

**SRI DEV SUMAN UTTARAKHAND UNIVERSITY
BADSHAHITHAUL, TEHRI GARHWAL**



SCHOOL OF COMMERCE AND MANAGEMENT

SYLLABUS

FOR

B.B.A. (AVIATION) SEMESTER WISE

**EFFECTIVE FROM ACADEMIC SESSION 2023-2024
ONWARDS**

ORDINANCES AND SYLLABUS FOR B.B.A (AVIATION)

2023-2024 ONWARDS

**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 four-years 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

The academic calendar for each semester shall be notified by the University well before the commencement of the semester.

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 are available on the official website of the University (www.sdsuv.ac.in).

SYLLABUS OF 4-YEAR BBA IN AVIATION PROGRAMME
(w.e.f. Academic Session 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	3
104	Introduction to Aviation Industry	DSC-2	6	0	0	6
105	English Language	AECC	3	0	0	3
106	Basics of Computer	SEC-SB	1	0	2	2
	TOTAL					24

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	Business Statistics	DSC-4	4	2	0	6
203	French Language	AECC	2	0	0	2
204	Environment Studies	AECC	2	0	0	2
205	Airport Functions of Airlines	DSE-2	4	0	0	4
206	Physical and Health Wellness	SEC-SB	0	0	2	1
207	Introduction to Aeronautics	IDEC	3	0	0	2
	TOTAL					23

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	Financial Accounting II	DSC-5	4	0	2	6
303	Airport Strategic Planning	DSC-6	4	2	0	6
304	People Management	IDEC	3	0	0	3
305	Understanding of Interpersonal Skills	AECC	2	0	1	3
306	Passenger/Customer Behavior	SEC-VB	2	0	1	3
	TOTAL					25

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	3
403	Air Ticketing Management	DSC-7	4	2	0	6
404	Management Accounting	DSC-8	6	0	0	6
405	Management & Organizational Behavior	IDEC	3	0	0	3
406	Interview Skills	SEC-SB	0	0	2	2
	TOTAL					24

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	6
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					24

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	4
602	Value Education	SEC-VB	3	0	0	3
603	Business Law	DSC-11	6	0	0	6
604	Aviation Law, Aircraft Rules & Regulations'	DSC-12	6	0	0	6
605	Employability Skills	SEC-SB	0	0	2	2
606	Elective -1 (Paper-1) or Elective- II (Paper-II)	DSE-08	4	0	0	4
	TOTAL					25

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	6
703	Research Methodology	RM-1	6	0	0	6
704	Aircraft Maintenance Management	DSC-14	4	0	2	6
705	Elective -1 (Paper-1)	DSE-10	4	0	0	4
706	Elective- II (Paper-II)	DSE-11	4	0	0	4
	TOTAL					30

L- Lecture, T-Tutorial, P - Practical

VIII SEMESTER

Code	Subject	Category	Teaching Hours per week			Credit
			L	T	P	
801	Services Marketing for Aviation Industry	DSE-12	4	0	0	4
802	International Business	DSC-15	6	0	0	6
803	Strategic Management for Aviation	DSC-16	6	0	0	6
804	Dissertation with Internship	RM-2	1	1	4	6
805	Digital Marketing	SEC-VB	3	0	1	3
	TOTAL					25

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	Logistics for Aviation Industry	DSE – 8	VI Semester
2	In-Flight Services	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	Air Hostess/Cabin Crew/Flight Attendant Management	DSE – 11	VII Semester
2	Principles of Airline and Airport Management	DSE - 11	VII Semester

Acronyms Expanded

AECC	: Ability Enhancement Compulsory Course
DSC	: Discipline Specific Core (Course)
SEC-SB/VB	: Skill Enhancement Course-Skill Based/Value Based
IDEC	: Inter Disciplinary Elective Course
DSE	: Discipline Specific Elective

FIRST SEMESTER

TITLE: FINANCIAL ACCOUNTING-I

Subject Code:101

Work Load: 06 Hours per week

Credit Points: 06

Course Content

Unit I

Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit. Recording Transactions in General Journal. Recording Transactions in three- column Cash Book. An overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.

Unit II

Introduction to International Financial Reporting Standards (IFRS). Understanding Accounting Standards issued by the ICAI related to Disclosure of Accounting Policies, Depreciation Accounting, and Revenue Recognition. Methods of charging Depreciation – Straight-line Method, and Written-down-value Method. Preparation of Trial Balance. Adjustment Entries. Post-adjusted Trial Balance. Bank Reconciliation Statement.

Unit III

Preparation of Financial Statements: Preparing Trading Account, Profit & Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Understanding the contents of a Corporate Annual Report. Preparation of Cash Flow Statement as per AS-3 (revised).

Unit IV

Analyzing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information; Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis, and Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the perspective of different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis.

Readings:

S.N. Maheshwari, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHILearning Pvt. Ltd.

Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

**TITLE: ETHICS AND CORPORATE SOCIAL
RESPONSIBILITY**

Subject Code: 102

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

Unit I

Business ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker's and employee's rights and responsibilities, Profit maximization vs. social responsibility.

Unit II

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Unit III

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring, Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report.

Readings:

Manuel G Velasquez : Business ethics- concepts and cases Pearson.

Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA

A.C. Fernando: Business Ethics Pearson Education.

A.C. Fernando: Corporate Governance Pearson Education.

Adrian Davies: Strategic approach to corporate governance Gower Pub Co.

N. Gopalswamy: Corporate governance a new paradigm A H Wheeler PublishingCo Ltd.

Marianne M Jennings: Cases in Business Ethics Indian South-Western CollegePublishing

Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics
Cambridge University Press

Bhanumurthy K V: Ethics and Social Responsibility of Business, PearsonEducation India.

TITLE – BUSINESS COMMUNICATION

Subject Code: 103

Work Load: 03 Hours per week

Credit Points: 03

Course Contents:

UNIT 1: NATURE OF COMMUNICATION

Process of Communication, Types of Communication (verbal & Non Verbal), Importance of Communication, Different forms of Communication

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

UNIT 2: BUSINESS CORRESPONDENCE

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, preparing the Resume.

UNIT 3: REPORT WRITING

Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing, the final draft, check lists for reports.

UNIT 4: VOCABULARY

Words often confused, Words often misspelt, Common errors in English.

UNIT 5: ORAL PRESENTATION

Importance, Characteristics, Presentation Plan, Power point presentation, Visual aids.

Readings:

Bovee, and Thill, *Business Communication Today*, Pearson Education

Lesikar, R.V. & Flatley, M.E. Kathryn Rentz; *Business Communication Making Connections in Digital World*, 11thed., McGraw Hill Education.

