

**MANONMANIAM SUNDARANARUNIVERSITY
TIRUNELVELI - 627 012**



BBA - AVIATION MANAGEMENT

Choice Based Credit System – Affiliated Colleges

Program Regulations and Syllabus

(With Effect From The Academic Year 2026-2027 Onwards)

VISION

"To provide quality education to reach the un-reached"

MISSION

- ❖ To conduct research, teaching and outreach programmes to improve conditions of human living
- ❖ To offer a wide variety of off-campus educational and training programs, including the use of information technology, to individuals and groups.
- ❖ To develop partnership with industries and government so as to improve the quality of the workplace and to serve as catalyst for economic and cultural development
- ❖ To provide quality / inclusive education, especially for the rural and un-reached segments of economically downtrodden students including women, socially oppressed and differently abled

NAME OF THE PROGRAMME: Bachelor of Business Administration - Aviation Management

PREAMBLE

The Department of Business Administration of Manonmaniam Sundaranar University offers the BBA in Aviation Management under the Choice Based Credit System (CBCS) in line with UGC guidelines and industry requirements. The programme combines core business administration concepts with specialized knowledge in aviation operations, airport and airline management, aviation safety, logistics, tourism, and customer service. It aims to develop managerial, communication, leadership, and problem-solving skills through classroom learning and practical exposure such as internships, industrial visits, and projects. The programme prepares students for higher education and careers in aviation, airlines, airports, hospitality, logistics, and tourism sectors.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO1: Developing strong positive attitude to learn independently the concepts in the field of study

PEO2: Ensuring confidence among the learners to apply the knowledge and skills gained to solve real life issues

PEO3: Habituating ethical values among the learners to succeed in personal and professional life

PROGRAMME OUTCOMES (POs)

PO1: Comprehend the knowledge acquired and communicate the same to others.

PO2: Analyze and compare the factual data / situation to comprehend and to critically evaluate to find solution to the problem ahead.

PO3: Apply theories and philosophies learned in solving the problem in scientific manner.

PO4: Think reflectively on the earlier activities and attempt for self directed lifelong learning process.

PO5: Understand multicultural existence and identify the means to prolong moral/ethical values in personal and professional life.

PO6: Explore through multiple sources and get exposed to the digital technology.

PO7: Act as a responsible member in teams and practice leadership qualities.

PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO1: Apply aviation management theories and functional knowledge of airline operations, airport management, air cargo services, passenger handling, and aviation support services to operational and business decision-making.

PSO2: Demonstrate quantitative, analytical, and problem-solving skills in interpreting aviation performance data, airline financial statements, airport operational metrics, and air transport market trends.

PSO3: Develop effective aviation-specific communication, customer service, professional etiquette, leadership, teamwork, and presentation skills required in airline, airport, and aviation service environments.

PSO4: Understand and apply legal, regulatory, safety, and security frameworks prescribed by organizations such as the Directorate General of Civil Aviation (DGCA), Bureau of Civil Aviation Security (BCAS), International Civil Aviation Organization (ICAO), and International Air Transport Association (IATA) governing aviation operations in India and globally.

PSO5: Utilize modern aviation technologies, airport information systems, airline reservation systems, data analytics tools, and digital platforms to enhance operational efficiency and service quality.

PSO6: Demonstrate entrepreneurial mindset, innovation, strategic thinking, and managerial competence in identifying opportunities and addressing challenges within the aviation, airline, airport, and allied service sectors.

PSO7: Apply sustainable aviation practices, environmental responsibility, risk management principles, and global business perspectives to contribute to the safe, efficient, and sustainable development of the aviation industry.

ELIGIBILITY FOR ADMISSION Any candidate who has passed the Plus Two of the Higher Secondary Board of Tamilnadu or that of any other university or Board of Examinations in any state recognized as equivalent to the Plus Two of the Higher Secondary Board in Tamilnadu.

CONDUCT OF THE PROGRAMME

The BBA Aviation Management programme of Manonmaniam Sundaranar University is designed to provide students with comprehensive knowledge and practical skills required for the aviation industry. The programme integrates core business administration subjects with specialized courses in airport operations, airline management, aviation safety, logistics, tourism, and customer relationship management. It is conducted under the Choice Based Credit System (CBCS) in accordance with UGC guidelines. The curriculum emphasizes experiential learning through internships, industrial visits, case studies, seminars, and projects to enhance managerial, communication, leadership, and professional competencies, preparing students for careers in aviation and allied sectors.

DURATION OF THE COURSE

The duration of the course shall be three academic years comprising six semesters into with two semesters for each academic year. There shall be at least 90 working days in a semester and a minimum 450 hours of instructions in a semester.

MEDIUM OF INSTRUCTION & EXAMINATION: English medium only

EVALUATION PATTERN

CONTINUOUS INTERNAL ASSESSMENT TEST

INTERNAL VALUATION IS DONE BY COURSE TEACHERS PART I, II AND III-THEORY PAPERS

COMPONENT	TIME	MAX.MARKS
TEST I	1hour	20
TEST II	1hour	20
TEST III	1hour	20

PRACTICAL PAPERS

COMPONENT	MARKS
TEST I	20
TEST II	20
OBSERVATION	5
ASSIGNMENT	5

CIA EXAMINATIONS QUESTION PAPER PATTERN-PART III

Section	Type of Questions	WORDLIMIT	Marks	Total
A	MULTIPLE CHOICE QUESTIONS	-	2X1=2	20
B	SHORT EASSY TYPE QUESTIONS (Either or Choice)	120	2X5=10	
C	Essay type questions	200	1X8=8	

MODEL QUESTION PAPER

Reg. No. :

Sub Code:

B.B.A. (CBCS) DEGREE EXAMINATION ORGANIZATION BEHAVIOUR

(For those who joined in July 2026 onwards)

Time: Three Hours

Maximum: 75 marks

PART A - (10x1=10 marks) Answer ALL questions.

1. The study of Organizational Behaviour primarily focuses on _____.
 - a) technical processes in production
 - b) human behaviour within organizations
 - c) financial decision-making
 - d) Legal aspects of management
2. The systems approach to OB views organizations as _____.
 - a) Isolated units
 - b) Closed technical entities
 - c) Open and interrelated subsystems
 - d) Only social structures
3. The process by which individuals organize and interpret their sensory impressions to give meaning to their environment is _____.
 - a) Motivation
 - b) Personality
 - c) Perception
 - d) Attitude
4. Chris Argyris's Maturity-Immaturity theory explains that _____.
 - a) Employees always prefer routine jobs
 - b) People naturally move from immaturity to maturity as they grow
 - c) Employees resist responsibility at all stages
 - d) Motivation is not related to growth
5. Group dynamics is _____.
 - a) Mechanical functioning of a group
 - b) The interactions and forces among group members
 - c) The number of people in a group
 - d) The formal rules of an organization
6. Which of the following is NOT a common reason for resistance to change?
 - a) Fear of the unknown
 - b) Habit
 - c) Economic insecurity
 - d) Continuous learning
7. The Johari Window is mainly used for _____.
 - a) financial planning
 - b) Enhancing self-awareness and interpersonal relations
 - c) Leadership training only
 - d) Reducing costs
8. Interpersonal behaviour in organizations means _____.
 - a) Interaction between machines
 - b) Exchange of ideas and feelings between individuals
 - c) Legal communication only
 - d) Group policies
9. Organizational climate refers to _____.
 - a) Weather conditions affecting employees
 - b) Shared perceptions of policies, practices, and procedures
 - c) The physical infrastructure of the office
 - d) Political conditions of the country

