ಡಾ. ಮನಮೋಹನ ಸಿಂಗ್
ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

Dr. MANMOHAN SINGH
BENGALURU CITY UNIVERSITY

Office of the Registrar, Central College Campus, Dr. B.R. Ambedkar Veedhi, Bengaluru – 560 001.
PhNo.080-22131385, E-mail: registrar@bcu.ac.in/registrarbcu@gmail.com

No.MSBCU/BoS/Syllabus/Commerce/104/2026-27 Date:29.06.2026

NOTIFICATION

Sub: Syllabus for the V & VI Semester Under Graduate Courses in the Faculty of Commerce -reg

Ref:
1. Government Order No. ED 166 UNE 2023 Bengaluru dated. 08.05.2024
2. Recommendations of the Boards of Studies in the Faculty of Commerce
3. Approval of the Academic Council in its meeting held on 08.06.2026
4. Orders of Vice-Chancellor dated.29.06.2026

****

The Syllabus prepared by the Boards of Studies for the different Programmes of V & VI semester Under Graduate Courses, in the faculty of Commerce based on the Guidelines and Curriculum Structure issued by the Government under ref(1) have been approved by Academic Council meeting held on 08.06.2026.

Accordingly, the CBCS Syllabus for the V & VI Semester Course of UG Courses Faculty of Commerce in respect of following programmes are hereby notified for implementation from the academic year 2026-27.

Sl.No.	Programmes
1.	B.Com– V & VI Semester
2.	B.Com – [Logistics and Supply Chain Management] – V & VI Semester
3.	B.Com –[Accounting and Finance] – V & VI Semester
4.	B.Com – [Business Data Analytics]– V & VI Semester
5.	B.Com – [Travel & Tourism Management]– V & VI Semester
6.	B.Com- [Fintech]– V & VI Semester
7.	B.Com-Retail Operation – AEDP– V & VI Semester
8.	B.Com-BFSI – AEDP– V & VI Semester
9.	BBA– V & VI Semester
10.	BBA [Aviation Management] – V & VI Semester

p.t.o

11.	BBA [Business Analytics] – V & VI Semester
12.	B.Voc. [Accounting and Taxation] – V & VI Semester
13.	B.H.M – V & VI Semester
14.	BTTM– V & VI Semester
15.	B.Com – CMA – I & II

The detailed Syllabi for above subjects are notified in the University Website: www.bcu.ac.in for information of the concerned.

REGISTRAR

Copy to;

1. The Registrar(Evaluation), Dr. Manmohan Singh Bengaluru City University
2. The Dean, Faculty of Commerce, MSBCU.
3. The Principals of the concerned affiliated Colleges of MSBCU- through email.
4. The P.S. to Vice-Chancellor/Registrar/Registrar (Evaluation), MSBCU.
5. Office copy / Guard file / University Website: www.bcu.ac.in

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DR. MANMOHAN SINGH
BENGALURU CITY UNIVERSITY

BACHELOR OF BUSINESS ADMINISTRATION

B.B.A (Aviation Management)

SYLLABUS AS PER STATE EDUCATION POLICY

CBCS- Scheme

1st and 2nd Semester (2024-25 onwards)

3rd and 4th Semester (2025-26 onwards)

5th and 6th Semester (2026-27 onwards)

DEPARTMENT OF STUDIES AND RESEARCH IN COMMERCE

Dr MANMOHAN SINGH BENGALURU CITY UNIVERSITY

Prasanna Kumara Block, Palace Road, Bengaluru-. 560 009

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 Semester to 6th Semester and syllabus for 1st and 2nd semesters of the above mentioned courses. The board authorized the Chairman to make the necessary changes.

MEMBERS:

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

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 Yalahanka College ,Bengaluru	Member
18	Smt.Asha.N	Principal, Sindhi Degree 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

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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 20th and 21st June 2025 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 3rd to 6th Semester and syllabus for 3rd, 4th, 5th and 6th semesters of the above mentioned courses. The board authorized the Chairman to make the necessary changes.

MEMBERS:

1.	Prof. Jalaja .K.R	Dean and Chairperson , Department Of Commerce, BCU	Chairperson
2.	Dr. Padmaja.P.V	Principal , MLA Academy Of Higher Education, Bengaluru	Member
3.	Dr.Bhavani.H	Associate Professor, Department Of Commerce, Vivekananda Degree College ,Bengaluru	Member
4.	Dr.Swamynathan.C	Associate Professor, Department of Commerce, GFGC Malleshwaram College, Bengaluru	Member
5.	Dr. Mahesh.K.M	Principal, Sri. Bhagawan Mahaveer Jain Evening College, Bengaluru	Member
6	Dr. S. Harish	Principal, Vijaya Evening College, Bengaluru-04	
7	Prof.H R Padmanabha	Associate Professor, M S Ramaiah College of Arts, Science and Commerce	Member
8	Dr.Nagaraja.C	Associate Professor, Department Of Commerce, GFGC Yalahanka College ,Bengaluru	Member
9	Dr. Anitha K P	Assistant Professor, Govt. R C College, Bengaluru	Member
10	Dr.K.Ramachandra	Principal, Maharani Cluster University.	Member
11	Dr. Ashok M L	Chairman, Dept. of Studies in Commerce and Research, Mysore University	Member
12	Mr. Deep	Sr. Advisor, CII Institute of Quality, Bengaluru-91	Member
13	Mr. RajkumarJayanth	Chartered Accountant, Rajbabu & Associates, Bengaluru-02	Member

Co-Opted Members

14	Dr. Pawan Kumar D B	Principal, SLN College of Arts and Commerce, Fort, Bengaluru	Member
15	Dr. Savita K	Principal, BEL First Grade College, Bengaluru	Member
16	Mr. H.N Gururaja Rao.	Visiting Faculty, SLN College of Arts and Commerce, Fort, Bengaluru	Member
17	Dr. Srihari	Vice Principal, MEWA Vanguard Business School, Bengaluru-68	Member

Dr. JALAJA. K R, M.COM., MBA., Ph.D
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Bengaluru City University

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.Com (CMA), B.VOC(A&T), BBA, BBA(Aviation Management), BBA(Business Analytics), BBA(Digital Marketing), B. A Marketing programmes as per the SEP structure for the Academic Year 2026-27 held on 21st–22nd April and on 18th–19th May 2026, in the Department of Studies and Research in Commerce, PK Block, Dr Manmohan Singh Bengaluru City University, Bengaluru-560009.

The Board approved the course matrix and syllabus for the 5th and 6th semesters and authorized the Chairperson to make necessary modifications wherever required. The Board prepared and discussed the syllabus in detail during the meeting.

Upon deliberation, the Board observed the need for additional Skill Enhancement Courses and accordingly resolved to introduce Course Code 5.6 titled Employability Skills in the 5th semester and Course Code 6.6 titled Soft Skills in the 6th semester. Further, the Board resolved to introduce Finance as an elective option in the 3rd and 4th semesters. The above changes shall be applicable for students from the academic year 2026–27 onwards.

For B.Com AEDP (BFSI) and B.Com AEDP (ROM), students are required to undergo Internship during the 5th and 6th semesters. Hence, no syllabus was submitted for these semesters The Board reviewed and approved the course matrix for the 5th and 6th semesters, along with the syllabus for the 5th and 6th semesters of the above-mentioned courses, including the introduction of the Finance elective for the 3rd and 4th semesters. The Board also authorized the Chairperson to make necessary modifications, wherever required.

MEMBERS:

1.	Prof. Jalaja .K.R	Chairperson , Department Of Studies and Research in Commerce, Dr.MSBCU	Chairperson
2.	Dr. Padmaja.P.V	Principal , MLA Academy Of Higher Education, Bengaluru	Member
3.	Dr.Bhavani.H	Associate Professor, Department Of Commerce, Vivekananda Degree College ,Bengaluru	Member
4.	Dr.Swamynathan.C	Professor & Principal Department of Commerce, GFGC Malleshwaram College, Bengaluru	Member
5.	Dr. Mahesh.K.M	Principal, Sri. Bhagawan Mahaveer Jain Evening College, Bengaluru	Member
6	Dr. S. Harish	Principal, Vijaya Evening College, Bengaluru-04	Member
7	Prof. H R Padmanabha	Principal, Smt Gangamma Hombegowda First Grade College, Bengaluru.	Member
8	Dr.Nagaraja.C	Associate Professor, Department Of Commerce, GFGC Yalahanka College Bengaluru	Member
9	Dr. Anitha K P	Assistant Professor, Govt. R C College, Bengaluru	Member

10	Dr.K.Ramachandra	Principal, Maharani Cluster University.	Member
11	Dr. Ashok M L	Chairman, Dept. of Studies in Commerce and Research, Mysore University	Member
12	Mr. Deep	Sr. Advisor, CII Institute of Quality, Bengaluru-91	Member
13	Mr. RajkumarJayanth	Chartered Accountant, Rajbabu & Associates, Bengaluru-02	Member

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14	Dr. Pawan Kumar D B	Principal, SLN College of Arts and Commerce, Fort, Bengaluru	Member
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16	Mr. H.N Gururaja Rao.	Visiting Faculty, SLN College of Arts and Commerce, Fort, Bengaluru	Member
17	Dr. Srihari	Vice Principal, MEWA Vanguard Business School, Bengaluru-68	Member

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

DR MANMOHAN BENGALURU CITY UNIVERSITY

REGULATIONS PERTAINING TO BBA (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 BBA (Aviation Management) Program, offered by Dr Manmohan Singh Bengaluru City University affiliated colleges, Constituent Colleges and Department of Commerce, Dr Manmohan Singh Bengaluru City University.

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

The Board of Studies resolved to provide the regulation for BBA (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 Aviation Industry & other related fields.
3. To prepare students to take up Higher Education to become aviation specialists, consultants, analysts, researchers & teachers with core competencies in this field.
4. To develop skills in Customer Service, Air Ticketing, Cabin Crew Management, Logistics & Air Cargo Management, Flight Dispatchers, Ground Handling Operations etc.
5. To apply critical thinking to solve complex problems through survey, research & analytical techniques.
6. To enable students to become employable in the aviation field as Customer Service Executives, Cabin Crews, Ramp Officers, Baggage Handling Supervisors, Cargo Agents, Air Ticketing Executives etc.
7. To develop Ethical Managers with Inter-Disciplinary and Holistic approach.

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).

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 Business Administration (Aviation Management) – BBA- Aviation Management.

5. MEDIUM OF INSTRUCTION

The medium of instruction & examination shall be in English only.

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 BBA (AVIATION MANAGEMENT)

9. TEACHING AND EVALUATION:

MBA / MBA – Aviation Management / M. Com (All Programs) / MFA / MBS graduates with basic degree in BBA, BBA - Aviation Management, B.B.M, BBS & B. Com (All B.Com Programs) 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 (in English only) with a maximum of 10% repetition. 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) 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.
b) 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.
c) 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

l. 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.

CGPA = $\sum$ (Ci x Gi) / $\sum$ 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

CGPA= $\sum$ (Ci x Si) / $\sum$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

- Industrial/Field Visits: It is mandatory to arrange one Industrial visit to Airport (Domestic or International) every year for the students.

- 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.

- All the colleges are advised to conduct any other suitable programmes such as Workshops, Exhibitions & etc.

- Inter-Institutional Exchange Programmes: Quiz Competition, Model Preparation, Placement Drives etc.

