1. **PREAMBLE**

   Aviation provides the only transportation network is across the globe and it is crucial for global business development and tourism enrichment. Air transportation is one of the most important services to offer both significant social and economic benefits. Airline management does not work independently of other players in the air transportation industry. Course provides an overview of airline management decision processes with a focus on economic issues and their relationship to operations planning models and decision support tools. Emphasizes the application of economic models of demand, pricing, costs, and supply to airline markets and networks, and it examines industry practice and emerging methods for fleet planning route network design, scheduling, pricing and revenue management. The course will provide many job scopes to the candidates after its completion.

2. **ELIGIBILITY FOR ADMISSION**

   Candidates with any U.G degree can apply for MBA in Airline & Airport Management.

3. **DURATION OF THE COURSE**

   The course will be conducted for Two years under Semester pattern. On completion of two years, the students will be awarded MBA (Airline & Airport Management)

3.1. **Conduct of Examinations**

   The MBA (DLP) examinations shall be conducted during April/November every year.

3.2. **Passing Minimum**

   A candidate who obtains not less than 50% of marks in each paper in the external examination shall be declared to have passed.

3.3. **MEDIUM OF INSTRUCTION:** The Medium of instruction will be English.

4. **COURSE STRUCTURE**

   **SEMESTER I**

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Subjects</th>
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<tbody>
<tr>
<td>1.</td>
<td>Management and Organizational Behaviour</td>
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<tr>
<td>2.</td>
<td>Managerial Economics</td>
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3. Financial accounting  
4. Quantitative Methods for Management  
5. Managerial Communication

**SEMESTER II**

<table>
<thead>
<tr>
<th>Sl.No</th>
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<tbody>
<tr>
<td>6.</td>
<td>Human Resource Management</td>
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<td>7.</td>
<td>Marketing Management</td>
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<tr>
<td>8.</td>
<td>Operations Management</td>
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<td>9.</td>
<td>Aviation legal environment</td>
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<td>10.</td>
<td>Aviation resource management</td>
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**SEMESTER III**

<table>
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<tr>
<th>Sl.No</th>
<th>Subjects</th>
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<tbody>
<tr>
<td>12.</td>
<td>Entrepreneurship Development</td>
</tr>
<tr>
<td>13.</td>
<td>Strategic Airport Planning and Marketing</td>
</tr>
<tr>
<td>14.</td>
<td>Airline and Airport Operations</td>
</tr>
<tr>
<td>15.</td>
<td>Computer Applications in Management using SAP</td>
</tr>
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**SEMESTER IV**

<table>
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<tr>
<th>Sl.No</th>
<th>Subjects</th>
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<tbody>
<tr>
<td>16.</td>
<td>Management Information System</td>
</tr>
<tr>
<td>17.</td>
<td>Research Methodology</td>
</tr>
</tbody>
</table>
21. Internship and Report
Students are required to undertake Internship Training for a period of SIX months. They must submit a report on internship and Log book before the end of IV semester, which will be examined by an External Examiner.

**Division of Marks**

<table>
<thead>
<tr>
<th>Internship Report &amp; Log Book</th>
<th>= 100 Marks</th>
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<tr>
<td>Viva – voce</td>
<td>= 100 Marks</td>
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200 Marks

5. DETAILED SYLLABUS

FIRST YEAR

SEMESTER –I

**Paper 1 Management and Organizational Behaviour**

**Unit I:**

**Unit II:**
Nature and functions of management: Planning, Organizing/ Organizing Structures and Design, Controlling, Staffing

**Unit III:**
Introduction to Organizational Behaviour, Nature of organizations, The Individual Perceptual Process, Decision making, Nature of Learning, Values and attitudes, Motivation and emotions in workplace Personality

**Unit IV:**
Foundation of Group Behaviour
Nature of work groups and teams, Communication, Leadership

**Unit V:**
The Entire Organization: Organizational Culture and Climate, Management of Conflict within the organization, Organizational Change and Development

References :

3. Stoner & Wankai, Management, PHI.

Paper 2 MANAGERIAL ECONOMICS

UNIT I : Managerial Economics - meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics.