10. The main purpose of organizational control is to _____.
a) Punish employees b) Ensure activities are carried out as planned
c) Eliminate leadership d) Increase financial profits only

PART B – (5 X 5=25 Marks)

Answer ALL questions by choosing (a) or (b) Each Answer should not exceed 250 words

11. a) How does understanding individual differences help managers?(OR)
b) What are the contributing disciplines to OB?
12. a) Describe Maslow's Need Hierarchy theory(OR)
b) Explain Vroom's Expectancy Theory and its three key elements.
13. a) Explain the importance of group dynamics in organizations.(OR)
b) Describe House's Path-Goal Theory of leadership.
14. a) Explain Eric Berne's Parent-Adult-Child (PAC) model.(OR)
b) Write short notes on interpersonal behaviour.
15. a) What is meant by organizational effectiveness?(OR)
b) How does climate affect employee behaviour and performance?

PART C – (5 X 8=40 Marks)

Answer ALL questions by choosing (a) or (b) Each Answer should not exceed 600 words

16. (a) What are the major challenges of OB in a globalized business environment?(OR)
(b) Define Organizational Behaviour and explain how it differs from general human behaviour.
17. (a) List and explain the five Organizational Behaviour models. (OR)
(b) Explain the role of learning in shaping employee behaviour at the workplace.
18. (a) Briefly explain autocratic, democratic, and laissez-faire leadership styles.(OR)
(b) Elaborate on the main reasons for resistance to change in organizations.
19. (a) Explain the role of communication in effective interpersonal relationships.(OR)
(b) Describe the Johari Window model.
20. (a) Describe the steps in the control process.(OR)
(b) Discuss any two emerging issues in Organizational Behaviour

PROGRAM STRUCTURE

The course work in an academic year shall be divided into parts as given below:

Semester	Period	Activity
I	15th June - 30th Oct	Classes and Continuous Internal Evaluation
I	16th Nov - 30th Nov	I and III Semester Examinations
II	1st Dec - 15th April	Classes and Continuous Internal Evaluation
II	16th April - 30th April	II Semester Examinations
III	2nd May - 15th June	Summer Project / Summer Internship
III	15th July - 15th Nov	Classes and Continuous Internal Evaluation
III	16th Nov - 30th Nov	III Semester Examinations
IV	1st Dec - 15th Jan	Main Project for the Final year Students
IV	16th Jan - 30th Nov	Classes and Continuous Internal Evaluation
IV	16th April - 30th April	IV Semester Examinations
V	15th June - 30th Oct	Classes and Continuous Internal Evaluation
V	1st Nov- 30th Nov	V Semester Examinations
VI	1st Dec - 1st April	Classes and Continuous Internal Evaluation
VI	7th April - 30th April	VI Semester Examinations

PSOs:

Title of the Course	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	Total Score
Principles of Management	9	11	9	9	10	7	8	63
Accounting for Managers I	10	11	9	8	9	8	7	62
Introduction to Airline industry	9	10	10	7	7	9	8	60
Basics of Event Management	9	10	7	7	7	8	7	55
Managerial Communication	9	9	12	8	8	7	9	62
Marketing Management	9	11	9	7	7	8	8	59
Strategic Management	10	11	8	7	9	10	7	62
Airline and Airport operations	10	10	9	8	7	7	8	59
Managerial Skill Development	9	8	7	7	7	8	7	53
Business Etiquette and Corporate Grooming	8	8	7	7	8	8	7	53
Office Management	9	11	7	8	9	9	7	60
Total score of all courses contributing to PSO	101	110	94	83	88	89	83	648

MSU

EVALUATION PATTERN

Revised Programme Structure (With effect from June 2026)

Sem (1)	Part I/II/III/IV (2)	Subject Number (3)	Subject Status (4)	Subject Title (5)	L	T	P	T	C	Maximum Marks		
										Internal	External	Total
I	I	1	Language	Tamil / Other language	6			6	3	25	75	100
	II	2	Language	English	6			6	3	25	75	100
	III	3	Core-1	Principles of Management	5			5	5	25	75	100
	III	4	Core-2	Accounting for Managers I	5			5	5	25	75	100
	III	5	Elective-1	Introduction to Airline industry	4			4	3	25	75	100
	IV	6	Skill1	Basics of Event Management	2			2	2	25	75	100
		7	Foundation Course	Managerial Communication	2			2	2	25	75	100
Sub Total					30			30	23			
II	I	8	Language	Tamil/Other language	6			6	3	25	75	100
	II	9	Language	English	4			4	3	25	75	100
	III	10	Core-3	Marketing Management	5			5	5	25	75	100
	III	11	Core-4	Strategic Management	5			5	5	25	75	100
	III	12	Elective-2	Airline and Airport operations	4			4	3	25	75	100
	IV	13	Skill 2	Managerial Skill Development	2			2	1	25	75	100
		14	Skill 3	Business Etiquette and Corporate Grooming	2			2	1	25	75	100
		15	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: Office Management	2			2	2	Internal 25, LMS 25	50	100
Sub Total					30			30	23			
III	I	13	Language	Tamil/Other language	6			6	3	25	75	100
	II	14	Language	English	6			6	3	25	75	100
	III	15	Core-5	Organisational Behaviour	4			4	5	25	75	100

	III	16	Core-6	Financial Management	4			4	5	25	75	100
	III	17	Elective-3	Business Statistics	4			4	3	25	75	100
	IV	18	Skill 4	Computer Applications in Business-I			2	2	1	50	50	100
	V	19	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: New Venture Management	2			2	2	Internal 25, LMS 25	50	100
	IV	20	EVS	Environmental Studies	2			2	2	25	75	100
	SubTotal				28		2	30	24			
IV	I	21	Language	Tamil/Other language	6			6	3	25	75	100
	II	22	Language	English	6			6	3	25	75	100
	III	23	Core-7	Business Environment	4			4	5	25	75	100
	III	24	Core-8	Business Regulatory FrameWork	4			4	5	25	75	100
	III	25	Elective-4	Operations Research	4			4	3	25	75	100
	IV	26	Skill 5	Tally			2	2	1	50	50	100
	IV	27	Naan Mudhalvan	Naan Mudhalvan *Substitute Paper: Intellectual Property Rights	2			2	2	Internal 25, LMS 25	50	100
	IV	28	VBE	Value Based Education	2			2	2	25	75	100
	SubTotal				28		2	30	24			
V	III	30	Core-9	Management Information system	5			5	4	25	75	100
	III	31	Core-10	Research Methodology	5			5	4	25	75	100
	III	32	Core-11	Human Resources Management	5			5	4	25	75	100
	III	33	Core-12	Project with viva-voce	5			5	3	50	50	100
	III	34	Elective-5	Air Traffic Control Or Airline Marketing and Strategic Management	4			4	3	25	75	100
	III	35	Elective - 6	Business Taxation Or Aviation Law	4			4	3	25	75	100

