

Maulana Abul Kalam Azad University of Technology, West Bengal
BBA (Aviation Management) CBCS Structure
Effective from academic session 2020-21

Objective

The programme would nurture students to learn the concepts and techniques of Aviation Management and its application in industry. The course includes an in-built internship related to their field of specialisation, which will help them to think beyond the confines of the classroom.

Outcome

The students would become aviation personnel with interdisciplinary knowledge on Airline and Management. They will develop techniques and skills required to solve real-time aviation problems; enabling them to implement solutions with specific focus on safety, quality and competency.

SEMESTER -1

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 101	Principles of Management	5	1		6
2.		BBA(AM) 102	Business Economics	5	1		6
3.	GE	BBA(AM) 103	Basic Mathematics & Statistics	5	1		6
4.	AECC	BBA(AM) 104	Business Communication	2			2
Total Credit							20

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Paper Code: BBA(AM) – 101

Principles of Management

Objectives:

To enlighten the students with the principles, techniques, and concepts needed for managerial analysis and decision-making and to provide direction for training managers in an organization.

Outcome

The course would develop the students to in understanding the role of managers and will also provide them the concepts for research in Management.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	Module 1 : Introduction to Management -Nature, meaning and significance of management, Management as a Science or an Art, Difference between management & administration; management as a process, management as a functions, managerial skills, and managerial roles in organisation; quality of a good manager;	10
2.	Module 2 :Approaches to Management – Classical, Neo-classical and Modern Contributors to Management Thought ; Taylor and Scientific Theory, Fayol’s and Organization Theory, Elton Mayo & Behavioral school & human relations school ; Peter Drucker and Management Thought.; Various Approaches to Management i.e. system approach , contingency approach etc., Indian Management Thought.	10
3.	Module 3: Planning and Decision Making - Planning: Nature, importance, forms, types, making planning effective, Significance & Limitations of Planning; Planning Premises – Meaning & Types, Strategic Planning – Meaning & level, BCG model etc, MBO – Meaning, Process , importance ; Decision Making – Meaning, Types, Process, schools of decision making	10

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4.	<p>Module 4: Organization Design and Structure - Organization – Meaning, Process, Principles, Or Organization Structure – Determinants and Forms: Line, Functional, Line & Staff, Project, Matrix and Committees; Formal and Informal Organization; Departmentation – Meaning and Bases; Span of Control – Meaning and Factors Influencing; Authority, Responsibility and Accountability; Delegation – Meaning, Process; Principles; Centralization and Decentralization – Meaning; Degree of Decentralization; Difference between Delegation and Decentralization. Organization structure common in tourism industry</p>	10
5.	<p>Module 5: Directing – motivation & leadership- Motivation – Meaning , Definition, Significance & Limitations; contemporary theories of motivation; Financial and non-financial incentives of Motivation; Leadership - Definition, Significance of Leadership, Leadership styles ; Process and Barriers of Communication.</p>	10
6.	<p>Module 6 :Controlling & Change- Control – meaning & importance of control, steps of controlling process, designing control systems, financial control ; Organizational change – meaning, drivers of change, process of change, resistance to change, overcoming resistance to change; Management trends in tourism - managing quality, innovation, concern for environment & sustainability of the organization & industry</p>	10

Suggested Readings:

- 1) **Management: Stoner James. A, Freeman Edward, Gilbert Daniel , Pearson**
- 2) **Wuthrich and Koontz, et al: Essentials of Management; Tata McGraw Hill**
- 3) **V.S.P Rao & Hari Krishna: Management-Text & Cases, Excel Books.**
- 4) **Ramaswamy T: Principles of Mgmt., Himalaya Publishing**
- 5) **Robbins, S. P: Management, Prentice Hall.**
- 6) **Prasad L M: Principles and Practice of Management, Sultan Chand & Sons-New Delhi.**

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Paper Code: BBA(AM) – 102

Business Economics

Objectives :

The branch of Business Economics covers all the issues which any business owner or firm can face concerning the management of the organization. Business economics is the study of those issues related to a firm that is internal or operational and therefore, within the jurisdiction of the management.