ANNEXURE-1
Course Matrix

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 in Aviation	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**

III 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 Marketing	3.1	4	3	20	80	100	4
	Aviation Safety & Security Management	3.2	4	3	20	80	100	4
	Entrepreneurship and Start-ups	3.3	4	3	20	80	100	4
	Fundamentals of Cost Accounting	3.4	4	3	20	80	100	4
Part 3 SEC	**Air Catering Services**	3.5	3	1.5	10	40	50	2
	TOTAL				**130**	**520**	**650**	**24**

IV 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	Banking Law & Practice	4.1	4	3	20	80	100	4
	Passenger Service Management	4.2	4	3	20	80	100	4
	Research Methodology	4.3	4	3	20	80	100	4
	Customer Relationship Management	4.4	4	3	20	80	100	4
Part 3 SEC	**Travel & Tourism Management**	4.5	3	1.5	10	40	50	2
	TOTAL				**130**	**520**	**650**	**24**

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V SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part I DSC	Income Tax - I	5.1	4	3	20	80	100	4
	Management Accounting	5.2	4	3	20	80	100	4
	Business Laws	5.3	4	3	20	80	100	4
	Crew Resource Management	5.4	4	3	20	80	100	4
	Air Navigation Services	5.5	4	3	20	80	100	4
Part II SEC	Employability Skills	5.6	2*	2	---	50	50	2
Part III CC	Survey project*	5.7	2**		-	100	100	4
	TOTAL				**100**	**550**	**650**	**26**

<u>INSTRUCTIONS</u>:

*__For Employability Skills__, Semester End Exam shall be based on Multiple Choice Questions (MCQs) for 50 Marks.

**During the V Semester, students shall be assigned Survey Projects and it shall be guided by the Project Guides. Faculty from Commerce and Management department only, shall be appointed as guides. Survey project shall be undertaken in any area of Commerce and Management on any domain in a small, medium or large organisation or it can be a freelance study on any of the topics related to Commerce and Management.

Maximum of 50 Students shall be allotted for Project Guidance of 2 hrs per week. **However, the workload for Project Guidance should not exceed 4 hrs per week per faculty**. Attendance shall be monitored as per University criteria (minimum 75%). The Project report shall be submitted before the end of the semester for assessment and viva-voce examination.

The marks shall be awarded on the following basis:

- 80 marks for contents of Survey Project Report, Maintenance of Log Book and other necessary enclosures etc., and 20 marks for Viva - Voce examination. The Survey Project report needs to be evaluated by the External Examiners consisting of faculties having a minimum teaching experience of 15 years and are working in the colleges affiliated to DRMSBCU, and nominated by the Chairperson of BoE.
- Minimum passing marks in Survey Project is 40 out of 100.

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VI SEMESTER

	Subjects	Paper	Instruction hrs./week	Duration of Exam (hrs.)	Marks			Credits
					IA	Uni. Exam	Total	
Part I DSC	Income Tax- II	6.1	4	3	20	80	100	4
	International Business	6.2	4	3	20	80	100	4
	Strategic Management	6.3	4	3	20	80	100	4
	Logistics & Air Cargo Management	6.4	4	3	20	80	100	4
	Disaster Management in Aviation	6.5	4	3	20	80	100	4
Part II SEC	Career Skills	6.6	2*	2	---	50	50	2
Part - III CC	Internship*	6.7	2**	-	100	-	100	3
	TOTAL				**200**	**450**	**650**	**25**

<u>INSTRUCTIONS</u>:

***For Career Skills,** Semester End Exam shall be based on Multiple Choice Questions (MCQs) for 50 Marks.

During the VI Semester, students should be assigned **Internship and it shall be monitored by the Mentors. Faculty from Commerce and Management Department only shall be appointed as Mentors. Internship may be undertaken in any Small, Medium or Large organisation.
A Maximum 50 Students shall be allotted to each Mentor. **2 hours** of Mentorship / Workload shall be allotted to a teacher. **However, the workload for Internship Guidance should not exceed 4 hrs per week per faculty**. Attendance shall be monitored as per University criteria (minimum 75%).

Minimum of **90 hours** of Internship shall be undertaken by the student after the class hours during the semester. The Report shall consist of the **concerned Industry's Profile, Specific Organisational Profile, Functions and Operations, Nature of work (Internship) undertaken by the student, Experience & Learning Outcomes and Suggestions and Conclusion.**

The report shall be prepared in about **50-60** pages and include the Internship Certificate along with the log sheet from the College duly signed by the Mentor and Students and the report to be submitted **before the end of the semester** for **assessment and viva-voce examination**. The marks shall be uploaded by the college on the University Portal along with IA marks.

The marks shall be awarded on the following basis.

- 80 marks for contents of Internship Report, Maintenance of Log Book and other necessary enclosures etc., and 20 marks for Viva - Voce examination. The Internship report needs to be evaluated at college level by External Examiners consisting of faculties having a minimum teaching experience of 10 years and are working in the colleges affiliated to DRMSBCU.
- Minimum passing marks in internship is 40 out of 100.

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.

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

Direction: Meaning Importance and principles of directing.
Motivation: Concept, Importance, Features of Motivation; Motivational theories-Maslow's need hierarchy theory, Herzberg's Hygiene Theory, McGregor's Theory X and Theory Y.
Leadership: Meaning, Leadership Styles- Autocratic, Democratic, Participative, Free Reign, Benevolent & Transformational Leadership (meaning and features of each) **Communication:** Meaning, Communication Process, Types, Barriers to Communication and measures to overcome the barriers in communication.

Unit - 5: COORDINATION AND CONTROLLING	8

Coordination- Meaning and need, requisites for effective coordination
Controlling – Meaning, Importance, Control Process, Essentials of an Effective Control System, Control techniques- PERT& CPM (meaning and uses only).

Skill Development Activities:

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

Books for References:

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, 6thEdition.
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, 3rdEdition.

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 1.2
Name of the Course: INTRODUCTION TO AIRLINE INDUSTRY

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 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	**08**
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	**08**
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:

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:

1. Cross, R. (2016). *The airline business: An introduction*. Routledge.
2. Windrum, P. (2014). *The economics of airline markets*. Cambridge University Press.
3. Doganis, R. (2002). *The airline business*. Routledge.
4. IATA publications and reports.

Name of the Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 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).	

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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:

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:

- Carnevale, P. J., & Laster, D. V. (2014). *Listening: The forgotten skill*. John Wiley & Sons.
- Covey, S. R. (2004). *The 7 habits of highly effective people*. Simon & Schuster.
- Nordstrom, R., & Youssef, C. (2011). *Delivering knock-your-socks-off service*. HarperCollins.

Name of the Program: Bachelor of Business Administration **Course Code: BBA (AVIATION MANAGEMENT)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	
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:

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:

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. SP Iyengar (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: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 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:

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:

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.

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<table>
<tr><td colspan="3">Name of the Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 2.2
Name of the Course: ORGANIZATIONAL BEHAVIOUR</td></tr>
<tr><td>COURSE CREDITS</td><td>NO. OF HOURS PER WEEK</td><td>TOTAL NO. OF TEACHING HOURS</td></tr>
<tr><td>4 Credits</td><td>4 Hrs</td><td>56 Hrs</td></tr>
<tr><td colspan="3">Pedagogy: Classroom Lecture, Tutorials, Group discussion, Seminar, Case Studies, Field Work etc.</td></tr>
<tr><td colspan="3">Course outcomes: on successful completion of the course, the students will be able to
a. To understand the behaviour of individual and groups in the Organization.
b. To access the potential impact of organizational factors (such as change, culture, and structure) on organizational behaviour.
c. To Analyse and apply the practical experience in the field of Management and Organization Behaviour
d. To demonstrate the leadership styles and apply the concepts of personality, perception, attitude, and motivation.
e. To develop skills and ability to work as individual and in groups to achieve organizational goals.</td></tr>
<tr><td colspan="2">Syllabus:</td><td>Hours</td></tr>
<tr><td colspan="2">Unit.1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR</td><td>12</td></tr>
<tr><td colspan="3">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.</td></tr>
<tr><td colspan="2">Unit.2: INDIVIDUAL BEHAVIOUR</td><td>10</td></tr>
<tr><td colspan="3">Personality and individual differences - Perception and attribution - Learning and performance - Motivation theories (Maslow, Herzberg, McClelland, Vroom) - Job design and work redesign - Stress and burnout.</td></tr>
<tr><td colspan="2">Unit.3: GROUP DYNAMICS AND TEAMS</td><td>10</td></tr>
<tr><td colspan="3">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.</td></tr>
</table>

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:

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:

- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior*. Pearson.
- McShane, S. L., & Von Glinow, M. A. (2018). *Organizational behavior: Emerging realities for the workplace*.McGraw-Hill Education.
- Bateman, T. S., & Snell, S. A. (2019). *Management: Leading & collaborating in a competitive world*. McGraw-Hill

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Name of the Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 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

a) Identify the key components of airport infrastructure (terminals, runways, taxiways, cargo facilities).
b) Explain the different types of airport classifications and their operational characteristics.
c) Describe the airside operations involving aircraft movements, ground handling, and turnaround processes.
d) 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:

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:

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: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 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
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.	

Skill Development Activities:

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..

Reference Books:

- "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

BBA (Aviation Management)

<table>
<tr><td colspan="3" align="center">Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 3.1
Name of the Course: PRINCIPLES OF MARKETING</td></tr>
<tr><th>COURSE CREDITS</th><th>NO. OF HOURS PER WEEK</th><th>TOTAL NO. OF TEACHING HOURS</th></tr>
<tr><td>4 CREDITS</td><td>4 HOURS</td><td>56 HOURS</td></tr>
<tr><td colspan="3">Pedagogy: Classroom Lecture, Tutorials, Group Discussion, Seminar, Case Studies, Field Work etc.</td></tr>
<tr><td colspan="3">Course Outcome: On successful completion of the course, Students will be able to:
a. Understand the concepts and functions of Marketing.
b. Analyze Marketing Environment impacting the Business.
c. Segment the Market and understand the Consumer Behaviour
d. Describe the 4 P's of marketing and design the Marketing Mix.</td></tr>
</table>

SYLLABUS:	HOURS
Unit-1: Introduction to Marketing	**08**
Marketing: Meaning and Definition, Concepts of Marketing, Approaches to Marketing, Functions of Marketing. Recent trends in Marketing-E- business, Tele-marketing, M-Business, Green Marketing, Relationship Marketing, Concept Marketing, Digital Marketing, Social Media Marketing and E-tailing (Meaning only).	
Unit- 2: Marketing Environment	**10**
Micro Environment – Meaning, Components- The company, suppliers, Marketing Intermediaries, competitors, public and customers; **Macro Environment-** Meaning, Components- Demographic, Economic, Natural, Technological, Political, Legal, Socio-Cultural Environment.	
Unit-3: Market Segmentation and Consumer Behaviour	**10**
Market Segmentation - Meaning, Bases of Market Segmentation, Requisites of Sound Market Segmentation; **Consumer Behaviour** – Meaning and Importance, Factors influencing Consumer Behaviour; Consumer Buying Decision Process.	

Unit - 4: Marketing Mix -Product & Pricing	14
Marketing Mix- Meaning, Elements of Marketing Mix (Four P's) – Product, Price, Place, Promotion. **Product-**Meaning & features, Product Classification, Product Line & Product Mix decisions; Product Lifecycle – Meaning & stages in PLC; New Product Development Meaning and steps in NPD; Reasons for Failure of New Product. **Pricing –** Objectives, Factors influencing Pricing Policy, Methods of Pricing; Pricing Strategies	

Unit- 5: Marketing Mix – Promotion & Distribution	14
Promotion – Meaning and Significance of Promotion. **Advertising –** Meaning and Objectives, Types of Advertisement, Characteristics of an effective Advertisement. **Personal Selling-** Meaning and Importance, Characteristics of a Successful Sales person. **Sales Promotion-** Meaning, Objectives, Promotional Schemes, Limitations of Promotional Schemes. **Physical Distribution**–Meaning and Types of Channels of Distribution, Types of Intermediaries, Factors affecting Channel Selection	

Skill Development Activities:

1. Design a Marketing Mix for an imaginary product.
2. Write the tagline for any five companies/products of your choice.
3. Write a note on any five recent promotional schemes used in marketing a product.
4. Prepare a chart showing channels of distribution for any product.