	IV	36	Naan Mudhalvan	NAAN Mudhalvan * Substitute Paper : Fundamentals of Fintech	2		2	2	Internal 25, LMS 25	50	100
	IV	37	Internship	Internship / Industrial Visit / Field Visit				2	50	50	100
	SubTotal				30		30	25			
VI	III	38	Core-13	Entrepreneurial Development	6		6	4	25	75	100
	III	39	Core-14	Services Marketing	6		6	4	25	75	100
	III	40	Core-15	International Business	6		6	4	25	75	100
	III	41	Elective-7	Air Transport Safety and Security Or Aircraft Navigation Service	5		5	3	25	75	100
	III	42	Elective- 8	Aircraft Maintenance and Crew Management Or Airport infrastructure	5		5	3	25	75	100
	IV	43	Naan Mudhalvan	Naan Mudhalvan * Substitute Paper : Quantitative Aptitude	2		2	2	Internal 25, LMS 25	50	100
	V		Extension Activity	Extension Activities				1			
	SubTotal				30		30	21			

L-Lecture Hours T-Tutorial Hours P-Practical Hours T-Total hours/week C- Credit
Allocation of questions for problem oriented subjects:40%theory and 60%problems

Summer Internship / Summer Project

- a) Every student shall undergo a six-week Summer Internship or carry out a six-week Summer Project in a reputed organization in India or abroad after completing the Fifth Semester examinations. The internship/project will be evaluated during the subsequent semester examinations.
- b) A duly signed Joining Report, countersigned by the organizational guide, must be submitted to the Project Coordinator within the prescribed date. Submission of the Attendance Certificate issued by the organization is mandatory for the acceptance of the Internship/Project Report.

Main Project

- a) Every student shall undertake a Six Weeks Main Project in a reputed organization in India or abroad after the completion of the Fifth Semester examinations, and the project will be evaluated during the Fifth Semester examinations.
- b) Students must strictly follow the procedures, schedule, and guidance provided by the Faculty Guide for successful completion and acceptance of the project report by the Project Coordinator.

COURSE STRUCTURE

SEMESTER I — COURSE STRUCTURE										
S.No	Code	Subject Name	Category	Inst. Hrs/Wk	Credits	CIA	Ext.	Total	L	T
1		Language — Tamil (Paper I)	Part I	6	3	25	75	100	Y	-
2		English (Paper I)	Part II	6	3	25	75	100	Y	-
3		Principles of Management	Core 1	5	5	25	75	100	Y	-
4		Accounting for Managers I	Core 2	5	5	25	75	100	Y	-
5		Introduction to Airline industry	Generic Elective 1	4	3	25	75	100	Y	-
6		Basics of Event Management (SEC 1)	SEC 1	2	2	25	75	100	Y	-
7		Managerial Communication (Foundation)	Foundation	2	2	25	75	100	Y	-

SEMESTER II — COURSE STRUCTURE										
S.No	Code	Subject Name	Category	Inst. Hrs/Wk	Credits	CIA	Ext.	Total	L	T
1		Language — Tamil (Paper II)	Part I	6	3	25	75	100	Y	-
2		English (Paper II)	Part II	4	3	25	75	100	Y	-
3		Marketing Management	Core 3	5	5	25	75	100	Y	-
4		Strategic Management	Core 4	5	5	25	75	100	Y	-
5		Airline and Airport operations	Generic Elective 2	4	3	25	75	100	Y	-
6		Managerial Skill Development (SEC 2)	SEC 2	2	1	25	75	100	Y	-
7		Business Etiquette & Corporate Grooming (SEC 3)	SEC 3	2	1	25	75	100	Y	-
8		Office Management (Substitute Paper)	NAAN Mudhalvan Substitute	2	2	25	75	100	Y	-

Note: The Naan Mudhalvan subject is compulsory for all students. In the event a student fails or needs to re-appear for this paper, the designated Substitute Paper (Office Management) must be taken to clear the arrear.

MSU

Subject Code		Subject Name	PRINCIPLES OF MANAGEMENT	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Describe and explain the nature, scope, evolution, functions, principles, roles, and significance of management, and distinguish between various schools of management thought.	K1 / K2 (Remember, Understand)
CO2	Apply planning, decision-making, organizing, staffing, and directing principles to solve managerial problems and achieve organizational objectives.	K3 (Apply)
CO3	Analyze organizational structures, authority relationships, delegation, departmentalization, leadership styles, motivation theories, and coordination mechanisms in business organizations.	K4 (Analyze)
CO4	Evaluate the effectiveness of management control systems, business ethics, corporate social responsibility practices, MIS, and TQM, and design suitable managerial strategies for organizational improvement.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Management	Management: Meaning and Definition — Importance of Management — Nature of Management (Science, Art and Profession) — Scope of Management — Levels of Management— Functions of Management— Evolution of Management Thought : Frederick Winslow Taylor, Henri Fayol, Elton Mayo and Peter Drucker — Managerial Roles and Skills	15	CLO1
II	Planning and Decision Making	Planning: Meaning and Definition - Importance of planning – Nature and characteristics of planning – Types of plans: strategic, tactical and operational plans – Planning process . Decision making: meaning, nature and importance – Types of decisions – Rational decision-making process – Techniques for managerial decision-making	15	CLO2
III	Organising	Organising: Meaning and importance of organizing – Principles of organization – Organization structure – Formal and informal organization – Departmentation – Span of control – Delegation of authority – Centralization and decentralization - Line and staff authority	15	CLO3
IV	Direction and Co-ordination	Direction: Meaning and principles of directing – Nature - Techniques - Importance. Coordination: meaning, need and importance – Techniques of coordination – Types - Requisites for Excellent Co-ordination	15	CLO4
V	Controlling	Controlling: Meaning and importance of control – Characteristics and principles of effective control – Steps in controlling process – Techniques of control : Budgetary control , Management audit , Performance appraisal – Control through MIS – Contemporary issues in managerial control – Challenges in controlling dynamic organizations.	15	CLO5

		Total Instructional Hours: 75					
Reading list							
JAF Stoner, Freeman R.E and Daniel R Gilbert “Management”, 6th Edition, Pearson Education, 2004.							
Griffin, T.O., Management, Houghton Mifflin Company, Boston, USA, 2014.							
.Stephen A. Robbins & David A. Decenzo & Mary Coulter, “Fundamentals of Management” 7th Edition, Pearson Education, 2011							
Stoner, Freeman, Gilbert Jr. (2014). Management (6th edition), New Delhi: Prentice Hall India							
Robbins, S., Coulter, M., Sidani, D., and Jamali, D., Management: Arab World Edition, Pearson, 2014.							
Reference Books							
P.C. Tripathi& P.N Reddy; Principles of Management, Sultan Chand& Sons,6th Edition, 2017							
L.M.Prasad; Principles & Practice of Management, Sultan Chand & Sons, 8 th Edition.							
Stephen P. Robbins & Mary Coulter; Management, Pearson Education, 13th Edition, 2017							
Dr.C.B.Gupta; Principles of Management, Sultan Chand& Sons, 3 rd Edition.							
Harold Koontz, Hienz Weihrich, A Ramachandra Aryasri; Principles of Management, McGraw Hill, 2nd edition, 2015							
Web Resources							
https://www.toolshero.com/management/14-principles-of-management/							
https://open.umn.edu/opentextbooks/textbooks/693							
https://open.umn.edu/opentextbooks/textbooks/34							
https://openstax.org/subjects/business							
https://blog.hubspot.com/marketing/management-principles							
CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	1	1	2	1
CO2	2	3	2	2	1	1	3
CO3	2	3	2	3	2	2	1
CO4	2	3	1	2	3	2	2
Total	9	11	7	8	7	7	7
CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	3	1	3
CO2	2	3	3	2	2	2	2
CO3	2	3	2	3	2	1	1
CO4	2	3	3	2	3	3	2
Total	9	11	9	9	10	7	8