Outcome

The subject would make the students learn the analysis of market demand, supply, analysis of production and cost, Profit and Risk Analysis, understanding the Economic environment , the trends in national income and employment rates, government's regulations , capital market conditions.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	Module 1: Introduction: Basic Problems of an Economy, Working of Price Mechanism and Resource Allocation. Elasticity of Demand: Concept and Measurement of Elasticity of Demand, Price, Income and Cross Elasticities; Average Revenue: Marginal Revenue, and Elasticity of Demand, Determinants of Elasticity of Demand. Production Function: Law of Variable Proportions, Ridge Lines. Isoquants, Economic Regions and Optimum Factor Combination. Expansion Path, Returns of Scale, International and External Economies and Diseconomies of Scale. Theory of Costs: Short-Run and Long Run Cost Curves – Traditional Approaches Only.	12
2.	Module 2 :Market Structures	12

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	<p>Perfect Competition: Characteristics, Profit Maximization and Equilibrium of Firm and Industry, Short- Run and Long Run Supply Curves, Price and Output Determination, Practical Applications.</p> <p>Monopoly: Characteristics, Determination of Price under monopoly, Equilibrium of a Firm, Comparison Between Perfect Competition and Monopoly, Price Discrimination, Social Cost of Monopoly</p> <p>Monopolistic Competition: Meaning and Characteristics, Price and Output Determination Under Monopolistic Competition, Product Differentiation, Selling Costs, Comparison with Perfect Competition, Excess Capacity Under Monopolistic Competition.</p> <p>Oligopoly: Characteristics, Indeterminate Pricing and Output, Cournot Model of Oligopoly, Price Leadership (Only Meaning and Characteristics) Collusive Oligopoly(Meaning and Characteristics Only), Only Kinked Demand Curve Model of Oligopoly.</p>	
3.	<p>Module 3:</p> <p>Factor Pricing: Marginal Productivity Theory and Demand for Factors (Statement and assumption only).</p> <p>Concept of Rent: Ricardian and Modern Theories of Rent; Quasi-Rent.</p> <p>Concept of Labour: Wage Rate, Nominal Wage, Real Wage.</p> <p>Concept of Capital: Gross Interest, Net Interest, Zero Interest Rate.</p> <p>Concept of Profit: Pure Profit, Normal Profit, Abnormal Profit.</p>	6
4.	<p>Module 4 :Introduction to Macroeconomics. Concept of Aggregate Demand and Aggregate Supply, Marginal Propensity to Consume(MPC),APC, MPS, MPI: Basic Definition</p>	15

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	<p>Only, Paradox of thrift</p> <p>National Income: Concepts and Definitions, Gross National Product (GNP), Gross Domestic Product (GDP), Net National Product and Net Domestic Product, Personal Income, Disposable Income and Per Capita Income, Measurement of National Income, Factors That Determine Size of National Income, Double Counting and The Concept of Value Added, Underground Economy, Real and Nominal GNP, Deflator</p> <p>Concept of Business Cycle: Only Different Phases and their basic characteristic</p> <p>Monetary Economics: Evolution of Money, Functions of Money, Bank and its Functions, Indian Money Market, Different Concepts of Money Like M1, M2, M3, M4.</p> <p>Concept of Inflation: Definition of Inflation, Types of Inflation, Effects of Inflation, Anti-Inflationary Measures</p> <p>Banks: Commercial Banks – Need and Functions, Credit Creation of Commercial Banks. Reserve Bank of India – Need and Functions, Credit Control Policy. Co-Operative Banks: Need and Role in An Economy.</p>	
5.	<p>Module 5 :Public Finance</p> <p>Public Revenue: Concept of Taxes, Sources of Revenue of Central and State Government, GST, CGST, SGST (only definition).</p> <p>Public Expenditure: Types of Public Expenditure, Its Need Role and Importance.</p> <p>Public Debt: Types of Public Debt, Need for Public Debt, Redemption of Public Debt.</p> <p>Deficit Financing: Role and Importance.</p> <p>Budget: Need and Types, Concept of Different Types of Deficit (Revenue Deficit. Budgetary Deficit, Fiscal deficit and Primary Deficit: Definitions Only)</p>	6
6.	<p>Module 6 :</p>	9

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<p>International Trade and Finance: Need for international trade, Absolute and Comparative Cost Advantage Theory, Gains from international trade, Terms of Trade</p> <p>Balance of Payments: Items of BOP, Causes of Disequilibrium in BOP, Strategies to Correct Adverse BOP Situation, Purchasing Power Parity Theory (Only basic concept)</p> <p>Exchange Rate Mechanism: Definition, Ask Rate, Bid Rate, Spot Rate, Forward Rate, Currency Spread (Definitions Only).</p> <p>International Financial Institutions: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Asian Development Bank</p>	
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Suggested Readings:

1. **Dominic Salvatore – Managerial Economics Principles and Worldwide Applications, Oxford.**
2. **S. Mukherjee, M. Mukherjee & A. Ghose: Microeconomics , Prentice-Hall**
3. **Modern Microeconomics – Koutsoyiannis.**
4. **Mankiw: Principles of Macroeconomics, Cengage Learning.**
5. **D N Dwivedi: Managerial Economics, Vikas Publishing House.**

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Paper Code: BBA(AM) - 103

Basic Mathematics and Statistics

Objective :

To develop the students ability to deal with numerical and quantitative issues in business and to enable them the use of statistical, graphical and algebraic techniques wherever relevant.

