



BENGALURU CITY UNIVERSITY

CHOICE BASED CREDIT SYSTEM

(as per SEP 2024)

Syllabus for I & II Semester BBA (Aviation Management)

2024-25

Proceedings of BOS Meeting

Proceedings of the BOS meeting for UG-B.COM (Regular), B.COM(FINTECH), B.COM AEDP (BFSI), B.Com AEDP(ROM),B.COM(BDA), B.Com (A&F), B.Com (LSCM), B.VOC(A&T), BBA, BBA(Aviation Management), BBA(Business Analytics), programmes as per the SEP structure for the Academic Year 2024-25 held on 3rd and 4th July 2024 in the Department of Studies and Research in Commerce, PK Block, Bengaluru City University, Bengaluru-560009.

The board has reviewed and approved the course matrix for 1st and 2nd Semester and syllabus for 1st and 2nd semesters of the above mentioned courses. The board authorized the Chairman to make the necessary changes.

MEMBERS PRESENT:

1.	Prof. Jalaja .K.R	Dean and Chairperson , Department of Commerce, BCU	Chairperson
2.	Dr. R. Sarvamangala	Dean And Chairperson , Department of Commerce, BUB	Member
3.	Dr. Nagaraju.N	Professor, Department of Commerce, University of Mysore	Member
4.	Dr. B.G.Baskar	Principal , Seshadripuram College, Bengaluru	Member
5.	Dr. Padmaja.P.V	Principal , MLA Academy of Higher Education, Bengaluru	Member
6.	Dr. Parvathi	Principal, VET First Grade College, Bengaluru	Member
7.	Dr. Raja Jebasingh	Vice-Principal, St. Joseph's College of Commerce(Autonomous)	Member
8	Dr. K. Ramachandra	Professor, Department of Commerce, Maharani Cluster University.	Member

Co-Opted Members Present

9	Prof. Ritika Sinha	Chairperson, Department of Management, Bengaluru City University	Member
10	Prof. G. Venugopal	Principal VVN Degree College, Bengaluru	Member
11	Dr. Savita. K	Principal, BEL First Grade College, Bengaluru	Member
12	Dr. Bhavani. H	Associate Professor, Department of Commerce, Vivekananda Degree College ,Bengaluru	Member
13	Mr. H.N Gururaja Rao.	Associate Professor, Department of Commerce, Vijaya College, Bengaluru	Member

14	Dr. Swamynathan.C	Associate Professor, Department of Commerce, GFGC Malleshwaram College, Bengaluru	Member
15	Prof. H R Padmanabha	Vice-Principal, Sai Vidya First Grade College, Yelahanka.	Member
16	Dr. Srihari	Associate Professor, Department of Commerce, SSMRV College, Bengaluru	Member
17	Dr. Nagaraja.C	Assistant Professor, Department of Commerce, GFGC Yelahanka College ,Bengaluru	Member
18	Dr. Asha. N	Principal, Sindhi College, Bengaluru	Member
19	Mr. Sharath M	Assistant Professor, Sindhi College.	Member
Industry Experts			
20	CMA .Geetha Sauthanagopalan	Partner GM Associates, Bangalore.	Member
21	CMA .Abhijeet S Jain	Chairman, Bengaluru Chapter of the Institute of Cost Accountants of India	Member
22	Mr. G Vijay Raghavan	Founder- Stockathon Academy, Bangalore	Member


Dr. JALAJA. K R, M.COM., MBA., Ph.D
 Dean & Chairperson
 Department of Commerce
 Bengaluru City University

REGULATIONS PERTAINING TO B.COM (AVIATION MANAGEMENT)

As per SEP- CBCS Scheme - 2024-25 onwards

1. INTRODUCTION

As per the Government Order No. ED 166 UNE 2023, Bangalore, dated 08.05.2024, all Universities in Karnataka, are required to revise the curriculum of Degree Programs as per the guidelines of the Karnataka State Higher Education Council and State Education Planning Commission, constituted by the government, from the academic year 2024-2025.

In furtherance of the said Government order, the Program Structure prepared by the BOS will be applicable to students admitted to B.Com (Aviation Management) Program, offered by Bengaluru City University affiliated colleges, Constituent Colleges and Department of Commerce, Bengaluru City University.

Therefore, this regulation will be applicable to all students seeking admission for B.COM (Aviation Management) Programme from the academic year 2024-25.

The Board of Studies resolved to provide the regulation for B.Com (Aviation Management) Undergraduate Program along with Framework and Syllabus for the various Discipline Specific Core Courses and Discipline Specific Elective Courses for each semester.

2. PROGRAM OBJECTIVES:

1. To create manpower for global middle level management equipped with core managerial competencies and relevant IT skills.
2. To cater to the requirements of Industries.
3. To prepare students to take up Higher Education to become business scientists, researchers, consultants and teachers, with core competencies.
4. To develop Ethical Managers with Inter-Disciplinary and Holistic approach.
5. To understand the concept of investment and its importance in financial planning.
6. To learn when and how to start investing wisely.
7. To understand the role of data analytics in finance and its significance.
8. To learn about investor services, including the KYC process, online transaction facilities, and grievance redressal mechanisms.
9. To engage in practical assignments and case studies to analyze mutual fund schemes.
10. To develop skills to interpret, visualize, and effectively communicate data insights.
11. To apply critical thinking to solve complex problems using advanced statistical techniques.

