServices,JayveeInterna tionalPublications,Bangalore.
2. InflightServicesManualbyAmericanAirline

### SEVENTH SEMESTER

#### TITLE:DECISIONAL TECHNIQUES FOR MANAGERS

**SubjectCode: 701 WorkLoad:04 Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I:** Linear Programming: Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution); Simplex Methods (Special cases: Multiple optimal solution, infeasibility, degeneracy, unbounded solution) Big-M method and Twophase method; Duality and Sensitivity (emphasis on formulation & economic interpretation); Formulation of Integer programming, Zero-one programming, Goal Programming.

**Unit II:** Elementary Transportation: Formulation of Transport Problem, Solution by N.W. Corner Rule, Least Cost method, Vogel’s Approximation Method (VAM), Modified Distribution Method. (Special cases: Multiple Solutions, Maximization case, Unbalanced case, prohibited routes) Elementary Assignment: Hungarian Method, (Special cases: Multiple Solutions, Maximization case, Unbalanced case, Restrictions on assignment.)

**Unit III:** Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT, Project Time Crashing

**Unit IV:** Decision Theory: Pay off Table, Opportunity Loss Table, Expected Monetary Value, Expected Opportunity Loss, Expected Value of Perfect Information and Sample Information Markov Chains: Predicting Future Market Shares, Equilibrium Conditions(Questions based on Markov analysis) Limiting probabilities, Chapman Kolmogrov equation. Introduction to Game Theory: Pay off Matrix- Two person Zero-Sum game, Pure strategy, Saddle point; Dominance Rule, Mixed strategy, Reduction of m x n game and solution of 2x2, 2 x s, and r x 2 cases by Graphical and Algebraic methods; Introduction to Simulation: Monte Carlo Simulation.

**Readings:**

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.

#### TITLE:ECOMMERCE

**SubjectCode: 702 WorkLoad:06Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT I: INTRODUCTION TO E-COMMERCE:**

The Scope of Electronic Commerce, Definition of

Electroniccommerce,ElectronicCommerceandtheTradeCycle,ElectronicMarkets,electronic DataInterchange,InternetCommerce,E-commerce inPerspective

**UNIT II: BUSINESS STRATEGY IN AN ELECTRONIC AGE:**

Supply chains, Porter’s Value Chain Model,

InterOrganizationalValueChains,CompetitiveStrategy,Porter’sModel,FirstMoverAdvantage, Sustainable Competitive Advantage, Competitive Advantage using e-Commerce, Business strategy,Introduction to Business Strategy, Strategic Implications of IT, Technology, Business Environment,Business Capability, Existing Business Strategy, Strategy

Formulation & Implementation planning,e-commerceImplementation,eCommerceEvaluation

**UNIT III: BUSINESS-TO-BUSINESS ELECTRONIC COMMERCE:**

Procurement Revolution at General Electric,Characteristics of B2B EC, Models of B2B EC, Procurement Management Using the Buyer’s InternalMarketplace, Supplier-Oriented Marketplace: Cisco Connection online case, Intermediary-OrientedMarketplace: Boeing’s PART Case, Just-In-Time Delivery: FedEx Internet Shop Case, Other B2BModels,

Auctions, and Services, from Traditional to Internet-Based EDI, Integration with BackEndInformation Systems, The Role of Software Agents for B2B EC, Electronic Marketing in B2B,SolutionsofB2B EC,ManagerialIssues,ElectronicDataInterchange(EDI),EDI:theNuts and Bolts, EDI&Business

**UNITIV:INTRANETANDEXTRANET:**

AutomotiveNetworkExchange-TheLargestExtranet,Architecture of the Internet, Intranet, and Extranet, Intranet Software, Applications of

Intranets,IntranetApplicationCaseStudies,ConsiderationsinIntranetDeployment,TheExtranet s,TheStructure of Extranets, Extranet products & Services, Applications of Extranets, Business Models ofExtranetApplications, ManagerialIssues

**UNIT V: ELECTRONIC PAYMENT SYSTEMS:**

Is SET a Failure, Electronic Payments & Protocols, SecuritySchemes in Electronic payment Systems, Electronic Credit Card System on the Internet, ElectronicFund Transfer and Debit Cards on the Internet, stored-Value Cards And E-Cash, Electronic

CheckSystems,ProspectofElectronic paymentSystems,Managerialissues.