Shirley Taylor, *Communication for Business*, Pearson Education

Locker and Kaczmarek, *Business Communication: Building Critical Skills*, TMH

Leena Sen, *Communication Skills*, PHI Learning

TITLE - INTRODUCTION TO AVIATION INDUSTRY

Subject Code: 104

Work Load: 06 Hours per week

Credit Points: 06

Course Contents:

UNIT 1- HISTORY OF AVIATION

The Evolution of Aviation, Growth Drivers - Issues and Challenges, Global Aviation Industry, Aviation Industry in India

UNIT 2- WORLD AIRLINES AND AIRPORTS, WORLD AVIATION BODIES

Airports - Civil, Military, Domestic/International, Passenger/Cargo Terminals, World Airlines, World's Major Airports, IATA / ICAO - National Aviation Authorities & Role of State and Central Governments, Airports Authority of India

UNIT 3- AIRPORT HANDLING

Airport Services, Standard Operations, Freight Warehouse Management & Airline, Terminal Management, Flight Information Counter/Reservation and Ticketing-Check In/Issue of Boarding Pass- Customs and Immigration Formalities-Co- ordination-Security Clearance-Baggage

UNIT4 - AVIATION IN GENERAL

Airport & Aircraft Security , Managerial Operations, Various Bodies Handling of Unaccompanied, minors and Special Handling Passengers-Handling of Stretcher Passengers and Human Remains- Handling of CIP, VIP& VVIP-Co-ordination of Supporting Agencies /Departments.

Readings

Commercial Aviation 101 – Grey Garden

The Global commercial Aviation Industry

Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill

Come Fly the World: The Jet-Age Story of the Women of Pan Am - Julia Cooke

Airplane Flying Handbook, 2004 - Federal Aviation Administration

Commercial Aviation-An Insider's Story - Book by LeRoy Paine

Airline: Style at 30,000 Feet - Book by Keith Lovegrove

TITLE – ENGLISH LANGUAGE

Subject Code: 105

Work Load: 03 Hours per week

Credit Points: 03

Course Contents:

UNIT 1-

- **Grammar and Vocabulary-** Tenses, Active – Passive voice, Concord
- **Vocabulary:** Word Formation
- **Language functions:** Agreeing and disagreeing, Apologizing, asking for assistance or directions, asking for permission, Classifying, Commanding/Giving instructions, Comparing, Describing, Evaluating, Explaining, expressing obligation, Identifying, Inferring, Inquiring/Questioning, Planning and predicting, Refusing, Reporting, Sequencing, Wishing and hoping.

UNIT 2-

- **Introduction to listening:**
 - (a) Definition of listening
 - (b) Listening skills
 - (c) Strategies of listening
 - (d) Listening v/s hearing
 - (e) Sub-skills of listening
 - (f) Barriers to listening
 - (g) Listening in the workplace

UNIT 3-

- **Introduction to speaking:**
 - (a) English
 - (b) Received pronunciation
 - (c) Speech mechanism
 - (d) Classification of English sounds – Vowels
 - (e) Syllable structure
 - (f) Speaking as a skill

UNIT4 -

- **Introduction to reading:**
 - (a) The reading processes
 - (b) Reading and meaning
 - (c) Methods to improve reading
 - (d) Strengthen the vocabulary
 - (e) Barriers to reading
 - (f) Skills of speed reading

UNIT 5 –

- **Introduction to writing:**
 - (a) Writing process
 - (b) Paraphrasing the sentences
 - (c) Methods to improve writing
- (d) Barriers to writing
- (e) Essay formation
- (f) Difference of essay writing and comprehension.

Readings

1. The Elements of Style – William Strunk/E.B. White
2. The Quick and Easy Way to Effective Speaking – Dale Carnegie
3. Key to High School English Grammar and Composition - Book by H. Martin, N D V PRASADA RAO, and P. C. Wren
4. Just Listen: Discover the Secret to Getting Through to Absolutely Anyone – Mark Goulston
5. Oxford Practice Grammar Advanced – George Yule

TITLE – BASICS OF COMPUTER

Subject Code: 106

Work Load: 03 Hours per week

Credit Points: 02

Course Contents :

Unit I: Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, (Hardware, Software,) Criteria for Using the Computers, Organizations and Functions of Computers, Advantages, Disadvantages of Computers, Main Areas of Computers and their Applications.

Unit II: Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computers, and Super Computers.

Unit III: Operating System and Office Automation: Booting Concept, MS DOS, MS Windows, MS Office, and Introduction to System Management. Overview of Languages, Compilers, Interpreters, Assemblers, LAN, MAN, WAN, Communication Channels.

Unit IV: Information Technology: Fundamentals, Perspectives, Applications and Scope, Introduction to Internet, Browsers, Applications and scope.

Unit V: Computer Application in different fields-Basic Information, Data Base Management System: Creating, Modification of Data base files, Commands Study, Expression and Functions, Set Commands, 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

Computer Fundamentals, P.K.Sinha

Introduction to Computer Science, Rajaraman. V

MIS Tools and Design, Bocchino William. A

Principles of MIS, Scot, George. M

Management Information and Control System, Kanter

SECOND SEMESTER

TITLE: HUMAN RESOURCE MANAGEMENT

Subject Code: 201

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

UNIT- I

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, 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 Indian Organisations

UNIT- II

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e-recruitment, selection process, orientation process.

UNIT- III

Training: Concept, Needs, Systematic approach to training , methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages.

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

UNIT- IV

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline- concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining .

Readings

De Cenzo, D.A. & Robbins: Fundamentals of Human Resource Management, New York: John Wiley & Sons.

Dessler, G: Human Resource Management, Pearson.

Monappa & Saiyaddin: Personnel Management, Tata McGraw Hill.
Management, Pearson.

TITLE: BUSINESS STATISTICS

Subject Code: 202

Work Load: 06 Hours per week

Credit Points: 06

Course Contents:

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

Unit II: Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X) and Standard error of estimate.

Unit III: Analysis of Time Series: Meaning and significance. Utility, Components of time series, Models (Additive and Multiplicative), Measurement of trend: Method of least squares, Parabolic trend and logarithmic trend; Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Test of adequacy of index numbers, chain index numbers, base shifting, splicing and deflating index number.

Unit IV: Probability: Meaning and need. Theorems of addition and multiplication. Conditional probability. Bayes' theorem, Random Variable- discrete and continuous. Probability Distribution: Meaning, characteristics (Expectation and variance) of Binomial, Poisson, and Normal distribution. Central limit theorem.

Unit V: Hypothesis testing: Concept; Level of Significance; Process of testing; Test of hypothesis concerning Mean; Test of hypothesis Normal Z test & t test for single mean. Using Non-parametric statistics for hypothesis testing.

Readings

S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.

Richard Levin & David Rubin : Statistics for management, Prentice Hall.

Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

TITLE: FRENCH LANGUAGE

Subject Code: 203

Work Load: 02 Hours per week

Credit Points: 2

Course Contents :

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 Nouvel Entraînez vous" 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 Manjiri Khandekar and Roopa Luktuke
- Basic French Course for The Hotel Industry by Catherine Lobo & Sonali Jadhav

TITLE: ENVIRONMENT STUDIES

Subject Code: 204

Work Load: 02 Hours per week

Credit Points: 02

Course contents :

Unit I:

Introduction to environmental studies, Multidisciplinary nature of environmental studies, Scope and importance; the need for environmental education., Concept of sustainability and sustainable development.

