



**Bengaluru North University  
Tamaka, Kolar, Karnataka – 560009.**

**CHOICE BASED CREDIT SYSTEM**

*(Semester Scheme with Multiple Entry and Exit Options for Under Graduate Course)*

**SYLLABUS AS PER NEP GUIDELINES**

**SUBJECT: BBA AVIATION MANAGEMENT**

**2021-22 onwards**

**BBA**



# Aviation MANAGEMENT

**SYLLABUS, COURSE MATRIX & CURRICULUMS PER  
NATIONAL EDUCATION POLICY 2020 REGULATIONS**



**BENGALURU NORTH UNIVERSITY**

Sri Devraj Urs Extension,  
Tamaka, Kolar, 563103

## **I. OBJECTIVES**

- To have a clear and comprehensive understanding of aviation business and its operational environment, such as airports, airlines, cargo, safety, and regulations.
- To develop Aviation Global Leaders.
- To provide hands on experience on most widely used computerized reservation system (CRS) for air ticketing and hotel reservation
- To demonstrate a high capability of all airline business management aspect (e.g. airline business law, aircraft types, basic reservation, and ticketing).
- To empower students to take up competitive examinations of UPSC, KPSC, and other competitive examinations

## **II. GRADUATE ATTRIBUTES**

The graduate attributes are the outline of the expected course learning outcomes mentioned in the beginning of each course. The characteristic attributes that a graduate will be able to demonstrate through learning various courses which are listed below:

- **Disciplinary Knowledge**

Capability of executing comprehensive knowledge and understanding of one or more disciplines that form part of commerce.

- **Communication Skills**

- i. Ability to communicate long standing, unsolved problems in commerce;
- ii. Ability to show the importance of commerce as precursor to various market developments since the beginning of civilization.

- **Critical Thinking**

- I. Ability to engage in reflective and independent thinking by understanding the concepts in every area of Commerce and Business;
- ii. Ability to examine the results and apply them to various problems appearing in different branches of Commerce and Business.

- **Problem solving**

- I. Capability to reduce a business problem and apply the classroom learning into practice to offer a solution for the same;
- ii. Capabilities to analyze and synthesize data and derive inferences for valid conclusion;
- iii. Able to comprehend solutions to sustain problems originating in the diverse

management areas such as Finance, Marketing, Human Resource, Taxation and so on.

- **Research Related Skills**

- i. Ability to search for, locate, extract, organize, evaluate, and use or present information that is relevant to a particular topic;
- ii. Ability to identify the developments in various branches of Commerce and Business.

- **Information and Communication Technology (ICT) digital literacy**

Capability to use various ICT tools (like spreadsheet) for exploring, analysis, and utilizing the information for business purposes.

- **Self-directed Learning**

Capability to work independently in diverse projects and ensure detailed study of various facets of Commerce and Business.

- **Moral and Ethical Awareness/Reasoning**

- i. Ability to ascertain unethical behaviour, falsification, and manipulation of information;
- ii. Ability to manage self and various social systems.

- **Life-long learning**

Capability of self-paced and self-directed learning aimed at personal development and for improving knowledge/skill development and reskilling in all areas of Commerce.

### **III. ELIGIBILITY FOR ADMISSION**

Candidates who have completed two years Pre – University course of Karnataka State or its equivalents notified by the university from time to time are eligible to seek admission for this course

### **IV. DURATION OF THE PROGRAMME**

The Duration of the Programme is Four (04) years of Eight Semesters. Progressive Certificate, Diploma, Bachelor Degree or Bachelor Degree with Honors provided at the end of each year of Exit of the Four years Undergraduate Programme

Exit with	Credits Requirement*
Certificate at the Successful Completion of First Year (Two Semesters) of the Four Years Bachelor of Business Administration in Aviation Management in Aviation Management Undergraduate Degree Programme	<b>50</b>
A Diploma at the Successful Completion of the Second Year (Four Semesters) of the Four Years Bachelor of Business Administration in Aviation Management in Aviation Management Undergraduate Degree Programme	<b>100</b> (50+50)

Basic Bachelor Degree at the Successful Completion of the Third Year (Six Semesters) of the Four Years Bachelor of Business Administration in Aviation Management in Aviation Management Undergraduate Degree Programme	<b>146</b> (50+50+46)
Bachelor Degree with Honours in a Discipline at the Successful Completion of the Four Years (Eight Semesters) of the Four Years	<b>187</b> (50+50+46+ 41)
Bachelor of Business Administration in Aviation Management in Aviation Management Undergraduate Degree Programme	

## **V. MEDIUM OF INSTRUCTION**

The medium of instruction shall be English only.

## **VI. ATTENDANCE**

- For the purpose of calculating attendance, each semester shall be taken as a Unit.
- A student shall be considered to have satisfied the requirement of attendance for the semester, if he/she has attended not less than 75% in aggregate of the number of working periods in each of the courses compulsorily.
- A student who fails to satisfy the above condition shall not be permitted to take the University examination.

## **VII. TEACHING AND EVALUATION**

M.Com/MBA/MBS graduates with B.Com, B.B.M, and BBA & BBS as basic degrees from a recognized university are only eligible to teach and to evaluate the Courses (except languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages and additional courses shall be taught by the graduates as recognized by the respective Board of Studies.

## **VIII. RECORD MAINTENANCE AND SUBMISSION**

- Every college is required to establish an Innovative business lab / computer lab to enable students to get practical knowledge of business activities and online learning.
- In every semester, the student should keep a record of the Business Lab/Field Study Activity and submit it to the concerned faculty.
- The BOE is authorized to make random surprise visits to the colleges and verify record-books and the internal marks awarded.

## **IX. Guidelines for Continuous Internal Evaluation (CIE) and Semester End Examination (SEE)**

The CIE and SEE will carry 30% and 70% weightage each, to enable the course to be evaluated for a total of 100 marks, irrespective of its credits. The evaluation system of the

course is comprehensive & continuous during the entire period of the Semester. For a course, the CIE and SEE evaluation will be on the following parameters:

SL No.	Parameters for the Evaluation	Marks
	<b>Continuous Internal Evaluation (CIE)</b>	
1	Continuous & Comprehensive Evaluation (CCE)	20 Marks
2	Internal Assessment Tests (IAT)	20 Marks
	<b>Total of CIE (A+B)</b>	<b>40 Marks</b>
3	Semester End Examination (SEE)	<b>60 Marks</b>
	<b>Total of CIE and SEE (A + B + C)</b>	<b>100 Marks</b>

#### **A. Continuous & Comprehensive Evaluation (CCE):**

The CCE will carry a maximum of 10% weightage (10 marks) of total marks of a course. The faculty member can select any four of the following assessment methods, Minimum of four of the following assessment methods of (2.5) marks each:

- Individual Assignments
- Seminars/Classroom Presentations/ Quizzes
- Group Discussions /Class Discussion/ Group Assignments
- Case studies/Case lets
- Participatory & Industry-Integrated Learning/ Field visits
- Practical activities / Problem Solving Exercises
- Participation in Seminars/ Academic Events/Symposia, etc.
- Mini Projects/Capstone Projects
- Any other academic activity.

#### **B. Internal Assessment Tests (IAT):**

The IAT will carry a maximum of 20% weightage (20 marks) of total marks of a course, under this component, two tests will have to be conducted in a semester for 25 marks each and the same is to be scaled down to 10 marks each. Standard format is given below.

**C.** In the case of 50 percent of CIE weightage courses, faculty members can choose assessment methods accordingly for the required marks as mentioned above.

Name of the Course:

Duration: 1 Hours

Course Code:

Total Marks: 25

**SECTION-A****I. Answer any two of the following questions. (Questions related to Concepts) (2X 2 = 4)1.**

2.

3.

**SECTION-B****II. Answer any two of the following questions. (Questions are related to Understanding and Application) (2 X 5 = 4)**

4.

5.

6.

**SECTION- C****III. Answer any one of the following questions. (Questions are related to analysis and evaluation) (1 X 11 = 11)**

7.

8.

XXXXXXXXXX

**X. APPEARANCE FOR THE EXAMINATION**

A candidate shall be considered to have appeared for the examination only if he/she has submitted the prescribed application for the examination along with the required fees to the university.