**ECSTRATEGYANDIMPLEMENTATION:**

IBM’sE-Business’sStrategy,StrategicPlanningforEC,Electronic Commerce Strategy in Action, Competitive Intelligence on the Internet, Implementation:Plans&Execution, Project&StrategyAssessment,Managerialissues.

**Readings**

E-commerce,DavidWbiteley,TataMcGrawHill.

ElectronicCommerce,EframiTurban,JaeLee,DavidKing,H.MichaleChung,PearsonEducation

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#### TITLE:RESEARCH METHODOLOGY

**SubjectCode: 703 WorkLoad:06Hoursperweek CreditPoints:04**

**CourseContents**

**UNIT 1**:

Introduction Meaning-objectives – Research Categories( Basic Research and Applied Research)-Types of research(Descriptive, Analytical, Applied, Fundamental, Quantitative, Qualitative, Conceptual and Empirical research) - research approaches(Quantitative and Qualitative Approaches) - research methods Vs research methodology- Research Process **UNIT 2**:

Defining the Research Problem 08 HRS Meaning - selecting the problem –techniques involved in defining the problem- formulating of the problem-formulation of hypothesis (concept only)- Developing the research plan **UNIT 3:**

Research Design Meaning - need - features important concepts relating to research design -types of research design (Exploratory and Conclusive Research Design) - basic principles of experimental designs **UNIT 4:**

Sampling Meaning - need - census and sample survey - sampling designs -probability sampling (simple random, systematic, stratified, cluster, area multistage, sequential sampling methods)- non probability sampling ( convenience, snowball, judgmental, case study. Quota sampling methods)

**UNIT 5:**

Data collection and processing Collection of primary data - collection of data through questionnaire- construction of a questionnaire- and schedules - secondary data - qualitative techniques of data collection – interview, Case study Method, observation - tabulation of data- Difference between primary and secondary data.

**UNIT6:**

Analysis and interpretation of data and research reporting Meaning of interpretation - techniques of interpretation - significance of report writing - steps - layout of the research report - types of reports -precautions while writing research reportsdocumentation and bibliography SKILL DEVELOPMENT Illustrate primary and secondary data with examples. Construct a questionnaire for collection of primary data with respect a research topic of your choice. Activity on observation technique. Illustrate different types samples with examples

Readings

1. C.R. Kothari, Research Methodology. 2. O.R. Krishna Swamy, Research Methodology 3. Wilkinson and Bhandarkar, Methodology and techniques of social research 4. Sadhu Sing, research methodology in social sciences 5. V.P. Michael, Research Methodology in

Management 6. Willium M.K. Trochim, Research Methods, Bzantra

#### TITLE:AIRCRAFT MAINTENANCE MANAGEMENT

**SubjectCode: 704 WorkLoad:06Hoursperweek CreditPoints:04**

**CourseContents**

**UnitI:GoalsandObjectivesofMaintenance:**TypesofMaintenance-

Reliability,Redesign.EstablishingMaintenanceProgramme.IntroductionofMaintenance SteeringGroup-Processand TaskOrientedMaintenance-MaintenanceIntervalsDefined.

**UnitII:DocumentationforMaintenance:**TypesofDocumentation-

RegulatoryDocuments- Airlines Generated Documents- ATA Document Standards- Maintenance andEngineeringOrganization.

**Unit III: Production Planning and Control:** Forecasting-Production Planning & Control.FeedbackforPlanning-OrganizationforPPC-TechnicalPublications-

FunctionsofTechnicalPublication-TechnicalTraining –TrainingFor

AviationMaintenance.

**Unit IV: Maintenance Control Centre-** Responsibilities- Line maintenance operations.Maintenance crew skill requirement- Hamper maintenance activities- Maintenance overallshops(off aircraft)

**Unit V: Quality Assurance and Quality Control-** Requirement for Quality Assurance.Quality Audit-ISO 9000 Quality Standard- Reliability-Types of Reliability- MaintenanceSafety-SafetyRules-Accident & InjuryReporting.

##### Readings

1. AviationMaintenanceManagement-HarryAKinnisonMcGrawHill 2. RiskManagementAndErrorReduction In AviationMaintenanceManojS.PatankarAndJamesC.Taylor-AshgatePublishing Ltd

### ELECTIVE SUBJECTS

#### PAPER I (CODE- 705) DSE-10

##### MARKETING

###### 1. TITLE:SUPPLY CHAIN MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

###### UNIT I

Development of SCM concepts and Definitions – key decision areas – strategic. Supply Chain Management and Key components, External Drivers of Change. Dimensions of Logistics – The Macro perspective and the macro dimension – Logistic system analysis.