Books for Reference:

1. Philip Kotler, Marketing Management, Prentice Hall.
2. Lovelock Christopher, Services Marketing: People, Technology, Strategy, PHI, New Delhi
3. William J. Stanton, Michael J.Etzel, Bruce J Walker, Fundamentals of Marketing, McGraw Hill
4. Bose Biplab, Marketing Management, Himalaya Publishers.
5. J.C. Gandhi, Marketing Management, Tata McGraw Hill.
6. Ramesh and Jayanti Prasad: Marketing Management, I.K. International
7. Sontakki, Marketing Management, Kalyani Publishers.
8. PN Reddy and Appannaiah, Marketing Management
9. Saxena Rajan, (2017) Marketing Management, Tata McGraw - Hill Publishing Company Ltd., New Delhi. Fifth Edition.

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 3.2 Name of the Course: AVIATION SAFETY & SECURITY 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 Outcome: On successful completion of the course, students will be able to:

a. Understand the safety and security measures at the airport
b. Assess the screening procedures at the airport
c. Evaluate Hijacking and Terrorism concepts
d. Learn the basics of Airport Crisis Management
e. Know the recent technological improvements in Aviation Security

SYLLABUS:	HOURS
Unit - 1: Introduction to Safety & Security	**12**

Regulatory Agencies – BCAS & its functions, CISF, Airport Entry Permit (Different Zones), Role of Airline Security, SLPC, Role of Airport Operator, Airside Safety – FOD, Safety Gears, Safety Circle, ERA, ESA, Safety Audit, Safety Distance & Speed, Safety Management System, Importance of SMS, Definition of Risk & Hazard, Pillars of SMS.

Unit - 2: Passenger Frisking & Baggage Screening	**12**

Passenger Profiling & Frisking, Baggage Screening (XBIS), Screening Levels at BMA & BBA, Physical Inspection of Baggage, Screening Point Layout, Sterile Area/ Security Hold Area (SHA), Security Measures for Restricted Articles at SHA, Screening Equipments – HHMD, DFMD, ETD, EVD, Full Body Scanners; Security Procedures for Screening of Special Needs and Medical Conditions; Recognition of Explosives, BDDS and their Functions, Protection of Parked Aircraft.

Unit - 3: Hijacking & Terrorism	**14**

Hijacking – Meaning & Definition, Security Articles, Airport Security Measures to prevent Hijacking, Anti-Sabotage Check, Public law about Air Transportation Security Act of 2001, Bomb Threat and Hijack Threat Contingency Procedures, Sky Marshal Program.
Terrorism – Meaning and Definition, Types (Religious, Biological, Chemical, Nuclear, Political, State Sponsored, Quasi), Causes of Terrorism, Steps to Combat Terrorism, International Terrorist Organizations, 9/11 Terrorist Attack and its Consequences, Aircraft as Missiles, Impact of Terrorism, Emerging Threats.

Unit - 4: Basics of Airport Crisis Management	10
Crisis Management – Meaning, Definition & Features, Emergency Response Plan, Development & Implementation of ERP, Training of Airport Staff, Evacuation Procedures, Flight Disruptions, Incident Command System, Identification of Potential Risks & Threats, Public Relation Strategies during Emergencies, Role of Airport Local Authorities.	
Unit- 5: Recent Technological Improvements	**08**
Technological Improvements – Micro Wave Holographic Imaging, Body Orifice Security Scanner, Flight Aircraft Data Scanner, New Generation of Video Security Systems, Bio Simmer Quadruple Resonance Device, Intelliscan, Detection Performance, QR Technology.	

Skill Development Activities:

1. Write the functions of BCAS
2. List any 5 security restricted articles in hand baggage
3. Name any 5 types of Terrorism
4. Discuss the importance of Emergency Response Plan in Crisis Management

Books for Reference:

1. Aviation Security in India – Ravindra Kumar
2. Aviation Management: Global & National Perspectives – Ratandeep Singh
3. Airport Planning & Management – G. Venkatappa Rao
4. Aviation Security: Law, Regulation & Policy – Paul Dempsey
5. Practical Aviation Security: Predicting and Preventing Future Threats – Jeffy Price & Jerry Forrest
6. Airport Systems: Planning, Design and Management – Richard de Neufville & Amedeo Odoni

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 3.3 Name of the Course: ENTREPRENEURSHIP AND START-UPS		
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 Outcome: On successful completion of the course, Students will be able to:

a. Understand the Fundamentals of Entrepreneurship
b. Develop Skills in New Venture Planning
c. Formulate a Comprehensive Business Plan
d. Explore Startup Concepts and Government Schemes
e. Assess the Indian Startup Ecosystem and Challenges

SYLLABUS:	HOURS
Unit.1: Entrepreneurship	**10**
Introduction, Meaning of Entrepreneurship, Factors influencing Entrepreneurship. Entrepreneur & Enterprise, Functions of Entrepreneur, Pros and Cons of being an Entrepreneur, Qualities of an Entrepreneur, Types of Entrepreneurs, Role of Entrepreneurs in Economic Development	
Unit.2: New Venture Planning	**12**
Ventures- Meaning and definition, objectives, characteristics, types, Stages in Venture Planning. Methods to initiate ventures, Advantages of an ongoing venture and examination of key issues. Developing a market plan – Customer analysis, sales analysis, and competition analysis.	
Unit.3: Business Plan	**10**
Introduction, Meaning, Importance, Preparation and format of Business Plan - Financial aspects, Marketing aspects, Human Resource aspects, Technical aspects and Social aspects of the Business Plan. Common pitfalls to be avoided in preparation of a Business Plan.	

Unit.4: Introduction to Startups	**12**
Introduction, Meaning & Definition, Characteristics, Types- Fintech, Edutech, Appareltech, Greentech and Cleantech; Objectives, Scope, Functions, Eligibility Criteria for Startups. Pradhan Mantri MUDRA Yojana, Venture Capital Scheme, Support for International Patent Protection in Electronics & Information Technology (SIP-EIT), Stand up India, Single Point Registration Scheme (SPRS), High Risk-High Reward Research, Atal Innovation Mission (AIM).	
Unit.5: Startups in Indian Ecosystem	**12**
Introduction, Overview of Indian Startup Ecosystem. Government Initiatives-Handholding, Funding/Incentives, Accelerators and Incubation centers, Credit Guarantee Scheme for Startups, Tax Exemptions & Legal support by the government. Benefits to startups by the Indian Government. Challenges for startups in India.	

Skill Development Activities:

1. List out top 5 Edutech/Fintech/Spacetech/Foodtech/Greentech/Cleantech start-ups in India.
2. Prepare a format of a Business Plan.
3. List out any 5 benefits of the Startup India Scheme.
4. List out any 5 Women startups in India.

Books for Reference:

1. Entrepreneurship - Starting, Developing, and Management a new Enterprise – Hisrich and – Peters-Irwin
2. Fayolle A (2007) Entrepreneurship and new value creation. Cambridge, Cambridge University Press
3. Hougaard S. (2005) The business idea. Berlin, Springer
4. Lowe R & S Mariott (2006) Enterprise: Entrepreneurship & Innovation. Burlington, Butterworth Heinemann
5. Adam J. Bock, Gerard George, "The Business Model Book", Pearson Education Limited, 2017. 2.
6. . Alexander Chernev, "The Business Model: How to Develop New Products, Create Market Value and Make the Competition Irrelevant", Cerebellum Press, 2017
7. P. Kanagasabapathi, "Indian Models of Economy, Business & Management", PHI Learning, 2013.

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 3.4
Name of the Course: FUNDAMENTALS OF COST 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 Outcome: On successful completion of the course, Students will be able to:

a. Demonstrate an understanding of the concepts of costing and cost accounting.
b. Classify, allocate apportion overheads and calculate overhead absorption rates.
c. Demonstrate the ability to calculate labour cost.
d. Demonstrate the ability to prepare a cost sheet.
e. Prepare material-related documents, understand the management of stores and issue procedures

SYLLABUS:	HOURS
Unit.1: Introduction to Cost Accounting	**8**
Introduction- Meaning and definition- Objectives, Importance and Uses of Cost Accounting, Difference between Cost Accounting and Financial Accounting; Various Elements of Cost and Classification of Cost; Cost object, Cost unit, Cost Centre; Cost reduction and Cost control. Limitations of Cost Accounting.	
Unit 2: Cost Sheet	**14**
Cost Sheet - Meaning and Cost heads in a Cost Sheet, Preparation of Cost Sheet - Problems on Cost Sheets (including Unit Costing and Tenders & Quotations).	
Unit.3: Material Cost	**12**
Material Cost: Meaning, Importance of Material cost; Types of Materials – Direct and Indirect Materials; **Procurement**- Procedure for procurement of materials and documentation involved in materials accounting; **Material Storage**: Duties of Store keeper; **Issue of Materials**- Pricing of material issues, Preparation of Stores Ledger Account under FIFO, LIFO, Simple Average Price and Weighted Average Price Methods – Problems. **Materials control**. - Techniques of Inventory Control - Problems on Level Setting and EOQ.	

Unit.4: Labour Cost	8
Labour Cost: Meaning and Types of labour cost –Attendance Procedure-Time keeping and Time booking and Payroll Procedure; Idle Time- Causes and Treatment of Normal and Abnormal Idle time, Over Time- Causes and Treatment (theory only). Labour Turnover: Meaning, Reasons and Effects of labour turnover Methods of Wage Payment: Time rate system and piece rate system; Incentive schemes - Halsey plan, Rowan plan –problems based on calculation of wages and earnings using Time Rate, Piece Rate, Halsey & Rowan only.	
Unit.5: Overheads	**14**
Overheads: - Meaning and Classification of Overheads; Accounting and Control of Manufacturing Overheads: Collection, Allocation, Apportionment, Re-apportionment and Absorption of Manufacturing Overheads; Problems on Primary and Secondary overheads distribution using Reciprocal Service Methods (Repeated Distribution Method and Simultaneous Equation Method); Absorption of Overheads: Meaning and Methods of Absorption of Overheads (Concept only); Problems on calculation of Machine Hour Rate.	
Skill Development Activities: 1. Mention the causes of labour turnover in manufacturing organisations. 2. Name any five documents used for material accounting 3. Prepare a dummy Payroll with imaginary figures. 4. List out the various overhead items under Factory, administrative, Selling & distribution overheads (five items each).	
Books for Reference: 1. Jain, S.P. and K.L. Narang. Cost Accounting: Principles and Methods. Kalyani Publishers 2. Arora, M.N. Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi. 3. Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. Shri Mahavir Book Depot, New Delhi. 4. Iyengar, S.P. Cost Accounting, Sultan Chand & Sons 5. Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis, Pearson Education. 6. Jawahar Lal, Cost Accounting., McGraw Hill Education 7. Madegowda J, Cost Accounting, HPH. 8. Rajiv Goel, Cost Accounting, International Book House	

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 3.5 Name of the Course: AIR CATERING SERVICES		
COURSE CREDITS	**NO. OF HOURS PER WEEK**	**TOTAL NO. OF TEACHING HOURS**
2 CREDITS	3 HOURS	30 HOURS

Pedagogy: Classroom Lecture, Tutorials, Group Discussion, Seminar, Case Studies, Field Work etc.

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

a. Understand Airline Catering Industry & Market Trends
b. Develop Effective In-Flight Menu & Service Strategies
c. Analyse Hygiene, Safety & Compliance in Flight Catering

SYLLABUS:	HOURS
Unit 1: Introduction to Air Catering Services	**10**
Overview of the Flight Catering Industry; Key Stakeholders - Passengers, Caterers, Airlines, Suppliers; Airline Catering Contracts & Pricing; Meal Uplift Process (Communication between flight controller & Catering Dept.); Global Air Catering Market & Trends; Customer Expectations	
Unit 2: Passengers' Food Preferences	**10**
Food Quality & Quantity Standards; Impact of Food on Mood & Behavior (Alcohol, Caffeine); Effects of Cabin Environment on Taste & Smell; Menu Planning (Preferences & Restrictions); Special Meals & its types (Time limit for acceptance); Food & Beverage Packaging and Labeling	
Unit 3: Hygiene & Food Safety	**10**
Role of Food Manufacturers & Suppliers in maintaining hygiene & food safety; Basics of Food Safety & Hygiene; Basics of Food Storage, Sanitation & Safety, Food Storage & Sanitation Management (HACCP) – Importance, Benefits & Principles of HACCP; Food Contamination, Spoilage & Prevention; Personal Hygiene in Food Handling; Importance of Microorganisms in Fermentation.	