Subject Code		Subject Name	ACCOUNTING FOR MANAGERS I	Category	Core
Credits	5	Inst. Hours/Week	5	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental principles of accounting, accounting concepts, conventions, and the preparation of Journal, Ledger, and Trial Balance.	K1 / K2 (Remember, Understand)
CO2	Apply accounting procedures to classify and rectify errors, prepare Suspense Accounts, and construct Bank Reconciliation Statements.	K3 (Apply)
CO3	Analyze and prepare Final Accounts, including Trading Account, Profit and Loss Account, and Balance Sheet with necessary adjustments in accordance with accounting principles.	K4 (Analyze)
CO4	Evaluate depreciation methods and design accounting solutions for ascertaining profit or loss under the Single Entry System through reconstruction of complete accounting records.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Accounting	Meaning, objectives and scope of accounting – Accounting concepts and conventions – Accounting standards – Accounting cycle – Double-entry system – Journalizing transactions Ledger: Meaning, Format, Posting and Balancing — Preparation of Trial Balance: Meaning, Purpose, Methods and Limitations	15	CLO1
II	Subsidiary Books and Bank Reconciliation	Meaning and types of subsidiary books – Purchase book, sales book, cash book and journal proper – Petty cash book – Causes for disagreement between cash book and pass book Preparation of BRS (with favourable and overdraft balances). Rectification of Errors: Classification of Errors (Errors of Omission, Commission, Principle, Compensating Errors) — Rectification before and after preparation of Trial Balance	15	CLO2
III	Preparation of Final Accounts	Final Accounts: Meaning, Need and Components — Trading Account: Purpose and Preparation — Profit and Loss Account: Purpose and Preparation — Balance Sheet: Meaning, Classification of Assets and Liabilities - Adjustments in Final Accounts: Closing Stock — Outstanding Expenses — Prepaid Expenses — Accrued Income — Income Received in Advance — Depreciation (as adjustment) — Bad Debts — Provision for Bad and Doubtful Debts — Provision for Discount on Debtors — Provision for Discount on Creditors — Interest on Drawings — Interest on Capital — Manager's Commission	15	CLO3
IV	Depreciation	Depreciation: Meaning and causes of depreciation – Characteristics of Depreciation - Need and significance –	15	CLO4

		Methods of depreciation: straight line method, diminishing balance method and annuity method – Treatment of Depreciation in Final Accounts		
V	Single Entry System	Single Entry System: Meaning and Definition — Features and Characteristics – Advantages and limitations – Difference between single entry and double entry systems – Statement of affairs method – Conversion method – Ascertainment of profit under incomplete records	15	CLO5
		Total Instructional Hours: 75		

Reading List

Goel.D.K and Shelly Goel, 2018, Financial Accounting, Arya Publications, 2nd edition.
Jain .S.P &Narang .K, 1999, Financial Accounting, Kalyani Publishers, Ludhiana, 4th edition
Rakesh Shankar. R &Manikandan.S, Financial Accounting, SCITECH, 3rd edition.
Shukla&Grewal, 2002, Advanced Accounting, Sultan Chand &Sons,New Delhi, 15th edition.
Tulsian P.C., 2006, Financial Accounting, Pearson Education

References Books

Dr.K.Ganesan & S.Ushena Begam – Accounting for Managers - Volume 1, Charulatha Publications, Chennai
TS Reddy & amp; A.Murthy; Financial Accounting -Margham Publications , 6th Edition, 2019
David Kolitz; Financial Accounting – Taylor and Francis group, USA 2017
M N Arora; Accounting for Management- Himalaya Publications House 2019.
SN Maheswari; Financial Accounting - Vikas Publishing House, Jan 2018.
T. Horngren Charles, L. Sundern Gary, A. Elliott John; Introduction to Financial Accounting, Pearson Publications Oct 2017.

Web Resources

https://ebooks.lpude.in/management/mba/term_1/DMGT403_ACCOUNTING_FOR MANAGERS.pdf
<https://www.drnishikantjha.com/booksCollection/Accounting%20for%20Management%20for%20MBA%20.pdf>
<https://www.accountingtools.com/articles/2017/5/15/basic-accounting-principles>
[https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system\](https://en.wikipedia.org/wiki/Single-entry_bookkeeping_system)
<https://www.profitbooks.net/what-is-depreciation>

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	2	1	3
CO2	2	3	2	3	2	2	1
CO3	3	3	3	3	2	2	1
CO4	2	3	2	1	3	3	2
Total	10	11	8	8	9	8	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	2	1	2	1	1
CO2	2	3	2	3	2	2	2
CO3	3	3	3	3	2	2	2
CO4	2	3	2	1	3	3	2
Total	10	11	9	8	9	8	7

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	INTRODUCTION TO AIRLINE INDUSTRY	Elective	Y	-	-	-	3	4	25	75	100

Course Outcomes

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental concepts, terminology, evolution of aviation, roles of aviation regulatory bodies, and the structure and operational areas of airports.	K1 / K2 (Remember, Understand)
CO2	Describe the history, classification, components, and basic principles of aircraft operation, and explain the development and functioning of the airline industry.	K2 (Understand)
CO3	Apply passenger service procedures, baggage handling processes, reservation systems, and customer service practices to effectively manage airport terminal and ramp operations.	K3 (Apply)
CO4	Analyze aviation safety, security frameworks, regulatory requirements, safety culture, accident investigation procedures, and evaluate their role in ensuring efficient and secure aviation operations.	K4 / K5 (Analyze, Evaluate)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Aviation	Aviation – Meaning and genesis of aviation – Aviation terminology – Regulatory bodies: DGCA, BCAS, ICAO, IATA – Airport and airline codes – World time zone – Landside and airside areas – Terminal building – Apron – Runway.	12	CLO1
II	Aircraft: Types and Flight Mechanics	History of aircraft – Difference between aircraft and airplane – Classification of airplanes – Physical description of an aircraft – Basic science behind flight – Mechanics of flight – Parts of an aircraft with definitions.	12	CLO2
III	Passenger Services	Passenger services at terminal building: Reservation – Check-in – Seating procedures – Baggage procedure – Types of passengers and handling procedure – Boarding gate – Arrival terminal – Gate Know Show (GNS) – Flight cancellation and denied boarding compensation procedures – Arrival ramp procedure.	12	CLO3
IV	Airline Structure and Personnel	Airline alliances – Development of commercial airlines – Deregulation – Impact of deregulated airline industry – Organisational structure – Types of airline personnel – Flight crew and cabin crew.	12	CLO4
V	Air Safety and Security	Air safety and security – Role of regulatory agencies – Airside safety – Culture of safety – Issues in air safety – Accident and incident investigation.	12	CLO5
Total			60	