###### UNIT II

Sourcing strategy: Manufacturing management – make or buy decision – capacity management – Materials Management – choice of sources – procurement planning.

###### UNIT III

Distribution strategy: Choice of Market – network design – warehouse designed operation and distribution planning – transportation – packaging.

###### UNIT IV

Inventory Strategy: Demand forecasting – inventory planning – planning of stocking facilities – warehouse location allocation. Warehouse design and operations – inventory norms.

###### UNIT V

Channels of Distribution – Customer Service Strategy: Identification of Service needs, cost of services – revenue Management.

###### TITLE:MARKETING OF SERVICES

**Hoursperweek CreditPoints:**

**Unit I:** The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation unique aspects of services: goods, services, products, managerial challenges

**Unit II:** Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

**Unit III:** Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

**Unit IV:** Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis Unit V: Service quality; concept, technical and functional quality, Service quality models and measurement Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value Service industries: insurance, banking, air transportation, courier, education etc.

Readings

1. Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin. 2. Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall

##### FINANCE

###### 1. TITLE:FINANCIAL MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I** Nature of Financial Management: Finance and related disciplines; Scope of Financial Management; Profit Maximization, Wealth Maximization - Traditional and Modern Approach; Functions of finance – Finance Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organisation of finance function; Concept of Time Value of Money, present value, future value, and annuity; Risk & Return: Historical return, expected return, absolute return, holding period return, annualized return, arithmetic & geometric return; Risk - Systematic & unsystematic risk – their sources and measures.

**Unit II** Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method. Concept and Measurement of Cost of Capital: Explicit and

Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights.

**Unit III** Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory. Dividend Policy Decision - Dividend and Capital;

The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

**Unit IV** Working Capital Management: Management of Cash - Preparation of Cash Budgets

(Receipts and Payment Method only); Cash management technique, Receivables Management –

Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs -

Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital.

Readings

M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill Pubilshlng Co. Ltd.

R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication. I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House

###### TITLE:PERSONAL FINANCE & PLANNING

**Hoursperweek CreditPoints:**

**Unit 1:** Introduction to Financial Planning: Financial goals; steps in financial planning; budgeting incomes and payments; time value of money; Introduction to savings; benefits of savings; management of spending & financial discipline; setting alerts and maintaining sufficient funds for fixed commitments.

**Unit 2:** Investment Planning: Process and objectives of investment; concept and measurement of return & risk for various asset classes; measurement of portfolio risk and return, diversification & portfolio formation; Gold bond; Real estate; Investment in greenfield and brownfield Projects; Investment in fixed income instruments, financial derivatives & commodity market in India; Mutual fund schemes; International investment avenues; Currency derivatives and digital currency.

**Unit 3:** Personal Tax Planning: Tax structure in India for personal taxation; Scope of personal tax planning; exemptions and deductions available to individuals under different heads of income and gross total income;Comparison of benefits: Special provision u/s 115BAC vis-à-vis General provisions of the Income-tax Act, 1961; tax avoidance versus tax evasion.

**Unit 4:** Insurance Planning: Need for insurance; Types of Insurance: life insurance, health insurance, property insurance, credit life insurance and professional liability insurance.

**Unit 5:** Retirement Benefits Planning: Retirement planning goals; process of retirement planning; Pension plans available in India; Reverse mortgage; Estate planning.

Readings

Indian Institute of Banking & Finance. Introduction to Financial Planning. Taxmann Publications, New Delhi.

Keown A.J. Personal Finance. Pearson Publications.

Madura, J. Personal Finance. Pearson Publications.

##### HUMAN RESOURCE MANAGEMENT

###### 1. TITLE:COUNSELLING & NEGOTIATING SKILLS FOR MANAGERS

**WorkLoad:04Hoursperweek CreditPoints:04**

**CourseContents**

**Unit I** Counselling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills.

**Unit II** Changing Behaviours through Counselling; Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

**Unit III** Negotiation: Introduction, Nature and need for negotiation, negotiation process, Types and styles of negotiation; strategies and tactics; barriers in effective negotiation, Communication Style, Breaking Deadlocks

**Unit IV** Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Readings

Singh Kavita - Counselling Skills for Managers (PHI) Carroll, M.: Workplace counseling, Sage Publication.