3. ELIGIBILITY FOR ADMISSION:

Candidates who have completed Two-year Pre-University Course of Karnataka State or 10+2 years of education in Karnataka and other states or its equivalent are eligible for admission into this program. Students who have cleared 2nd PUC Examination directly (through open schooling are also eligible to apply for this programme. Students who have completed Diploma in Commercial Practice are eligible for lateral entry into 3rd Semester B.Com.

4. DURATION OF THE PROGRAMME:

The duration of the programme is three (03) years of Six Semesters. A candidate shall complete his/her degree within six (06) academic years from the date of his/her admission to the first semester.

Students successfully completing three (03) years of the course will be awarded Bachelor's Degree in Commerce (Aviation Management) – B.COM- Aviation Management.

5. MEDIUM OF INSTRUCTION

The medium of instruction shall be in English. However, a candidate will be permitted to write the examination completely, either in English or in Kannada.

6. CLASSROOM STRENGTH OF STUDENTS

Maximum number of students in each section shall be 60 or as per University Regulations.

7. ATTENDANCE:

- a. For the purpose of calculating attendance, each semester shall be taken as a Unit.
- b. 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 complete the course in the manner stated above shall not be permitted to take the University examination.

8. COURSE MATRIX

(i) Annexure-1 for B.COM-(AVIATION MANAGEMENT)

9. TEACHING AND EVALUATION:

M.Com (All Programs) /MBA / MFA / MBS graduates with basic degree in B. Com (All B.Com Programs), B.B.M, BBA & BBS from a recognized University, are only eligible to teach and evaluate the courses (excepting languages, compulsory additional subjects and core Information Technology related subjects) mentioned in this regulation. Languages, IT related courses and additional courses shall be taught by the Post-graduates as recognized by the respective Board of Studies.

10. SCHEME OF EXAMINATION:

- a. There shall be a University examination at the end of each semester. The maximum marks for the university examination in each course/paper shall be 80.
- b. Of the 20 marks allotted for Internal Assessment, 10 marks shall be based on average of two tests (20 Marks each). Each test shall be of at least 01 hour duration to be held during the semester. The remaining 10 marks of the Internal Assessment shall be based on Attendance and Assignments /skill development exercises of 05 marks each.
- c. The marks based on attendance shall be awarded as given below:
76% to 80% = 02 marks
81% to 85% = 03 marks
86% to 90% = 04 marks.
91% to 100% = 05 marks.

11. PATTERN OF QUESTION PAPER:

Each question paper shall carry 80 marks and the duration of examination is 3 hours. The Question paper shall ordinarily consist of four sections, to develop testing of conceptual skills, understanding skills, comprehension skills, analytical skills and application of skills. The question paper setter shall prepare TWO sets of question papers with a maximum of 10% repetition. All practical / problems oriented question papers shall be provided only in English. However, the theory subjects' question papers shall be provided in both Kannada and English versions.

The Question Paper will be as per the following Model:

Section A	Conceptual questions (5 questions out of 8)	5 x 2 = 10
Section B	Analytical questions (4 questions out of 6)	4 x 5 = 20
Section C	Essay type questions (3 questions out of 5)	3 x 15 = 45
Section D	Skill Based questions	1 x 5 = 05
Total		80 marks

12. APPEARANCE FOR THE EXAMINATION:

- A candidate shall apply for all the courses in each examination when he/she appears for the first time. 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.
- A candidate who has passed any language under Part-1 shall be eligible to claim exemption from the study of the language if he/she has studied and passed the language at the corresponding level.
- Further, candidates shall also be eligible to claim exemption from studying and passing in those Commerce subjects which he/she has studied and passed at the corresponding level, subject to the conditions stipulated by the University.
- A candidate who is permitted to seek admission to this Degree Programme on transfer from any other University, shall have to study and pass the subjects which are prescribed by the University. Such candidates shall however, not be eligible for the award of ranks.

13. MINIMUM FOR A PASS:

(a) No candidate shall be declared to have passed the Semester Examination as the case may be under each course /paper unless he/she obtains not less than 35% (i.e. 28 marks out of 80) marks in written examination / practical examination and 40% marks in aggregate of written/ practical examination and internal assessment put together. However, there is no minimum marks to pass internal assessment tests including other Internal Assessments such as Viva-Voce, Internship Report, Field Survey Report and similar others.

(b) A candidate shall be declared to have passed the program if he/she secures at least 40% of marks or a CGPA of 4.0 (Course Alpha-Sign Grade P) in aggregate of both internal assessment and semester end examination marks put together in each course of all semesters, such as theory papers/ practical / field work / internship / project work / dissertation / viva-voce, provided the candidate has secured at least 40% of marks in the semester end examinations in each course.

(c) The candidates who pass all the semester examinations in the first attempt are eligible for ranks, provided they secure at least CGPA of 6.00 (Alpha-Sign Grade B).

(d) A candidate who passes the semester examinations in parts is eligible for only Class, CGPA and Alpha-Sign Grade but not for ranking.