**PATTERN OF QUESTION PAPER**

<b>SECTION-A</b> 1. a,b,c,d,e,f, g	(Conceptual questions) Answer any FIVE out of seven sub questions	(05 X 02 = 10 Marks)
<b>SECTION -B:</b> 2,3,4,5.6	(Application questions) Answer any THREE out of five questions	(03 X 04 = 12 Marks)
<b>SECTION-C:</b> 7,8,9.10, 11	(Analysis and understanding questions) Answer any THREE out of five questions	(03 X 10 = 30 Marks)
<b>SECTION-D 12</b>	Question completely based on the skill Development part (lab activities) Answer any ONE out of two questions	(01 X 8 = 8 Marks)
<b>TOTAL</b>		<b>60 Marks</b>

## A Programme Structure SEMESTER I

Sl No	Course Code	Title of the Course	Category of courses	Teaching hours per week (L+T+P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language – I	AECC	3+1+0	70	30	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	70	30	100	3
3	BBAA 1.1	Introduction to Aviation & Airline Industry	DSC	3+0+2	70	30	100	4
4	BBA 1.2	Fundamentals of Accountancy	DSC	4+0+0	70	30	100	4
5	BBA 1.3	Principles of Airline and Airport Operations	DSC	4+0+0	70	30	100	4
6	BBA 1.4	Digital Fluency – Aviation Business Communication	SEC-SB	1+0+2	50	50	100	2
7	BBA 1.5	Air Transport & Regulations	OEC	3+0+0	50	50	100	3
8		Physical Education -Yoga	SEC-VB	0+0+2				1
9		Health and Wellness	SEC-VB	0+0+2				1
Sub - Total ( A)					450	250	700	25

Note:

Ø One Hour of Lecture is equal to 1 Credit.

Ø One Hour of Tutorial is equal to 1 Credit (Except Languages). Ø

Two Hours of Practical is equal to 1 Credit



## Acronyms Expanded

Ø AECC	: Ability Enhancement Compulsory CourseØ
DSC ©	: Discipline Specific Core (Course)
Ø SEC-SB/VB	: Skill Enhancement Course-Skill Based/Value BasedØ
OEC	: Open Elective Course
Ø DSE	: Discipline Specific Elective
Ø SEE	: Semester End Examination
Ø CIE	: Continuous Internal Evaluation
Ø L+T+P	: Lecture + Tutorial + Practical(s)

**Note:** Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 50 or less than 50 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 50 students) 2 Hours of Practical Class is equal to 2 Hours of Teaching.

**Name of the Program:** Bachelor of Business Administration in Aviation  
Management(BBA)

**Course Code:** BBAA 1.1

**Name of the Course:** Introduction to Aviation and Airline Industry

Course Credits	No. of Hours perweek	Total No. of TeachingHours
4 Credits	4 Hrs	56 Hrs

**Pedagogy:** Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,

**Course Outcomes:** The students will learn about the infrastructure supporting aviation, i.e;airports, airlines & aviation organizations. This course is designed to equip you with the knowledge and experience you will need to establish your career in the area of Aviation Management.

### Syllabus

**Module No. 1: INTRODUCTION TO AVIATION & AIRLINE INDSTURY (12 Hrs)**

Aviation – Introduction - Meaning & Genesis of Aviation - Aviation Terminology - Regulatory Bodies

– DGCA, BCAS, ICAO, IATA - IATA Phonetics - Airport and Airline Codes - World Time Zone - Landside and Airside – Areas – Terminal Building – Apron – Runway AIRLINE INDUSTRY: Scope – Types – Scheduled and Non-Scheduled Flights – Air Cargo Transport – Economic and Social impact – Key Performance indicators

**Module No. 2: FUNDAMENTAL PRINCIPLES OF THE AIR TRASNPORIT INDUSTRY (12 Hrs )**

Major Airlines in India & Globally – Types of Carriers and Organization Structure – Cockpit Positions in flight – Cabin Positions in Flight – AAI in India Aviation, Major Roles of AAI, Airline Services - Airline Business Models

**Module No. 3: INFRASTRUCTURE AND MAJOR INPUT FACTORS (12 Hrs )**

Aircrafts: Types, Operations & Performance, Load Planning and Dangerous Goods Regulations (DGR)

DGR: Basics of Flight, Domestic & International Procedure & Requirement, Warehouse Procedure & Transportation, Booking, Acceptance, Cargo Weighment, Billing, Customs Clearance Documentation, Screening & Storage.

Airports: Types, Functions, Facilities & Accessibility. Types of Airline Personnel – Flight crew and Cabin Crew – Training – Organizational Culture

**Module No. 4: INTRODUCTION TO AIR CARGO MANAGEMENT (12 Hrs )**

Cargo Management – Definitions, Common Terms & Abbreviations. Agents – Air Waybill, Cargo, Conditions of Carriage, Consignor, Tariff, Passenger Aircraft, Cargo Aircraft, Types of Cargo, Air Air Cargo Transportation.

### Reference Books:

1. Introduction to Aviation Management, Vlo 3 Wal, Christoph Fay, Ronald Gleich, LIT Verlag Munster 2021
2. EROSPACE: The Journey of Flight, 2nd Edition
3. IATA Book on Airline Customer Service
4. The Global Airline Industry, Dr. Peter Belobaba Master of Science, Ph.D., Amedeo Odoni Ph.D Professor Cynthia Barnhart, 2009

**Note: Latest edition of textbooks and reference Books may be used**

### Continuous Internal Evaluation(CIE)

**Name of the Program:** Bachelor of Business Administration in Aviation Management(BBA)

**Course Code:** BBAA 1.2

**Name of the Course:** Fundamentals of Accountancy

Course Credits	No. of Hours per week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs

**Pedagogy:** Classrooms lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,

**Course Outcomes:** On successful completion of the course, the Students will be able to

- Understand the Basic Concepts of Accounting
- The Ability to Pass Journal Entries and Prepare Ledger Accounts
- The Ability to prepare Subsidiaries Books
- The Ability to prepare Trial Balance and Final Accounts of Proprietary concern.
- Ability to use Accounting Concepts in Spreadsheet.

### Syllabus

#### Module No. 1: INTRODUCTION TO ACCOUNTANCY (10 Hrs)

Introduction – Meaning and Definition – Objectives of Accounting – Functions of Accounting – Users of Accounting Information – Limitations of Accounting – Accounting Cycle – Accounting Principles – Accounting Concepts and Accounting Conventions. Accounting Standards – objectives- significance of accounting standards. List of Indian Accounting Standards.

#### Module No. 2: ACCOUNTING PROCESS (12 Hrs )

Meaning of Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like Depreciation, Outstanding And Prepaid Expenses, Outstanding And Received In Advance Of Incomes, Provision For Doubtful Debts, Drawings And Interest on capital. Double entry system – Process of Accounting – Kinds of Accounts – Rules-Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Problems on Journal, Ledger Posting and Preparation of Trial Balance

**Module No. 3: SUBSIDIARY BOOKS ( 14 Hrs )**

Meaning – Significance – Types of Subsidiary Books –Preparation of Purchases Book, Sales Book (With Tax Rate) , Purchase Returns Book, Sales Return Book, Bills ReceivableBook, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book(Problems only on Three Column Cash Book and Petty Cash Book).

**Module No. 4: FINAL ACCOUNTS OF PROPRIETARY CONCERN ( 14 Hrs )**

Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concernwith special adjustments like Depreciation, Outstanding And Prepaid Expenses, Outstanding And Received In Advance of Incomes, Provision for Doubtful Debts, Drawings and Interest On Capital.

**Module No. 5: EXPERIENTIAL LEARNING ( 06 Hrs )**

Creation of Subsidiary Books in Spreadsheet: Purchases Book, Sales Book (With Tax Rate), PurchaseReturns Book, Sales Return Book, Bills Receivable Book, Bills Payable Book. Types of Cash Book- Simple Cash Book , Double Column Cash Book , Three Column Cash Book and Petty Cash Book. Preparation of Statement of P/L, Balance Sheet in Spreadsheet.

**Skill Developments Activities:**

- List out the accounting concepts and conventions.
- Prepare a Bank Reconciliation Statement with imaginary figures

- Collect the financial statement of a proprietary concern and record it.
- Prepare a financial statement of an imaginary company using spreadsheet
- Any other activities, which are relevant to the course.

#### Reference Books:

- Hanif and Mukherjee, Financial Accounting, McGraw Hill Publishers
- Arulanandam & Raman; Advanced Accountancy, Himalaya Publishing House
- S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa–Fundamentals of Accounting, Himalaya Publishing House.
- Dr. S.N. Maheswari, Financial Accounting, Vikas Publication
- S P Jain and K. L. Narang, Financial Accounting, Kalyani Publication
- Radhaswamy and R.L. Gupta, Advanced Accounting , Sultan Chand
- M.C. Shukla and Goyel, Advanced Accounting , S Chand.