Unit II:

Ecosystems: What is an ecosystem?, Structure: food chains, food webs and function of ecosystem: Energy flow in an ecosystem, nutrient cycle and ecological succession, Ecological Interactions. Case studies of the following ecosystems: a) Forest ecosystem b) Grassland ecosystem Desert ecosystem d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Unit III:

Biodiversity and Conservation, Levels of biological diversity: genetic, species and ecosystem diversity

Bio geographic zones of India, India as a mega-biodiversity nation, Endangered and endemic species of India, Threats to biodiversity: Habitat loss, poaching of wildlife, man-wildlife conflicts, biological invasions, Conservation of biodiversity: In-situ and Ex-situ conservation of biodiversity.

Nature reserves, tribal populations and rights (Niyamgiri- Vedanta, POSCO), and human wildlife conflicts in Indian context (Sundarban-Human-Tiger encounters)., Ecosystem and biodiversity services: Ecological, economic, social, ethical, aesthetic and Informational value.

Unit IV: Environmental Pollution and Global Environmental Issues Environmental pollution: types, causes, effects and controls; Air, water, soil and noise pollution, Climate change, global warming, ozone layer depletion, acid rain and impacts on human communities and agriculture, Nuclear hazards and human health risks.

Unit V: Natural Resources: Renewable and Non-renewable Resources, Land resources and land use change; Land degradation, soil erosion and desertification, Deforestation: Causes and impacts due to mining, dam building on environment, forests, biodiversity and tribal populations, Disaster management: floods, earthquake, cyclones and landslides. Resettlement and rehabilitation of project affected persons; case studies. Water: Use and over- exploitation of surface and ground water, floods, droughts, conflicts over water, Energy resources: Renewable and non-renewable energy sources, use of alternate energy sources, growing energy needs, case studies.

Readings

Text Book of Environmental studies – D.K. Asthana

Awareness Environmental Studies book 5 – Abha Sahgal

Essentials of Environmental Science – Andrew Friedland & Rick A Relyea

TITLE: AIRPORT FUNCTIONS OF AIRLINES

Subject Code: 205

Work Load: 04 Hours per week

Credit Points: 04

Course contents :

UNIT I: AIRPORT PLANNING

Introduction – Growth of air transport, Airport organization and associations, Classification of airports airfield components, Air traffic Zones and approach areas, Context of Airport system planning, Development of Airport Planning process, Ultimate consumers, Airline decision, Other Airport operations.

UNIT II: AIRPORT OPERATIONS

Airport planning, Airport functions, Organization structure of Airline and Airports sectors, Airport Authorities, Global and Indian scenario of Airport management(DGCA & AAI)

UNIT III: GROUND HANDLING SERVICES

Role and Responsibilities of Ground Handlers, Ground Handling: Self Handling vs. Outsourcing, Ground Handling: Case Studies at India and Abroad

UNIT IV: OTHER SERVICES - RESPONSIBILITIES:

Catering: Preparation, Escort and Security, Inter-terminus Transfers
Medical Services
Accommodation and Hospitality
Information Dissemination
Airport Management
SOP for ATC

Readings

Airport Management – Daniel Prather
Airline and Airport Operations – Edissa Uwayo
Airport Operations – Norman Ashford, Pierre Coutu, John Beasley
Aircraft Ground Handling – Subash S Narayan
Airlines Operations And Management – Gerald N Cook Bruce G Billig

TITLE: PHYSICAL & HEALTH WELLNESS

Subject Code: 206

Work Load: 02 Hours per week

Credit Points: 01

Course contents :

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 Manual”. 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

Subject Code: 207

Work Load: 03 Hours per week

Credit Points: 02

Course contents :

UNIT 1: DESIGN THINKING

Introduction, The Design Method, Design Example, Design and Aeronautics, A brief History of Aircraft Design

UNIT 2 : THE OPERATING ENVIRONMENT

Design Motivation ,Characteristic of the Atmosphere, Pressure Measurement, The Standard Atmosphere, Density , Pressure and Temperature Altitude

UNIT 3: WINGS AND AIRPLANES

Design Motivation , Wings , High Lift Devices , Whole Aircraft Lift ,Whole Aircraft Drag, Mach Number Effects, Whole Aircraft Analysis Example, Aerodynamic

UNIT 4: STABILITY AND CONTROL

Design Motivation, The Language, Longitudinal Control Analysis , Longitudinal Stability , Stability and Control Analysis Example

UNIT 5 : SIZING

Design Motivations, Internal Layout , Structure and Weight, Geometry Constraints, Mission Analysis, The Sizing Equation, Weight & Balance, Mission Analysis and Sizing Example, Cost

Readings

Sujatha B. Manohar and Munawar Ahmed (2021), introduction TO Aeronautics, Jayvee International Publications, Bangalore

THIRD SEMESTER

TITLE: MICRO ECONOMICS

Subject Code: 301

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

UNIT 1: INTRODUCTION

Demand and Supply: Determinants of demand, movements vs. shift in demand curve, Determinants of Supply, Movement along a supply curve vs. shift in supply curve; - Market equilibrium and price determination.

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

UNIT 2: CONSUMER THEORY

Ordinal Utility theory: (Indifference curve approach): Consumer's preferences; Indifference curves; Budget line; Consumer's equilibrium; Income and substitution effect; Price consumption curve and the derivation of demand curve for a commodity; Criticisms of the law of demand.

UNIT 3: PRODUCTION AND COST

Production: Firm as an agent of production. Concepts of Production function. Law of variable proportions; Isoquants; Return to scale. Economics and Diseconomies of scale.

Costs: Costs in the short run. Costs in the long run, Profit maximization and cost minimization. Equilibrium of the firm, Technological Change: the very long run.

UNIT 4: MARKET STRUCTURE

Perfect Competition: Assumption; Theory of a firm under perfect competition; Demand and Revenue; Equilibrium of the firm in the short run and long run, The long run industry supply curve: increasing, decreasing and constant cost industry. Allocation efficiency under perfect competition

Monopoly: Short-run and long-run equilibrium of monopoly firm; Concept of supply curve under monopoly; Allocation inefficiency and dead-weight loss monopoly; Price discrimination.

Imperfect Competition: Difference between perfect competitions, monopoly and imperfect competition;

Monopolistic Competition: Assumption; Short – run Equilibrium; Long run Equilibrium; Concepts of excess capacity; Empirical relevance.

Oligopoly: Causes for the existence of oligopolistic firms in the market rather than perfect Competition; Cooperative vs. Non cooperative Behaviour and dilemma of oligopolistic firms.

UNIT 5: INCOME DISTRIBUTION AND FACTOR PRICING

Demand for factors. Supply of factor, backward bending supply curve for labor concepts of economic rent; Functional Distribution of Income.