Skill Development Activities:
1. List the types of Special Meals
2. Write the importance and benefits of HACCP

Books for Reference:
1. Flight Catering – Peter Dues
2. Catering Guidelines for Flight Attendants – Marsell N Amineddine

BBA (Aviation Management)

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 4.1
Name of the Course: BANKING LAW & PRACTICE

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 Outcome: On successful completion of the course, Students will be able to:

a. Summarize the relationship between Banker & customer and different types of functions of banker.
b. Analyze the role, functions and duties of paying and collecting banker.
c. Make use of the procedure involved in opening and operating different accounts.
d. Examine the different types of negotiable instrument & the irrelevance in the present context.
e. Estimate possible developments in the banking sector in the upcoming days.

SYLLABUS:	HOURS
Unit 1: Introduction to Banking	**12**
Banking-Meaning, Need and Importance; Primary, Secondary & Modern functions of banks; Origin of banking; Banker and Customer Relationship (General and special relationship); Types of Banks in India, RBI- History, Role & Functions. Banking Laws (Amendment) Bill-2024	
Unit 2: Paying and Collecting Banker	**12**
Paying banker- Introduction, Meaning, Duties and Responsibilities, Precautions and Statutory Protection and rights; Dishonor of Cheques – Grounds of Dishonor, Consequences of wrongful dishonor of Cheques. Collecting Banker- Introduction, Meaning, Legal status of collecting banker- Holder for value, Holder in due course, Duties & Responsibilities, Precautions and Statutory Protection to Collecting Banker.	
Unit 3: Customers and Account Holders	**10**
Introduction-Types of Customers and Account Holders; Procedure and Practice in opening and operating accounts of different customers- Minors, Joint Account Holders, Partnership Firms, Joint Stock Companies, Executors and Trustees, Clubs and Associations and Hindu Undivided Family.	

BBA (Aviation Management)

Unit 4: Negotiable Instruments	**12**
Negotiable Instruments- Meaning, Definition & Features; Types of Negotiable Instruments- Promissory Notes, Bills of Exchange, Cheques; Crossing of Cheques- Types of Crossing; Endorsements- Meaning, Types and Essentials of Valid Endorsement.	
Unit 5: Recent Trends in Banking Practices	**10**
Introduction-New technology in Banking– E-services–Debit and Credit cards-Internet Banking - Electronic Fund Transfer- MICR– RTGS- NEFT– ECS-Small banks-Payment banks-Digital Wallet- Crypto currency-KYC norms–Basel Norms- Mobile banking-E- payments - E-money. Any other recent development in the banking sector.	

Skill Development Activities:

1. Refer RBI website and identify the different types of banks operating in India.
2. Visitany Public sector bank & discuss with the branch manager about the role and functions as a paying and collecting banker.
3. Collect and fill dummy account opening forms as different types of customer.
4. Draft specimen of Negotiable instruments: bill of exchange Promissory Notes and Cheques.

Books for Reference:

1. Nagarajan.G,Sudesh and Raju.G.S(2021);Law and Practice of Banking, Jayvee Publications, Bangalore.
2. Gordon & Natarajan,Banking Theory Law and Practice,HPH,24th Edition
3. S.PSrivastava (2016),Banking Theory & Practice,Anmol Publications
4. Maheshwari.S.N.(2014),Banking Law and Practice, Kalyani Publishers, 11edition
5. Shekar.K.C(2013),Banking Theory Law and Practice,Vikas Publication, 21stEdition.
6. Dr.AliceMani (2015),Banking Law and Operation, SBH.

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 4.2 Name of the Course: PASSENER SERVICE 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 Outcome: On successful completion of the course, Students will be able to:

a. Acquire knowledge of customer handling at airport
b. Understand the concepts of Air Ticketing & Reservations
c. Describe the importance of air travel documents for an international passenger acceptance
d. Classify the types of dangerous goods for air travel
e. Develop interview clearing skills

SYLLABUS:	HOURS
Unit 1: Introduction to Passenger Handling	**14**
Customer Service – Definition, Types of Customer Service with Examples; Handling Special Passengers – INAD, Deportee (Definition & Types), Wheelchair & its types, NOSHOW, GOSHOW, GATE NOSHOW, Transit Passenger Handling; Frequent Flyer Programme; Non-Revenue Passenger; Passenger Acceptance – CUSS & CUTE (Definitions & Advantages), Types of Check-in, Security Questions on Check-in Bag, Manual Check-in Procedure, Duties & Responsibilities of Check-in Staff, TCI, API, AQQ, APP; Baggage Acceptance – Baggage Tag & its Types, Excess Baggage Handling, EBT, MCO, EMD, MPD, LAGs Regulations; Seating Types; Boarding Procedures – Types of Boarding, Duties & Responsibilities of Boarding Staff, Types of Gate Announcements, Gate Retrievals, LMC, Onboard Docs; IRROPs – FIM; General Declaration	
Unit 2: Air Ticketing & Reservations	**14**
Airline Ticket – Definition, Types of Tickets, Reading an Airline Ticket, Ticketing Codes, Excursion Fares; Global Distribution System – Features & Benefits of GDS, GDS Booking Example; CRS & its participation in E-Tourism; Hotel Distribution System; Amadeus – Work Areas, Commands for Work Areas, Sign-In/Sign-Out Commands, Amadeus Information System – Commands, Encoding/ Decoding (Airport/City, Country, Equipment, Airline), Schedule & Neutral Availability Check, Booking File Creation, Mandatory Fields, Itinerary, PNR (Basic PNR Creation & Retrieval), Advantages & Performance of Amadeus; OAG – Volumes of OAG; Types of Airfares (One-Way, Round Trip, Non-Refundable, Refundable, First, Business, Coach, Open-Jaw ticket & its types); Concessions	
Unit 3: Air Travel Documents	**10**

Passport – Types of Passports, General Information on Passport, Passport Replacing Documents, Security Features of a Passport, ECR & ECNR, Documents Required to Obtain Passport; VISA – Definition, Types, TWOV, ESTA; Travel Information Manual (TIM), TIMATIC – Benefits of TIMATIC, Finding information in the TIM, Terms & Definitions used in TIM, TIM Regulations on Travel Documents, Customs, Currency & Health	
Unit 4: Dangerous Goods Regulations	**08**
Dangerous Goods – Definition, Applicability, Airline's Responsibilities, IATA Guidelines, Classification, Hidden Dangerous Goods, Marking & Labelling, Emergencies & Response, First-Aid; Bomb Threat – Caller's Classification, Response, Bomb Threat Report Form / Card	
Unit 5: Interview Handling, Mock Interviews & Group Discussions	**10**
Body Language – Do's & Don'ts, Confidence Building & Time Management, Team Work, Leadership & Emotional Intelligence; Telephone Etiquette – Airlines & Corporate Etiquette; Qualities of a Great Leader – Leaders Vs Managers; Resume Preparation; Power Interview, Do's & Don'ts of Interview, Scenarios; Relevance of Group Discussions – Factors & Etiquette, Outcomes	

Skill Development Activities:

1. State the different types of passports.
2. List the types of air travel documents and write a brief note about them.
3. Differentiate between leaders and managers
4. List the classes of DGR.

Books for Reference:

1. IATA Manual on Passenger Ground Services
2. Air Fares & Ticketing by Doris S. Davidoff, Philip G. Davidoff
3. IATA DGR Manual

Note: Each topic in all the above units shall be supplemented by practice exercises like role plays, group discussions, presentations and classroom activities.

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Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 4.3 Name of the Course: RESEARCH METHODOLOGY		
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 Outcome: On successful completion of the course, Students will be able to:

a. Explain the fundamental concepts, scope, and methodologies of business research.
b. Apply appropriate research problem formulation, hypothesis development, and sampling techniques to real-world business scenarios.
c. Analyse collected data using statistical tools and techniques to derive meaningful business insights.
d. Critically evaluate research findings and test hypotheses using appropriate statistical methods.
e. Design and develop a well-structured research report with proper interpretation, visualization, and ethical considerations.

SYLLABUS:	**HOURS**
Unit 1: Introduction to Business Research	**10**
Research: Meaning, Purpose, Scientific method, types of research; scope of business research. Review of literature: need, purpose, notes taking.	
Unit 2: Research Design	**12**
Selection and formulation of a research problem, formulation of hypothesis, operational definition of concepts, sampling techniques. Research Design: Meaning, nature, process of preparation, components of research design.	
Unit 3: Data Collection and Processing	**12**
Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, socio-metric, check list; pre-testing of tools, pilot study. Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation.	

Unit 4: Tools for Data Analysis	12
Statistical Techniques: Descriptive Statistics -Mean, Median, Mode, Standard Deviation, Mean Deviation and Quartile Deviation; Inferential Statistics -t-test, Chi-square test and ANOVA & Regression analysis [Meaning and application of each in Business Research]. **Data analysis tools for Social Science Research**: Python, R, SPSS, Tableau and Excel (Concepts and application only)	
Unit 5: Research Reports	**10**
Research Reports- Characteristics of good Research Report, types of reports, style of report writing, Steps in drafting the Report.	

Skill Development Activities:

1. Design a questionnaire for a research study
2. List the different types of sampling techniques with suitable examples.
3. List the statistical software tools used in social science research.
4. Write a sample research report outline with an introduction, methodology, and conclusion.

Books for Reference:

1. Dr. M. Ranganatham, O R Krishnaswami, P N Harikumar: Research Methodology , Himalaya Publishing House.
2. C.R. Kothari, Research Methodology: Methods and Techniques, New Age International Publishers 3rd Edition.
3. Wayne C. Booth, Gregory G. Colomb, Joseph M. Williams, Joseph Bizup, and William T. Fitzgerald, "The Craft of Research", University of Chicago Press, Fourth Edition.
4. Ingeman Arbnor and Björn Bjerke, Methodology for Creating Business Knowledge, Sage Publications, 3rd Edition.
5. Krishna G. Palepu and Paul M. Healy, Business Analysis and Valuation: Using Financial Statements, Cengage Learning, 5th Edition.
6. Joseph F. Hair Jr., Mary Celsi, Arthur H. Money, Phillip Samouel, and Michael J. Page, Essentials of Business Research Methods, Routledge 5th Edition.
7. Satyaprasad and D. R. Satya Raju, Business Research Methods, Himalaya Publishing House 2nd edition.
8. Navdeep Kaur and Dr. Pawan Kumar Taneja, Business Research Methods: A South-Asian Perspective, Kalyani Publishers 1st Edition.