**Note: Latest edition of textbooks and reference Books may be used**

#### Continuous Internal Evaluation

#### PATTERN OF QUESTION PAPER

<b>SECTION-A</b> 1. a,b,c,d,e,f, g	(Conceptual questions) Answer any FIVE out of seven sub questions	(05 X 02 = 10 Marks)
<b>SECTION -B:</b> 2,3,4,5.6	(Application questions) Answer any THREE out of five questions	(03 X 04 = 12 Marks)
<b>SECTION-C:</b> 7,8,9.10, 11	(Analysis and understanding questions) Answer any THREE out of five questions	(03 X 10 = 30 Marks)
<b>SECTION-D</b> 12	Question completely based on the skill Development part (lab activities) Answer any ONE out of two questions	(01 X 8 = 8 Marks)
<b>TOTAL</b>		<b>60 Marks</b>

**Name of the Program:** Bachelor of Business Administration in Aviation  
Management(BBA)

**Course Code:** BBAA 1.3

**Name of the Course:** Principles of Airline and Airport Management

Course Credits	No. of Hours per week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
<b>Pedagogy:</b> Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,		
<b>Course Outcomes:</b> To enable the students in learning the development and growth of global Aviation Industry (Pre & Post COVID) , which shall be the right foundation for a prospective career in Airlines & Airport Management for the students.		
<b>Syllabus</b>		
<b>Module No. 1: INTRODUCTION AIRLINE AND AIRPORT MANAGEMENT (10 Hrs)</b> 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.		
<b>Module No. 2: ICAO &amp; IATA (12 Hrs )</b> ICAO – International Civil Aviation Organisation International body comprising Governments of various Countries Origin – Aims of ICAO, Functions of ICAO-Role of ICAO in International Air Transportation IATA- International Air Transportation Association IATA is the world organization of Scheduled Airlines of all countries Origin – Aims of IATA, Functions of IATA-Role of IATA in International Air Transportation		
<b>Module No. 3: AIRPORT MANAGEMENT ( 14 Hrs )</b> Airport planning- Operational area and Terminal planning, design, and operation- Airport Operations-Airport functions- Organization structure of Airports Sectors-Airport Authorities- Global and Indian scenario of Airport management – DGCA –AAI.		
<b>Module No. 4: AIRLINE OPERATIONS ( 14 Hrs )</b> Organisation Structure of Airline Sectors Airline Terminal Management- Flight Information Counter/Reservation and Ticketing- Check In/Issue of Boarding Pass-Customs and Immigration Formalities-Co-ordination- Security Clearance-Baggage-Handling-Handling of Stretcher Passengers and Human Remains-Handling of CIP, VIP & VVIP- Co-ordination of Supporting Agencies /Departments		

## **Skill Developments Activities:**

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**Any other activities, which are relevant to the course.**

### **Reference Books:**

- Wells. A, —Airport Planning and Management, 4th edition, McGraw-hill, London, 2000.
- Alexander T. Well, Seth Young, —Principles of Airport Management, McGraw Hill 2003
- Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill
- Risk Management and Error Reduction in Aviation Maintenance – Manoj S. Patankar and James C. Taylor – Ashgate Publishing Ltd.
- Managing Maintenance Error – James Reason and Alan Hobbs - Ashgate Publishing Ltd

**Note: Latest edition of textbooks and reference Books may be used**



**Name of the Program:** Bachelor of Business Administration in Aviation  
Management(BBA)

**Course Code:** BBAA 1.4 ( SEC - SB)

**Name of the Course:** Digital Fluency – Aviation BusinessCommination

Course Credits	No. of Hours perweek	Total No. of TeachingHours
2 Credits	3 Hrs	28 Hrs
<b>Pedagogy:</b> Classrooms lecture, tutorials, Group discussion, Seminar, Case studies, Lab& field worketc.,		
<b>Course Outcomes:</b> To enable the students to learn the nuances of good communication.On successful completion of the course, the students would have understood the Methods of communication, types of communication, & the barriers of communication.		
<b>Syllabus</b>		
<b>Module No. 1: Fundamentals of Business Communication (04 Hrs)</b> Essential & Importance of Business Communication (Verbal & Non-Verbal). Methods, Types & Barriers of Communication		
<b>Module No. 2: Communication through letters (04 hrs)</b> – Layout of Business Enquiries – Offers and Quotations – Orders – Executions of Orders – Cancellation of Orders – Claims – Adjustments and settlements of accounts – Letters of complaints – Collection Letters –status enquiries – Bank Correspondence – Tenders		
<b>Module No. 3: Communication through Reports (04 Hrs )</b> Correspondence with various stake holders & Directors – Agenda setting – Minutes of the Meeting – Contents – Reports by individuals – Committees – Annual Reports – Application for appointment – reference & appointment orders		

**Module No. 4: E-mail & Internal Communication ( 04 Hrs )**

Structure – email etiquettes – salutations – short speeches -0 Memo – Circulars –Notices –  
Explanation to higher authorities

**Skill Developments Activities:**

- Effective communicator
- Draft a Covering letter using Word Processor
- Systematically draft different emails

Any other activities, which are relevant to the course.

**Reference Books:**

- Rajendra Pal Korahill – Essentials of Business Communication, Sultan Chand & Sons
- Rodriguez MV – Effective Business Communication Concepts, Vikas Publishing Company
- Note: Latest edition of textbooks and reference Books may be used

**Continuous Internal Evaluation****PATTERN OF QUESTION PAPER**

<b>SECTION-A</b> 1. a,b,c,d,e,f, g	(Conceptual questions) Answer any FIVE out of seven sub questions	(05 X 02 = 10 Marks)
<b>SECTION -B:</b> 2,3,4,5.6	(Application questions) Answer any THREE out of five questions	(03 X 04 = 12 Marks)
<b>SECTION-C:</b> 7,8,9.10, 11	(Analysis and understanding questions) Answer any THREE out of five questions	(03 X 10 = 30 Marks)
<b>SECTION-D</b> 12	Question completely based on the skill Development part (lab activities) Answer any ONE out of two questions	(01 X 8 = 8 Marks)
<b>TOTAL</b>		<b>60 Marks</b>

**Name of the Program:** Bachelor of Business Administration in Aviation  
Management(BBA)

**Course Code:** BBAA 1.5(OEC)

**Name of the Course:** Air Transport & Regulation

Course Credits	No. of Hours perweek	Total No. of TeachingHours
3 Credits	3 Hrs	42 Hrs

**Pedagogy:** Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,

**Course Outcomes:**

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### Syllabus

Module No. 1 : Air Transport :  
Evolution of Air Transport – Aerostats to Aerodynes . Airships , Aeroplanes and AircraftTypes .  
Aircraft Components.

**Module No. 2:**

Basic Aerodynamics and Aircraft's Performance: Bernoulli's Principle , Four Forces of Flight, Pitch Roll and Yaw of an Aircraft . Mission Profiles : Simple Cruise , Weapon Dropand Sky Refueling . Phases of Flight and Four Forces of Flight : Take Off, Level Flight, Loitering, Ascent and Descent, Gliding and Landing .

**Module No. 3:**

Standards and Recommended Practices of ICAO :

Annex 1 to Annex 19 ,

Annex 1 - Personnel LicensingAnnex 2 -

Rules of the Air

Annex 3 - Meteorological ServicesAnnex

4 - Aeronautical Charts Annex 5 - Units

of Measurement Annex 6 - Operation of  
Aircraft

Annex 7 - Aircraft Nationality and Registration MarksAnnex 8 -

Airworthiness of Aircraft

Annex 9 - Facilitation

Annex 10 - Aeronautical TelecommunicationsAnnex 11 - Air

Traffic Services

Annex 12 - Search and Rescue

Annex 13 - Aircraft Accident and Incident Investigation Annex 14 -

Aerodromes

Annex 15 - Aeronautical Information ServicesAnnex 16 -

Environmental Protection

Annex 17 - Security

Annex 18 - The Safe Transportation of Dangerous Goods by Air  
Annex 19 - Safety Management

**Module No. 4: DGR : An overview of 9 Classes of DGR and their Divisions :**

**Class 1:** Explosives

**Class 2:** Gases

**Class 3:** Flammable liquids

**Class 4:** Flammable solids

**Class 5:** Oxidizing substances and organic peroxides

**Class 6:** Toxic and infectious substances

**Class 7:** Radioactive material

**Class 8:** Corrosive substances

**Class 9:** Miscellaneous dangerous substances and articles.

**Reference Books:**

- Guides to IATA/UFTAA Training Courses and journals published by International Air Transport Association and Universal Federation of Travel Agent Association
- Jagmohan Negi – Air Travel Ticketing and Fare Construction, Kanishka Publishers, New Delhi, 2004
- Jagmohan Negi – International Tourism and Travel, S.Chand & Company Ltd, New Delhi, 2004
- Mohinder Chand – Travel Agency Management – An Introductory Text, 2nd Revised and Enlarged Edition, Anmol Publications Pvt Ltd, New Delhi.
- <http://www.iata.org/training/subject-areas/Pages/fares-ticketing-courses.aspx>
- <https://www.amazon.in/Air-Fares-Ticketing-Doris-Davidoff/dp/0133244849>

**Note: Latest edition of textbooks and reference Books may be used**

**Continuous Internal Evaluation (CIE)**

SL No.	Parameters for the Evaluation	Marks
1	Practical	30 Marks
2	Record Book	20 Marks