Readings:

Pindyck, R.S., D. L. Rubinfeld and P. L. Mehta; Microeconomics, Pearson Education.
N. Gregory Mankiw, Principles of Micro Economics, Cengage Learning
Maddala G.S. and E. Miller; Microeconomics: Theory and Applications, McGraw-Hill Education.
Salvatore, D. Schaum's Outline: Microeconomic Theory, McGraw-Hill, Education.
Case and Fair, Principles of Micro Economics, Pearson Education
Koutsiyannis, Modern Micro Economic Theory.
C Snyder, Microeconomic Theory: Basic Principles and Extensions, Cengage Learning
Bilas, Richard A., Microeconomics Theory: A Graphical Analysis, McGraw-Hill Education.
Paul A Samuelson, William D Nordhaus, Microeconomics, McGraw-Hill Education.
Amit Sachdeva, Micro Economics, Kusum Lata Publishers
Chaturvedi, D.D. & Mittal, A. Principles of Micro Economics (English & Hindi) ed. 2017. Kitab Mahal, New Delhi.

TITLE: FINANCIAL ACCOUNTING -II

Subject Code: 302

Work Load: 06 Hours per week

Credit Points: 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, Suneel K. Maheshwari, and Sharad K. Maheshwari: An Introduction to Accountancy, Vikas Publishing House Pvt. Ltd.

R. Narayanaswamy, Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.

Charles T. Horngren, Gart L. Sundem, John A. Elliott, and Donna R. Philbrick, Introduction to Financial Accounting, Pearson.

TITLE: AIRPORT STRATEGIC PLANNING

Subject Code: 303

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

UNIT 1: AIRPORT PLANNING:

Introduction Growth of air transport
Airport organization and associations
Classification of airports airfield components
Air traffic Zones and approach areas

UNIT 2 : AIRPORT PLANNING PROCESS

Context of Airport system planning
Development of Airport Planning process Ultimate consumers
Airline decision
Other Airport operations

UNIT 3: CONCEPT OF AIRPORT PLANNING:

Short-term vs Long-term Planning
Principles of Airport Management
Growth of Air Transport
Air Traffic Zones

UNIT 4 : AIRPORT ORGANIZATIONS & ASSOCIATIONS:

Airports under Civil Aviation Administration
Autonomous Airport Authorities
Multi-purpose Authorities
Autonomous Civil Aviation Authority
Airport as a Business Enterprise Engine

UNIT 5: CLASSIFICATION OF AIRPORT'S AIRFIELD COMPONENTS:

Functions of Airfield
Airfield Components
Customer-focused Approach Area
Business Approach Area

Readings

Strategic airport planning and marketing –Emmy Arsonval Maniriho
Strategic airport planning –Robert E Caves & G.D. Gosling
Airport Planning & Management – Alexander Wells 2019
Airport Planning & Management – Alexander Wells 1986
Airport Systems – Richard De Nuevfillle
Airport Planning & Development – Paul Dempsey

TITLE: PEOPLE MANAGEMENT

Subject Code: 304

Work Load: 03 Hours per week

Credit Points: 03

Course Contents

UNIT 1 : INTRODUCTION TO PEOPLE MANAGEMENT

Diversity in organisation: age, gender, ethnicity, race, and ability. People Management: Meaning, Features, Significance of people management, Difference between People Management and Human Resource Management, impact of individual and organizational factors on people management.

UNIT 2: GETTING WORK DONE AND ASSESSMENT AND EVALUATION

Getting work done: Challenges of getting work done, significance of prioritization and assigning work to team members.

Performance Management: meaning, role of a manager in the different stages of the performance management process, Types of Performance assessment, Assessment and Evaluation Process of evaluation of tasks in the organisation. Modern tools of assessment and evaluation of tasks and performance.

UNIT 3: BUILDING PEER NETWORKS AND ESSENTIALS OF COMMUNICATION

Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

Essentials of Communication: Concept of the communication process with reflection on various barriers to effective communication and ways to overcome, Types of Communication and Channels of Communication.

UNIT 4 : MOTIVATION AND MANAGING SELF

Meaning, Importance and need for motivation, team motivation- meaning, importance team motivation, types of Motivators and Modern methods of motivation, Reflection on what does it mean to be a people manager; building a personal development plan for oneself, Self-Stress Management: Causes for stress, work life Balance, Importance of Work life balance, Factors influencing Work life Balance.

Readings

Muninarayanappa. M, Nagarajan.G, Rajkumar.S and Raghu.V.N (2021); Public Administration and Business, Jayvee International Publication, Bangalore.

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

Fadia, B. L., & Fadia, K. (2017). Indian Government and Politics. Uttar Pradesh: Sahitya Bhawan.

Granville, A. (1999). The Indian Constitution: Cornerstone of a Nation. Oxford: Oxford University Press.

Granville, A. (2003). Working a Democratic Constitution: A History of the Indian Experience. Oxford: Oxford University Press.

Kashyap, S. C. (2011). Our Constitution. New Delhi: National Book Trust.

Sapru, R. K. (2012). Public Policy: Formation, Implementation and Evaluation. New York: Sterling Publishers.

TITLE: UNDERSTANDING INTERPERSONAL SKILLS

Subject Code: 305

Work Load: 03 Hours per week

Credit Points: 03

Course Contents

UNIT 1: INTRODUCTION TO INTERPERSONAL DEXTERITY:

Purpose of interpersonal skills, Process of interpersonal skills, Importance of Communication in Business, Differences between Technical and General interpersonal skills, Barriers to interpersonal skills, Measures to Overcome the Barriers to interpersonal skills.

UNIT 2: TYPES OF INTERPERSONAL SKILLS:

Types of interpersonal skills, Verbal Communication-Importance of verbal communication, Advantages of verbal communication- Advantages of written communication, Significance of Non-verbal Communication

UNIT 3: ORAL INTERPERSONAL SKILLS:

Oral Business Presentation- Purpose –Audience-Locale, Steps in Making a Presentation- Research and planning-Structure and style-Preparation –Presentation
Delivering a Presentation.

UNIT 4 : MEETINGS:

Types of Meetings, Importance of Business Meetings, Different Types of Business Meetings, Selecting participants Developing Agendas-Opening Meetings-Establishing ground rules for meetings- Time Management-Evaluating the overall meeting-Closing meetings, Common Mistakes Made at Meetings.