Demand Analysis - meaning, determinants and types of demand - Elasticity of demand.

UNIT II: Supply meaning and determinants - production decisions - production functions - Isoquants, Expansion path - Cobb-Douglas function, Cost concepts - cost - output relationship - Economies and diseconomies of scale – cost functions.

UNIT III: Market structure - characteristics - Pricing and output decisions - methods of pricing - differential pricing - Government intervention and pricing.

UNIT IV: Profit - Meaning and nature - Profit policies - Profit planning and forecasting – Cost volume profit analysis - Investment analysis.

UNIT V: National Income - Business cycle - inflation and deflation - balance of payments - Monetary and Fiscal Policies

References :

Paper 3 Financial accounting

UNIT I

UNIT II

UNIT III

UNIT IV
Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems -Zero Base Budgeting.

UNIT V
Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision-Problems

References:
1. Advanced Accountancy - R.L.Gupta and Radhaswamy
2. Management Accounting - Brown and Howard
3. Management Accounting - Khan and Jain
4. Management Accounting - S.N.Maheswari
5. Management Accounting - Antony and Recece
6. Management Accounting - J.Batty
Paper 4 Quantitative Methods for Management

UNIT I
Linear, Non-Linear functions – graphical representation of functions, Constants, Variables – notion of Mathematical models – concept of trade off – notion of constants – concept of Interest.

Basic Concept of differentiation – integration – Optimization concepts – use of differentiation for optimization of business problem- Optimization

UNIT II
Data Analysis – Univariate – ungrouped and grouped data measures of central Tendencies, measures of dispersion – C V percentages (problem related to business applications).

Bivariate – correlation and regression – problems related to business applications

UNIT III

UNIT IV

UNIT V
Hypothesis testing of Proportion and Mean – single and two tailed tests – errors in Hypothesis Testing – Measuring the power of Hypothesis test. Chi-Square Tests

References:
2. Statistical Methods – S P Gupta
Paper 5 Managerial Communication

Unit 1:

Unit 2:
Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations

Unit 3:
Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.

Unit 4:

Unit 5:

Suggested Readings:

Paper 6 HUMAN RESOURCE MANAGEMENT

Unit I: Human Resource Function

Unit II: Recruitment & Placement
Job analysis: Methods - IT and computerised skill inventory - Writing job specification - HR and the responsive organisation.
Recruitment and selection process: Employment planning and forecasting - Building employee commitment: Promotion from within - Sources, Developing and using application forms – IT and recruiting on the internet.
Employee testing & selection: Selection process, basic testing concepts, types of test, work samples & simulation, selection techniques, interview, common interviewing mistakes,
Designing & conducting the effective interview, small business applications, computer aided interview.

**Unit III:** Training & Development
Orientation & Training: Orienting the employees, the training process, need analysis, Training techniques, special purpose training, Training via the internet.


Performance appraisal: Methods - Problem and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice.

Managing careers: Career planning and development - Managing promotions and transfers.

**Unit IV:** Compensation & Managing Quality


Benefits and services: Statutory benefits - non-statutory (voluntary) benefits - Insurance benefits - retirement benefits and other welfare measures to build employee commitment.

**Unit V:** Labour relations and employee security

Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

**References:**
Paper 7 MARKETING MANAGEMENT

Unit I
Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices, e-business - setting up websites; Marketing Information System, Strategic marketing planning and organization.

Unit II

Unit III
Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Channel dynamics - VMS, HMS, MMS; Market logistics decisions.

Unit IV
Integrated marketing communication process and Mix; Advertising, Sales promotion and Public relation decisions. Direct marketing - Growth, Benefits and Channels; Telemarketing; Salesforce objectives, structure, size and compensation.

Unit V
Identifying and analysing competitors, Designing competitive strategies for leaders, challengers, followers and nichers : Customer Relationship marketing - Customer database, Data warehousing and mining. Attracting and retaining customers, Customerism in India, Controlling of marketing efforts. Global Target market selection, standardization Vs adoption, Product, Pricing, Distribution and Promotional Policy.