(e) The results of the candidates who have passed the last semester examination but not passed the lower semester examinations shall be declared as NCL (Not Completed the Lower Semester Examinations). Such candidates shall be eligible for the degree only after completion of all the lower semester examinations.

(f) If a candidate fails in a subject/course, either in theory or in practical's, he/she shall appear for that subject only at any subsequent examination, as prescribed for completing the programme. He/she must obtain the minimum marks for a pass in that subject (theory and practical's, separately) as stated above.

(g) The minimum total credits that a candidate shall obtain in aggregate in all semesters must be 142 credits out of the total credits allotted for the program, to be declared as pass in the program.

14. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

- a. The results of the First to Sixth semester degree examination shall be declared and classified separately as follows:
 - i. **First Class:** Those who obtain 60% and above of the total marks.
 - ii. **Second Class:** Those who obtain 50% and above but less than 60% of total marks.
 - iii. **Pass Class:** Rest of the successful candidates who secure 40% and above but less than 50% of marks.
- b. Class shall be declared based on the aggregate marks obtained by the candidates in all the courses of all semesters of this Degree Program (excluding Part 3 Courses mentioned in the Course Matrix).
- c. The candidates who have passed each course in the semester end examination in the first attempt only shall be eligible for award of ranks. The first ten ranks only shall be notified by the University.

15. PROVISION FOR IMPROVEMENT OF RESULTS:

The candidate shall be permitted to improve the results of the whole examination or of any Semester or a specific course within the prescribed time by the university after the publication of the results. This provision shall be exercised only once during the course and the provision once exercised shall not be revoked. The application for improvement of results shall be submitted to the Registrar (Evaluation) along with the prescribed fee.

16. FINAL RESULT / GRADES DESCRIPTION

An alpha-sign grade, the eight-point grading system, as described below shall be adopted for classification of successful candidate. The declaration of result is based on the Semester Grade Point Average (SGPA) earned towards the end of each semester or the Cumulative Grade Point Average (CGPA) earned towards the completion of all the six semesters of the programme and the corresponding overall alpha-sign grades.

Final Result / Grades Description

Semester GPA/Program CGPA	Alpha – Sign/ Letter Grade	Semester/Program % of Marks	Result/Class Description
9.00-10.00	O (Outstanding)	90.00-100	Outstanding
8.00- <9.00	A+ (Excellent)	80.0-<90.00	First Class Exemplary
7.00-<8.00	A (Very Good)	70.0-<80.00	First Class Distinction
6.00-<7.00	B+ (Good)	60.0-<70.00	First Class
5.50-<6.00	B (Above Average)	55.0-<60.00	High Second Class
5.00-<5.50	C (Average)	50.0-<55.00	Second Class
4.00-<5.00	P (Pass)	40.0-<50.00	Pass Class
Below 4.00	F (Fail)	Below 40	Fail/Re-appear
Ab (Absent)	-	Absent	-

The Semester Grade Point Average (SGPA) in a Semester and the CGPA at the end of each year may be calculated as described in para 15:

17. COMPUTATION OF SEMESTER GRADE POINT AVERAGE AND CUMULATIVE GRADE POINT AVERAGE

1. Calculation of Semester Grade Point Average (SGPA)

The Grade Points (GP) in a course shall be assigned on the basis of marks scored in that course as per the Table I. Any fraction of mark in the borderline less than 0.50 be ignored in assigning GP and the fractions of 0.50 or more be rounded off to the next integers. The Credit Points (CP) shall then be calculated as the product of the grade points earned and the credits for the course. The total CP for a semester is the sum of CP of all the courses of the semester. The SGPA for a semester is computed by dividing the total CP of all the courses by the total credits of the semester. It is illustrated below with typical examples.

2. Calculation of Cumulative Grade Point Average (CGPA)

The aggregate or cumulative SGPA (CGPA) at the end of the second, fourth and sixth semesters shall be calculated as the weighted average of the semester grade point averages. The CGPA is calculated taking into account all the courses undergone over all the semesters of a programme, i.e. The CGPA is obtained by dividing the total of semester credit weightages by the maximum credits for the programme.

$$\text{CGPA} = \sum (\text{Ci} \times \text{Gi}) / \sum \text{Ci}$$

Where Gi is the grade point of the 'i'th course / paper and Ci is the total number of credits for that course/ paper

$$\text{CGPA} = \sum (\text{Ci} \times \text{Si}) / \sum \text{Ci}$$

Where Si is the SGPA of the 'i'th semester and Ci is the total number of credits in that semester.

Table 1: Conversion of Percentage of Marks into Grade Points in a Course/Paper

% Marks in a paper/practical	Grade Point (GP)	% Marks in a paper/practical	Grade Point (GP)
98-100	10	63-67	6.5
93-97	9.5	58-62	6.0
88-92	9.0	53-57	5.5
83-87	8.5	48-52	5.0
78-82	8.0	43-47	4.5
73-77	7.5	40-42	4.0
68-72	7.0	Below 40	0

18. TERMS AND CONDITIONS:

- a. A candidate is allowed to carry all the previous un-cleared papers to the subsequent semester/semesters.
- b. Such of those candidates who have failed/remained absent for one or more papers henceforth called as repeaters, shall appear for exam in such paper/s during the three immediately succeeding examinations. There shall be no repetition for internal assessment test.
- c. The candidate shall take the examination as per the syllabus and the scheme of examination in force during the subsequent appearance.