###### TITLE: HRD SYSTEMS & STRATEGIES

**Hoursperweek CreditPoints:**

**UNIT I**:Human Resource Development (HRD) : Concept, Origin and Need, Relationship between human resource management and human resource development; HRD as a Total System; Activity Areasof HRD : Training, Education and Development; Roles and competencies of HRD professionals.

**UNIT - II**: HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

**UNIT- III:** HRD Interventions: Integrated Human Resource Development Systems, Staffing for HRD; Physical and Financial Resources for HRD. HRD and diversity management; HRD Climate; HRD Audit.

**UNIT – IV:** HRD Applications: Coaching and mentoring, Career management and development; Employee counselling; Competency mapping, High Performance Work Systems, Balanced Score Card, Appreciative inquiry. Integrating HRD with technology. UNIT – V: Evaluating the HRD Effort; Data Gathering; Analysis and Feedback; Industrial relations and HRD. HRD Experience in Indian Organizations, International HRD experience, Future of HRD.

Readings

Nadler, Leonard: Corporate human Resource Development, Van Nostrand Reinhold / ASTD, New York.

Rao T.V. and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford and IBH Publication Ltd.

Rao T.V.: Reading in human Resource Development, Oxford IBH Publication .Ltd.

#### PAPER II (CODE- 706) DSE-11

##### AVIATION

**1. TITLE:AIR HOSTESS / CABIN CREW / FLIGHT ATTENDANT**

###### MANAGEMENT

**WorkLoad:04Hoursperweek CreditPoints:02**

**CourseContents**

UNIT I-

* Introduction, Importance of Grooming, Personal Grooming, First Impression, Regular Practise for Good Self–Image, Health and Nutrition, Importance of Health and Nutrition, Healthy and Balanced Diet, Guidelines for Healthy Eating, Calorie Chart, Importance of Regular Exercise, Benefits of Exercise, Benefits of Exercise on Mental Health, What Happens if You Do Not Exercise, Hygiene and Cleanliness, What is Hygiene, Hand wash Technique, Personal Hygiene, Some Diseases Caused by Poor Hygiene
* Introduction, Wardrobe Essentials for Men, Basic Wardrobe Items, Selecting/Buying an Outfit (Men), Footwear for Men, Accessories for Men, How to Dress for a Cabin Crew Interview (Men), Informal Wear for Men, Informal Wear for men, How to Differentiate between Informal and Formal Dress Code, Wardrobe Essentials for Women, Basic Wardrobe Items for Women, Informal Attire for Women, Selecting/Buying an Outfit (Women), Footwear for Women, Accessories for Women, How to Dress for a Cabin Crew Interview (Women), Different Dress Codes, Difference Between Formal, Semi–Formal, and Informal

Dress Codes for Men and Women

UNIT II- MEDICAL ASPECTS AND FIRST AID

* **IntroductiontoFirstAid:** ImportanceofFirstAid**,**

GoldenRulesofFirstAidandQualityofFirstAider**,** Concept ofEmergency

* **FirstAidinEmergencysituation:**

Fire,Burns,Fractures,Accidents,Poisoning,Drowning,Haemorrhages,InsectBites,Forei gnBodies.Transportation of the InjuredBandagingandSplinting

###### TITLE: PRINCIPLES OF AIRLINE & AIRPORT MANAGEMENT

**Hoursperweek CreditPoints:02**

UNIT- I- INTRODUCTION

History Of Aviation – Organisation, Global & Social Environment – History Of Aviation - Major Players In The Airline Industry - Swot Analysis Of Different Airline Companies In India & Abroad– Market Potential Of Airline Industry In India – New Airport Development Plans In India – Challenges And Opportunities In Airline Industry – Domestic And International From An Indian Perspective

UNIT II- AIRPORT INFRASTRUCTURE AND MANAGEMENT

Airport planning – air terminal planning, design and operation – airport operations – airport functions – organisation structure in an airline - airport authority of india (aai) - functions of airport authority of india, comparison of global and indian airport management – role of aai - airline privatisation -– partial privatization.