Outcome

The students will develop proper understanding of Statistical applications in Aviation Management.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
1.	Module1 :The Number System – Positive and Negative Integers, Fractions, Rational and Irrational Numbers, Real Numbers, Problems Involving the Concept of Real Numbers. Basic Algebra – Algebraic Identities, Simple Factorizations; Equations: Linear and Quadratic (in Single Variable and Simultaneous Equations). Surds and Indices; Logarithms and Their Properties (Including Change of Base); Problems Based on Logarithms.	8
2.	Module 2 :Set Theory -Introduction; Representation of sets; Subsets and supersets; Universal and Null sets; Basic operations on sets; Laws of set algebra; Cardinal number of a set; Venn Diagrams; Application of set theory to the solution of problems Permutations and Combinations – Fundamental principle of counting; Factorial notation. Permutation: Permutation of n different things; of things not all different; restricted permutations; circular permutations. Combination: different formulas on combination; complementary combination; restricted	7

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	combination; Division into groups. Mixed problems on permutation and combination	
3.	<p>Module 3: <i>Determinants</i>- Determinants of order 2 and 3; minors and cofactors; expansion of determinants; properties of determinants; Cramer's rule for solving simultaneous equations in two or three variables</p> <p><i>Matrices</i>- Different types of matrices; Matrix Algebra – addition, subtraction and multiplication of matrices; Singular and non-singular matrices; adjoint and inverse of a matrix; elementary row / column operations; Solution of a system of linear equations using matrix algebra.</p> <p>Concept of Eigen Value, Eigenvector.</p>	7
4	<p>Module 4: Differentiation: Meaning & geometrical interpretation of differentiation; standard derivatives (excluding trigonometric functions); rules for calculating derivatives; logarithmic differentiation.</p> <p>Integration: Meaning, Standard formulas, Substitution, Integration by parts (Excluding Trigonometric functions)</p>	4
5.	<p>Module 5: <i>Data</i>-Collection, Editing and Presentation of Data: Primary data and secondary data; Methods of collection; Scrutiny of data. Presentation of data: textual and tabular presentations; Construction of a table and the different components of a table. Diagrammatic representation of data: Line diagrams, Bar diagrams, Pie charts and divided-bar diagrams.</p>	7
5.	<p>Module 5 :<i>Frequency Distributions</i>- Attribute and variable; Frequency distribution of an attribute; Discrete and continuous variables; Frequency distributions of discrete and continuous variables; Bivariate and Multivariate Frequency Distributions. Diagrammatic representation of a frequency distribution: case of an attribute; case of a discrete variable: column diagram, frequency polygon and step diagram; case of a continuous variable:</p>	7

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6.	Module 6 : Measures of Central Tendency- Definition and utility; Characteristics of a good average; Different measures of average; Arithmetic Mean; Median; Other positional measures – quartiles, deciles, percentiles; Mode; Relation between Mean, Median and Mode; Geometric and Harmonic Mean. Choice of a suitable measure of central tendency.	10
7	Module 7: Measures of Dispersion- Meaning and objective of dispersion; Characteristics of a good measure of dispersion; Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute deviation, Standard deviation; Comparison of the different measures of dispersion. Measures of relative dispersion – Coefficient of Variation. Combined mean and standard deviation, Combined mean and standard deviation. Introduction to Skewness, Kurtosis, Moments.	10

Suggested Readings

1. H. S. Hall & S. R. Knight – Higher Algebra; Radha Publishing House.
2. Reena Garg, Engineering Mathematics, Khanna Publishing House.
3. Sancheti & Kapoor – Business Mathematics; Sultan Chand Company.
4. R. S. Soni – Business Mathematics – Pitambar Publishing House.
5. N G Das, Statistical Methods (Combined Edition volume 1 2) ,McGraw Hill Education.
6. J K Sharma: Business Statistics, fifth edition, Vikas publishing House.

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Paper Code: BBA(AM) - 104

Business Communication

Objectives :

The course will provide an overview of prerequisites to Business Communication and an outline for effective Organizational Communication.

Outcome

The subject would develop the students in learning the nuances of Business communication and they would be able to follow the correct practices as followed in aviation industry.