19. MEDALS AND PRIZES:

No candidates passing an external examination shall be eligible for any scholarship, fellowship, medal, prize or any other award

20. MANDATORY VISITS/ WORKSHOP/EXPERT LECTURES

- Induction Program: It is mandatory to conduct a three day Induction Program for students at the commencement of the first semester. The program shall include activities such as Yoga, talks on Human Values, lectures from professionals and experts, training in Computer Proficiency, English Proficiency, Cultural Activities, Creative Arts, and more.
- Industrial/Field Visits: It is mandatory to arrange one Industrial/Field visit every semester for the students.
- 5th Semester Activities:
 1. Employability Skills Training: 10 hours of training on Employability Skills.
 2. Entrepreneurship and Start-up Orientation: 5 hours of orientation on Entrepreneurship and Start-ups.
- Expert Lectures: It is mandatory to organize at least one expert lecture per semester for each course (subject) by inviting resource persons from domain-specific industries or organizations.

BBA (Aviation Management)

I SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1 Languages	Language -I Kannada/Sanskrit/Urdu/Tamil/ Telugu/Malayalam/Additional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Principles of Management	1.1	4	3	20	80	100	4
	Introduction to Airline Industry	1.2	4	3	20	80	100	4
	Soft Skills for Service Industry	1.3	4	3	20	80	100	4
	Financial Accounting	1.4	4	3	20	80	100	4
Part 3 CC	Constitutional Values		2	1.5	10	40	50	2
TOTAL					130	520	650	24

II SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part 1 Languages	Language-I Kannada/Sanskrit/Urdu/Tamil/ Telugu/Malayalam/Additional English / Marathi/ Hindi		4	3	20	80	100	3
	Language – II: English		4	3	20	80	100	3
Part 2 DSC	Human Resource Management Practices	2.1	4	3	20	80	100	4
	Organizational Behaviour	2.2	4	3	20	80	100	4
	Introduction to Airport Operations	2.3	4	3	20	80	100	4
	Ground Handling Operations	2.4	4	3	20	80	100	4
Part 3 CC	Constitutional Values-2		2	1.5	10	40	50	2
TOTAL					130	520	650	24

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 1.1 Name of the Course: PRINCIPLES OF MANAGEMENT		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the Students will be able to. <ul style="list-style-type: none"> a) Understand concepts of business management, principles and function of management b) Explain the process of planning and decision making. c) Create organization structures based on authority, task and responsibilities. . d) Explain the principles of direction, importance of communication, barrier of communication, motivation theories and leadership styles e) Explain the requirement of good control system and control techniques. 		
SYLLABUS:		HOURS
Unit - 1: NATURE AND FUNCTIONS OF MANAGEMENT		10
Management: Meaning and Definition, Features and Importance of Management; Functions; Levels of Management; Management as a Science, Art and Profession; Management and Administration (meaning and differences).		
Unit - 2: PLANNING		8
Planning: Meaning, Features, Importance, Steps in Planning Process, Types of Planning- (Strategic planning, administrative planning, operational Planning, Contingent planning), Barriers to effective planning, Measures to make planning effective.		
Unit - 3: ORGANISING AND ORGANISATION STRUCTURE		14
Organizing Process –Concept of organization:- As an entity, as group of people, as a structure,as a process(meanings only); Principles of Organizing; Organizational structure - Formal Organizational structure: – Meaning, Types - Line Organization, Line and Staff, Functional, Project, Matrix and Virtual. Informal Organization: – Meaning, Characteristics, Importance, Limitations, Difference between Formal and Informal Organization; Factors influencing the organization structure- (Environment, strategy, technology,size, people).		

Unit - 4: : DIRECTION	16
<p>Direction: Meaning Importance and principles of directing.</p> <p>Motivation: Concept, Importance, Features of Motivation; Motivational theories- Maslow's need hierarchy theory, Herzberg's Hygiene Theory, McGregor's Theory X and Theory Y.</p> <p>Leadership: Meaning, Leadership Styles- Autocratic, Democratic, Participative, Free Reign, Benevolent & Transformational Leadership (meaning and features of each)</p> <p>Communication: Meaning, Communication Process, Types, Barriers to Communication and measures to overcome the barriers in communication.</p>	
Unit - 5: COORDINATION AND CONTROLLING	8
<p>Coordination- Meaning and need, requisites for effective coordination</p> <p>Controlling – Meaning, Importance, Control Process, Essentials of an Effective Control System, Control techniques- PERT& CPM (meaning and uses only).</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Compare the different types of leadership styles 2. Draw an organizational chart showing the line of authority and responsibility 3. Identify five control techniques used for better productivity of any organization 4. Draw a chart showing the process of communication 	
<p>Books for References:</p> <ol style="list-style-type: none"> 1. L M Prasad, Principles and Practice of Management, Sultan Chand and Sons, New Delhi 2. Harold Koontz and Heinz Weihrich (2017), Essentials of Management: An International and Leadership Perspective, McGraw Hill Education, 10th Edition. 3. Stephen P Robbins and Madhushree Nanda Agrawal (2009), Fundamentals of Management: Essential Concepts and Applications, Pearson Education, 6th Edition. 4. James H. Donnelly, (1990) Fundamentals of Management, Pearson Education, 7th Edition. 5. P C Tripathi & P N Reddy (2005), Principles of Management, TMH Publications, 3rd Edition. 	