UNIT 5 : PRACTICAL - WRITING E-MAIL:

Principles of E-mail, E-mail Etiquette, Overcoming Problems in E-mail Communication
Conducting Meetings, Evaluations of meeting process, Organizing Business Meetings

Readings

1. Interpersonal skills at work – John Hayes
2. Training in interpersonal – Phillip L. Hunsaker & Stephen P. Robbins
3. How to Win Friends and Influence People - Book by Dale Carnegie
4. Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition
5. Interpersonal Relationships: Professional Communication Skills - Book by Elizabeth Arnold and Kathleen Underman Boggs
6. How to Instantly Connect With Anyone: 96 All-new Little Tricks for Big Success - Book by Leil Lowndes
7. The Fine Art of Small Talk: How to Start a Conversation - Book by Debra Fine

TITLE: PASSENGER AND CUSTOMER BEHAVIOUR

Subject Code: 306

Work Load: 03 Hours per week

Credit Points: 03

Course Contents

UNIT 1- INTRODUCTION OF CUSTOMER SERVICE:

Customer service classification, Passenger Expectations, Service Quality, Passenger experience management, Grievance and complaint management system, Service recovery Communication with passengers/customers

UNIT 2- CUSTOMER SERVICE CLASSIFICATION

Objectives, Introduction, Characteristics of passenger service, Classification of passenger service, Goal of passenger service: customers/passengers' satisfaction

UNIT 3 - MEETING AND GREETING OF THE PASSENGERS/CUSTOMERS:

Identifying passengers needs and wants, Identifying passenger's personalities, Types of passengers/customers personalities, Passengers/Customers stated and unstated needs, Triggers and Customers/passengers Needs, What Customers/passengers Really Needs, Wants, and Expects, Effective Customer Care and Positive Attitude,. Changing Scenario in Customers/passengers, Expectations

UNIT 4- QUALITY OF SERVICE

The Two Dimensions of Service Quality, Technical Quality, Functional Quality, Factors Influencing Expected Quality, Determinants of Service Quality

PRACTICAL

Passenger/Customer Tackling Skills

- Customers/passengers Loyalty
- Factors affecting passengers/customers Loyalty
- Importance of Customers/passengers Loyalty
- Reasons for passengers Grievance
- Behaviour of Aggrieved passengers
- Complaint Management
- Benefits of Service Recovery
- Customers/passengers Response to Service Failure
- Strategies for Service Recovery
- Team Work
- Listening to the Customer

Readings

1. Passenger Behaviour –Robert Bor
2. Consumer Behaviour – Michael Solomon
3. Consumer Behaviour – Jim Blythe
4. Consumer Behaviour – Ramanuj Majumdar
5. Consumer Behaviour & Analytics – Andrew J Smith

FOURTH SEMESTER

TITLE: ENTREPRENEURSHIP DEVELOPMENT

Subject Code: 401

Work Load: 05 Hours per week

Credit Points: 04

Course Contents:

UNIT-1 ENTREPRENEURIAL MANAGEMENT

The evolution of the concept of entrepreneurship, John Kao's Model on Entrepreneurship, Idea Generation, Identifying opportunities and Evaluation; Building the Team / Leadership; Strategic planning for business; Steps in strategic planning, Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising; types of franchise arrangements; franchise contracts; franchise evaluation checklist, Financing entrepreneurial ventures; Managing growth; Valuation of a new company; Harvesting and Exit Strategies; Corporate Entrepreneurship

UNIT-2 ENTREPRENEURSHIP, CREATIVITY AND INNOVATION

Stimulating Creativity; Organisational actions that enhance/hinder creativity, Managerial responsibilities, Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation and Positive Creativity.

UNIT-3 SOCIAL ENTREPRENEURSHIP

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation and Entrepreneurship in a Social Context; Start-Up and Early Stage Venture Issues in creating and Sustaining a Non-profits Organization; Financing and Risks; Business Strategies and Scaling up.

UNIT-4 FAMILY BUSINESS AND ENTERPRENEURSHIP

The Entrepreneur; Role and personality; Family Business: Concept, structure and kinds of family firms ; Culture and evolution of family firm; Managing Business, family and shareholder relationships ; Conflict and conflict resolution in family firms ; Managing Leadership ,succession and continuity ; women's issues in the family business ;Encouraging change in the family business system.

UNIT-5 FINANCING THE ENTREPRENEURIAL BUSINESS

Arrangement of funds; Traditional sources of financing, Loan syndication, Consortium finance, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital.

Readings

Burns, P. (2001). Entrepreneurship and small business. New Jersey:Palgrave.

Drucker, P. F. (2006). Innovation and entrepreneurship: Practice and principles. USA: Elsevier.

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

TITLE: CONSTITUTION OF INDIA

Subject Code: 402

Work Load: 03 Hours per week

Credit Points: 03

Course Contents

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 to 74th 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(DD Basu) , “Introduction to the constitution of India”,(Student Edition), 19th edition, Prentice-Hall EEE, 2008.

TITLE: AIR TICKETING MANAGEMENT

Subject Code: 403

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

UNIT I - CONCEPT OF AIR TICKETING:

One Way and Return Trip, Circle trip journey, openjaw, add-on, mixed class journey
HIP check, Back Haul Minimum Check (BHC)
CTM check Indirect Travel Limitation
Around the world fare, special fares

UNIT II - FUNDAMENTALS OF AIR TICKETING

Airline & Airport codes
Fare construction rules and policies
Elementary location & Geography

UNIT III- COMPONENTS OF TICKETING

Tourist Accommodation
Travel Sales
Ticketing formalities
Customer service

UNIT IV

Review of basic Fare Construction Principles, Themileage system
Lowest combination principle
Around the World Fares, "Open Jaw" Journeys
Re – routings itenary
Collection of Fares

Readings

Flight reservation and airline ticketing – Jitendra K Sharma
Airfares and ticketing –Doris S Davidoff & Philip S Davidoff

TITLE: MANAGEMENT ACCOUNTING

Subject Code: 404

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

UNIT I

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting. Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Elements of Cost, Components of total Cost, Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable, and Step Costs; Product, and Period Costs; Direct, and Indirect Costs; Relevant, and Irrelevant Costs; Shut-down, and Sunk Costs; Controllable, and Uncontrollable Costs; Avoidable, and Unavoidable Costs; Imputed / Hypothetical Costs; Out-of-pocket Costs; Opportunity Costs; Expired, and Unexpired Costs; Conversion Cost. Cost Ascertainment: Cost Unit and Cost Center. Introduction to Overhead allocation, Overhead apportionment, and Overhead absorption.

Unit II

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, 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 down vs. Continue.

Unit III

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility Accounting: Concept, Significance, Different responsibility centers, Divisional performance – Financial measures, Transfer pricing.

Unit IV

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material, Labor, Overhead and Sales variances. Introduction to Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Readings:

C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson

M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.

M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.

S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

TITLE: MANAGEMENT & ORGANISATIONAL BEHAVIOUR

Subject Code: 405

Work Load: 03 Hours per week

Credit Points: 03

Course Contents:

Unit I

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership; Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

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

Unit II

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control; Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Unit III

Importance of organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Personality: Personality: Learning: Concept and Theories of Learning, reinforcement, „ Motivation: Concepts and their application, Need, Content & Process theories, Contemporary Leadership issues: Charismatic, Transformational Leadership. Emotional Intelligence

Unit IV

Groups and Teams: Definition, Difference between Groups and teams; Stages of Group Development, Group Cohesiveness, Types of teams. Analysis of Interpersonal Relationship: Transactional Analysis, Johari Window

Organisational Power and Politics: Nature of organisational politics. Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict, Organisational Change: Concept, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Managing Stress: Insights from Indian ethos

Readings:

Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.