	<b>Total of CIE (A+B)</b>	<b>50 Marks</b>
<b>3</b>	Semester End Examination (SEE)	<b>50 Marks</b>
	<b>Total of CIE and SEE (A + B + C)</b>	<b>100 Marks</b>

## BBA Aviation Management Semester II

Sl No	Course Code	Title of the Course	Category of courses	Teaching hours per week (L+T+P)	SEE	CIE	Total Marks	Credits
1	Lang.1.1	Language – I	AECC	3+1+0	70	30	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	70	30	100	3
3	BBAA 2.1	Passenger & Baggage Handling	DSC	3+0+2	70	30	100	4
4	BBA 2.2	Management Behavioral Process	DSC	4+0+0	70	30	100	4
5	BBA 2.3	Airline Customer Services	DSC	4+0+0	70	30	100	4
6	BBA 2.4	Digital Fluency – Aviation Business Communication	SEC-SB	1+0+2	50	50	100	2
7	BBA 2.5	Aviation Law	OEC	3+0+0	50	50	100	3
8		Physical Education – Yoga	SEC-VB	0+0+2				1
9		Health and Wellness	SEC-VB	0+0+2				1
Sub - Total ( A)					450	250	700	25

**Name of the Course:** Passenger & baggage handling

<b>Course Credits</b>	<b>No. of Hours perweek</b>	<b>Total No. of TeachingHours</b>
3 Credits	3 Hrs	42 Hrs
<b>Pedagogy:</b> Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,		
<b>Course Outcomes:</b> <ul style="list-style-type: none"><li>•</li></ul>		
<b>Syllabus</b>		
<b>Module No. 1: Airport Terminal : Terminal and Types of Terminal as per IATA and Modernday Terminals</b>		
<b>Module No. 2: Passenger Profiling: VVIP, VIP, CIP , UNM , ABP and UBP and Special Assistance Required Pax , Leisure and Business Travellers, Transfer and Transit Passengers ,Facilities and Services provided at Airports for passengers.</b>		
<b>Module No. 3: Baggage Handling : Baggage Flow : From Check In to Aircraft and Aircraftto Belt . BRS . Baggage Carrying belts : Conveyor and Carousel.</b> <b>Swing Operations at busy Airports.</b>		
<b>Module No. 4: Baggage Handling : Damaged Baggage, Prilferage, Fragile Baggage andMishandled Baggage. PIR and Lost Baggage Claim procedures</b>		
<b>Skill Developments Activities:</b> <ul style="list-style-type: none"><li>•</li></ul>		

**Reference Books:**

1. IATA : Passenger Handling Manual
2. IATA : Aircraft Handling Manual
3. IATA : Introduction to Airport Operations
4. IATA : Introduction to DGR and
5. ICAO : Annex 9 : Facilitation

**Name of the Course: Airline Customer Service**

<b>Course Credits</b>	<b>No. of Hours per week</b>	<b>Total No. of Teaching Hours</b>
3 Credits	3 Hrs	42 Hrs
<b>Pedagogy:</b> Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,		
<b>Course Outcomes:</b> <ul style="list-style-type: none"><li>•</li></ul>		
<b>Syllabus</b>		
<b>Module No. 1: Customer Service : Golden Rules of Customer Service, Myths in Customer Service</b>		
<b>Module No. 2: Behavior styles : Assertive, Aggressive and Passive Customers , Customer Classification based on Brand Loyalty : Hard Core Loyalists , Split Loyalists and Switchers .Customer Classification based on Complaining attitude: Aggressive, Ripp Off , Chronic Complainer and Meek</b>		
<b>Module No. 3: Lounge Services : Eligibility for Lounge services, Procedures for accepting PAX at lounge.</b>		
<b>Module No. 4: Codes for Facilities and services offered : Food , Wheelchair and Stretcher etc.,.</b>		
<b>Skill Developments Activities:</b>		

**Reference Books:**

1. IATA : Passenger Handling Manual
2. IATA : Aircraft Handling Manual
3. IATA : Introduction to Airport Operations
4. IATA : Introduction to DGR and
5. ICAO : Annex 9 : Facilitation

**Name of the Course: Management Behavioral Process**



Course Credits	No. of Hours per week	Total No. of Teaching Hours
3 Credits	3 Hrs	42 Hrs
<b>Pedagogy:</b> Classroom lecture, tutorials, Group discussion, Seminar, Case studies & fieldwork etc.,		
<b>Course Outcomes:</b>		
<b>Syllabus</b>		
<b>Module No. introduction to principles of management:</b> 1.1 Introduction 1.2 Management – Meaning, Scope & Functions 1.3 Scientific Management 1.4 Levels of Management and Managerial Skills 1.5 Planning, Organizing, Staffing, Directing, Controlling 1.6 General Principles of Management 1.6.Taylor’s & Fayol’s Principles.		
<b>Module No. 2: The bureaucratization of organizations.</b> 2.1 Organisational Behaviour-concepts, determinants, models, challenges and opportunities of OB. 2.2 Transaction cost and organizational behaviours Contributing disciplines to the OB. 2.3 Individual Behaviour: Foundations of individual behaviour, values, attitudes, personality and emotions. 2.4 Theory X and Theory Y, Chris Argyris behaviour patterns, Perceptual process.		
<b>Module No. 3:</b> <b>Group Decision making and Communication:</b> 3.1 Concept and nature of decision-making process, 3.2 Individual versus group decision making, 3.3 Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. 3.4 Feedback, TA, Johari Window.		
<b>Module No. 4: Motivation:</b> 4.1 Need hierarchy, Maslow’s Need Hierarchy, Two-factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity) expectancy model. 4.2 Behavior modification, Motivation, and organizational effectiveness.		

4.3 Contemporary issues in leadership. Power and conflict.

**Skill Developments Activities:**



**Bengaluru North University**  
**Tamaka, Kolar, Karnataka – 560009.**

**Curriculum as per National Educational Policy (NEP 2020)**

**BACHELOR OF BUSINESS**  
**ADMINISTRATION-Aviation Management**  
**(BBA AM)**

**III and IV Semester Syllabus.**

**2021-22 Onwards**

**PROCEEDINGS OF UG BOS MEETING OF BBA (REGULAR) AND BBA (AVIATION MANAGEMENT) COURSES OF BENGALURU NORTH UNIVERSITY**

The Proceedings of BOS meetings of BBA (Regular) and BBA (Aviation Management) courses of Bengaluru North University to frame the syllabus as per NEP for the academic year 2022-23 was held on 15<sup>th</sup>, 22<sup>nd</sup> and 29<sup>th</sup> September 2022 in Government First Grade College, Hoskote, Bangalore Rural District at 10.00 AM under the guidance of the Chairperson Dr. Chandrakantha K, Dean, Department of Commerce, BNU & Associate Professor, Government First Grade College, Hoskote. The board has agreed and approved the Course Matrix and the Syllabus for the second year for the above- mentioned courses. In case of any input requirements, it shall be initiated by the Chairperson and necessary modifications shall be done as approved by the board.

**Members Present:**

1	<b>Dr. Chandrakantha K</b> Dean, Department of Commerce, BNU Associate Professor, Department of Commerce & Management Government First Grade College, Hoskote.	<b>CHAIRPERSON</b>
2	<b>Dr. Lakshmi</b> Associate Professor Department of Commerce & Management Government First Grade College, Malur.	<b>MEMBER</b>
3	<b>Dr. Amruthamma R</b> Assistant Professor Department of Commerce & Management Government First Grade College, Hoskote.	<b>MEMBER</b>
4	<b>Dr. Zabiulla</b> Assistant Professor Department of Commerce & Management Government First Grade College, Gowribidanur.	<b>MEMBER</b>
5	<b>Mrs. Latha R</b> Assistant Professor Department of Commerce & Management LBS Government First Grade College, RT Nagar, Bengaluru.	<b>MEMBER</b>
6	<b>Mrs. Shruthi S K</b> Assistant Professor Department of Commerce & Management SEA College, K R Puram, Bengaluru.	<b>MEMBER</b>
7	<b>Dr. Rajini TV</b> Assistant Professor Department of Commerce & Management Government First Grade College, Varthur.	<b>MEMBER</b>

8	<b>Sri. Lawrence Prasanna</b> Associate Professor Department of Commerce & Management Government First Grade College, Kolar.	<b>MEMBER</b>
9	<b>Sri. Ramakrishna N</b> Assistant Professor Department of Commerce & Management Government First Grade College, Hoskote.	<b>MEMBER</b>
10	<b>Sri. Ravindra R</b> Deputy Manager Lumax Auto Technologies, Kolar.	<b>MEMBER (External)</b>
11	<b>Dr. Eshwarappa M</b> Chairperson, Department of Management Studies Maharani Cluster University, Bengaluru.	<b>MEMBER (External)</b>
12	<b>Dr. Ramakrishna Naik</b> Associate Professor Department of Commerce & Management Oxford Business School, Bengaluru.	<b>MEMBER (External)</b>