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 1.2 Name of the Course: INTRODUCTION TO AIRLINE INDUSTRY		
COURSECREDITS 4 CREDITS	NO. OF HOURS PER WEEK 4 HOURS	TOTAL NO. OF TEACHING HOURS 56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to: a) Understand the historical development and structure of the airline industry. b) Analyse the economic factors influencing airline profitability and competitiveness. c) Explain the role of key players (airlines, airports, government, air traffic control) in the aviation ecosystem. d) Evaluate the impact of regulatory frameworks on airline operations and passenger experience. e) Assess the challenges and opportunities presented by emerging technologies and sustainability initiatives.		
SYLLABUS:		HOURS
Unit.1: Airline Industry Overview		12
History of aviation, types of airlines (full-service, low-cost, hybrid, ultra-low-cost) - Airline alliances, code-sharing agreements, interline agreements - Airline business models (network carriers, point-to-point, low-cost carriers) - Airline revenue models (passenger, cargo, ancillary revenue)		
Unit.2: Airline Operations		20
Aircraft types and configurations (narrow-body, wide-body, regional jets) - Aircraft performance and limitations - Flight operations (departure, cruise, arrival) - Air traffic management (ATC) system, air navigation services - Airport operations (terminal operations, baggage handling, ground transportation) - Cargo operations (air freight, express delivery) - Airline maintenance (line maintenance, heavy maintenance)		
Unit.3: Airline Economics and Finance		8
Airline cost structure (fixed costs, variable costs) - Revenue management, yield management, pricing strategies - Airline profitability and financial analysis - Airline accounting and reporting - Airline taxation and regulation - Airline financing (debt, equity, leasing).		

Unit.4: Airline Industry Environment	8
International Civil Aviation Organization (ICAO), International Air Transport Association (IATA) - National aviation authorities and regulations - Safety regulations (ICAO Annexes, national regulations) - Security regulations (aviation security, passenger screening) - Environmental regulations (emissions, noise pollution) - Competition and antitrust issues - Airport congestion and capacity management.	
Unit.5: Emerging Trends and Challenges	08
Digitalization and technology (e-commerce, mobile apps, AI, blockchain) - Customer experience management (loyalty programs, service quality) - Airline distribution (direct channels, indirect channels, GDS) - Sustainability initiatives (carbon emissions reduction, biofuels) - Low-cost carrier competition - Airline industry consolidation and mergers.	
Skill Development Activities: <ol style="list-style-type: none"> 1. Case studies of major airlines and industry events 2. Group projects on airline business plans or marketing strategies 3. Industry guest lectures from airline executives or aviation experts 4. Research on specific aviation topics 5. Data analysis and presentation of airline industry trends 	
Books for References: <ol style="list-style-type: none"> 1. Cross, R. (2016). <i>The airline business: An introduction</i>. Routledge. 2. Windrum, P. (2014). <i>The economics of airline markets</i>. Cambridge University Press. 3. Doganis, R. (2002). <i>The airline business</i>. Routledge. 4. IATA publications and reports. 	

Name of the Program: BBA Aviation Management Course Code: BBA 1.3 Name of the Course: Soft Skills for Service Industry		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to a) Demonstrate effective communication and interpersonal skills. b) Apply problem-solving and decision-making techniques in service-oriented roles. c) Exhibit teamwork and collaboration skills. d) Deliver exceptional customer service. e) Adhere to aviation grooming standards and maintain a professional appearance.		
Syllabus:		Hours
Unit.1: Communication Skills		12
Verbal communication (clarity, conciseness, active listening) - Non-verbal communication (body language, facial expressions, gestures) - Interpersonal communication (building rapport, empathy, active listening) - Public speaking (overcoming stage fright, structuring a speech, delivery) - Presentation skills (visual aids, audience engagement) - Intercultural communication (cross-cultural understanding, effective communication) - Written communication (business writing, email etiquette, report writing)		
Unit.2: Interpersonal Skills		14
Emotional intelligence (self-awareness, self-regulation, social awareness, relationship management) - Empathy and understanding - Conflict resolution (negotiation, mediation, compromise) - Teamwork and collaboration (group dynamics, roles, responsibilities) - Leadership (influence, motivation, decision making)		
Unit.3: Customer Service Excellence		10
Customer-centric approach (understanding customer needs, exceeding expectations) - Service recovery (handling complaints, resolving issues) - Building customer loyalty (relationship building, retention strategies) - Service quality standards (benchmarking, service delivery) - Customer feedback and analysis		
Unit.4: Problem-solving and Decision Making		10
Problem identification and definition - Problem-solving techniques (brainstorming, SWOT analysis) - Decision-making models (rational, intuitive, bounded rationality) - Critical thinking (analysis, evaluation, synthesis) - Creativity and innovation (idea generation, problem-solving).		