Luthans Fred: Organisational Behaviour, Tata McGraw Hill.

Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R. - Organisational Behaviour; Tata McGraw Hill.

Newstrom John W.: Organisational Behaviour, Tata McGraw Hill.

Richard L. Daft: Principles of Management, Cengage Learning India.

Robbins Stephen P: Organisational Behaviour, Pearson.

Stephen P. Robbins & Mary Coulter: Management, Pearson.

Stoner & Wankel: Management, Prentice Hall of India.

Y.K. Bhushan: Fundamentals of Business Organisation & Management, Sultan Chand & Sons.

Navin Mathur, Management Gurus , National Publishing House, New Delhi

TITLE: INTERVIEW SKILLS

Subject Code: 406

Work Load: 02 Hours per week

Credit Points: 02

Course Contents

Unit I:

Meaning and Elements of interview –Oral, Observational, face to face, Conversational, Personal evaluation. Pre interview stage: Bio-data preparation, Factors considered in selecting a company, factors in choosing a job for applying, certificate arrangements.

Unit II:

Preparing for interview: Dress Code, Punctuality, Avoiding tensions and nervousness, Qualities observed during the interview.

Unit III:

Attitude formation –reasons for negative attitude, components, functions and developing positive mental attitude.

Unit IV:

Territories and zones –Territorial gestures, expectancy. Understanding attitudes by body gestures.

Unit V:

Gestures and their implications –Palm Gestures and smiling gestures. Hand and arm gestures, Leg Gestures, Pointers, gestures.

Readings:

Vinay Mohan – Understanding Body Language- PustakMahal publications.

Diane Berk – Preparing for interview, Viva Books Pvt. Ltd

FIFTH SEMESTER

TITLE: INTERNSHIP

Subject Code:501

Work Load: 03 Hours per week

Credit Points: 02

Course Contents

Each student shall undergo practical training of six weeks during the vacation after fourth semester in an approved business/industrial/service organization and submit two copies of summer training report to the Director/Principal of the Institution before the Viva-voce. On the basis of training report, Viva –Voce shall be conducted within a week of the commencement of the session. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

**TITLE: LOGISTICS AND AIR CARGO MANAGEMENT &
HANDLING**

Subject Code: 502

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

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 Service Customer 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/Express-Meaning, 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

Subject Code: 503

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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, anti inflationary 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**

Subject Code: 504

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

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

Subject Code: 505

Work Load: 02 Hours per week

Credit Points: 02

Course Contents

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 Organisational Leadership; Leadership Behaviour; 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-06

MARKETING

1. TITLE: CONSUMER BEHAVIOUR

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 Miniard: 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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 groupings- European 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, International Marketing, Southwest Publication, 2005

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

FINANCE

1. SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

- 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 Analysis Economic, 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

2. INVESTMENT BANKING & FINANCIAL SERVICES

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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.

2. TALENT & KNOWLEDGE MANAGEMENT

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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.

AVIATION

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

UNIT I- AN INTRODUCTION TO CUSTOMER/PASSENGER CARE:

Nature of customer service, changing customer behaviour and expectation,
Customer retention
What is excellent service?
Personal versus material service, Customer Relation Management (CRM)

UNIT II- LISTENING TO CUSTOMERS/PASSENGERS:

Barriers to listening, monitoring of complaints and compliments
Monitoring customer satisfaction, measuring customer loyalty, involving employees when
measuring process Recognizing achievement.

UNIT III- TRAINING AND DEVELOPMENT FOR CUSTOMER SERVICE:

Importance of training and development in customer service, identifying training and
development objectives
Training and development for managers
Build customer service into all training
Review and refresh training and development.

UNIT IV- COMMUNICATIONS:

Disseminating the message, developing a communications strategy
Reinforcing the message Tips on effective internal communication, Recognition and reward
Motivation, Performance management, developing a reward and recognition schemes
Sustaining a customer focus.

Readings

Customer support – Donna Knapp
Customer expectation Management - Terry Schurter
Voice of Customer- Dr. John Anton
Customer satisfaction - Avinashnarula
Customer loyalty –Stephen. A. Butscher
Customer Care Excellence: How to Create an Effective Customer Focus - Sarah Cook

2. TITLE: AIRLINE FINANCE & INSURANCE

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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: AVIATION INSURANCE

Aircraft hull and liability insurance – Sample policy and endorsement – Airport premise liability and other aviation coverage. , Underwriting and pricing aviation risk – Aviation business property insurance and transport insurance.

Readings

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

SIXTH SEMESTER

TITLE: AIRLINE CUSTOMER SERVICES

Subject Code: 601

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

Subject Code: 602

Work Load: 03 Hours per week

Credit Points: 03

Course Contents

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 harmony Definition 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 spirit- 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

Subject Code: 603

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

UNIT 1: THE INDIAN CONTRACT ACT, 1872: GENERAL PRINCIPLES OF CONTRACT

Contract – meaning, characteristics and kinds

Essentials of a valid contract - Offer and acceptance, consideration, contractual capacity, freeconsent, legality of objects.

Void agreements

Discharge of a contract – modes of discharge, breach and remedies against breach of contract.

Contingent contracts

Quasi – contracts

UNIT 2: THE INDIAN CONTRACT ACT, 1872: SPECIFIC CONTRACTS

Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency

UNIT 3: THE SALE OF GOODS ACT, 1930

Contract of sale, meaning and difference between sale and agreement to sell.

Conditions and warranties

Transfer of ownership in goods including sale by a non-owner

Performance of contract of sale

Unpaid seller – meaning, rights of an unpaid seller against the goods and the buyer.

UNIT 4: PARTNERSHIP LAWS

The Partnership Act, 1932

Nature and Characteristics of Partnership

Registration of a Partnership Firms

Types of Partners

Rights and Duties of Partners

Implied Authority of a Partner

Incoming and outgoing Partners

Mode of Dissolution of Partnership

The Limited Liability Partnership Act, 2008 (An overview)

Salient Features of LLP

Differences between LLP and Partnership, LLP and Company

LLP Agreement,

Partners and Designated Partners

Incorporation Document

Incorporation by Registration
Partners and their Relationship

UNIT 5: THE NEGOTIABLE INSTRUMENTS ACT 1881

Meaning, Characteristics, and Types of Negotiable Instruments : Promissory Note, Bill of Exchange, Cheque

Holder and Holder in Due Course, Privileges of Holder in Due Course.

Negotiation: Types of Endorsements

Crossing of Cheque

Bouncing of Cheque

Readings

M.C. Kuchhal, and Vivek Kuchhal, *Business Law*, Vikas Publishing House, New Delhi.

Avtar Singh, *Business Law*, Eastern Book Company, Lucknow.

Ravinder Kumar, *Legal Aspects of Business*, Cengage Learning

SN Maheshwari and SK Maheshwari, *Business Law*, National Publishing House, New Delhi.

Sushma Arora, *Business Laws*, Taxmann Publications.