Reading list

- | | |
|----|--|
| 1. | Fly Sky Aviation, “Airport and Airline Management”, 1 st Edition, 2020. |
| 2. | International Air Transport Association (IATA); 1st Edition (14 April 2011) |
| 3 | B.Young, “Airport planning and management” McGraw-Hill Education, 6 th Edition, 2011. |

Reference Books

- | | |
|----|--|
| 1. | IATA books on airline customer service – 1 st edition, 2020 |
|----|--|

Web Resources

- | | |
|---|---|
| 1 | https://www.slideshare.net/vivianmeril/introduction-to-airline-industry . |
|---|---|

Mapping with program outcomes**0 – No Correlation 1 – Low 2 – Medium 3 – High**

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	2	3	1	2	2	2
CO 2	2	2	2	2	2	3	2
CO 3	2	3	2	2	1	2	2
CO 4	2	3	3	2	2	2	2
Total	9	10	10	7	7	9	8

CO–PSO Mapping (Course Articulation Matrix)**0 – No Correlation 1 – Low 2 – Medium 3 – High**

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	2	2	2
CO2	2	2	2	2	2	3	2
CO3	2	3	2	2	1	2	2
CO4	2	3	3	2	2	2	2
Total	9	10	10	7	7	9	8

Subject Code		Subject Name	Basics of Event Management	Category	SEC – 1
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental concepts, scope, types, regulatory framework of event management, and the roles and responsibilities of event management professionals.	K1 / K2 (Remember, Understand)
CO2	Design comprehensive event plans incorporating concept development, venue selection, programme scheduling, vendor management, health and safety measures, and event marketing strategies.	K3 / K6 (Apply, Create)
CO3	Analyze and evaluate the feasibility of events through resource analysis, SWOT analysis, risk assessment, contingency planning, and performance evaluation.	K4 / K5 (Analyze, Evaluate)
CO4	Develop event budgets, perform cost-benefit and break-even analyses, prepare sponsor proposals, and formulate funding strategies for successful event execution.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Event Management	Meaning and scope of event management – Types of events – Importance of event planning – Roles and responsibilities of event managers – Career opportunities in event management	6	CLO1
II	Concept and Design of Events	Event concept development – Theme selection – Event proposal preparation – Event coordination – Venue selection – Event logistics – Creativity in event planning.	6	CLO2
III	Event Feasibility Analysis	Feasibility analysis – SWOT analysis – Risk assessment – Resource mobilization – Human resource planning – Time scheduling	6	CLO3
IV	Event Planning, Marketing and Promotion	Marketing mix in event management – Digital promotion – Social media campaigns – Public relations – Sponsorship management	6	CLO4
V	Event Budget and Financial Management	Budget preparation – Cost estimation – Revenue generation – Financial feasibility – Sponsorship planning – Event evaluation techniques – Post-event reporting	6	CLO5
		Total Instructional Hours: 30		

Reading List

Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.
Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009
Event Management & Public Relations by Savita Mohan - Enkay Publishing House
Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross
Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

References Books							
Event Management By Chaudhary, Krishna, Bio-Green Publishers							
Successful Event Management By Anton Shone & Bryn Parry							
Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid							
Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management by Judy Allen , Wiley Publishers							
Event Planning: Management & Marketing For Successful Events: Management & Marketing for Successful Events: Become an Event Planning Pro & Create a Successful Event Series by Alex Genadinik Create Space Independent Publishing Platform, 2015							
Web Resources							
https://ebooks.lpude.in/management/bba/term_5/DMGT304_EVENT_MANAGEMENT.pdf							
https://www.inderscience.com/jhome.php?jcode=ijhem International Journal of Hospitality & Event Management							
https://www.emeraldgrouppublishing.com/journal/ijefm International Journal of Event and Festival Management							
https://www.eventbrite.com/blog/?s=roundup							
https://www.eventindustrynews.com/							
CO–PO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	1	2	1	0	2	1
CO2	2	3	2	2	2	2	1
CO3	2	3	1	2	2	2	2
CO4	2	3	2	2	3	2	3
Total	9	10	7	7	7	8	7
CO–PSO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	1	2	1	0	2	1
CO2	2	3	2	2	2	2	1
CO3	2	3	1	2	2	2	2
CO4	2	3	2	2	3	2	3
Total	9	10	7	7	7	8	7

Subject Code		Subject Name	MANAGERIAL COMMUNICATION	Category	Foundation Course
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO)

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the communication process, models, types, barriers to communication, and strategies for effective communication in professional and organizational settings.	K1 / K2 (Remember, Understand)
CO2	Apply business communication principles to draft professional correspondence, including enquiries, offers, orders, complaints, circulars, and other business documents using appropriate formats and language conventions.	K3 (Apply)
CO3	Analyze and demonstrate effective oral and written communication skills through presentations, group discussions, interviews, reports, agendas, notices, and minutes of meetings.	K4 (Analyze)
CO4	Evaluate and create communication strategies using modern digital communication tools and platforms, ensuring professional, ethical, and effective organizational communication.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Communication	Meaning and process of communication – Types of communication – Principles of effective communication – Communication barriers - Strategies to Overcome Barriers – Listening skills	6	CLO1
II	Business Letters and Written Communication	Business letters – Letter drafting techniques – Inquiry letters – Complaint letters – Sales letters – Circulars	6	CLO2
III	Oral Communication, Interviews and Presentations	Resume writing – Cover letter preparation – Interview techniques – Group discussion – Presentation skills – Public speaking	6	CLO3
IV	Business Reports and Meeting Communication	Business reports – Agenda and minutes – Formal and informal reports – Meeting procedures – Virtual meeting communication	6	CLO4
V	Modern Forms of Business Communication	Communication through digital platforms – Virtual collaboration – Podcasts and webinars – Social media communication – Website communication	6	CLO5
Total Instructional Hours: 30				

Reading List

Krishan Mohan & Meena Banerji, Developing Communication Skills, Macmillan India Ltd, 2008
Mallika Nawal –Business Communication – CENGAGE
Bovee, Thill, Schatzman, Business Communication Today - Pearson Education Private Ltd - New Delhi.
Michael Brown, Making Presentation Happen, Allen & Unwin, Australia, 2008
Sundar K.A, Business communication Vijay Nicole imprints Pvt. Ltd., Chennai.