Name of The Program: Bachelor of Business Administration **Course Code: BBA (AVIATION MANAGEMENT) 4.4** **Name of the Course: CUSTOMER RELATIONSHIP 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 Outcome: On successful completion of the course, Students will be able to:

a. Know the nuances of customer relationship.
b. Analyze the CRM link with the other aspects of marketing.
c. Impart the basic knowledge of the Role of CRM in increasing the sales of the company.
d. Understand the different CRM models in service industry.
e. Analyze the different issues in CRM

SYLLABUS:	**HOURS**
Unit 1: Evolution of Customer Relationship & CRM Concepts	**12**
Evolution of Customer Relationship: Introduction - CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM. **CRM Concepts:** Acquiring Customers, Customer Loyalty and Optimizing Customer Relationships; CRM Definition; Success Factors -- The three levels of Service/ Sales Profiling; Service Level Agreements (SLAs), Creating and Managing effective SLAs.	
Unit 2: CRM in Marketing	**12**
One-to-one Relationship Marketing; Cross Selling & Up Selling; Customer Retention; Behavior Prediction - Customer Profitability & Value Modeling; Channel Optimization; Event-based marketing; CRM and Customer Service - The Call Centre, Call Scripting, Customer Satisfaction Measurement.	
Unit 3: Sales Force Automation	**12**
Sales Process, Activity; Contact- Lead and Knowledge Management; Field Force Automation; CRM links in E-Business; E-Commerce and Customer Relationships on the Internet; Enterprise Resource Planning (ERP); Supply Chain Management (SCM); Supplier Relationship Management (SRM); Partner Relationship Management (PRM)	

BBA (Aviation Management)

Unit 4: Analytical CRM	**12**
Managing and Sharing Customer Data; Customer Information Databases - Ethics and Legalities of Data use; Data Warehousing and Data Mining concepts; Data Analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering	
Unit 5: CRM Implementation	**10**
Defining Success Factors; Preparing a Business Plan Requirements, Justification and Processes; Choosing CRM Tools - Defining Functionalities - Homegrown versus Out-Sourced Approaches; Managing Customer Relationships - Conflict, Complacency; Resetting the CRM Strategy; Selling CRM Internally; CRM Development Team, Scoping and Prioritizing, Development and Delivery, Measurement	

Skill Development Activities:

1. Present any two CRM models in a Diagrammatic form.
2. List out the challenges of CRM implementation in business operations
3. Present the flow-chart of CRM implementation.
4. Develop an imaginary customer database for any product of student's choice

Books for Reference:

1. Alok Kumar Rai, Customer Relationship Management Concept & Cases, Prentice Hall of India Private Limited
2. S. Shanmugasundaram, Customer Relationship Management, Prentice Hall of India Private Limited
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited
4. Jagdish Seth, et al, Customer Relationship Management
5. V. Kumar & Werner J., Customer Relationship Management, Willey India
6. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015
7. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014.
8. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH
9. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.
10. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2010, Pearson Education.
11. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2010 Excel Books, 2nd edition

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 4.5
Name of the Course: TRAVEL AND TOURISM MANAGEMENT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
2 CREDITS	3 HOURS	30 HOURS

Pedagogy: Classroom Lecture, Tutorials, Group Discussion, Seminar, Case Studies, Field Work etc.

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

a. Understand the fundamentals of Travel and Tourism
b. Analyze Travel Agencies and Tour Operators
c. Evaluate Tourism Components and Impacts

SYLLABUS:	HOURS
Unit 1: Introduction to Travel and Tourism	**08**

Concepts and Importance; Historical Development of Travel and Tourism; Definitions of Travel and Tourism; Understanding the Traveler; Types of Travel and Tourism Intermediaries; Transportation in Tourism; Tourist Attractions; Tourism Accommodation; Tourism System; Factors Affecting Tourism; Tourism Demand and Supply; Tourism Trends; Sustainable Tourism; Tourist Motivation.

Unit 2: Travel Agencies, Tour Operators and Tour Packaging	**12**

Meaning and Definition of Travel Agencies and Tour Operators; Travel Business (Travel Agents and Tour Operators); Types of Travel Agencies and Tour Operators; Services Offered by Travel Agencies – Passport Assistance, VISA Processing, Air Ticket and Hotel Reservations, Travel Insurance, Car Rentals, FOREX, Tourist Guides, Escorts, Interpreters. Tour Packaging and Itinerary Preparation; Concept and Components of Tour Packages; Types of Package Tours – FIT and GIT; Designing Package Tours; Meaning and Types of Itineraries, Steps in Preparing an Itinerary, Inclusions and Exclusions of an Itinerary, Factors Affecting Tour Costing.

Unit 3: Fundamentals of Tourism	**10**

Concept, Meaning, and Definition of Tourism, Visitor, Tourist, Excursionist, Traveler, and Transient. Types of Tourists and Forms of Tourism (International: Inbound & Outbound; Domestic Tourism). Types of Tourism – Personal (Cultural, Wildlife, Adventure, Leisure, Ecotourism, Geotourism, VFR, Pilgrimage, Health, Medical Tourism) and Business (MICE), Forms of Accommodation and Transportation (Basics only), Types of Tourism Resources, Attractions (Natural & Built), and Events. Tourism as an Industry, Positive and Negative Impacts of Tourism (Economic, Environmental, Social, and Cultural) – Emerging Trends in Tourism (AI, Virtual Tourism, Smart Tourism)

Skill Development Activities:

1. Prepare a detailed travel itinerary including accommodation, transportation and budgeting.
2. List any five types of Tourism and give their meaning.

Books for Reference:

1. “Tourism: Principles, Practices and Philosophies” – Charles R. Goeldner & J R Brent Ritchie
2. “Travel Agency and Tour Operations: Concepts and Principles” – Jagmohan Negi
3. “Introduction to Tourism and Hospitality Industry” – Andrews Sudhir
4. “Sustainable Tourism: Principles, Contexts and Practices” – David Weaver
5. “Travel and Tourism Management” – Dr. Vandana N Revankar & Mr. Mukunda G

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Name of The Program: Bachelor of Business Administration **Course Code: BBA (AVIATION MANAGEMENT) 5.1** **Name of the Course: INCOME TAX – I**		
COURSE CREDITS	NO. OF HOURSPER 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 basic concepts of Income Tax as per Income Tax Act 1961 & Recent amendments
b) Understand the provisions for determining the residential status of an Individual.
c) Comprehend the meaning of Salary, Perquisites, allowances and Profit in lieu of salary, and various retirement benefits.
d) Compute the income from house property for different categories of house property.
e) Comprehend the assessment procedure and to know the power of income tax authorities.

Note :

- **The provisions of the Income-tax Act, 1961 shall be applicable only for the Academic Year 2026–27.**
- **The provisions of the Income-tax Act, 2025, which came into effect from 1 April 2026, shall be applicable from the Academic Year 2027–28 onwards.**

SYLLABUS:	**HOURS**
Unit-1 : Basic Concepts of Income Tax	**08**
Introduction –Meaning of tax- types of taxes and canons of taxation, Important definitions, assessment year, previous year including exceptions, assesses, person, income, casual income, Gross Total Income, Total Income, Agricultural Income, Tax Rates (Old and New Regimes)-Exempted incomes of individuals under section 10.	
Unit- 2: Assessment Procedure and Income Tax Authorities	**08**
Meaning of Assessment - Types of Assessment– Regular Assessment- Self Assessment – Best Judgement Assessment- Summary Assessment – Scrutiny Assessment – Income Escaping Assessment - Permanent Account Number -Meaning, Procedure for obtaining PAN and transactions were quoting of PAN is compulsory. Income Tax Authorities their Powers and functions. CBDT, CIT and AO.	
Unit. 3: Residential Status and Incidence of Tax	08
Introduction – Residential status of an individual. Determination of residential status of an individual. Incidence of tax or Scope of Total income. Problems on computation of Gross total Income of an individual (excluding deductions U/S 80)	
Unit-4: Income from Salary	**18**
Introduction - Meaning of Salary -Basis of charge- Definitions–Salary, allowances, Perquisites and profits in lieu of salary - Provident Fund - Retirement Benefits – Gratuity, pension and Leave salary. Deductions U/S 16 and Problems on Computation of Taxable Salary.	
Unit- 5: Income from House Property	**12**
Introduction - Basis of charge - Deemed owners -House property incomes exempt from tax, Vacancy allowance and unrealized rent. Annual Value –Determination of Annual Value-Deductions U/S 24 from Net Annual Value - Problems on Computation of Income from House Property.	

Skill Development Activities:

1. Prepare slab rates chart for different Individual assesses (Old Regime).
2. List out any 6 Incomes exempt from tax under section 10 of an Individual.
3. Draw an organization chart of Income Tax Authorities.
4. Prepare the chart of perquisites received by an employee in an organization.

Books for References:

1. Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra.
2. Vinod K. Singhania, Direct Taxes, Taxman Publication Private Ltd, New Delhi.
3. Gaur and Narang, Law and practice of Income Tax, Kalyani Publications, Ludhiana.
4. Bhagawathi Prasad, Direct Taxes.

NOTE: This syllabus is subject to changes as per the amendments made in Income Tax Act annually.

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 5.2 Name of the Course: MANAGEMENT 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 Outcome: On successful completion of the course, students will be able to:

a. Explain the application of management accounting and various tool used
b. Make inter – firm and inter- period comparison of financial statements
c. Analyze financial statements using various ratios for business decisions.
d. Prepare fund flow and cash flow statements
e. Prepare different types of budgets for the business.

SYLLABUS:	**HOURS**
Unit 1: Introduction to Management Accounting	**8**
Introduction- Meaning and Definition – Objectives – Nature and Scope–Functions- Role of Management Accountant, Relationship between Financial Accounting and Management Accounting, Relationship between Cost Accounting and Management Accounting, advantages and limitations of Management, Technique of Management Accounting (Concept Only).	
Unit 2: Ratio Analysis	**14**
Introduction- Meaning and Definition of ratio, Meaning of Accounting ratio, and Ratio Analysis – Uses and Limitations –Classification of ratios- Liquidity ratios, Profitability ratios and Solvency ratios. Problems on conversion of financial statements into ratios and ratios into financial statements	
Unit 3: Cash Flow Analysis	**12**
Meaning and Definition of Cash Flow Statement – Concept of Cash and Cash Equivalents - Uses of Cash Flow Statement – Limitations of Cash Flow Statement– Provisions of Ind.AS-7. Procedure for preparation of Cash Flow Statement – Cash Flow from Operating Activities – Cash Flow from Investing Activities and Cash Flow from Financing Activities – Preparation of Cash Flow Statement according to Ind. AS-7.	

Unit 4: Marginal Costing	10
Introduction-Meaning and definition of marginal cost, marginal costing, features of marginal costing- terms used in marginal costing – P/V ratio, BEP, Margin of Safety, Angle of Incidence and Break-Even Chart. Break Even Analysis- assumption and uses problems.	
Unit 5: Budgetary Control	**12**
Meaning and Definition of Budget and Budgetary Control, objectives of budgetary control, advantages and limitations of budgetary control, essentials of effective budgeting, Types of Budget-Functional budgets, Master Budget, Fixed and Flexible Budget, Problems on Flexible budget and Cash Budget.	

Skill Development Activities:

1. Prepare with imaginary figures a Cash budget.
2. Prepare with imaginary figures comparative statement and analyze the financial position.
3. Prepare with imaginary figures a cash flow statement
4. Prepare a Trend analysis statement for three years with imaginary figures.

Books for Reference:

1. Dr. S.N. Maheswari, Management Accounting, Mahavir Publications
2. T.S.Sexana, Advanced Cost and Management Accounting, Sultan Chand Jain and Narang, Cost and Management Accounting, Kalyani Publisher.
3. Dr. S.N. Goyal and Manmohan, Management Accounting, S.N. Publications.
4. B.S. Raman, Management Accounting, United Publishers.
5. Sharma and Gupta, Management Accounting, Kalyani Publishers.
6. M N Arora, Accounting for Management, Himalaya Publisher
7. Jawahar Lal, Cost Accounting; McGraw-Hill Education (India)

Name of The Program: Bachelor of Business Administration **Course Code: BBA (AVIATION MANAGEMENT) 5.3** **Name of the Course: BUSINESS LAWS**		
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 Outcome: On successful completion of the course, Students will be able to

a. Comprehend the laws relating to Contracts and its application in business activities.
b. Comprehend the rules for Sale of Goods and rights and duties of a buyer and a seller.
c. Understand the importance of Negotiable Instrument Act and its provisions relating to Cheque and other Negotiable Instruments.
d. Understand the significance of Consumer Protection Act and its features
e. Understand the need for Environment Protection.