References:
Paper 8 OPERATIONS MANAGEMENT


References:
4. Production and Operations Management – Pannerselvam, PHI

Paper 9 AVIATION LEGAL ENVIRONMENT

Unit – I
DGCA-Introduction to Directorate General of Civil Aviation-DGCA functions-DGCA Organization-DGCA as Regulatory Authority

483
Unit – II
REGULATIONS-Aircraft Act 1934- The Aircraft Rules 1937

Unit – III
NATIONAL LEGISLATION – The Air corporations Act, 1953 (27 of 1953)

- The Air Corporations (Transfer of Undertakings and Repeal) Ordinance, 1994 (4 of 1994)
- The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994)
- The International Airports Authority of India act, 1971 (43 of 1971)
- The National Airports Authority of India, 1985 (64 of 1985)
- The Airports Authority of India Act 1994 (55 of 1994)
- The Carriage by Air Act, 1972 (69 of 1972)
- The Tokyo Convention Act, 1975 (20 of 1975)
- The Anti-hijacking Act, 1982 (65 of 1975)
- The suppression of unlawful acts against safety of Civil Aviation Act, 1982 (66 of 1982)

Unit – IV
CIVIL AVIATION REQUIREMENTS (CAR)

- Section 1-General
- Section 2-Airworthiness
- Section 3-Air Transport
- Section 4-Aerodrome standards and Air Traffic Services
- Section 5-Air Safety
- Section 6-Design standards and type certification
- Section 7-Flight crew standards, training and licensing
- Section 8-Aircraft operations

Unit – V
INTERNATIONAL CONVENTIONS: The Chicago conventions, 1944

- The International Air Services Transit Agreement, 1944
- The International Air Transport Agreement, 1944
- The Warsaw Conventions, 1920
- The Geneva Convention, 1948
- The Rome Convention, 1952
- The Tokyo Convention, 1963

**References:** Aircraft Manual, C.A.R.Sec.II

**Paper 10 AVIATION RESOURCE MANAGEMENT**

484
Unit – I
CREW RESOURCES MANAGEMENT:
The role of crew resources management – The trouble with culture – Creating and implementing human factors'safety culture – human assessment – traditional flight crew and CRM training in general aviation – crew concepts in the air ambulance services.

Unit- II
THE AIRCRAFT CABIN:
Safety issues in capital – cabin crew communication – service, teamwork and flight safety – flight attendants’ job performances and job satisfaction.

Unit – III
FATIGUE AND STRESS:
Fatigue management in aviation – Fatigue in air activity – Stress management – the physiological factor MBA. –Airline & Airport Mgt.–2010-11 –CPOP Page 30 of 30

Unit – IV
SELECTION AND TRAINING:
Job requirements of Airline Pilots – Pilot selection process – Personality test for traffic controllers – training of pilots and crew members – the link between human factors and organizational learning.

Unit – V
AVIATION INFORMATION AND MANAGEMENT:
Structure of aviation operational information, management of aviation operational information – User innovation in Aviation operational information – Future of Aviation operational information

References:
1. Brain Mc Allister, Crew Resource Management, Air life
2. Jensen, Pilot Judgement & Crew Resource Management, N A
3. Thomas L Seamster, Aviation Information Management – From Documents Data, Ashgate
4. Thomas L Seamster & Barbara G Kanki, Aviation Information Management, Ashgate
5. Eduardo Sales, Katherine A Wison, Crew Resource Management, Ashgate.
6. Frank H Hawkins, Human Factors in Flight Ashgate
8. Harry W Orlady & Linda M Orlady, Human Factors in Multi Crew Flight Operation Ashgate

Paper 11 BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT

Unit - I
Business environment - The concept and significance - constituents of business environment - Business and society, Business & ethics - Social responsibility -

Unit - II
Managing Ethics - Frame work of organizational ethic theories and sources, ethics across cultures, factors influencing business ethics, ethical decision making, ethical values and stakeholders, ethics and profit, Corporate governance Structure of boards, reforms in boards, compensation issues, ethical leadership for improved Corporate governance and better business education.