References Books

Rajendra Paul & J S Kovalahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2017
Dr. C B Gupta, Basic Business Communication, Sultan Chand & Sons, New Delhi, 2017
R C Sharma & Krishan Mohan, Business Correspondance and Report Writing, Mc Graw Hill, India Pvt Ltd., New Delhi, 2006
Kevin Galaagher, Skills Development for Business and Management Students, Oxford University Press, Delhi, 2010
R C Bhatia, Business Communication, Ane Books Pvt Ltd., Delhi, 2015

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https://www.managementstudyguide.com/business_communication.html
https://studiousguy.com/business-communication/
https://www.oercommons.org/curated-collections/469
https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/
https://open.umn.edu/opentextbooks/textbooks/8

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	3	1	0	1	3
CO2	2	2	3	2	3	2	3
CO3	2	3	3	3	2	2	1
CO4	2	2	3	2	3	2	2
Total	9	9	12	8	8	7	9

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	0	1	3
CO2	2	2	3	2	3	2	3
CO3	2	3	3	3	2	2	1
CO4	2	2	3	2	3	2	2
Total	9	9	12	8	8	7	9

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	MARKETING MANAGEMENT	Core	Y	-	-	-	5	5	25	75	100

Course Outcomes

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the fundamental concepts, scope, functions, and importance of marketing, and apply the marketing mix framework to analyze marketing situations and business opportunities.	K1 / K2 (Remember, Understand)
CO2	Apply market segmentation, targeting, positioning, product planning, product mix, and pricing strategies to address marketing challenges and customer needs.	K3 (Apply)
CO3	Analyze product life cycle stages, distribution channel structures, channel selection factors, and marketing decisions to improve market performance.	K4 (Analyze)
CO4	Evaluate promotional strategies, digital marketing practices, and integrated marketing mix decisions, and develop effective marketing plans for competitive business environments.	K5 / K6 (Evaluate, Create)

UNIT	Details		No. of Hours	Learning Objectives
I	Fundamentals of Marketing	Market – Classification of market – Role of marketing – Importance – Modern marketing – Marketing functions – Concept of marketing mix – Marketing approaches.	15	CLO1
II	Market Segmentation and Product	Market segmentation – Need and basis of segmentation – Product – Characteristics – Benefits – Classifications – Product mix – New product development process – Product life cycle.	15	CLO2
III	Pricing	Pricing – Meaning – Objectives – Significance – Basic principles of pricing – Methods of pricing – Pricing policies and strategies – Pricing process – Factors affecting pricing decisions.	15	CLO3
IV	Physical Distribution	Physical distribution – Meaning – Importance – Features – Types of channel of distribution – Functions of channel members – Factors influencing channel selection.	15	CLO4
V	Promotion and Digital Marketing	Promotion mix – Sales promotion tools – Objectives – Importance – Factors determining promotion mix – Digital marketing – Application and benefits.	15	CLO5
			75	

Reading List

1.	Philip Kotler & Gary Armstrong, Principles of Marketing: A South Asian Perspective, Pearson Education, 2018.
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2.	Rajan Saxena, Marketing Management, Tata Mc Graw Hill, 2017.
3.	L.Natarajan, Marketing, Margham Publications, 2017.
4.	J P Mahajan & Anupama Mahajan, Principles of Marketing, Vikas Publishing House, 2017.
5.	K Karunakaran, Marketing Management, Himalaya Publishing House, 2017.

References Books

1.	C.B.Gupta & Rajan Nair Marketing Management, Sultan Chand & Son 2020
2.	V.S. Ramaswamy & S. Namakumari, 2002, Principles of Marketing, first edition, S.G. Wasani / Macmillan India Ltd,
3.	Cranfield, Marketing Management, Palgrave Macmillan.
4.	Harsh V Verma & Ekta Duggal, Marketing, Oxford University Press, 2017.
5.	Sontakki C.N, Marketing Management, Kalyani Publishers, Ludhiana. 2016

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1.	http://eprints.stiperdharmawacana.ac.id/24/1/%5BPhillip_Kotler%5D_Marketing_Management_14th_Edition%28BookFi%29.pdf
2.	https://mrcet.com/downloads/MBA/digitalnotes/Marketing%20Management.pdf
3.	https://www.enotesmba.com/2013/01/marketing-management-notes.html
4.	Industrial Marketing Management Journal ScienceDirect.com by Elsevier
5.	Journal of Marketing Management Taylor & Francis Online (tandfonline.com)

CO-PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	2	2	2	2	2	3
CO 2	2	3	2	1	1	2	2
CO 3	2	3	2	2	1	2	1
CO 4	2	3	2	2	3	2	2
Total	9	11	8	7	7	8	8

CO-PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	3	2	2	2	2	2	3
CO 2	2	3	3	1	1	2	2
CO 3	2	3	2	2	1	2	1
CO 4	2	3	2	2	3	2	2
Total	9	11	9	7	7	8	8

Subject	Subject Name	Le	ss	L	T	P	Q	r	e	d	i	t	H	Marks
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Code									CIA	External	Total
	STRATEGIC MANAGEMENT	Core	Y	-	-	-	5	5	25	75	100

Course Outcomes

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concepts, importance, process, and levels of strategic management, and describe the role of vision, mission, business definition, goals, and objectives in formulating strategic intent.	K1 / K2 (Remember, Understand)
CO2	Apply strategic management tools to analyze internal and external business environments, assess organizational capabilities, and identify strategic opportunities and challenges.	K3 (Apply)
CO3	Analyze and evaluate corporate-level and business-level strategic alternatives using strategic models and frameworks for effective decision-making.	K4 / K5 (Analyze, Evaluate)
CO4	Evaluate and develop strategic implementation, control, performance measurement, sustainability, ethical, and technology-driven strategies to achieve long-term organizational success.	K5 / K6 (Evaluate, Create)

UNIT	Details		No. of Hours	Learning Objectives
I	Introduction to Strategic Management	Introduction to strategic management – Concept and importance – Overview of the strategic management process – Levels of strategy – Strategic intent – Vision and mission – Business definition – Goals and objectives.	15	CLO1
II	Business Environment Analysis	Business environment – External environment analysis – Internal environment analysis – Organisational capability analysis – Strategic implications.	15	CLO2
III	Strategy Formulation	Strategic alternatives at corporate level: concept of grand strategies – Strategic choice models: BCG, GE Nine Cell Matrix, Hofer's Matrix – Strategic alternatives at business level: Michael Porter's Generic Competitive Strategies.	15	CLO3
IV	Strategy Implementation	Strategic implementation – Structural implementation – Behavioural implementation – McKinsey 7-S Framework – Establishing strategic control.	15	CLO4
V	Balanced Scorecard, CSR and Ethics	Balanced Scorecard approach – Big Data and Balanced Scorecard – Corporate Social Responsibility (CSR) – Business ethics – Corporate sustainability.	15	CLO5
	Total		75	