SYLLABUS:	HOURS
Unit 1: Indian Contract Act, 1872	**14**
Introduction – Definition of Contract, Essentials of Valid Contract, Offer and acceptance, consideration, contractual capacity, free consent. Classification of Contract, Discharge of a contract, Breach of Contract and Remedies to Breach of Contract	
Unit 2: The Sale of Goods Act, 1930	**12**
Introduction - Definition of Contract of Sale, Essentials of Contract of Sale, Conditions and Warranties, Transfer of ownership in goods including sale by a non- owner and exceptions Performance of contract of sale - Unpaid seller, rights of an unpaid seller against the goods and against the buyer	
Unit 3: Negotiable Instruments Act 1881	**12**
Introduction – Meaning and Definition of Negotiable Instruments – Characteristics of Negotiable Instruments – Kinds of Negotiable Instruments – Promissory Note, Bills of Exchange and Cheques (Meaning, Characteristics and types) – Parties to Negotiable Instruments – Dishonour of Negotiable Instruments – Notice of dishonour – Noting and Protesting	

Unit 4: Consumer Protection Act 1986	10
Definitions of the terms – Consumer, Consumer Dispute, Defect, Deficiency, Unfair Trade Practices, and Services, Rights of Consumer under the Act, Consumer Redressal Agencies – District Forum, State Commission and National Commission.	
Unit 5: Environment Protection Act 1986	**08**
Introduction - Objectives of the Act, Definitions of Important Terms – Environment, Environment Pollutant, Environment Pollution, Hazardous Substance and Occupier, Types of Pollution, Powers of Central Government to protect Environment in India.	

Skill Development Activities:

1. Discuss the case of "Carlill vs Carbolic Smoke Ball Company" case
2. Briefly narrate any one case law relating to minor.
3. List at least 5 items which can be categorized as 'hazardous substance' according to Environment Protection Act.
4. List out any six cybercrimes.

Books for Reference:

1. M.C. Kuchhal, and Vivek Kuchhal, Business Law, Vikas Publishing House, New Delhi.
2. Avtar Singh, Business Law, Eastern Book Company, Lucknow.
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning
4. SN Maheshwari and SK Maheshwari, Business Law, National Publishing House, New Delhi.
5. Aggarwal S K, Business Law, Galgotia Publishers Company, New Delhi
6. Bhushan Kumar Goyal and Jain Kinneri, Business Laws, InternationalBook House
7. Sushma Arora, Business Laws, Taxmann Publications
8. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 6th Ed.
9. P C Tulsian and Bharat Tulsian, Business Law, McGraw Hill Education
10. Sharma,J.P. and Sunaina Kanojia, Business Laws, Ane Books Pvt. Ltd., New Delhi
11. K. Rama Rao and Ravi S.P., Business Regulatory Framework., HPH
12. N.D. Kapoor, Business Laws, Sultan Chand Publications
13. K. Aswathappa, Business Laws, HPH,
14. Information Technology Act/Rules 2000, Taxmann Publications Pvt. Ltd.
15. Chanda.P.R, Business Laws, Galgotia Publishing Company

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 5.4 Name of the Course: CREW RESOURCE 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 Outcome: On successful completion of the course, Students will be able to:

a. Know the importance of various skills required for Crew members during flight operations.
b. Understand the basics of airline CRM standards and trainings.
c. Analyse the importance of Error Management.
d. Have a brief knowledge about qualifications, duties & responsibilities of crew members.
e. Understand the significance of FDTL to conduct a safe flight.

SYLLABUS:	HOURS
Unit 1: Introduction to Crew Resource Management	**8**
Crew Resource Management - Meaning and Definition; Abbreviations; Crew Resource Management Department – Objectives, Roles and Responsibilities; CRM Skills - Cognitive Skills, Interpersonal Skills; Factors Affecting Individual Performance	
Unit 2: Crew Resource Management Training	**12**
Airline CRM Standards & Trainings – Cockpit Crew Training (IR, PPC, Tech Refresher, DGR CAT 9 & 10) – Cabin Crew Training Program and Types (SEP Training, First Aid Training) - Common Training Programmes for Cockpit & Cabin Crew (Ground Refresher, Recency Training, Upgrade Training – Joint CRM); Cabin Emergency Situations; Emergency Systems & Equipment in the Cabin; Medical Assistance in-flight.	
Unit 3: Error Management & Other General Information	**10**
Error Management; Steps involved in Safety Assessment Process; Risk Management Process; Fatigue Risk Management System (FRMS); Death on-board an Aircraft; CEOC (Corporate emergency control center); Importance of Communication between Cockpit Crew, Dispatcher & ATC.	

Unit 4: Qualification, Duties & Responsibilities of Crew Members	14
Qualifications & Responsibilities of - Trainee Cabin Crew, Cabin Crew, Cabin Supervisor, Base Manager, Supernumerary/ Trainee FO, First Officer, Pilot-In-Command, Line Training Captain (LTC), Type Rated Instructor (TRI), Type Rated Examiner (TRE), Designated Examiner (DE), Tech Crew (Flight Engineer/ EOB), Ground Staff & Security Staff; CRM for Cabin Crew and Flight Deck Crew; Instructor Requirements for Cabin Crew and Flight Deck Crew.	
Unit.5: CRM Skills & Flight Duty Time Limitation (FDTL)	**12**
Definition of - Flight Time, Duty Time, Week-off, Rest Period, Local Night, STDBY, WOCL Window of Circadian Law, Night Flight; Crew Co-ordination; Crew Communication; Crew Leadership; Crew Compliments /Pairing for Flight Duty (Medical Requirements, Below Standard, CRM, First Level Blood Relatives); FDTL (Cabin Crew & Flight Deck Crew)	
Skill Development Activities: 1. List out the skills required for crew members during flight operations. 2. Discuss the duties and responsibilities of cockpit crew. 3. Write a summary on any one of the air accidents and incidents due to CRM issues. 4. Write the importance of Flight Duty Time Limitation.	
Books for Reference: 1. Crew Resource Management 2nd Edition: Barbara Kanki, Robert Helmreich & Jose an Academic Press, 2010 2. DGCA CAR Section 7	

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 5.5
Name of the Course: AIR NAVIGATION SERVICES

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 Outcome: On successful completion of the course, Students will be able to:

a) Understand the basics of Aviation Geography.
b) Get an overview about functions of ANS department.
c) Know about the basic equipments of Navigation System.
d) Describe the duties and responsibilities of Air Traffic Controllers.
e) Understand about the Navigation related Accidents & Incidents.

SYLLABUS:	HOURS
Unit 1: Basics of Aviation Geography	**10**

Geography, Indian Geography, Seasons; IATA Airport and City codes, Airline Codes, Country Capital & Code, Currency & Codes (Major Countries); Routings; Major Hubs of World and India (Metros, Semi Metros, Regional Connectivity Cities/Tier III Cities).

Unit 2: Introduction to Air Navigation Services	**10**

Introduction, Definitions, Abbreviations, History of Navigation; Functions of ANS department; Aircraft and its main parts; Forces Acting on the Aircraft; Visual Flight Rules and Instruments; Flight Rules (VFR & IFR), EDTO, ETOPS (Basic Concepts)

Unit 3: Basic Equipments of Navigation Systems	**16**

Maps, Jeppson Charts, Basics of Aircraft structure and Basic Navigational Equipments in Aircraft & Ground Navigational Equipments (PAPI & VASI), Runway Lighting System, Taxiway Lighting System; Marshalling & VDGS on Bay; Runway Orientation, Taxiway Numberings, Bay Numbers; RADAR and its types (Primary, Secondary) in Airport.

Unit 4: Air Traffic Control	**10**
ATC – Roles, Responsibilities & Classification; Ground Control; Tower Control; Area Control; FIR’s (Flight Information Regions); Traffic Management by CATFM (Central Air Traffic Flow Management); ADP (ATFM Daily Plan) & CTOT (Calculated Take-off Time) Delay Procedures.	
Unit 5: Navigation Related Accidents & Incidents	**10**
Definition of Accident & Incident, Near miss, Back to bay, Air turn back, Diversion, Runway Overshoot, Missed Approach, Bird Strike, Lightning Strike; Radio Telephony Restricted (RTR), Basic RTR Terminologies & their Importance.	

Skill Development Activities:

1. Analyze the skills required for Ground crew members during Air side operations.
2. Write the duties and responsibilities of ATC.
3. Case study on Air accident due to human error (ATC).
4. List out the Ground Equipments used in Air Navigation

Books for Reference:

1. Air Navigation by David Wyatt
2. Global Navigation for pilots by Dale De Remer and Donald McLean
3. The Air Pilot’s Manual: Navigation by Trevor Thom
4. Air Navigation and Safety by Dr. R K Bali
5. Air Traffic Control Career Prep by Patrick R Mattson
6. Aviation and Airport Management by Dr. Bhupesh Yadav

Note: Hands-on experience on Flight movement with any suitable apps (flight radar 24)

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 5.6 Name of the Course: EMPLOYABILITY SKILLS		
COURSE CREDITS	**NO. OF HOURS PER WEEK**	**TOTAL NO. OF TEACHING HOURS**
2 CREDITS	2 HOURS	30 HOURS

Pedagogy: Classroom Lectures, Problem Solving Sessions, Mock Tests, Case Studies, Group Discussions, Practice Worksheets, Computer-Based Test Simulations, and Career Guidance Sessions.

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

a) Understand the structure and pattern of major competitive examinations.
b) Develop quantitative aptitude and logical reasoning abilities.
c) Enhance business, financial, banking, and economic awareness.
d) Improve English language and communication skills required for competitive exams.
e) Prepare effectively for Banking, Insurance, SSC, UPSC, CMA, CA, CS, CAT, and other commerce-oriented examinations.

SYLLABUS:	HOURS
Unit 1- Introduction & Quantitative Aptitude for Competitive Exams	**12**
Overview of Competitive Examinations in India – Banking Sector Exams (IBPS, SBI, RBI, NABARD); Insurance Sector Exams (LIC/NICL) ; SSC & Civil Services– UGC NET Commerce – CAT/Management Entrance Tests – Professional Courses (CA, CMA, CS, CFA, ACCA) – Eligibility, Exam Pattern, Selection Procedure, Career Opportunities, and Preparation Strategies. Number System – HCF & LCM – Ratio and Proportion – Percentages – Profit and Loss – Simple and Compound Interest – Average – Time and Work – Time, Speed and Distance – Partnership –Data Interpretation – Charts and Graphs.	
Unit 2- Logical Reasoning and Analytical Ability	**10**
Verbal Reasoning: Coding-Decoding – Blood Relations – Seating Arrangement – Syllogisms – Direction Sense – Puzzle Tests – Statement and Assumptions – Data Sufficiency – Series Completion – Logical Sequencing – Input/Output – Analytical Reasoning Non-Verbal Reasoning: Mirror Images – Figure Analysis – Cubes and Dice.	
Unit 3- Business Communication and Comprehensive Solving	**08**
Vocabulary Building – Grammar – Sentence Correction – Reading Comprehension – Para Jumbles – Fill in the Blanks – Cloze Test – Synonyms and Antonyms – Idioms and Phrases – Business Communication – Report Writing Basics – Email Etiquette – Interview Communication Skills.	

Books for Reference:

1. R.S. Aggarwal – Quantitative Aptitude for Competitive Examinations
2. R.S. Aggarwal – Modern Approach to Verbal and Non-Verbal Reasoning
3. Arihant Publications – General English for Competitive Exams
4. Lucent Publications – General Knowledge
5. Pratiyogita Darpan – Competitive Examination Resources
6. Banking Awareness by Arihant Experts
7. Objective Commerce by S.P. Jain & K.L. Narang

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 5.7
Name of the Course: SURVEY PROJECT REPORT

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
2 CREDITS	2 HOURS	30 HOURS

CONTENTS OF THE SURVEY PROJECT REPORT

CHAPTER-1: INTRODUCTION

Part A – THEORITICAL BACKGROUND OF THE STUDY
This Chapter contains the specific subject & topic on which the study is carried out.
Part B – INDUSTRY PROFILE
This chapter includes the theoretical Background of the Industry on which the study is conducted by presenting the emerging domestic and international dimensions of the industry.