Unit.5: : Aviation Grooming Standards and Personal Development	10
Importance of personal grooming in the aviation industry - Grooming etiquette for men and women - Hair and makeup guidelines - Uniform and accessories (selection, maintenance) - Hygiene and health (personal care, grooming habits) - Body language and posture (professional demeanour) - Personal branding and image management	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Role-playing exercises 2. Group discussions and presentations 3. Mock interviews 4. Customer service simulations 5. Grooming and etiquette workshops 6. Personality assessments 	
Reference Books: <ul style="list-style-type: none"> • Carnevale, P. J., & Laster, D. V. (2014). <i>Listening: The forgotten skill</i>. John Wiley & Sons. • Covey, S. R. (2004). <i>The 7 habits of highly effective people</i>. Simon & Schuster. • Nordstrom, R., & Youssef, C. (2011). <i>Delivering knock-your-socks-off service</i>. HarperCollins. 	

Name of the Program: BBA Aviation Management Course Code: BBA 1.4 Name of the Course: FINANCIAL ACCOUNTING		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to: a) Understand the framework of accounting as well accounting standards. b) Pass Journal entries, Posting to Ledger accounts and prepare Trial balance c) Prepare various Subsidiary books d) Prepare different Cash Book e) Prepare Final accounts of proprietary concern.		
SYLLABUS:		HOURS
Unit.1: Introduction to Financial Accounting		12
Introduction – Meaning, Definition, Scope, Objectives, Functions of Accounting – Terminologies used in Accounting - Users of Accounting Information – Limitations of Accounting; Accounting Principles- Accounting Concepts Conventions; Meaning of Double entry system – Process of Accounting – Types of Accounts – Traditional and Modern Accounting – Golden Rules of Debit and Credit. Accounting Standards (Ind AS)- Meaning, Definition, Need and Objectives – List of Accounting Standards issued by ICAI; Accounting Equations - Problems on Accounting Equations.		
Unit.2: Journal, Ledger & Trial Balance		12
Meaning of Journal, Ledger & Trial Balance – Transaction Analysis – Journal – Ledger – Balancing of Accounts – Trial Balance – Simple Problems on Journal, Ledger Posting and Preparation of Trial Balance.		
Unit.3: Subsidiary Books		10
Meaning – Types of Subsidiary Books – Preparation of Purchases Book- Purchase Returns Book - Proforma Invoice; Sales Book -Sales Return Book - Account Sales; Bills Receivable Book - Bills Payable Book. Simple Problems on the Purchases – Purchases Returns – Sales – Sales Returns – Bills Receivable and Payable Books.		

Unit.4: Cash Book	10
Introduction - Types of Cash Book- Simple Cash Book, Double Column Cash Book, Three Column Cash Book and Petty Cash Book -Problems.	
Unit.5: Final Accounts of Proprietary Concern	12
Preparation of Statement of Profit and Loss and Balance Sheet of a proprietary concern with special adjustments like depreciation, outstanding expenses and prepaid expenses, outstanding incomes and incomes received in advance and provision for doubtful debts, interest on drawings and interest on capital. (Vertical Form)	
Skill Development Activities: <ol style="list-style-type: none"> 1. List out the Accounting Standards issued by ICAI 2. Prepare a Trial Balance with imaginary figures 3. Prepare a Cash Book with imaginary figures. 4. Prepare a Profit and Loss Account and Balance Sheet of a Proprietary Concern with imaginary figures 	
Books for References: <ol style="list-style-type: none"> 1. Robert N Anthony, David Hawkins, Kenneth A. Merchant, (2017) Accounting: Text and Cases, Mc Graw-Hill Education, 13thEdition. 2. S.Anil Kumar, V.Rajesh Kumar and B.Mariyappa – Financial Accounting, Himalaya Publishing House, New Delhi. 3. SPIyengar (2005), Advanced Accounting, Sultan Chand & Sons, Vol.1. 4. Charles T. Horngren and Donna Philbrick, (2013) Introduction to Financial Accounting, Pearson Education, 11thEdition. 5. J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi, 32ndEdition. 6. S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi, 6th Edition. 7. B.S. Raman (2008), Financial Accounting Vol. I & II, United Publishers & Distributors 	

Name of the Program: BBA Aviation Management Course Code: BBA 2.1 Name of the Course: HUMAN RESOURCE MANAGEMENT IN AVIATION		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, Students will be able a) To describe the role and responsibility of Human resources management functions on business b) To describe HRP, Recruitment and Selection process c) To describe to induction, training, and compensation aspects. d) To explain performance appraisal and its process. e) To demonstrate the applicability of HRM in Aviation Industry.		
SYLLABUS:		HOURS
Unit-1: Introduction to Human Resource Management		10
Meaning, definition, importance, scope and objectives of HRM; Evolution and development of HRM; Approaches to HRM- Personal management Vs Human Resource Management; HRM and competitive advantage. HR department- organizational composition, role, functions.		
Unit-2: Procurement of HR		12
HR Planning; Job analysis – process of job analysis, job description, job specification, methods of job analysis; Conventional Vs strategic planning; Recruitment – concept, sources; Selection – concept, Difference between recruitment and selection, process- test, interview, placement, induction, and socialization; retention.		
Unit-3: Training and Development		12
Training and Development – Employee Training and Retraining – Assessing Training Needs and Designing Training Programmes. An overview on employee orientation: Career Planning and Development: Role and Significance of Career Planning – Impact of Career Planning on Productivity.		
Unit-4: HRM Practices in Aviation		14
Airline Staffing Process – Airline Personnel (Recruitment-selection); Training & Development - Training methods – Types of training: Orientation, Basic mandatory training by IATA, DGCA, BCAS, Executive development, Refresher training, Career planning; Performance Appraisal methods in Aviation; Appraisal Parameters considered for Ground staff, Cabin crew and Pilots. Compensation in Aviation – Categories of compensation (Guaranteed pay, variable pay, benefits, equity-based compensation)		