UNIT III- AIR TRANSPORT SERVICES

Various Air Transport Services - International Air Transport Services – Indian Scenario – An Overview Of Airports In Delhi, Mumbai, Hyderabad And Bangalore – The Role Of Private Operators

– Airport Development And Maintenance

UNIT IV- INSTITUTIONAL FRAMEWORK

Role Of Dgca - Slot Allocation – Methodology Followed ByAtc And Dgca - Management Of Bilaterals – Economic Regulations

UNIT V- AIR TRAFFIC CONTROLLING

Role Of Air Traffic Control - Airspace And Navigational Aids – Control Processes – Case Studies In Airline Industry – Mumbai Delhi AirportPrivatisation – 6 Cases In The Airline Industry

Readings

Graham.A. Managing Airports: An International Perspective - Butterworth - Heinemann, Oxford 2001.

Wells.A. Airport Planning and Management, 4th Edition McGraw- Hill, London 2000

### EIGHTH SEMESTER

#### TITLE:SERVICES MARKETING FOR AVIAITON INDUSTRY

**SubjectCode: 801**

**WorkLoad:04 Hoursperweek CreditPoints: 06**

**Course Contents**

**Unit I:** Services marketing – Introduction – Characteristics – marketing management forservices-theimportance ofservicemarketing–Classificationofservices – Indianscenario.

**Unit II:** The Service strategy – Identifying customer groups – Segmentation – process –identifying alternative bases for segmentation – Identifying the target markets. Positioning –positioninganddifferentiationofservices–

Competitivedifferentiationofservices–positioning and service levels and process of positioning – importance of positioning inservices.

**Unit III:** Services marketing mix – inadequacy of 4P‘s – modified for service –

Product inservice – Price in service – Promotion of services – Places in services – Physical evidence,process,andpeopleinServices –Servicemissionstatement– Developinga Servicemission.

**UnitIV:**Strategicplanningprocess–Designingthestrategy,Functionalstrategies– Marketing planning for services – Benefits of marketing planning – Problems in marketingplanning.

**UnitV:**ServicePromotion–Communicationprocess–

Stepsindevelopingeffectivecommunication–Service communication–

Guidelinesformanagingservicecommunication

Advertising–Stepsinadvertisingprocess–AdvertisingmediaforpromotingServices– Growth of sales promotion in services – Sales promotion – Growth of sales promotion inservices.

**Readings**

VasantiVenugopal&Raghu,2013,ServicesMarketing,5thedition,HimalayaPublishingHouse,New

Delhi

##### TITLE:INTERNATIONAL BUSINESS

**SubjectCode: 802**

**WorkLoad:06Hoursperweek CreditPoints: 04**

**Course Contents**

**UnitI**- **INTRODUCTION**

*International Business*: *Concept,* Globalisation and its importance in world economy; Impact ofglobalization;Internationalbusinessvs.domesticbusiness:Complexitiesofinternationalbusine ss;Modes of entryinto international business.

**Unit II- THEORIES OF INTERNATIONAL TRADE**

An overview ( Classical Theories, Product Life Cycle theory, Theory of National CompetitiveAdvantage); Commercial Policy Instruments- tariff and non-tariff measures– difference inImpact on trade, types of tariff and non tariff barriers ( Subsidy, Quota and Embargo in detail) ;Balanceof payment account and itscomponents.

International Organizations and Arrangements: WTO – Its objectives, principles, organizationalstructure and functioning; An overview of other organizations – UNCTAD,; Commodity andothertradingagreements(OPEC).

**Unit III- REGIONAL ECONOMIC CO-OPERATION**

Forms of regional groupings; Integration efforts among countries in Europe, North America andAsia(NAFTA, EU ,ASEANand SAARC) .

International Financial Environment: International financial system and institutions (IMF andWorld Bank – Objectives and Functions) ; Foreign exchange markets and risk management;Foreign

**Unit IV- ORGANISATIONAL STRUCTURE**

Internationalbusinessoperations;Internationalbusinessnegotiations.

DevelopmentsandIssuesinInternationalBusiness:Outsourcinganditspotentialsfor

India;RoleofITininternationalbusiness;Internationalbusinessandecologicalconsiderations.

**Unit V- INTERNATIONAL ECONOMIC ZONES**

Foreign Trade Promotion Measures and Organizations in India; Special economic zones (SEZs)and export oriented units (EOUs), ; Measures for promoting foreign investments into and fromIndia;Indian joint ventures andacquisitions abroad.