Unit - III

Unit - IV
Fiscal Policy - Central finances and New fiscal policy - Direct and indirect Tax structure, VAT,MODVAT - Service Tax problems and reforms - Expenditure Tax - Public debts & deficit financing.

Unit - V

References:
1. Adhikari M - Economic Environment of management
2. Francis Cherunilam - Business Environment
3. Pruti S. - Economic & Managerial Environment in India
5. Davis & Keith William C. Frederik - Business and society
6. Amarchand D - Government and Business
8. A.N.Agarwal - Indian Economy - Wishwa Prakashan

Paper 12: ENTREPRENEURSHIP DEVELOPMENT

Unit 1 : Introduction:
Concept of entrepreneurship, nature and development of entrepreneurship, entrepreneurial decision processes. Entrepreneurial traits, types culture and structure, competing theories of entrepreneurship, entrepreneurial motivation, establishing entrepreneurial systems.
Unit 2: Self assessment and the entrepreneurial process:
Identifying and evaluating the opportunity, developing a business plan, resource required and to managing the enterprises. Strategic orientation, commitment to opportunity, resources, control of resources and management structure. Entrepreneurial careers, education and training. Entrepreneurial ethics.

Unit 3: The Business Idea:
Sources of New Idea: The unexpected incongruities, process need, industry and market structure, demographics, changes in perception, new knowledge, and the bright idea. Consumers, existing companies, distribution channels, government and research and development, purposeful innovation and principles of innovation.

Unit 4: Product planning and developing Process:
Establishing evaluation criteria, idea stage, concept stage, product development stage and est. Marketing stage. Group innovation; Establishing role in creative groups, taking the lead in-group problem solving Business innovation with a purpose, vision and strategy.

Unit 5: Special aspects in entrepreneurship:
Intrapreneurship, international entrepreneurship: Problems and opportunities, entrepreneurship in rural sectors and service institutions, ecological niches, legal aspects.

References:

1. Entrepreneurship – Strating, Developing & Managing a New enterprises Hisrich and Peters Irwin
2. Innovation and Entrepreneurship – Practice & Principles Peter F. Drucker, Affiliated East West Press Ltd.
3. Entrepreneurship Development in India Dr.C.B. Gupta, Dr.N.P. Srinivasa, Sultan Chand & Sons

Paper 13: STRATEGIC AIRPORT PLANNING AND MARKETING

Unit – I

Unit – II
AIRPORT CHARACTERISTICS RELATED TO AIRPORT DESIGN -Components Size, turning radius, speed, airport characteristics. CAPACITY AND DELAY: Factors affecting capacity, determination of runway capacity related to delay, gate capacity, and taxiway capacity.

Unit - III
AIRPORT PLANNING AND SURVEYS: Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons,
numbering, holding apron. PLANNING AND DESIGN OF THE TERMINAL AREA: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. AIR TRAFFIC CONTROL AND AIDS: Runways and taxiways markings, day & night landing aids, airport lighting and other associated aids.

**Unit – IV**


**Unit – V**


**Reference Books:**

2. Strategic Management –Gregory G.Dess and Alex Miller –McGraw Hill
4. Marketing Management –Philip Kotler – Pearson Education PHI

**Text Book:**

2. Airport Marketing –David Jarach –Ashgate Publishing Limited
Paper 14: AIRLINE AND AIRPORT OPERATIONS

Unit - I
INTRODUCTION

Unit - II
AIRPORT MANAGEMENT
Airport planning-Operational area and Terminal planning, design, and operation-Airport operations-Airport functions-Organization structure of Airline and Airports sectors-Airport authorities-Global and Indian scenario of Airport management – DGCA –AAI.