#### **Minutes of the Meeting:**

1. Dr. Chandrakantha K, Dean, Department of Commerce, BNU & Associate Professor, Department of Commerce & Management, Government First Grade College, Hoskote, welcomed all the BOS Members of the BBA (Regular) and BBA (Aviation Management) board for the meeting which was scheduled on 15/09/2022, 22/09/2022 and 29/09/2022.
2. The Chairperson of BOS highlighted the importance in implementing the salient features of National Education Policy in the UG curriculum and urged all the BOS members to adopt innovative and goal-oriented curriculum structure that would enable the students to have a successful career and become responsible citizens.
3. The BOS members presented their views on the inclusion of relevant subjects, contents and modifications required for the existing subjects and also presented a wide list of skill based and value-based subjects that are required to be included in the curriculum. All these modifications were extensively discussed and the curriculum structure was finalised with the consensus of all the members and was duly accepted by the Chairperson.
4. Based on the recommendations of the members of the BOS, the Chairperson resolved and accepted the New Scheme of Teaching, Evaluation and Curriculum from the Academic year 2022-23 based on National Education Policy 2020 for four-year BBA (Regular) and BBA (Aviation Management) Under Graduate Program.
5. The BOS members presented their views and accordingly, modifications were made in the syllabus, which was approved in the meeting by all the members.

6. It was proposed by the members to change the semester-end examination question paper pattern as indicated below:

**PATTERN OF QUESTION PAPER**

<b>SECTION-A</b> 1. a,b,c,d,e,f, g	(Conceptual questions) Answer any FIVE out of seven sub questions	(05 X 02 = 10 Marks)
<b>SECTION -B:</b> 2,3,4,5,6	(Application questions) Answer any THREE out of five questions	(03 X 04 = 12 Marks)
<b>SECTION-C:</b> 7,8,9,10, 11	(Analysis and understanding questions) Answer any THREE out of five questions	(03 X 10 = 30 Marks)
<b>SECTION-D</b> 12	Question completely based on the skill Development part (lab activities) Answer any ONE out of two questions	(01 X 8 = 8 Marks)
<b>TOTAL</b>		<b>60 Marks</b>

7. The above question paper pattern was discussed and approved in the meeting and the same will be forwarded to BNU for further action.

**Chairperson-BOS**



**Bengaluru North University**  
Tamaka, Kolar, Karnataka – 560009.

**Curriculum as per National Educational Policy (NEP 2020)**

**BACHELOR OF BUSINESS**  
**ADMINISTRATION-Aviation Management**  
**(BBA AM)**

**III and IV Semester Syllabus.**

**2021-22 Onwards**



# **Bengaluru North University**

**BBA-Aviation Management**

**Curriculum as per National Educational Policy (NEP 2020)**

## **(CBCS -SEMESTER SCHEME) COURSE MATRIX THIRD SEMESTER**

Sl No .	Course Code	Title of the Course	Categor y of courses	Teaching hours per week(L+T+P)	SE E	CI E	Total Marks	Credit s
1	Lang.1.1	Language – I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	60	40	100	3
3	BBAA 3.1	Cost Accounting	DSC	3+0+2	60	40	100	4
4	BBAA 3.2	Logistics and Air Cargo Management	DSC	4+0+0	60	40	100	4
5	BBAA 3.3	Statistics for Business Decision	DSC	3+0+2	60	40	100	4
6	BBAA 3.4	Artificial Intelligence	SEC	1+0+2	30	20	50	2
7	BBAA 3.5	Sports	SEC- VB	0+0+2	-	25	25	1
8	BBAA 3.6	NSS/NCC/Any Other	SEC- VB	0+0+2	-	25	25	1
9	BBAA 3.7	<u>Any one of the following</u>  a. Airline and Airport Operations b. Social Media Marketing	OEC	3+0+0	60	40	100	3



<b>Sub - Total (C)</b>		<b>390</b>	<b>310</b>	<b>700</b>	<b>25</b>
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# Bengaluru North University

## BBA-Aviation Management

Curriculum as per National Educational Policy (NEP 2020)

(CBCS -SEMESTER

SCHEME) COURSE

MATRIX

FOURTH SEMESTER

Sl No .	Course Code	Title of the Course	Category of courses	Teaching hours per week(L+T+P)	SE E	CI E	Total Marks	Credits
1	Lang.1.1	Language – I	AECC	3+1+0	60	40	100	3
2	Lang.1.2	Language – II	AECC	3+1+0	60	40	100	3
3	BBAA 4.1	Airline Marketing	DSC	4+0+0	60	40	100	4
4	BBAA 4.2	Aviation law and Aircraft Rules and Regulation.	DSC	4+0+0	60	40	100	4
5	BBAA 4.3	Financial Management	DSC	3+0+2	60	40	100	4
6	BBAA 4.4	Constitution of India	AECC	2+0+0	30	20	50	2
7	BBAA 4.5	Sports	SEC-VB	0+0+2	-	25	25	1
8	BBAA 4.6	NSS/NCC/ Any Other	SEC-VB	0+0+2	-	25	25	1
9	BBAA 4.7	<u>Any one of the following</u>  a. In-flight Services b. Business Leadership Skills	OEC	3+0+0	60	40	100	3

<b>Sub - Total (D)</b>		<b>390</b>	<b>310</b>	<b>700</b>	<b>25</b>
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**Note:**

- One Hour of Lecture is equal to 1 Credit.
- One Hour of Tutorial is equal to 1 Credit (Except Languages).
- Two Hours of Practical is equal to 1 Credit

**Acronyms Expanded**

- AECC : Ability Enhancement Compulsory Course
- DSC ©: Discipline Specific Core (Course)
- SEC-SB/VB: Skill Enhancement Course-Skill Based/Value Based
- OEC : Open Elective Course
- DSE: Discipline Specific Elective
- SEE: Semester End Examination
- CIE: Continuous Internal Evaluation
- L+T+P: Lecture+ Tutorial+ Practical(s)

**Note:** Practical Classes may be conducted in the Business Lab or in Computer Lab or in Class room depending on the requirement. One batch of students should not exceed half (i.e., 30 or less than 30 students) of the number of students in each class/section. 2 Hours of Practical Class is equal to 1 Hour of Teaching, however, whenever it is conducted for the entire class (i.e., more than 30 students) 2 Hours of Practical Class is equal to 2 Hours of Teaching.

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 3.1**

**Name of the Course: COST ACCOUNTING**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials, and Problem Solving.		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to - <ul style="list-style-type: none"><li>• Demonstrate an understanding of the elements of cost and prepare a cost sheet.</li><li>• Prepare material related documents, understand the management of stores and issue procedures.</li><li>• Develop the ability to calculate Employee costs.</li><li>• Classify, allocate apportion overheads and calculate overhead absorption rates.</li></ul>		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Introduction to Cost Accounting</b>		<b>6</b>
Introduction: Meaning of Cost, Costing and Cost Accounting, Importance uses of cost accounting,, Functions of Cost Accounting, Distinctions between Cost Accounting and Financial Accounting; Advantages and disadvantages of Cost Accounting; Cost concepts- Cost unit, cost Centre, cost reduction and cost control; Classification and elements of Cost; Methods and Techniques of Costing (Meanings only). Installation of a Cost System.		
<b>Module No. 2: Cost Sheet, Tenders and Quotations</b>		<b>12</b>
Introduction, Meaning, Objectives and contents of Cost Sheet Problems on preparation of Cost Sheet. Meaning of Tender and Quotation. Basis for preparation of Tenders and Quotations-Problems on preparation of statement of Tenders and Quotations. E-Tender(Concept only)		
<b>Module No. 3: Materials Cost</b>		<b>14</b>

Materials: Meaning, Importance and Types of Materials - Direct and Indirect Material; Procedure for procurement of materials and documentation involved in the procurement of materials- Bill of materials, Material requisition note, Purchase requisition note, Purchase order, Goods received note; Store records - Bin cards, Stores Ledger, Stock Control Cards; Inventory Control- Meaning and Objectives, Inventory control techniques (concepts only); Determination of various stock levels- – Re-order Level, Minimum Level, Maximum Level, Average Level and Danger Level. Problems on Level Setting and Computation of EOQ; Material Issues and Valuation: preparation of Stores Ledger Account, Methods of pricing material issues - FIFO, LIFO, Simple and Weighted Average Price Methods- problems.