CHAPTER-2: RESEARCH DESIGN

1. Title of the study
2. Statement of the problem
3. Objectives of the study
4. Scope of the study
5. Methodology – Sample Size (Minimum 50 Respondents), Sampling Techniques used and Sample Unit
6. Tools used for Data Analysis
7. Limitations of the study
8. Chapter scheme

CHAPTER-3: COMPANY PROFILE/ RESPONDENTS PROFILE
Profile of the Firm where the Survey Project is conducted and/or profile of the respondents.

CHAPTER-4: ANALYSIS AND INTERPRETATION OF DATA

1. Tabular and Graphical representation of Data with explanation.
2. Analysis & Interpretation of the Data – Analysis of Data can be done using simple Descriptive Statistics or Advanced Statistical Tools.

CHAPTER-5: SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION.
The findings should be summarised and presented in numbering each of the findings. Specific suggestions to each of the objective of the study should be provided and these suggestions should be specific, acceptable, practical and realistic. The conclusion of the project should be given so as to justify the objectives of the study.
REFERENCES & BIBLIOGRAPHY: (Minimum 10 references as per APA Format)
The references made from textbooks, journals, newspapers, magazines etc. are to be listed in this chapter. The order followed is – Name of the Author, Editor of the Book, Name of the Publisher, Place of Publication and Year of Publication. The source of internet and web sites may also be mentioned with correct address.
ANNEXURES:
The copy of the questionnaire and all other useful documented material collected from the organization may be annexed.

LOG SHEETS: To be attached after Annexures

BBA (Aviation Management)

Guidelines for Survey Project Report Preparation

1. The survey project for final year B.Com (All Programs), BBA (All Programs), and B.Voc (A&T) program shall be carried out by the students during the fifth semester.
2. A student is permitted to carry out the survey project either in a company or on a freelance basis.
3. The report shall be prepared in a Word file format and submitted in **soft / hard-bound** form.
4. The report should contain **80–100 pages** and all pages shall be serially numbered.
5. The report shall be prepared using the font style **Times New Roman**, with:
    a. Font size **14** for headings
    b. Font size **12** for text
    c. **1.5 line spacing**
    d. Text alignment set to **Justified**
6. The data collected should be primary data only related to the topic of the study.
7. The tools used for data analysis may include descriptive analysis or advanced analytical tools.
8. The report should be free from grammatical and spelling errors.
9. Data, figures, and graphs included in the report should be accurate and relevant.
10. The Log Sheet shall be signed by the Guide once every week.
11. The guides shall sign the project reports only if the students have strictly followed the prescribed guidelines.
12. Two copies of the project report shall be prepared: One copy shall be retained by the college for one academic year after the completion of the Viva-Voce examination. The other copy shall be retained by the student.

ORDER OF PREFIX PAGES IN THE SURVEY PROJECT REPORT (Without Page Numbers)

1) Cover Page
2) Inner Cover Page
3) Evaluation Summary
4) Certificate from the Company (If Applicable)
5) Certificate of the College
6) Certificate from the Guide
7) Declaration By the Student
8) Acknowledgement

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 6.1
Name of the Course: INCOME TAX -II

COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
4 CREDITS	4 HOURS	56 HOURS

Pedagogy: Classroom lectures, 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 procedure for computation of income from business and other Profession.
b) Understand the provisions for computation of capital gains.
c) Learn to compute the taxable income from other sources.
d) Learn the computation of total income of an Individual.
e) Understand the provisions relating to Set Off and Carry Forward of Losses

Note :

- **The provisions of the Income-tax Act, 1961 shall be applicable only for the Academic Year 2026–27.**
- **The provisions of the Income-tax Act, 2025, which came into effect from 1 April 2026, shall be applicable from the Academic Year 2027–28 onwards.**

SYLLABUS:	HOURS
Unit. 1: Profits and Gains from Business or Profession	**16**
Introduction-Meaning and definition of Business, Profession and Vocation. - Expenses Expressly allowed - Expenses Expressly Disallowed - Allowable losses - Expressly disallowed expenses and losses, Expenses allowed on payment basis. Problems on computation of income from business of a sole trading concern - Problems on computation of income from profession: Medical Practitioner - Advocate and Chartered Accountants.	
Unit. 2: Capital Gains	**12**
Introduction - Basis for charge - Capital Assets - Types of capital assets – Transfer - Computation of capital gains – Short term capital gain and Long term capital gain - Exemptions under section 54, 54B, 54EC, 54D and 54F. Problems covering the above sections.	
Unit. 3: Income from other Sources	**10**
Introduction - Incomes taxable under Head income other sources – Securities - Types of Securities - Rules for Grossing up. Ex-interest and cum-interest securities. Bond Washing Transactions - Computation of Income from other Sources.	
Unit. 4: Set Off and Carry Forward of Losses and Deductions from Gross Total Income.	**10**
Meaning- Provisions of Set off and Carry Forward of Losses (Theory only) Deductions under Sections 80C, 80CCC, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80G, 80GG, 80TTA, 80 TTB and 80U as applicable to Individuals.	

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Unit- 5: Computation of Total Income and Tax Liability	**08**
Computation of Total Income and tax liability of an Individual assessee under Old Regime.	
Skill Development activities: 1. Mention the procedure involved in the computation o income from profession. 2. List out the steps involved in the computation of income tax from other sources and critically examine the same. 3. List any 6 deductions available under section 80 4. Prepare a format for computation of taxable income and tax liability of an individual assessee	
Books for Reference: Mehrotra H.C and T.S.Goyal, Direct taxes, Sahithya Bhavan Publication, Agra. 1. Vinod K.Singhania, Direct Taxes, Taxman Publication Private Ltd, New Delhi 2. Gaur and Narang, Law and practice of Income Tax, Kalyani Publication, Ludhiana. 3. Bhagawathi Prasad, Direct Taxes	

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 6.2 Name of the Course: INTERNATIONAL BUSINESS		
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 Outcome: On successful completion of the course, Students will be able to:

a. Understand the concept of International Business.
b. Differentiate the Internal and External International Business Environment.
c. Understand the difference between MNC and TNC
d. Understand the role of International Organisations in International Business.
e. Understand International Operations Management.

SYLLABUS:	HOURS
Unit 1: Introduction to Business Research	**12**
Introduction- Meaning and definition of international business, need and importance of international business, stages of internationalization, tariffs and non-tariff barriers to international business. Mode of entry into International Business	
Unit 2: International Business Environment	**12**
Overview of IBE, Internal and External environment - Economic environment, Political environment, Demographic environment, Social and Cultural environment, Technological and Natural environment.	
Unit 3: Globalization	**12**
Meaning, features, Approaches to Globalization, Essential conditions favouring globalization, challenges to globalization; MNCs & TNCs - Meaning, features, merits and demerits; Technology transfer - Meaning and Issues in Technology Transfer; Emerging Trends in Globalization impacting Organizations.	

Unit 4: Organizations Supporting International Business	10
Meaning, Objectives and functions of - IMF, WTO, GATT, GATS, TRIM, TRIP; and Regional Integration- EU, NAFTA, SAARC, BRICS.	
Unit 5: International Operations & Supply Chain Management	**10**
Global Supply Chain Management- Global sourcing, Global manufacturing strategies, International Logistics, International HRM - Staffing policy and it's determinants; Expatriation and Repatriation- Meaning, Objectives, Procedures and Challenges.	

Skill Development Activities:
1. List any 10 countries and their currencies.
2. Prepare a chart showing the modes of entry into global business.
3. List any 10 Indian MNCs along with their products or services offered.
4. Draft an organization structure of IMF/WTO/World Bank

Books for Reference:

1. Rakesh Mohan Joshi. (2011). International Business, Oxford University Press, NewDelhi
2. Francis Cherunilam; International Business, Prentice Hall of India
3. P. SubbaRao – International Business – HPH
4. Sumati Varma. (2013). International Business (1st edi), Pearson.
5. Charles Hill. (2011). International Business: Text & Cases, Tata McGraw Hill, NewDelhi.
6. International Business by Daniel and Radebaugh –Pearson Education.

Name of The Program: Bachelor of Business Administration **Course Code: BBA (AVIATION MANAGEMENT) 6.3** **Name of the Course: STRATEGIC 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 Outcome: On successful completion of the course, Students will be able to:

a. Explain the fundamental concepts of strategic management, including strategic decision-making and business ethics.
b. Analyze the external business environment using environmental scanning techniques, SWOT analysis, and value chain analysis to assess competitive advantages.
c. Evaluate different strategic planning approaches, including stability, expansion, merger, and retrenchment strategies, considering economic conditions.
d. Develop strategic implementation frameworks, considering leadership, corporate culture, and functional strategies in financial, marketing, and operational domains.
e. Assess the effectiveness of strategic decisions using key performance indicators, management control mechanisms, and strategy evaluation techniques.

SYLLABUS:	**HOURS**
Unit 1: Introduction to Strategic Management	**08**
Introduction to Strategic Management. - Meaning and Definition – Need – Process of Strategic Management –Levels of Strategy- Corporate, Business and Functional; Strategic Decision Making	
Unit 2: Strategic Analysis	**12**
The concept of Environment – The Company and its Environment – **External Analysis-** Scanning the Environment- PESTLE-Political, Economic, Social, Technological, Legal and Environmental Analysis; Industry Analysis, Competitive Analysis- Porter's Five Forces Model **Internal Analysis**- SWOT Analysis, 7S McKinsey Model, Value Chain Analysis, Resource Based View.	
Unit 3: Strategic Planning	**12**
Strategic Planning Process – Strategic Plans during recession, recovery, boom and depression – Stability Strategy – Expansion Strategy – Merger Strategy – Retrenchment Strategy – Restructure Strategy – Levels of Strategy – Corporate Level Strategy – Business Level Strategy (SBUs) and Functional Level Strategy	

Unit 4: Implementation of Strategy	14
Aspects of Strategy Implementation – Project Implementation – Procedural Implementation – Structural Implementation – Structural Considerations –Organizational Design and Change, Corporate Restructuring – Organizational Systems. Behavioral Implementation – Leadership Implementation – Corporate Culture – Corporate Policies and Use of Power. Functional and Operational Implementation – Functional Strategies – Functional Plans and Policies. Financial – Marketing – Operational and Personnel dimensions of Functional Plan and Policies – Integration of Functional Plans and Policies.	
Unit 5: Strategy Evaluation	**10**
Strategy Evaluation and Control - Operational Control - Overview of Management Control – Focus on Key Result Areas; Balanced Score Card, Key Performance Indicators, Risk Management and Contingency Planning. Emerging Trends in Strategic Management- Digital Transformation and AI in Strategy, Agile and Adoptive Strategies, Sustainability and Corporate Social Responsibility, United Nations Sustainable Developmental Goals.	
Skill Development Activities: 1. Present a chart showing Strategic Management Process. 2. Present the SWOC Analysis of a Manufacturing Organization. 3. Analyse the corporate, business and functional level strategies of any one Indian Company. 4. Select any sector and make competitive analysis using Porter's five forces model.	
Books for Reference: 1. Dr. Aswathappa, Business Environment for Strategic Management, Tata McGraw Hill. 2. Subbarao: Business Policy and Strategic Management, HPH. 3. Charles W.L Hill and Gareth R. Jones, Strategic Management an Integrated Approach, Cengage 4. Learning 4. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill 5. AppaRao; Strategic Management and Business Policy, Excel Books. 6. Ghosh P.K., Business Policy and Strategic Planning and Management, Tata McGraw Hill. 7. Pillai, Strategic Management, 8. Lawerence, Business Policy and Strategic Management, Tata McGraw Hill. 9. Sathyashekar : Business Policy and Strategic Management, I.K International Publishing House Pvt.Ltd	