Unit - III
AIRTRANSPORT SERVICES
International trends-Emerging Indian scenario-PPP- Public Private Participation in Indian Airports-Environmental regulations-Private participation in International developments-Environment regulations-Regulatory issues-Meteorological services for Aviation-Airport fees, rates, and charges

Unit - IV
AIRLINE OPERATIONS

Unit - V
LOGISTICS AND AIR CARGO MANAGEMENT
Concept of Logistics- Role of Ware Housing-trend in material handling-Global Supply Chain-Quality concept and Total Quality Management-improving Logistic performance-Air Cargo Concept- Cargo Handling-Booking of Perishable Cargo and Live Animals-Industry Relation-Type of Air Cargo-Air Cargo Tariff, ratios and Charges-Airway Bill, Function, Purpose, Validation.

References:
Paper 15: COMPUTER APPLICATIONS IN MANAGEMENT USING SAP - PRACTICAL

Aim: To introduce the concepts of information technology and their application in management decision making.


MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT


POWERPOINT – Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying, hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.


Practicals: Simple problems to be done in WORD, EXCEL and POWERPOINT using all the above mentioned topics.

References:
Paper 16: MANAGEMENT INFORMATION SYSTEM

Unit - I

Unit - II

Unit - III

Unit - IV
Managing Information Technology: Managing Information Resources and technologies – IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit - V
Security and Ethical Challenges: IS controls - facility control and procedural control - Risks to online operations - Denial of service, spoofing - Ethics for IS professional - Societical challenges of Information technology.

References:
Paper 17: RESEARCH METHODOLOGY

Unit 1: Research Planning:
Research – Meaning – Objectives – Importance of Social science research – Types of research – Pure, applied, historical, case study, experimental, analytical, descriptive, comparative, Ex post facto.

Unit 2: Research Planning
Research planning – Selection and formulation of research problem – Selection of the topic – preparation of research design.

Unit 3: Sampling Techniques:
Sampling – meaning – Importance – Census method and sampling methods – Types of sampling – Factors affecting the size of the sample – sampling and non-sampling errors - Biased and unbiased errors.

Unit 4: Tourism Research:

Unit 5: Report Writing:
Steps in writing a report – Layout of a research report – Types of reports – Precautions for writing a research report – Foot noting and referencing – Bibliography.

Reference:

Paper 18: AVIATION SAFETY AND SECURITY

Unit - I
Unit - II

Unit - III

Unit - IV

Unit - V

\textbf{Text Book:}

\textbf{Reference Books:}

\textbf{Paper 19: AIRLINE MARKETING AND STRATEGIC AIRLINE ALLIANCES}

\textbf{Unit – I}


\textbf{Unit - II}

\textbf{Unit - III}

\textbf{Unit – IV}
The regulatory framework of Air Transport- Economic characteristics of the Airline Industry-Benefits of scale, scope and density in Air Transport-Types of Alliances between Airlines-Current Airline Alliance group-Cases of failed Airline Alliances-A Historical

Unit - V
Introduction –Sources of financial benefits –Labour cost reduction –Cost reduction in sourcing – marking financial benefits come true- Airline views or financial benefits – Traffic increase- revenue enhancement- Cost reduction-Profit improvement. The structure of alliance groups- The airline alliance group as a hybrid organization-The airline alliance group as an industrial network. Airline alliance groups as „multinational corporations‘ - The problem of local rationales.


Reference Book:
1. Marketing Management – Philip Kotler-Pearson Education

Text Book:
1. Airline Marketing and Management-Stephen Shaw – Ashgate Publishing Limited
2. Managing Strategic Airline Alliances-Birgit Kleymann & Hannu Seristo- Ashgate Publishing Limited

Paper 20: AIR TRAFFIC CONTROL

Unit - I

Unit - II

495
decision making and Judgment – Cognitive aspects – attitudinal behavioral aspects – selection and training

**Unit - III**

**Unit - IV**

**Unit - V**

**Reference Book:**
1. Investigating Human Error – Barry Strauch – Ashgate Publishing Limited Staffing the ATM System – Hinnerk Eibfeldt, Mike C.Heil and Dana Broach – Ashgate Publishing Limited.
2. Innovation and Consolidation in Aviation – Graham Edkins and Peter Pfister – Ashgate Publishing Ltd.

**Text Book:**
Air Traffic Control: Human Performance Factors – Anne R.Issac with Bert Ruitenberg - Ashgate Publishing Ltd.