Reading List							
1.	Wheelan and Hunger, Concepts in Strategic Management and Business Policy, Pearson. – 14th Edition (2017)						
2.	Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill – Third Edition(2012)						
3.	Jauch, Glueck& Gupta, Business Policy and Strategic Management, (Frank Brothers), (7th Edition)						
4.	Pearce, Robinson and Mittal, Strategic Management, Formulation, Implementation & Control, (McGraw Hill), (12th Edition)						
5.	Hitt, Ireland, Hoskisson&Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)						
References Books							
1.	Thomson & Strickland,(2008), Crafting and Executing Strategy, McGraw Hill.- Sixteenth Edition (2011)						
2.	N. Chandrasekaran, Ananthanarayanan(2011), Strategic Management, Oxford University Press – First Edition – Second Impression (2012)						
3.	Ireland, Hoskisson&Manikutty (2009), Strategic Management – A South Asian Perspective, Cengage Learning- Ninth Edition(2012)						
4.	Dr.LM.Prasad, Strategic Management, Sultan Chand & Sons						
5.	Kenneth Carrig,Scott A Snell.StrategicExecution:Driving Breakthrough performance in business, Stanford University Press(2019)						
Web Resources							
1	Strategic management journal https://onlinelibrary.wiley.com/journal/10970266						
2	https://str.aom.org/teaching/all-levels						
3	https://online.hbs.edu/courses/business-strategy/						
4	https://study.sagepub.com/parnell4e						
5	https://www.strategicmanagement.net/						
CO–PO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	2	1	1	2	3	1
CO 2	2	3	2	2	2	2	2
CO 3	3	3	2	2	2	2	2
CO 4	2	3	3	2	2	3	2
Total	10	11	8	7	8	10	7
CO–PSO Mapping (Course Articulation Matrix)							
0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO/PSO	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7
CO 1	3	2	1	1	2	3	1
CO 2	2	3	2	2	2	2	2
CO 3	3	3	3	2	2	2	2
CO 4	2	3	2	2	3	3	2
Total	10	11	8	7	9	10	7

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
	AIRLINE AND AIRPORT OPERATIONS	Elective	Y	-	-	-	3	4	25	75	100

Course Outcomes

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the development, structure, market potential, and regulatory framework of the aviation industry, including the roles of airlines, airports, DGCA, AAI, and other aviation authorities.	K1 / K2 (Remember, Understand)
CO2	Apply principles of airport planning, airline operations, terminal management, reservation systems, ticketing, baggage handling, customs, immigration, and security procedures in aviation service environments.	K3 (Apply)
CO3	Analyze aviation industry trends, airport management practices, public-private partnerships, environmental regulations, meteorological services, and operational challenges affecting aviation performance.	K4 (Analyze)
CO4	Evaluate logistics and air cargo operations, quality management practices, global supply chain integration, and develop effective solutions for improving airport and airline operational efficiency.	K5 / K6 (Evaluate, Create)

UNIT	Details		No. of Hours	Learning Objectives
I	Development of Air Transportation	History of aviation – Development of air transportation in India – Major players in airline industry – Market potential of Indian airline industry – Current challenges in airline industry – Competition in airline industry.	12	CLO1
II	Airport Planning and Management	Airport planning – Operational area and terminal – Airport operations – Airport functions – Organisation structure of airline and airport sectors – Airport authorities – Global and Indian scenario of airport management – DGCA – AAI.	12	CLO2
III	International Trends and PPP	International trends in aviation – Emerging Indian scenario – PPP: Public Private Participation in Indian airports – Private participation in international developments – Environmental regulations – Regulatory issues – Meteorological services for aviation.	12	CLO3
IV	Airline Terminal Management	Airline terminal management – Flight information counter / Reservation and ticketing – Check-in / Issue of boarding pass – Customs and immigration formalities – Security clearance – Baggage handling: checked baggage, free baggage allowance (weight and piece concept), excess baggage charges – Baggage tracing: types of mishandled baggage,	12	CLO4

		systems for tracing, found and unclaimed baggage, property irregularity report.		
V	Air Cargo and Logistics	Concept of logistics – Role of warehousing – Trends in material handling – Global supply chain – Quality concept and Total Quality Management – Improving logistics performance – Air cargo concept – Cargo handling – Booking of perishable cargo and live animals – Types of air cargo – Air cargo tariff, ratios and charges – Airway Bill: function, purpose and validation.	12	CLO5
	Total		60	

Reading list

1	P.S.Senguttuvan –Principles of Airport Economics-Excel Books- 2 nd edition, 2007
2	Alexander T.Well, Seth Young –Principles of Airport Management-McGraw Hill 3rd edition 2003.
3	Graham.A-Managing Airport an International Perspective –Butterworth Heinemann,Oxford-, 2 nd edition 2001
4.	Wells.A-Airport Planning and Management, 4th Edition-McGraw-hill, London 3 rd edition 2000.
5	Doganis.R.-The Airport Business-Routledge, London 1 st edition,1992

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1.	Richard De Neufville – Airport Systems: Planning, Design, and Management. -McGraw-Hill, London- 2 nd edition,2007.
2	Kent Gouiden- Global Logistics Management –Wiley Black Well, 3 rd edition, 2015
3	Lambert –Strategic Logistic Management – Academic Intl Publishers, 5 th edition, 2014
4	Paul R.Murphy,JR and Donal &F.Wood-Contemporary Logistics –Prentie Hall. N 9th Edition, 2008.

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1	https://slideplayer.com/slide/4320121/
2	https://www.powershow.com/viewht/cdea9-
3	https://www.slideshare.net/AiDY/overview-on-airport-operation-presentation

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
CO 1	3	2	2	1	1	3	2
CO 2	2	2	2	3	2	2	1
CO 3	2	3	3	2	1	2	2
CO 4	2	3	2	2	3	2	2
Total	9	10	9	8	7	9	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO /PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	3	1	1	2	2
CO2	2	2	2	3	2	2	1
CO3	2	3	3	2	1	2	2
CO4	3	3	1	2	3	1	3
Total	10	10	9	8	7	7	8

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Subject Code		Subject Name	MANAGERIAL SKILL DEVELOPMENT	Category	SEC – 2
Credits	1	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO)

On successful completion of this course, students will be able to:

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the concepts of self-awareness, self-concept, self-identity, self-confidence, and emotional intelligence, and identify personal strengths and areas for professional development.	K1 / K2 (Remember, Understand)
CO2	Apply principles of emotional intelligence, communication, teamwork, time management, and conflict resolution to improve interpersonal effectiveness and professional performance.	K3 (Apply)
CO3	Analyze management skills, critical-thinking frameworks, creativity techniques, and problem-solving approaches to address complex business and organizational challenges.	K4 (Analyze)
CO4	Evaluate personal and professional competencies and create effective solutions, presentations, reports, and communication strategies for leadership and career development.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Self-Awareness and Self-Concept	Self-awareness – Self-concept – Self-confidence – Personal effectiveness – Personality development	6	CLO1
II	Self-Esteem and Core Management Skills	Meaning and importance of self-esteem – Team building – Conflict resolution – Collaboration and workplace behaviour	6	CLO2
III	Emotional Intelligence (EQ)	Meaning and significance – Components of emotional intelligence – Emotional competence – Workplace applications	6	CLO3
IV	Thinking Skills and Creativity	Analytical thinking – Logical reasoning – Problem-solving – Brainstorming – Creativity and innovation techniques.	6	CLO4
V	Professional Communication Competencies	Presentation skills – Group discussion – Debate – Report writing – Viva voce skills – Audio-video feedback for personality enhancement	6	CLO5
		Total Instructional Hours: 30		