Akhileshwar Pathak, *Legal Aspects of Business*, McGraw Hill Education, 6th ed.

P C Tulsian and Bharat Tulsian, *Business Law*, McGraw Hill Education

Aggarwal S K, *Business Law*, Galgotia Publishers Company, New Delhi.

Sharma, J.P. and Sunaina Kanojia, *Business Laws*, Ane Books Pvt. Ltd., New Delhi.

Bhushan Kumar Goyal and Jain Kinneri, *Business Laws*, International Book House

**TITLE: AVIATION LAW, AIRCRAFT RULES &
REGUALTIONS**

Subject Code: 604

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

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 5- Air 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: EMPLOYABILITY SKILLS

Subject Code: 605

Work Load: 02 Hours per week

Credit Points: 02

Course Contents

Unit I: Introduction to Employability skills – Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.

Unit II: Unpacking employability skills – Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.

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

Unit IV: Resume writing – Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.

Unit V: Arithmetic and Logical Reasoning Skills – Exercise.

Readings

1. Winning Interview Skills, Compiled & Edited by J.K. Chopra.
2. A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.

ELECTIVE SUBJECTS

PAPER I (CODE- 606)

DSE-08

MARKETING

1. TITLE: BRAND MANAGEMENT

Work Load: 04Hours per week

Credit Points: 04

Course Contents

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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. Havaladar, Vasant M. Cavale, Tata McGraw-Hill

FINANCE

1. TITLE: INTERNATIONAL FINANCE

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 Exchange Alternative 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 Investment Issues 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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 basic Concepts 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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 Programme Methods:-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.

AVIATION

1. TITLE: LOGISTICS FOR AVIATION INDUSTRY

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

UNIT – I Introduction: Logistics management: Definition, scope, functions, and objectives. Integrated logistics management. Role of logistics in the supply chain. Role of logistics in aviation service. Organization of logistics.

UNIT – II Inventory planning: Inventory planning – inventory costs, classifying inventory. Warehousing: Nature & importance, types, functions, layout and design.

UNIT – III Transportation: Nature, importance, types, and functions. Modes of transportation: Rail, road, water, air, and pipeline. Characteristics of different modes. Transportation decision. Transport economics.

UNIT – IV Containerization: Meaning, nature, importance, types, and functions. Types of carriers. Freight management: Meaning, nature, importance. Route planning. Role of airports, ICDs, and CONCOR. Global shipping options

UNIT – V Reverse logistics: Meaning, nature, importance, functions, scope, and design. Automatic identification technologies, bar coding, and RFID. Logistics outsourcing: Meaning, nature, importance, and functions – 3PL & 4PL.

Readings

Ailawadi, C., Sathish, and Rakesh Singh, 2005, –Logistics Management, Prentice Hall of India, New Delhi.

Coyle et al., 2004, –The Management of Business Logistics, Thomson Learning, seventh edition, New Delhi

2. TITLE- INFLIGHT SERVICES

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

UNIT I INTRODUCTION TO RESTAURANTS

Restaurant, Basic Knowledge of Restaurant, Service Equipment and Briefing, Preparation of Service & Safety

UNIT II SKILL MANAGEMENT

Skills and Demonstrations, Waiter Skills & Hospitality, Waiter Attitude, Work Tact, Inter Personal Skills & Intra Personal Skills. Skill Demonstration,

UNIT III HOTEL BEVERAGES

Beverages, Supervisor Skills, Supervisors Knowledge, Alcoholic & Non Alcoholic Beverages, , Food Demonstration & Preparation.

UNIT IV- SALES & LEADERSHIP

Sales Management, Nature & Scope, Importance. Process and Strategies, Tools CRM, Strategy, Sales Planning, Sales Budget, Leadership Skill in Sales Management, Leadership Skills, Leadership Traits & Leadership Quality.

UNIT V- FOOD CRISIS MANAGEMENT

Practical Approach for Food & Beverage, F & B Management, Crisis Management in food and drink industry food and beverage control

Readings

1. Munawar Ahmed and Sneha.N (2021), Fundamentals of Inflight Services, Jayvee International Publications, Bangalore.
2. Inflight Services Manual by American Airline

SEVENTH SEMESTER

TITLE: DECISIONAL TECHNIQUES FOR MANAGERS

Subject Code: 701

Work Load: 04 Hours per week

Credit Points:04

Course Contents

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 Two-phase 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 $m \times n$ game and solution of 2×2 , $2 \times s$, and $r \times 2$ 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

Subject Code: 702

Work Load: 06 Hours per week

Credit Points:06

Course Contents

UNIT I: INTRODUCTION TO E-COMMERCE:

The Scope of Electronic Commerce, Definition of Electronic commerce, Electronic Commerce and the Trade Cycle, Electronic Markets, electronic Data Interchange, Internet Commerce, E-commerce in Perspective

UNIT II: BUSINESS STRATEGY IN AN ELECTRONIC AGE:

Supply chains, Porter's Value Chain Model, Inter Organizational Value Chains, Competitive Strategy, Porter's Model, First Mover Advantage, 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-commerce Implementation, e-Commerce Evaluation

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 Internal Marketplace, Supplier-Oriented Marketplace: Cisco Connection online case, Intermediary-Oriented Marketplace: Boeing's PART Case, Just-In-Time Delivery: FedEx Internet Shop Case, Other B2B Models, Auctions, and Services, from Traditional to Internet-Based EDI, Integration with Back-End Information Systems, The Role of Software Agents for B2B EC, Electronic Marketing in B2B, Solutions of B2B EC, Managerial Issues, Electronic Data Interchange(EDI), EDI: the Nuts and Bolts, EDI & Business

UNIT IV: INTRANET AND EXTRANET:

Automotive Network Exchange-The Largest Extranet, Architecture of the Internet, Intranet, and Extranet, Intranet Software, Applications of Intranets, Intranet Application Case Studies, Considerations in Intranet Deployment, The Extranets, The Structure of Extranets, Extranet products & Services, Applications of Extranets, Business Models of Extranet Applications, Managerial Issues

UNIT V: ELECTRONIC PAYMENT SYSTEMS:

Is SET a Failure, Electronic Payments & Protocols, Security Schemes in Electronic payment Systems, Electronic Credit Card System on the Internet, Electronic Fund Transfer and Debit Cards on the Internet, stored-Value Cards And E-Cash, Electronic Check Systems, Prospect of Electronic payment Systems, Managerial issues.

EC STRATEGY AND IMPLEMENTATION:

IBM's E-Business's Strategy, Strategic Planning for EC, Electronic Commerce Strategy in Action, Competitive Intelligence on the Internet, Implementation: Plans & Execution, Project & Strategy Assessment, Managerial issues.

Readings

E-commerce, David Whiteley, Tata McGraw Hill.

Electronic Commerce, Eframi Turban, Jae Lee, David King, H. Michale Chung, Pearson Education.