Unit-5: Compensation Management	08
Compensation Management- Meaning and Components of compensation structure; Factors influencing employee compensation; Incentives- Meaning, types of incentives-Monetary and Non-monetary incentives, Individual and Group Incentives; Incentives as a component of CTC	
Skill Development Activities: <ol style="list-style-type: none"> 1. Preparation of Job Descriptions and Job specifications for any job profile at the airport 2. Choose any Airline and present your observations on training program 3. Develop a format for performance appraisal of an airline employee. 4. List the various types of training given to Airline employees based on their roles. 5. Analysis of elements of compensation of any airline company. 	
Books for References: <ol style="list-style-type: none"> 1. Aswathappa, Human Resource Management- Text and Cases (9th Edition), McGraw Hill Education (India) Private Ltd. 2. Edwin Flippo, Personnel Management, McGraw Hill 3. C. B. Mamoria, Personnel Management, HPH 4. K. Venkataramana, Human Resource Management, SHBP 5. Subba Rao, Personnel and Human Resources Management, HPH 6. Reddy & Appanaiah, Human Resource Management, HPH 7. S. Sadri & Others: Geometry of HR, HPH 8. Michael Porter, HRM and Human Relations, Juta & Co. Ltd. 	

Name of the Program: BBA Aviation Management Course Code: BBA 2.2 Name of the Course: Organizational Behaviour		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course outcomes: on successful completion of the course, the students will be able to <ol style="list-style-type: none"> To understand the behaviour of individual and groups in the Organization. To access the potential impact of organizational factors (such as change, culture, and structure) on organizational behaviour. To Analyse and apply the practical experience in the field of Management and Organization Behaviour To demonstrate the leadership styles and apply the concepts of personality, perception, attitude, and motivation. To develop skills and ability to work as individual and in groups to achieve organizational goals. 		
Syllabus:		Hours
Unit.1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR		12
Nature and scope of organizational behaviour - Historical development of OB - Organizational culture and climate - Values, attitudes, and job satisfaction - Organizational citizenship behaviour and counterproductive work behaviour.		
Unit.2: INDIVIDUAL BEHAVIOUR		10
Personality and individual differences - Perception and attribution - Learning and performance - Motivation theories (Maslow, Herzberg, McClelland, Vroom) - Job design and work redesign - Stress and burnout.		
Unit.3: GROUP DYNAMICS AND TEAMS		10
Group formation and development - Group structure and roles - Group norms and cohesiveness - Communication in groups - Conflict management styles - Teamwork and collaboration - Leadership theories (autocratic, democratic, laissez-faire, transactional, transformational) - Power and influence in organizations.		

Unit.4: ORGANIZATIONAL STRUCTURE AND DESIGN	12
Organizational structure (functional, divisional, matrix, network) - Organizational culture and change - Organizational development interventions - Human resource management and OB.	
Unit.5: CONTEMPORARY ISSUES IN ORGANIZATIONAL BEHAVIOUR	12
Diversity and inclusion - Organizational ethics - Global organizations and cultural differences - Technology and organizational behaviour - Employee well-being and work-life balance.	
Skill Developments Activities: <ol style="list-style-type: none"> 1. Case studies and simulations 2. Group projects and presentations 3. Role-playing exercises 4. Leadership development activities 5. Self-assessment and reflection 	
Reference Books: <ul style="list-style-type: none"> • Robbins, S. P., & Judge, T. A. (2019). <i>Organizational behavior</i>. Pearson. • McShane, S. L., & Von Glinow, M. A. (2018). <i>Organizational behavior: Emerging realities for the workplace</i>. McGraw-Hill Education. • Bateman, T. S., & Snell, S. A. (2019). <i>Management: Leading & collaborating in a competitive world</i>. McGraw-Hill 	

Name of the Program: BBA Aviation Management Course Code: BBA 2.3 Name of the Course: INTRODUCTION TO AIRPORT OPERATIONS		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS
Pedagogy : Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, the students will be able to <ol style="list-style-type: none"> Identify the key components of airport infrastructure (terminals, runways, taxiways, cargo facilities). Explain the different types of airport classifications and their operational characteristics. Describe the airside operations involving aircraft movements, ground handling, and turnaround processes. Analyse the landside operations including passenger check-in, baggage handling, security screening, and boarding procedures. 		
SYLLABUS:		HOURS
Unit.1: INTRODUCTION TO AIRPORTS AND THE AVIATION INDUSTRY		10
The Role of Airports in the Air Transportation System - Types of Airports and their Classifications (Based on Size, Traffic Volume, Function) - The Economic Impact of Airports on Local Communities - An Overview of the Global Aviation Industry.		
Unit.2: AIRPORT INFRASTRUCTURE AND FACILITIES		12
Airside Operations: Runways, Taxiways, Aprons, Hangars – Landside Operations: Terminals, Passenger Processing Facilities, Cargo Facilities - Airport Support Facilities: Maintenance Areas, Fuel Depots, Emergency Services - Sustainability Considerations in Airport Infrastructure Development		
Unit.3: AIRSIDE OPERATIONS AND AIRCRAFT HANDLING		10
Aircraft Ground Handling Services (Pushback, Towing, De-icing) - Turnaround Management and Time Optimization - Air Traffic Control (ATC) Procedures and Communication - The Role of Ground Support Equipment (GSE) in Aircraft Operations.		
Unit.4: LANDSIDE OPERATIONS AND PASSENGER SERVICES		12
Passenger Check-in and Baggage Handling Processes - Aviation Security Screening Procedures and Regulations - Passenger Boarding and Disembarkation Processes - Customer Service and Airport Amenities for Passengers.		