Reading List

Managerial Skill Articles

The Management Skills of SALL Managers - SiSAL Journal

Managerial Skills by Dr.K.Alex S.CHAND

Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP

Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press.
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References Books							
Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication							
McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.							
Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.							
P. Varshney , A. Dutta, Managerial Skill Development, Alfa Publications, 2012							
EQ- soft skills for Corporate Carrer by Dr. Sumeet Suseelan							
Web Resources							
https://www.ipjugaad.com/syllabus/ggsip-university-bba-4th-semester-managerial-skill-development-syllabus/63							
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https://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf							
https://www.aisectuniversityjharkhand.ac.in/PDFDoc/StudyNotes/MBA/SEM%201/MBA-1-MSD(Managerial%20skill%20development).pdf							
CO–PO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	1	3	2
CO2	2	2	2	2	3	3	1
CO3	3	3	1	1	1	2	2
CO4	2	2	3	3	2	3	2
Total	10	9	7	7	7	11	7
CO–PSO Mapping (Course Articulation Matrix) 0 – No Correlation 1 – Low 2 – Medium 3 – High							
CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	1	1	1	2	2	1
CO2	2	2	2	3	3	2	1
CO3	2	3	1	1	1	1	3
CO4	2	2	3	2	1	3	2
Total	9	8	7	7	7	8	7

Subject Code		Subject Name	BUSINESS ETIQUETTE AND CORPORATE GROOMING	Category	SEC – 3
Credits	1	Inst. Hours/Week	2	CIA / Ext.	25 /

Course Outcomes (CO)

On successful completion of this course, students will be able to:

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
CO1	Explain the principles of business etiquette, professional conduct, workplace ethics, and grooming standards required for effective professional behaviour in diverse organizational settings.	K1 / K2 (Remember, Understand)
CO2	Apply appropriate meeting, greeting, dining, networking, telephone, email, and digital communication etiquette in professional and business environments.	K3 (Apply)
CO3	Analyze workplace diversity, cultural sensitivity, cross-cultural communication practices, and professional interactions to foster inclusive and effective workplace relationships.	K4 (Analyze)
CO4	Evaluate professional image requirements and create effective personal branding strategies by integrating professional attire, grooming, communication skills, and digital presence.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	Introduction to Business Etiquette	Meaning and importance – Professional conduct – Meeting and greeting etiquette – Workplace manners.	6	CLO1
II	Workplace Courtesy and Business Ethics	Professional ethics – Courtesy practices – Workplace discipline – Ethical dilemmas in organizations	6	CLO2
III	Telephone, Email and Digital Etiquette	Telephone manners – Email etiquette – Virtual meeting etiquette – Social media behaviour – Handling difficult customers	6	CLO3
IV	Diversity, Cultural Sensitivity and Cross-Cultural Communication	Cross-cultural communication – Diversity management – Cultural sensitivity – Workplace inclusiveness	6	CLO4
V	Business Attire, Grooming and Professional Image	Dress code standards – Personal grooming – Professional image building – Body language – Workplace professionalism	6	CLO5
Total Instructional Hours: 30				

Reading List

Managerial Skill Articles

The Management Skills of SALL Managers - SiSAL Journal

Managerial Skills by Dr.K.Alex S.CHAND

Managerial Skills 2 by Cynthia Menezes Prabhu, Pen to Print Publishing LLP

Gallagher (2010), Skills Development for Business & Management Students, Oxford University Press.
PROF. SANJIV

References Books

Joshi, G. (2015), Campus to Corporate-Your Roadmap to Employability, Sage Publication

McGrath E. H. (9 Ed. 2011), Basic Managerial Skills, Prentice Hall India Learning Private Limited.
Whetten D. (e Ed. 2011), Developing Management Skills, Prentice Hall India Learning Private Limited.
P. Varshney , A. Dutta, Managerial Skill Development, Alfa Publications, 2012
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CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	2	3	3	3
CO2	1	2	1	2	2	3	1
CO3	2	2	3	2	1	2	1
CO4	1	2	2	2	2	3	2
Total	5	8	7	8	8	11	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	3	2	3
CO2	2	3	1	1	2	2	1
CO3	1	2	3	2	1	1	1
CO4	2	1	2	2	2	3	2
Total	8	8	7	7	8	8	7

Subject Code		Subject Name	OFFICE MANAGEMENT	Category	Substitute Paper
Credits	2	Inst. Hours/Week	2	CIA / Ext.	25 / 75

Course Outcomes (CO)

On successful completion of this course, students will be able to:

CO	Course Outcome (On completion of this course, students will be able to...)	Bloom's Level
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CO1	Explain the concept, functions, importance of office management, and the roles, responsibilities, and qualities required of an effective office manager.	K1 / K2 (Remember, Understand)
CO2	Apply principles of office administration to design office layouts, manage mail handling systems, and improve office procedures for organizational effectiveness.	K3 (Apply)
CO3	Analyze office forms, records management systems, filing and indexing methods, and office technology requirements to enhance administrative efficiency.	K4 (Analyze)
CO4	Evaluate office automation tools, office equipment, document management practices, and create effective systems for modern office operations and productivity improvement.	K5 / K6 (Evaluate, Create)

Detailed Syllabus Content (Unit-wise)

Unit	Topic Title	Detailed Syllabus Content	Hrs	CLO
I	The Modern Office	Meaning and importance of office management – Functions of office – Office manager and qualities	6	CLO1
II	Office Environment and Layout	Office layout principles – Office environment – Workspace management	6	CLO2
III	Mail Handling	Centralized and decentralized mail handling – Filing systems – Office records management – Digital records	6	CLO3
IV	Office Forms and Records Management	Office forms – Types and significance – Form design – Office documentation practices	6	CLO4
V	Office Appliances and Technology	Office machines – Selection criteria – Modern office automation tools – Digital office systems	6	CLO5
		Total Instructional Hours: 30		

Reading List

Event Management: A Booming Industry and an Eventful Career by Devesh Kishore, Ganga Sagar Singh - Har-Anand Publications Pvt. Ltd.

Event Management by Swarup K. Goyal - Adhyayan Publisher - 2009

Event Management & Public Relations by Savita Mohan - Enkay Publishing House

Event Planning - The ultimate guide - Public Relations by S.J. Sebellin Ross

Event Management By Lynn Van Der Wagen & Brenda R Carlos, Pearson Publishers

References Books

Commercial correspondence and office management - R.S.N. Pillai and Baghavathi

Office Management - R.K. Chopra

Office Management - Prasanta K. Ghosh

Office Organisation and Management - S.P. Arora

Business Communication (Text, cases and Laboratory Manual) - C.S.C. Krishnamacharyulu and Lalitha Ramakrishnan

Web Resources

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http://www.worldcolleges.info/sites/default/files/schoolbooks/Std12-Voc-Office_Management-EM1.pdf

https://cuils.cuchd.in/cgi-bin/koha/opac-detail.pl?biblionumber=125675&shelfbrowse_itemnumber=163517

<https://www.waterstones.com/category/business-finance-law/business/office-and-workplace/office->

management

https://www.academia.edu/44331654/Book_Office_Management_and_Secretarial_Practice_OMSP_

CO–PO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	2	1	3	3
CO2	2	3	1	2	3	2	1
CO3	2	3	2	2	2	2	1
CO4	2	3	2	2	3	2	2
Total	9	11	6	8	9	9	7

CO–PSO Mapping (Course Articulation Matrix)

0 – No Correlation 1 – Low 2 – Medium 3 – High

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7
CO1	3	2	1	2	1	3	3
CO2	2	3	1	2	3	2	1
CO3	2	3	3	2	2	2	1
CO4	2	3	2	2	3	2	2
Total	9	11	7	8	9	9	7