<b>Module No. 4: Labour Cost</b>	<b>10</b>
Introduction, Meaning of labour cost, Types of Labour – Direct Labour and Indirect Labour. Labour Cost Control – Meaning, Objectives and Benefits. Scope of Labour Cost Control Attendance Procedure- Timekeeping and Time Booking, Idle Time- Causes and treatment of Normal and Abnormal Idle Time, Overtime- Causes and treatment (Theory only); Methods of Remuneration- Simple Time Rate System, Straight Piece Rate System, Taylor's Differential Piece Rate System, Merrick's Differential Piece Rate System, Halsey System and Rowan System. Problems on calculation of Labour Cost, Overtime Wages and Wage and Incentive Systems.	
<b>Module No. 5: Overheads</b>	<b>14</b>
Overheads: Introduction, Meaning and Classification of Overheads; Accounting and Control of Overheads; Allocation and Apportionment of overheads; Re-apportionment of Overheads; Methods of Cost Re-apportionment; Problems on Primary and Secondary distribution and Secondary distribution using direct and Reciprocal basis Methods only (Repeated Distribution Method and Simultaneous Equation Method); Problems on Machine hour rate.	

**Skill Developments Activities:**

- ☐ Prepare a Cost Sheet with imaginary figures.
- ☐ List the documents required in Inventory Management.
- ☐ Demonstrate the valuation of inventory using any one method of pricing material issues.
- ☐ Visit any Manufacturing entity, collect the method of inventory valuation adopted & procedure involved in procuring inventory.
- ☐ Calculate the amount of Wages under Halsey / Rowan Plans using imaginary data.
- ☐ Any other activities, which are relevant to the course.

**Books for Reference:**

1. Jain and Narang, Cost Accounting, Kalyani Publication House.
2. M.N Arora, Cost Accounting , HPH
3. N.K. Prasad, Cost Accounting, Books Syndicate Pvt. Ltd.
4. Dr. V Rajeshkumar, Dr. R K Srikanth, Cost Accounting, MH India
5. P V Ratnam, Cost Accounting, Kitab Mahal
6. P C Tulsian, Cost Accounting, MHE India
7. Nigam & Sharma, Cost Accounting, HPH
8. Dr. B. Mariyappa, Cost Accounting, HPH
9. Khanna, Ahuja & Pandey, Practical Costing, S Chand & Co. Ltd.
10. B.S. Raman, Cost Accounting, United Publisher
11. Ravi M. Kishore, Cost Management, Taxmann

12. Dr Muralidhar S, Cost Accounting, Kalyani Publishers
13. Dr Eshwarappa, Cost Accounting, Kalyani Publishers.
14. Madhegowda J, Cost Accounting, HPH

**Note: Latest edition of text books may be used.**



**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 3.2**

**Name of the Course: LOGISTICS AND AIR CARGO MANAGEMENT**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to -To enable the students to acquire the knowledge of Logistics and Air Cargo		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Concept of Logistics</b>		<b>12</b>
<b>Introduction</b> – Components, Advantage & Growth-Logistics in Global Organization Marketing and Logistics Channel – Environmental and Marketing Issue .Inventory Management- Purpose, Type, Objective and Cost- Model of Inventory Management – MRP, DRP & JIT.		
<b>Module No. 2: Transport System Model and Warehousing</b>		<b>12</b>
Deregulation and Government Rule – Transport Security .Product Packaging and Pricing – Role of Warehouse –Alternative Warehousing.		
<b>Module No. 3 Global Environment &amp; Strategy</b>		<b>10</b>
Global Supply Chain – International Documentation- Strategy Formulation &Implementation Quality Concept & TQM – Improving Logistics Performance.		
<b>Module No. 4: Air Cargo Concept</b>		<b>12</b>
Introduction – Operations and Industry Regulations – Service Function, Organization and Liability – SLI, Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo. Air cargo Tariff, Rates & Charges – Valuation charges and Disbursement.		
<b>Module No. 5: Handling Facilities</b>		<b>10</b>
Airport Cargo Activity & Cargo Zone. Aircraft Handling with Cargo. Cargo Terminals andFacilities . Emerging trend in Cargo & Cargo Carriers.		

**Skill Developments Activities:**

- Models of Transport System in Aviation Industry.
- Chart out the various types of cargo.
- List out the key players involved in air cargo supply.
- Mention the air cargo handling equipment used at airports
- Any other activities which are relevant to the course.

**Books for Reference:**

1. Kent Gourdin, —Global Logistics Management, Wiley Blackwell
2. Lambert, — Strategic Logistic Management, Academic IntPublisher
3. Alan Rushton & John Oxley, — Hand Book of Logistic and Distribution, KoganPage
4. John F Magee & William C Copalino, —Modern Logistics Management, JohnWiley & Sons
5. Paul R. Murphy, Jr and Donald F. Wood, — Contemporary Logistics, PrenticeHall, 9<sup>th</sup> edition,2008
6. Edward J Bardi / John J Coyle / Robert A Novack, — Management of Transportation

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 3.3**

**Name of the Course: STATISTICS FOR BUSINESS DECISIONS**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials, and Problem Solving.		
<b>Course Outcomes: On successful completion of the course, the students will be able to -</b> <ul style="list-style-type: none"><li>• Understand the basic concepts in statistics.</li><li>• Classify and construct statistical tables.</li><li>• Understand and construct various measures of central tendency, dispersion and skewness.</li><li>• Apply correlation and regression for data analysis.</li></ul>		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Introduction to Statistics</b>		<b>10</b>
Introduction, Meaning, Definitions, Functions, Importance and Limitations of Statistics - Important terminologies in Statistics – Data, Primary Data, Secondary Data, Population, Census Survey, Sample Survey, Sampling, Parameter, Unit, Variable-Quantitative Variable, Qualitative Variable, Dependent Variable, Independent Variable, Series. - Individual, discrete and continuous, Classification of data-Types, Requisites of Good Classification of Data. Frequency, Class Interval, Tally Bar. Tabulation: Meaning, Parts of a Table – Simple problems on Tabulation		
<b>Module No. 2: Measures of Central Tendency and Dispersion</b>		<b>14</b>
Meaning, Definition, objectives, Requisites of a ideal average. Various measures of central tendency- Arithmetic Mean -Simple and weighted Average (Exclude missing frequency), Median and Mode for Individual, Discrete and Continuous Series – Problems; Empirical relation between Mean, Median and Mode. Graphs – Histogram and Ogive curves.  Absolute and Relative measures of dispersion - Standard Deviation in Individual, Discrete and Continuous Series – Problems		
<b>Module No. 3: Correlation and Regression Analysis</b>		<b>12</b>

Meaning and Types of Correlation, Karl Pearson's Coefficient of Correlation. (deviation from actual mean only), Computation of probable error. Spearman's Rank Correlation Coefficient (simple problems)

Meaning of Regression, Regression Lines, Regression Equations- problems

<b>Module No. 4:Time Series Analysis</b>	<b>08</b>
Meaning, Components, fitting a straight-line trend using Least Square Method (Problems where $\Sigma X=0$ only), calculation and estimation of trend values.	
<b>Module No. 5:Index Numbers</b>	<b>12</b>
Meaning and definition of Index numbers, Uses of index numbers, Construction of Index number, Methods of Index numbers - simple aggregate method, Weighted index method - Fishers Ideal Index Number-Problems. Tests of Adequacy (TRT, FRT). Consumer Price Index Numbers-Problems.	

**Skill Developments Activities:**

- Execute Average, Variance, Standard Deviation, CV, Covariance using Excel.
- Execute and Analyse Regression Model using Excel
- Collect the data relating prices of shares of two companies for 12 days and ascertain which company share are more variable.
- Collect age statistics of 10 newly married couples and compute correlation coefficient
- Collect past years' Indian consumer price index data (as of the current base year) and analyse its impact on any macroeconomic indicator.

**Books for Reference:**

1. S P Gupta: Statistical Methods- Sultan Chand
2. Dr. B N Gupta: Statistics, Sahithya Bhavan
3. S.C Gupta: Business Statistics, HPH
4. N.V.R Naidu: Operation Research I.K. International Publishers
5. Elhance: Statistical Methods, Kitab Mahal
6. Sanchethi and Kapoor: Business Mathematics, Sultan Chand
7. Veerachamy: Operation Research I.K. International Publishers
8. S. Jayashankar: Quantitative Techniques for Management
9. D.P Apte; Statistical Tools for Managers
10. Chikoddi & Satya Prasad: Quantitative Analysis for Business Decision, HPH
11. Dr. Alice Mani: Quantitative Analysis for Business Decisions - I, SBH
12. Rajesh s Rajaghatta – Quantitative methods for Business.