TITLE: RESEARCH METHODOLOGY

Subject Code: 703

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

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 reports documentation 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

Subject Code: 704

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

Unit I: Goals and Objectives of Maintenance: Types of Maintenance-Reliability, Redesign. Establishing Maintenance Programme. Introduction of Maintenance Steering Group- Process and Task Oriented Maintenance- Maintenance Intervals Defined.

Unit II: Documentation for Maintenance: Types of Documentation- Regulatory Documents- Airlines Generated Documents- ATA Document Standards- Maintenance and Engineering Organization.

Unit III: Production Planning and Control: Forecasting-Production Planning & Control. Feedback for Planning- Organization for PPC- Technical Publications- Functions of Technical Publication- Technical Training – Training For Aviation Maintenance.

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

Unit V: Quality Assurance and Quality Control- Requirement for Quality Assurance. Quality Audit-ISO 9000 Quality Standard- Reliability-Types of Reliability- Maintenance Safety-Safety Rules-Accident & Injury Reporting.

Readings

1. Aviation Maintenance Management-Harry A KinnisonMcGraw Hill
2. Risk Management And Error Reduction In Aviation Maintenance- ManojS.Patankar AndJames C.Taylor-Ashgate Publishing Ltd

ELECTIVE SUBJECTS

PAPER I (CODE- 705)

DSE-10

MARKETING

1. TITLE: SUPPLY CHAIN MANAGEMENT

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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.

2. TITLE: MARKETING OF SERVICES

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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, Profitability 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 Publishing Co. Ltd.

R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.

I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House

2. TITLE: PERSONAL FINANCE & PLANNING

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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.

2. TITLE: HRD SYSTEMS & STRATEGIES

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 Areas of 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.

AVIATION

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

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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

- **Introduction to First Aid:** Importance of First Aid, Golden Rules of First Aid and Quality of First Aider, Concept of Emergency
- **First Aid in Emergency situation:** Fire, Burns, Fractures, Accidents, Poisoning, Drowning, Haemorrhages, Insect Bites, Foreign Bodies. Transportation of the Injured Bandaging and Splinting

2. TITLE: PRINCIPLES OF AIRLINE & AIRPORT MANAGEMENT

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

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 By Atc 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 Airport Privatisation – 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

Subject Code: 801

Work Load: 04 Hours per week

Credit Points: 04

Course Contents

Unit I: Services marketing – Introduction – Characteristics – marketing management for services - the importance of service marketing – Classification of services – Indian scenario.

Unit II: The Service strategy – Identifying customer groups – Segmentation – process – identifying alternative bases for segmentation – Identifying the target markets. Positioning – positioning and differentiation of services – Competitive differentiation of services – positioning and service levels and process of positioning – importance of positioning in services.

Unit III: Services marketing mix – inadequacy of 4P's – modified for service – Product in service – Price in service – Promotion of services – Places in services – Physical evidence, process, and people in Services – Service mission statement – Developing a Service mission.

Unit IV: Strategic planning process – Designing the strategy, Functional strategies – Marketing planning for services – Benefits of marketing planning – Problems in marketing planning.

Unit V: Service Promotion – Communication process – Steps in developing effective communication – Service communication – Guidelines for managing service communication

Advertising – Steps in advertising process – Advertising media for promoting Services – Growth of sales promotion in services – Sales promotion – Growth of sales promotion in services.

Readings

Vasanti Venugopal & Raghu, 2013, Services Marketing, 5th edition, Himalaya Publishing House, New Delhi

TITLE: INTERNATIONAL BUSINESS

Subject Code: 802

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

Unit I - INTRODUCTION

International Business: Concept, Globalisation and its importance in world economy; Impact of globalization; International business vs. domestic business: Complexities of international business; Modes of entry into international business.

Unit II- THEORIES OF INTERNATIONAL TRADE

An overview (Classical Theories, Product Life Cycle theory, Theory of National Competitive Advantage); Commercial Policy Instruments - tariff and non-tariff measures – difference in Impact on trade, types of tariff and non tariff barriers (Subsidy, Quota and Embargo in detail) ; Balance of payment account and its components.

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

Unit III- REGIONAL ECONOMIC CO-OPERATION

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

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

Unit IV- ORGANISATIONAL STRUCTURE

International business operations; International business negotiations.

Developments and Issues in International Business: Outsourcing and its potentials for India; Role of IT in international business; International business and ecological considerations.

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 from India; Indian joint ventures and acquisitions abroad.

Financing of foreign trade and payment terms – sources of trade finance (Banks, factoring, forfaiting, Banker's Acceptance and Corporate Guarantee) and forms of payment (Cash in advance, Letter of Credit, Documentary Collection, Open Account)

Readings

Charles W.L. Hill and Arun Kumar Jain, *International Business*. New Delhi: McGraw Hill Education
Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. *International Business*. Pearson Education
Johnson, Derbe., and Colin Turner.

TITLE: STRATEGIC MANAGEMENT FOR AVIATION

Subject Code: 803

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

Unit I: Definition of Strategy – Strategic Decision Making – Approaches to strategic decision making. Strategic Management: Need – Strategic Management Planning: Process – Plans during recession, recovery, boom and depression. Stability Strategy. Expansion Strategy. Restructure Strategy. Levels of Strategy: Corporate Level– Business Level – Functional Level. Competitive Analysis – Porter’s Five Forces Mode.

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

Unit III: Implementation of Strategies – Elements of Strategy Implementation – Procedural Implementation – Structural Implementation – Behavioral Implementation – Leadership Implementation – Functional Strategies – Functional Plans and Policies – Integration of Functional Plans and Policies. ERP – features and applications.

Unit IV: Corporate Restructuring: Concept – Process – Mergers and acquisition – Amalgamation – Strategies for acquisition and absorption of technology – Joint venture – Corporate development – Cooperative strategies – Reasons for strategic alliances – risks and costs of strategic alliances.

Unit V: Global Strategies: Global expansion strategies – MNC mission statement – Market entry strategy. International strategy: Business level strategy – Strategic leadership – Strategic evaluation – Importance – Barriers – Evaluation criteria – Strategic Control – Operational Control – Characteristics of an effective control system – Control process

Readings

Kazmi, A., 2014, Business Policy and Strategic Management, Third Edition reprint, TataMcGraw Hill, New Delhi

TITLE: DISSERTATION WITH INTERNSHIP

Subject Code: 804

Work Load: 06 Hours per week

Credit Points: 06

Course Contents

Each student is required to take a research project related to his/her area of aviation in the elective. The topic shall be duly approved by the Head of the Department /Principal to write a dissertation report. The report would be the outcome of field enquiry and data analysis as well as the review of existing literature in the particular area of study. This research work will be done under the supervision of one of the faculty members of the Department. The Viva-Voce will be conducted based on the dissertation done by the students. Marks shall be awarded by internal and external examiner and marks awarded by them shall be averaged to determine the marks of the students.

TITLE: DIGITAL MARKETING

Subject Code: 805

Work Load: 04 Hours per week

Credit Points: 03

Course Contents

- 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.