Unit.5: AIRPORT MANAGEMENT AND THE FUTURE OF OPERATIONS	12
Stakeholders in Airport Operations (Airlines, Ground Handlers, Regulatory Bodies) - Airport Management Strategies and Performance Measurements - The Impact of Technology on Airport Operations (Self-service kiosks, Biometric Security) - Emerging Trends in Airport Operations and Sustainability Practices.	
Skill Development Activities: <ol style="list-style-type: none"> 1. Case studies analysing real-world scenarios involving operational challenges at airports (e.g., delays, disruptions). 2. Simulations of passenger check-in and baggage handling processes. 3. Group projects on developing solutions to improve efficiency in specific areas of airport operations (e.g., security screening, turnaround time). 4. Research projects on the impact of specific technologies (e.g., self-service kiosks) on airport operations. 5. Presentations on emerging trends and future developments in airport management. 	
Books for References: <ol style="list-style-type: none"> 1. Airport Operations Management (Angela Giacometti Manganelli & Nigel Wyatt, Latest Edition). Kogan Page Publishers. 2. Introduction to Air Transport Management (Graham Davies, Latest Edition). Routledge. 3. Airport Planning and Management (Michael R. Brückner, Latest Edition). McGraw-Hill Education. 	

Name of the Program: BBA Aviation Management Course Code: BBA 2.4 Name of the Course: GROUND HANDLING OPERATIONS		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 Hrs	56 Hrs
Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.		
Course Outcomes: On successful completion of the course, students will be able a) Understanding of Ground Handling Operations b) Proficiency in Aircraft Arrival and Departure Procedures c) Expertise in Passenger and Baggage Handling d) Knowledge of Safety and Security Procedures e) Awareness of Technology and Innovation		
Syllabus:		Hours
Unit.1: INTRODUCTION TO GROUND HANDLING OPERATIONS		12
Definition, importance, and scope – Roles and Functions of Ground Handling Staff – Types of services provided (e.g. Passenger handling, baggage handling, aircraft servicing – Regulatory Framework (BCAS, MOCA, DGCA).		
Unit.2: AIRCRAFT ARRIVAL AND DEPARTURE PROCEDURES		14
Arrival Procedures (Aircraft marshalling, parking, and de-boarding processes.)-Departure Procedures (Pre-flight checks, boarding processes, and pushback procedures)- Turnaround Management –(Efficient management of aircraft turnaround times.)- Coordination with Other Services: (Interaction with air traffic control, catering, and maintenance.).		
Unit.3: PASSENGER AND BAGGAGE HANDLING		12
Passenger Services: Check-in processes, boarding procedures, and handling special needs - Baggage Handling: Baggage check-in, screening, loading, and delivery - Lost and Found: Procedures for managing lost baggage and passenger claims - Customer Service: Effective communication and problem-solving techniques.		
Unit.4: SAFETY AND SECURITY PROCEDURES		08
Safety Protocols: Safety regulations, emergency response, and incident management - Security Measures: Screening procedures, baggage security, and anti-terrorism measures - Compliance: Adherence to national and international security regulations -Training and Certification: Required certifications and training programs for ground handling staff..		

Unit.5: TECHNOLOGY AND INNOVATION IN GROUND HANDLING	10
<p>Ground Handling Equipment: Overview of equipment used (e.g., tugs, belt loaders, all equipment's to be taken – powered and non-powered - Technology Integration: Use of technology in ground handling (e.g., automated systems, tracking tools) -Future Trends: Innovations and future trends in ground handling operations - Case Studies: Examination of successful ground handling operations and technologies in practice.</p>	
<p>Skill Development Activities:</p> <ol style="list-style-type: none"> 1. Include an analysis of the importance and scope of each role in the overall ground handling operations. 2. Evaluate how the turnaround times are managed and the coordination with other services like air traffic control, catering, and maintenance. 3. Discuss customer service techniques, focusing on effective communication and problem-solving. 4. Analyse future trends and innovations that may impact ground handling operations.. 	
<p>Reference Books:</p> <ul style="list-style-type: none"> • "Aircraft Ground Handling Operations" by S. M. Raza • "Introduction to Airport Management" by Peter Morrell • "Fundamentals of Aviation Ground Handling" by Lisa M. Thomas • "Aviation Security: A Guide to Ground Handling" by Gerald L. Smith 	