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 3.4a**

**Name of the Course: AIRLINE AND AIRPORT OPERATIONS (OEC)**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>3 Credits</b>	<b>3 Hrs.</b>	<b>42 Hrs</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials and Case study method.		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to -To enable the students to learn the development and growth of Aviation Industry in the world, this shall be the right foundation for a prospective career in Airlines and Airport Management for the Students future.		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module-1: Introduction</b>		<b>06</b>
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.		
<b>Module-2: ICAO &amp; IATA</b>		<b>12</b>
ICAO - International Civil Aviation Organization International body comprising Governments of various Countries Origin - Aims of ICAO, Functions of ICAO-Role of ICAO in International Air Transportation IATA- International Air Transportation Association. IATA is the world organization of Scheduled Airlines of all countries Origin - Aims of IATA, Functions of IATA-Role of IATA in International Air Transportation		
<b>Module -3: Airport Management</b>		<b>08</b>
Airport planning- Operational area and Terminal planning, design, and operation- Airport Operations-Airport functions- Organization structure of Airports Sectors- Airport J\Authorities• Global and Indian scenario of Airport management - DGCA - AAI.		
<b>Module 4: Airline Operations</b>		<b>10</b>
Organization Structure of Airline Sectors Airline Terminal Management- Flight information Counter/Reservation and Ticketing- Check In/Issue of Boarding pass- Customs and Immigration formalities-Co-ordination- Security Clearance-Baggage- Handling-Handling of Stretcher Passengers and Human Remains-Handling of CIP, YIP & YYIP- Co-ordination of Supporting Agencies /Departments.		
<b>Module 5: Air Transport Services</b>		<b>08</b>

International Trends-Emerging Indian scenario- Private Participation: International Developments PPP: Public Private Participation in Indian Airports- Environmental Regulations• Regulatory Issues Meteorological services for Aviation -Airport fees.

**Skill Developments Activities:**

- Prepare a Chart on Organization structure of Airport Sectors.
- List the major players in Airline Industry.
- Identify the current challenges in airline industry in today's competitive world.
- Differentiate between public and private air transport services.
- Any other activities, which are relevant to the course.

**Books for Reference:**

1. Graham .A-Managing Airport an International Perspective -Butterworth Heinemann, Oxford-200 I
2. Wells .A-Airport Planning and Management, 4th Edition-McGraw-hill, London-2000.
3. Doganis .R.-The Airport Business-Routledge, London-1992
4. Alexander T. Well, Seth Young-Principles of Airport Management-McGraw Hill2003
5. P.S. Senguttuvan -Fundamentals of Airport Transport Management-McGrawHill 2003

**Note: Latest edition of text books may be used.**



**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 3.4b**

**Name of the Course: SOCIAL MEDIA MARKETING (OEC)**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>3 Credits</b>	<b>3 Hrs.</b>	<b>42 Hrs</b>

**Pedagogy:** Classroom lectures, Tutorials and Case study method.

**Course Outcomes: On successful completion of the course, the students will be able to –**

- Understand social media marketing goals for successful online campaigns.
- Analyze the effective social media marketing strategies for various types of industries and businesses.
- Design social media content and create strategies to optimize the content's reach to the target audience.
- Appraise the reach and track progress in achieving social media objectives with a variety of measurement tools and metrics.
- Design a suitable social media campaign for the business goals.

<b>Syllabus:</b>	<b>Hours</b>
<b>Module No. 1: Introduction to Social Media</b>	<b>08</b>
Introduction to social media, how to build a successful Social Media Strategy, Goal setting, Social media platforms. Overview of Global E-Marketing Issues, Country and Market Opportunity Analysis, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India.	
<b>Module No. 2: Facebook -Instagram Marketing</b>	<b>10</b>
Exploring the use of a Facebook page, Facebook Ad campaign, Facebook groups, Hashtags, Instagram, creating automation for Instagram, Audience Insights, page Insights, exploring the various IG content types, setting a theme and flow on Instagram, and generating Leads.	
<b>Module No. 3: Twitter Marketing</b>	<b>08</b>
Creating a Twitter account, optimizing a page, content types, posting contents, Integrating a personal brand on Twitter, Twitter Analytics & Ads, post assistants and automation for Twitter.	

<b>Module No. 4: YouTube Marketing</b>	<b>08</b>
Youtube marketing, creating a youtube channel, posting content, youtube analytics, Google Pages for YouTube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset.	
<b>Module No. 5: Search Engine Optimization-Recent Trends and Challenges</b>	<b>08</b>
Search Engine Optimisation (SEO) Introduction, Understanding SEO, Content optimization, User Insights, Measuring SEO effectiveness, Benefits and Challenges, Content Marketing, Traditional Media vs Social Media, recent trends and challenges in Social Media marketing.	

**Skill Developments Activities:**

- Prepare Facebook Page in your name.
- Open a YouTube channel.
- Create a blog and write an article on Climate change.
- Create a search engine optimization (SEO) dashboard.

**Books for Reference:**

1. Philip Kotler, Marketing 4.0: Moving from Traditional to Digital, Wiley.
2. Annmarie Hanlon (2022), Digital Marketing Strategic Planning & Integration, 2nd Edition, SAGE Publications Ltd.
3. Matt Golden (2022), Social Media Marketing, 1st Edition, Bravex Publications.
4. Simon Kingsnorth (2022), The Digital Marketing Handbook: Deliver Powerful Digital Campaigns, 1st Edition, Kogan Page.
5. Melissa Barker, Donald I. Barker, Nicholas F. Bormann and Debra Zahay (2016), Social Media Marketing: A Strategic Approach, 2nd Edition, Cengage Learning.
6. Tracy L. Tuten and Michael R. Solomon, (2016), Social Media Marketing, 2nd Edition, Sage Publications India Private Limited.

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 4.1**

**Name of the Course: Airline Marketing**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials, Group discussion, Seminar, Case studies, Fieldwork etc.,		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to - learn the Marketing Management of Airline companies.		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Fundamentals of Airline Marketing</b>		<b>10</b>
Introduction, Definition of marketing, stages and applications of marketing principles to airline management, capital PESTLE analysis, political factors, marketing policies of deregulated Environment, types of airline customers, air freight market, market segmentation, air passenger market. Airline Market Current Vs Future.		
<b>Module No. 2: Airline Business and Marketing Strategies</b>		<b>12</b>
Marketing strategies, marketing planning, marketing effectiveness, customer philosophy, strategy orientation, efficient operations, marketing efficiency input, direct operational costs, indirect operational costs over-heads, distributing the product, promotional mix, advertising personal selling, sales promotion public relations		
<b>Module No. 3: Product Analysis in Airline Marketing</b>		<b>10</b>
What is Airline product, product lifecycle in airline industry, managing portfolio, balancing risk and opportunities of ANSOFF matrix, cabin configuration and classes of services, customer service, point of sales services, airport service, in-flight services.		
<b>Module No. 4: Airline Brand and Sales Management</b>		<b>12</b>
Introduction to brand management, brand building in airline industry, foundations of brand marketing and brand building process, brand strategies, Airline advertisement, functions of advertisement, sales planning, sales budget sponsorship policies, database marketing, media relations.		
<b>Module No. 5: Airline Pricing and Revenue Management</b>		<b>12</b>

Automated Air Traffic control procedural separation standards, Air traffic control modernization, current air traffic control initiatives departure delay program, in-route metering, enroute sector loading program, procedural changes, CNS improvements, communications system changes, required navigation performance, navigation security, surveillance system, Air traffic management, next generation Air traffic control, major components of next generation flexible air traffic control, collaborative air traffic

management, improved air traffic separation, additional ADS functions enroute automation and modernization.

**Skill Developments Activities:**

- Make a strategic diagnosis of Emirates Airlines.
- Make a future analysis of Airline marketing industry
- Discuss case study of 2 successful airline industries
- Discuss case-study of Kingfisher and Jet Airways.
- Any other activities, which are relevant to the course.

**Books for Reference:**

1. Airline Marketing Management – Stephen Shah
2. Nextstep Institute of Logistics and Aviation – Paniraj Murthy & ShobhaK.V
3. Airline Operations Management – Bruce G. Billing

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 4.2**

**Name of the Course: AVIATION LAW AND AIRCRAFT RULES AND REGULATIONS**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials, and Case study method.		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to -To enable the Students to learn the legal background of this Aviation World and all the Rules and Regulations connected with Air Transportation including the International Regulations as well as all the relevant State Acts passed in this respect.		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Civil Aviation Regulations Authority</b>		<b>10</b>
DGCA- Introduction to Directorate General of Civil Aviation- DGCA functions- DGCA Organization-DGCA as Regulatory Authority.		
<b>Module No. 2: Aircraft Rules</b>		<b>06</b>
Aircraft Act 1934-The Air craft Rules 1937		
<b>Module No. 3: National Legislation</b>		<b>16</b>
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)		
<b>Module No. 4: Civil Aviation Requirements (CAR)</b>		<b>12</b>
Section I-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 -Section 7-Flight crew standards, training and licensing -Section 8-Aircraft operations.		
<b>Module No. 5: International Conventions</b>		<b>12</b>
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

**Skill Developments Activities:**

- ☐ Discuss the various standards relating to Flight Crew.
- ☐ List some of the important Aircraft Rules.
- ☐ Prepare an organization chart of DGCA.
- ☐ Identify the current issues related to safety in civil aviation sector.
- ☐ Any other activities which are relevant to the course.