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 6.4 Name of the Course: LOGISTICS & AIR CARGO 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 Outcome: On successful completion of the course, Students will be able to:

a. Understand the basic concept of logistics activities
b. Learn the key factors which are responsible for logistics
c. Evaluate the key issues in supply chain management
d. Gain the insights on air cargo operations in airline industry
e. Explain the emerging trends in cargo operations

SYLLABUS:	HOURS
Unit 1: Fundamentals of Logistics	**12**
Logistics – Definition, Evolution, Logistics in Business, Logistics Activities, Inbound and Outbound Logistics, Difference between Inbound & Outbound Logistics; Components of Logistics Management, Functions of Logistics Management; Transportation – Transportation Functions, Mode of Transportation; Aircraft operators security program; ICAO Security manual – Training and awareness	
Unit 2: Integrated Logistics Management	**12**
Integrated Logistics Management – Objectives, Operations, Key Factors, Activities, Advantages; Factors Responsible for Logistics; Standardization in Logistics; Air freight Exports and Imports; Sales & Marketing, Marketing Environment, Marketing Research, Strategies and Planning, Audits, Segmentation, SWOC; Consignee Controlled Cargo; Sales Leads; Routing Instructions.	
Unit 3: Cargo Acceptance Procedures	**12**
Shippers Letter of Instruction (SLI); Labeling (Hazard Label & Handling label), Packing, Marking, Volume/ Weight Ratio; Shipment Planning; TACT (The Air Cargo Tariff), Air Cargo Rates and Charges; Cargo operations, Cargo Operations Process; Customs Clearance; Air Freight Forwarding – Documentation, Communication, Handling COD shipments; Proof of Delivery, Conditions of contract, Valuation Charges and Disbursement; Airway Bill – Function, Purpose & Validation.	

Unit 4: Special Cargo Handling	**10**
Types of Cargo – General Cargo, Special Cargo, Perishable Cargo, Pharmaceuticals, Valuable Cargo, Dangerous Goods (DGR) or Hazardous Materials (HAZMAT), Human Remains (HUM), Live Animals (AVIH) (Definitions & Handling Procedures)	
Unit 5: Airport Handling Facility, Cargo Activity & Cargo Zone	**10**
Aircraft Handling with Cargo; Cargo Terminals & Facilities; Emerging Trends in Cargo; Cargo Carriers; Types of Containers used for Shipping Cargo.	

Skill Development Activities:

1. Write the differences between inbound and outbound logistics
2. Classify the different types of cargo
3. Prepare the Job Description and Job specifications of an Airport Cargo Agent
4. List the types of documents required while accepting cargo.

Books for Reference:

1. Kent Gourdin-Global Logistics Management, Wiley Blackwell
2. Lamhen-Strategic Logistic Management, Academic Int Publisher
3. Alam Hashton & John Osley-Hand Book of Logistic and Distribution, Kogan Page:
4. John F Magee & William C Copaino-Madem Logistics Management, John Wiley & Son
5. Pail R. Murphy, Jr and Donald F. Wood-Contemporary Logistics, Prentice Hall, edition 2008

Name of The Program: Bachelor of Business Administration
Course Code: BBA (AVIATION MANAGEMENT) 6.5
Name of the Course: DISASTER 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 Outcome: On successful completion of the course, Students will be able to:

a. Understand Aviation Disasters and Their Causes
b. Assess Emergency Preparedness and Response Strategies
c. Analyze Disaster Response and Rescue Operations
d. Apply Risk Management and Mitigation
e. Examine Post-Disaster Recovery and Policy Reforms

SYLLABUS:	HOURS
Unit 1: Introduction to Aviation Disasters	**12**
Concept, Meaning, and Scope of Aviation Disasters; Types of Aviation Disasters (Natural, Technical, Human Error, Terrorism); Historical Overview of Major Aviation Disasters; Causes and Consequences of Air Accidents; Regulatory Framework for Aviation Safety; Role of Aviation Organizations (ICAO, IATA, MoCA, DGCA& BCAS).	
Unit 2: Emergency Planning & Preparedness in Aviation	**10**
Role of Airport in Emergency Planning; Standard Operating Procedures (SOPs) for Emergency Response Planning (ERP); Aviation Safety Regulations and Compliance; Crisis Communication and Media Management; Passenger and Crew Safety Procedures (evacuation); Coordination with Local Authorities and Emergency Services; Role of Airlines in Disaster Preparedness; Importance of Cockpit Voice Recorder (Black Box)	
Unit 3: Disaster Response & Rescue Operations	**14**
Air Crash Investigation and Analysis; Role of Search and Rescue (SAR) Teams; Aircraft Rescue & Fire Fighting (ARFF); Medical Response and Trauma Management; Role of Air Traffic Control (ATC) in Disaster Situations; Disaster Response Technologies and Tools; Psychological Support for Disaster Victims and Families - Emergency Response Teams and Quick Response Teams (QRTs)- Basics of International Search and Rescue Advisory Group (INSARAG); Airport Emergency Response Teams (AERTs); National Disaster Response Force (NDRF, India); Federal Emergency Management Agency (FEMA, USA); Rapid Action Force (RAF).	

Unit 4: Risk Management & Mitigation Strategies	**10**
Risk Assessment in Aviation; Preventive Measures for Air Disasters; Aviation Security Measures (Screening, Surveillance, Cybersecurity); Technological Innovations in Aviation Safety; Human Factors and Crew Resource Management (CRM); Case Studies on Aviation Disaster Prevention; Role of Artificial Intelligence (AI) and Big Data in Risk Reduction.	
Unit 5: Post – Disaster Recovery	**10**
Disaster Recovery Planning in Aviation; Compensation and Insurance Policies; Legal and Ethical Considerations; Aviation Crisis Management Case Studies; Policy Reforms and Safety Enhancements Post Disasters; Role of Media in Shaping Public Perception; Future Trends in Aviation Disaster Management.	
Skill Development Activities: 1. State the role of rescue teams in handling disasters. 2. Write a short note on Emergency Evacuation procedure for passenger safety. 3. List the types of Aviation Disasters. 4. State the role of Artificial Intelligence and Analytics in Disaster Management.	
Books for Reference: 1. "Air Disaster" – Macarthur Job. 2. "Aviation Safety and Security: Mechanisms and Systems" – V. A. Profillidis 3. "Emergency Response Handbook for Aviation Disasters" – Norman MacLeod 4. "Aircraft Safety: Accident Investigations, Analyses & Applications" – Shari Stamford Krause	

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 6.6 Name of the Course: CAREER SKILLS		
COURSE CREDITS	**NO. OF HOURS PER WEEK**	**TOTAL NO. OF TEACHING HOURS**
2 CREDITS	2 HOURS	30 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 basics of banking, finance, accounting, and management.
b) Apply accounting and financial concepts to practical problems.
c) Explain the Indian financial system and regulatory bodies.
d) Understand monetary and fiscal policies and their economic impact.
e) Develop awareness of financial markets, CSR, and welfare schemes.

SYLLABUS:	**HOURS**
Unit 1: Banking, Finance, Accounting and Management	**10**
Banking system in India – meaning, functions of commercial banks, and overview of modern banking services (digital banking, e-banking and merchant banking). Basics of Finance – Principles of finance, types of financial decisions, sources of business finance, and capital structure (under and over capitalization), Different types of financing in modern finance for business and industries. Fundamentals of accounting – golden rules of accounting, journal entries, subsidiary books, and error identification and rectification. Basics of capital market instruments – IPO process, shares, debentures, and terms of issue - Terms of Consolidation of accounts- Special Accounts Introduction to management – meaning, principles, functions of management, leadership styles, and Management by Exception (MBE).	
Unit 2: Regulatory Framework, Monetary and Fiscal Policy	**10**
Overview of financial regulatory bodies in India – functions of Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development Authority of India, Pension Fund Regulatory and Development Authority, and other financial regulators. Role and structure of RBI – functions, credit control measures, and currency/ note issuing system. Monetary policy – meaning, objectives, instruments, and impact on inflation and economic growth. Fiscal policy – meaning, objectives, tools (taxation, public expenditure), and role in economic development. Basic understanding of interaction between monetary and fiscal policies in economic stability, Effect of these policies.	
Unit 3: Welfare Schemes, CSR and Financial Markets	**10**

Concept of social welfare schemes and their role in economic development. Major Government of India schemes – health, social security, financial inclusion, livelihood support, basic amenities, women and child development. Key welfare schemes of Karnataka (state-level important welfare schemes for exams). Corporate Social Responsibility (CSR) – meaning, objectives, functions, and funding mechanisms. Introduction to financial markets – structure and types of stock markets and commodity markets in India.
Books for Reference: 1. Principles and Practice of Banking – Macmillan Publications. 2. Indian Financial System – Tata McGraw Hill Education. 3. Financial Management – Pearson Education. 4. Financial Management: Theory and Practice – McGraw Hill Education. 5. Advanced Accountancy – Kalyani Publishers. 6. Financial Accounting – Margham Publications. 7. Principles of Management – Tata McGraw Hill. 8. Management Principles and Applications – Kalyani Publishers. 9. Indian Economy – McGraw Hill Education. 10. Business Environment – Himalaya Publishing House. 11. Corporate Social Responsibility – Ventus Publishing. 12. Security Analysis and Portfolio Management – S. Chand Publishing. Publications and annual reports of Reserve Bank of India, Securities and Exchange Board of India, and Insurance Regulatory and Development Authority of India for updated regulatory and policy

Name of The Program: Bachelor of Business Administration Course Code: BBA (AVIATION MANAGEMENT) 6.7 Name of the Course: INTERNSHIP		
COURSE CREDITS	NO. OF HOURS PER WEEK	TOTAL NO. OF TEACHING HOURS
3 CREDITS	2 HOURS	30 HOURS

CONTENTS OF THE INTERNSHIP REPORT

CHAPTER-1: INDUSTRY PROFILE

This chapter presents the theoretical background of the industry on which the study is conducted by presenting the emerging domestic and international dimensions of the industry.

CHAPTER-2: PROFILE OF THE ORGANISATION

This chapter presents a comprehensive profile of the organization where the internship is undertaken. It includes the history and growth of the organization, vision, mission, objectives, organizational structure, products and services offered, departmental setup, market position, and major achievements. The chapter provides an overview of the organization's business environment and highlights its role within the industry.

CHAPTER-3: FUNCTIONS/OPERATIONS OF THE ORGANISATION

This chapter explains the various functions and operational activities carried out by the organization. It covers the roles and responsibilities of different departments, organizational processes, management functions, workflow systems, and operational procedures. The chapter also describes the activities observed during the internship, the practical exposure gained, and the contribution of different functional areas towards achieving organizational objectives.

CHAPTER-4: LEARNING OUTCOMES, SUGGESTIONS AND CONCLUSION

This chapter summarises each of the student’s learning outcomes presented point. Specific suggestions provided to the organisation during the course of the internship maybe presented in this chapter, however suggestions should be realistic based on the student’s observation and practical experience. At least a few should have been implemented by the organisation or considered for implementation. The concluding remarks may also be included in this chapter.

ANNEXURES:

The copy of the useful documented material collected from the organization may be annexed.

REFERENCES:

The references made from books, journals, newspapers, magazines, company records, annual reports and statements etc. maybe be listed under references.

LOG SHEETS: Duly signed should be attached after references

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ORDER OF PREFIX PAGES IN THE INTERNSHIP REPORT (Without Page Numbers)

1) Cover Page
2) Inner Cover Page
3) Evaluation Summary
4) Certificate from the Company
5) Certificate of the College
6) Certificate from the Guide/Mentor
7) Declaration By the Student
8) Acknowledgement