Financing of foreign trade and payment terms – sources of trade finance ( Banks, factoring,forfaiting,Banker‘sAcceptanceandCorporateGuarantee)andformsofpayment(Cashi nadvance,Letter of Credit, DocumentaryCollection, OpenAccount)

**Readings**

CharlesW.L.Hilland ArunKumarJain,*InternationalBusiness*.NewDelhi:McGrawHillEducation

DanielsJohn,D.LeeH. RadenbaughandDavidP.Sullivan.*InternationalBusiness*.PearsonEducation Johnson,Derbe.,andColinTurner.

##### TITLE:STRATEGIC MANAGEMENT FOR AVIATION

**SubjectCode: 803 WorkLoad:06 Hoursperweek CreditPoints: 04**

**CourseContents**

**Unit I:** Definition ofStrategy–StrategicDecisionMaking–

Approachestostrategicdecision making. Strategic Management: Need – Strategic

Management Planning: Process –

Plansduringrecession,recovery,boomanddepression.StabilityStrategy.ExpansionStrat egy.RestructureStrategy.LevelsofStrategy:CorporateLevel–BusinessLevel– FunctionalLevel.Competitive Analysis– Porter‘s Five ForcesMode.

**Unit II:** Corporate Strategy: Scope – Components – Strategy Formulation –Factors –projectlife cycle. Portfolio analysis: BCG Matrix– G. E matrix– Directionalpolicy Matrix–Generic Strategic Alternatives – Horizontal, Vertical Diversification – Strategy Evaluation –Process.

**Unit III:** Implementation of Strategies – Elements of Strategy Implementation –

ProceduralImplementation–StructuralImplementation–BehavioralImplementation– LeadershipImplementation – Functional Strategies – Functional Plans and Policies – Integration ofFunctionalPlans and Polices.ERP– featuresandapplications.

**UnitIV:**CorporateRestructuring:Concept–Process–Mergersandacquisition– Amalgamation – Strategies for acquisition and absorption of technology – Joint venture –Corporate development – Cooperative strategies – Reasons for strategic alliances – risks andcostsof strategic alliances.

**Unit V:** Global Strategies: Global expansion strategies – MNC mission statement –

Marketentrystrategy.Internationalstrategy:Businesslevelstrategy–Strategicleadership–Strategic evaluation – Importance – Barriers – Evaluation criteria – Strategic Control –OperationalControl– Characteristics ofaneffectivecontrolsystem–Control process

**Readings**

Kazmi,A.,2014,BusinessPolicyandStrategicManagement,ThirdEditionreprint,TataMcGraw Hill, New Delhi

##### TITLE: DISSERTATION WITH INTERNSHIP

**SubjectCode: 804**

**WorkLoad:06 Hoursperweek CreditPoints:04**

**CourseContents**

Each student is required to take a research project related to his/her area of aviation inthe elective. The topic shall be duly approved by the Head of the Department /Principal to write adissertation report. The report would the outcome of field enquiry and data analysis as well as thereview of existing literature in the particular area of study. This research work will be

doneunderthesupervisionofoneofthefacultymembersoftheDepartment.TheViva-

Vocewillbeconductedbased on the dissertation done by the students. Marks shall be awarded by internal andexternal examiner and marks awarded by them shall be averaged to determine the marks of thestudents.

##### TITLE: DIGITAL MARKETING

**SubjectCode: 805**

**WorkLoad:04 Hoursperweek CreditPoints:04**

**CourseContents**

* Introduction to the Course and Work plan
* Introduction of the digital marketing
* Digital vs. Real Marketing
* Digital Marketing Channels

* Creating initial digital marketing plan
* Content management
* SWOT analysis, Target group analysis
* EXERCISE: Define a target group (working in groups)

* Web design
* Optimization of Web sites
* MS Expression Web
* EXERCISE: Creating web sites, MS Expression (working in groups)

•SEO Optimization

* Writing the SEO content
* Exercise: Writing the SEO content (working in groups)

•Google AdWords- creating accounts

* Google AdWords- types
* Exercise: Google AdWords (working in groups)

* Introduction to CRM
* CRM platform
* CRM models
* Exercise: CRM strategy (working in groups)

###### Readings

Ryan, D. (2014 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.

The Beginner's Guide to Digital Marketing (2015). Digital Marketer. Pulizzi,J.(2014) Epic Content Marketing, Mcgraw Hill Education.