**References**

- Aircraft Manual, C.A.R. Sec. IJ

**Note: Latest edition of text books may be used.**



**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 4.3**

**Name of the Course: FINANCIAL MANAGEMENT**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>4 Credits</b>	<b>4 Hrs.</b>	<b>56 Hrs.</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials, and Problem Solving.		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to <ul style="list-style-type: none"><li>• Identify the goals of financial management.</li><li>• Apply the concepts of time value of money for financial decision making.</li><li>• Evaluate projects using capital budgeting techniques.</li><li>• Design optimum capital structure using EBIT and EPS analysis.</li><li>• Evaluate working capital effectiveness in an organization.</li></ul>		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Introduction to Financial Management</b>		<b>08</b>
Introduction – Meaning of Finance, Business Finance, Finance Functions, Organization structure of Finance Department; Financial Management – Goals of Financial Management. Financial Decisions-Types of Financial Decisions, Role of a Financial Manager; Financial Planning – Principles of Sound Financial Planning, Steps in Financial Planning, Factors influencing a Sound Financial Plan.		
<b>Module No. 2: TIME VALUE OF MONEY</b>		<b>08</b>
Meaning, Need, Future Value (Single Flow, Uneven Flow & Annuity); Present Value (Single Flow – Uneven Flow & Annuity); Doubling Period (Simple Problems)		
<b>Module No. 3: FINANCING &amp; DIVIDEND DECISIONS</b>		<b>14</b>
Financing Decision: Sources of Long-Term Finance -- Meaning of Capital Structure, Factors influencing Capital Structure, Optimum Capital Structure – EBIT, EPS Analysis, Leverages – Problems. Dividend Decision: Meaning & Determinants of Dividend Policy, Types of Dividends, Bonus Shares (Meaning only)		
<b>Module No. 4: INVESTMENT DECISION</b>		<b>14</b>
Meaning and Scope of Capital Budgeting, Features & Significance, Techniques -- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index (Problems)		

<b>Module No. 5: WORKING CAPITAL MANAGEMENT</b>	<b>12</b>
Working Capital -- Concept of Working Capital, Significance of Adequate Working Capital, Types of Working Capital, Problems of Excess or Inadequate Working Capital, Determinants of Working Capital, Sources of Working Capital, Estimation of Working Capital (Simple Problems)	

**Skill Developments Activities:**

- Draw the organisational chart of Finance Function of a company.
- Submit an analysed report on capital structure in 3 different industries.
- Explain the role of financial manager in the context of globalisation.
- Prepare a working capital statement using imaginary figures.

**Books for Reference:**

1. I M Pandey, Financial Management. Vikas Publication.
2. Prasanna Chandra, Financial Management, TMH
3. S N Maheshwari, Financial Management, Sultan Chand
4. Khan and Jain, Financial Management, TMH
5. Dr. V Rajeshkumar and Nagaraju V, Financial management, MH India
6. Dr. Aswathanarayana.T ,Financial Management, VBH
7. K. Venkataramana, Financial Management, SHBP
8. G. Sudarshan Reddy, Financial Management, HPH
9. Sharma and Shashi Gupta, Financial Management, Kalyani Publication
10. Dr. Eshwarappa, Financial Management, Kalyani Publication

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 4.4a**

**Name of the Course: INFLIGHT SERVICES**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>3 Credits</b>	<b>3 Hours</b>	<b>42 Hours</b>
<b>Pedagogy:</b> Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.		
<b>Course Outcomes:</b> On successful completion of the course, the Students will be able to <ul style="list-style-type: none"><li>• An understanding of the types of restaurants and its knowledge.</li><li>• Ability to examine Waiter Skills through interpersonal skills.</li><li>• Ability to analyse various hotel beverages.</li><li>• Ability to analyse various sales &amp; leadership skills in flight services.</li><li>• An understanding of Food Crisis Management.</li></ul>		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Introduction to restaurants</b>		<b>08</b>
Restaurant, Basic Knowledge of Restaurant, Service Equipment and Briefing, Preparation of Service & Safety.		
<b>Module No. 2: Skill Management</b>		<b>08</b>
Skills and Demonstrations, Waiter Skills & Hospitality, Waiter Attitude, Work Tact, InterPersonal Skills & Intra Personal Skills. Skill Demonstration.		
<b>Module No. 3: Hotel Beverages</b>		<b>08</b>
Beverages, Supervisor Skills, Supervisors Knowledge, Alcoholic & Non Alcoholic Beverages, , Food Demonstration & Preparation.		
<b>Module No. 4: Sales &amp; Leadership</b>		<b>10</b>
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.		
<b>Module No. 5: Food Crisis Management</b>		<b>08</b>
Practical Approach for Food & Beverage, F & B Management, Crisis Management in food and drink industry, food and beverage control.		

**Skill Development Activities:**

- List some things (product attributes) airline passengers want from their flight.
- Compare the wants and needs of the typical business passenger with those of leisure passengers.

- Discuss the role of inter and intra personal skills in improving sales.

- Identify the various challenges in F & B industry.
- Any other activities which are relevant to the course.

**Books for Reference:**

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

**Note: Latest edition of text books may be used.**

**Name of the Program: BBA Aviation Management Course**

**Code: BBAA 4.4b**

**Name of the Course: BUSINESS LEADERSHIP SKILLS (OEC)**

<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
<b>3 Credits</b>	<b>3 Hrs.</b>	<b>42 Hrs</b>
<b>Pedagogy:</b> Classroom lectures, Tutorials and Case study method.		
<b>Course Outcomes:</b> On successful completion of the course, the students will be able to - <ul style="list-style-type: none"><li>• Understand the significance of leadership skills for effective people management.</li><li>• Increase the comprehension of leadership through various leadership theories.</li><li>• Analyse different leadership styles, types, patterns and functions.</li><li>• Demonstrate an understanding of various leadership approaches for effective management of people.</li><li>• Demonstrate an awareness of ethical leadership.</li></ul>		
<b>Syllabus:</b>		<b>Hours</b>
<b>Module No. 1: Introduction to Business Leadership</b>		<b>06</b>
Introduction to business leadership, meaning/definition of leadership, evolution and growth of leadership; functions and characteristics of leadership; latest trends/current scenario of business leadership.		
<b>Module No. 2: Leadership from Managerial Perspective</b>		<b>10</b>
Nature of leadership, Significance or importance of leadership, Qualities of an effective leader, leader v/s manager; authority v/s leadership; formal v/s informal leadership; different roles of leadership; different levels of leadership; traits of an ethical leader.		
<b>Module No. 3: Leadership -Theoretical Perspectives.</b>		<b>08</b>
Great man theory, Trait theory, Situational leadership theory, transactional leadership, transformational leadership theory, Blake and Mouton's Managerial Grid.		
<b>Module No. 4: Leadership Styles</b>		<b>10</b>
Leadership styles: a) Autocratic leadership, b) Bureaucratic leadership, c) Democratic leadership, and d) Laissez faire leadership e) Transformational Leadership, f) Charismatic Leadership.		
<b>Module No. 5: Leadership Skills</b>		<b>08</b>

Communications Skills, Decision Making Skills, Emotional Management Skills, PublicRelation Skills, Personal Values and Ethics, Conflict Resolution Skills.

### **Skill Developments Activities:**

- Collect information about the real time corporate leaders with different leadership styles & discuss their leadership styles and traits in the class room.
- “What if?” This practical activity identifies how members of a team solve their problems differently?
- Present the students with a workplace problem, and have each student participant write down what they would do to solve it. Then, have each participant read their response aloud. This can help the teacher to identify the types of leadership styles that are present among the student participants and thereby highlight and discuss them in the class.
- Student can make a presentation on any famous corporate/political personality covering their leadership style, their approach to people management, their effectiveness in managing conflicts and how did they manage the crisis situations and so on.
- Analyze two cases related to leadership styles/strategies.

### **Books for Reference:**

1. Northouse, P. (2007). Leadership: Theory and Practice. Sage Publications.
2. Stephen, R. P. (1988). Organizational Behaviour - Concepts, controversies and Applications. New Delhi: Printice Hall of India Ltd.
3. Subba Rao. (2018). Organizational Behaviour (18th ed.). Himalaya Publishing House.
4. Subba Rao. (2022). Personnel and Human Resource Management (5th ed.). Bangalore: Himalay Publishing House.
5. Daloz Parks, S., Leadership can be taught: A Bold Approach for a Complex World, Boston: Harvard Business School Press.
6. Drucker Foundation (Ed.), Leading Beyond the Walls, San Francisco: Jossey Bass.
7. Al Gini and Ronald M. Green, Virtues of Outstanding Leaders: Leadership and Character, John Wiley & Sons Inc.
8. S Balasubramanian, The Art of Business Leadership – Indian Experiences, Sage Publications

**Note: Latest edition of text books may be used.**