Total Credit: 2

Total hours of lectures: 20 hours

Contact Hours / Week: 1L + 1T

Module 1: Functional Grammar & Vocabulary: Tense: Formation and application; Affirmative / Negative / Interrogative formation; Modals and their usage; Conditional sentences; Direct and indirect speech; Active and passive voice; usage of common phrasal verbs, synonyms & antonyms. 1L + 1T

Module 2 : Reading Skills: Comprehension passages; reading and understanding articles from technical writing. Interpreting texts: analytic texts, descriptive texts, discursive texts; SQ3R reading strategy. 1L + 1T

Module 3 : Writing Skills: Writing business letters - enquiries, complaints, sales, adjustment, collection letters, replies to complaint & enquiry letters; Job applications, Résumé, Memo, Notice, Agenda, Reports – types & format, E-mail etiquette, advertisements. 4L + 4T

Module 4 : Listening & Speaking

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Listening: Listening process, Types of listening; Barriers in effective listening, strategies of effective listening

Speaking: Presentations, Extempore, Role-plays, GD, Interview. 4L + 4T

Suggested readings:

1. Bhatnagar, M & Bhatnagar, N (2010) **Communicative English for Engineers and Professionals**. New Delhi: Pearson Education.
2. Raman, M & Sharma, S (2017) **Technical Communication**. New Delhi: OUP.
3. Kaul, Asha (2005) **The Effective Presentation: Talk your way to success**. New Delhi: SAGE Publication.
4. Sethi, J & Dhamija, P.V. (2001), **A Course in Phonetics and Spoken English**. New Delhi: PHI.
5. Murphy, Raymond (2015), **English Grammar in Use**. Cambridge: Cambridge University Press.
6. Dianna Booher (2015), **What More Can I Say?: Why Communication Fails and What to Do About It**, Prentice Hall Press.

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SEM-2

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 201	Fundamentals of Aviation	5	1		6
2.		BBA(AM) 202	Organizational Behaviour	5	1		6
3.	GE	BBA(AM) 203	Values & Ethics	5	1		6
4.	AECC	BBA(AM) 204	Environment & Sustainable Development	2			2
Total Credit							20

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Paper Code: BBA(AM) - 201

Fundamentals of Aviation

Objectives :

This course will provide a comprehensive understanding of the various aviation activities performed across all aviation areas covering the international air transport system and inspire students about the different fields of aviation as they consider their professional goals and career path.

Outcome

The students would be able to learn the basic functions of aviation industry and they would be introduced to the different sectors where their career can take shape.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
01.	Module I : Introduction to Aviation History <ul style="list-style-type: none">• Beginning of aviation in the world [4 L]• Contribution of Wright Brothers [1 L]• Aviation during World War – I [2 L]• Aviation during World War – II [2 L]• Aviation – Post War Era [2 L]• Beginning of aviation in India [3 L]• Aircraft of the world [2 L]	16
02.	Module II: International Regulatory Bodies <ol style="list-style-type: none">1. International Civil Aviation Organization (ICAO) [2 L]2. International Air transport Association (IATA) [2 L]3. Federal Aviation Administration [2 L]4. Airport Council International [2 L]5. CANSCO [2 L]6. Other association of air Transport [2 L]	12
03.	Module III : National Regulators <ol style="list-style-type: none">1. Director General of Civil Aviation [2 L]2. Bureau of Civil Aviation [1 L]	03

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04.	Module IV : Immigration [4 L]	04
05.	Module V : Customs [2 L]	02
06.	Module VI : Airport Health Office (APHO) [2 L]	02
07.	Module VII : Plant & Animal Quarantine [1 L]	01
08.	Module VIII :Airports Authority of India [2 L]	02
09.	Module IX : Passport	02
10.	Module X : VISA	04
10.	Module XI : Aeroplane/Aircraft/Helicopter	12
11.	Module XII : Types of Aeroplanes	02
	Total	60

******* Reading material will be provided by the college.**

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Paper Code: BBA(AM) - 202

Organizational Behaviour

Objectives :

To provide a comprehensive understanding of employee behaviour in an organization and to understand the driving factors that can influence and align the employees and organizations visions and goals and help attain the best results.

Outcome

The subject would learn the functionalities of ethical behaviour & unacceptable behaviour as well as its consequences.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
01.	Module I : Basic concepts. Understanding & Definition of Organization and organizational Behaviour. Evaluation of OB as a discipline. Contribution from other disciplines. Emerging issues in OB	06
02.	Module II : Individual in the Organization. Personality: Definition and determinants personality. Approaches to understanding of Personality. The Big Five Model. DISC and FIRO-B. Types of problem solving behaviour and other personality traits. Learning : Meaning and definition of learning , learning process, factors affecting learning, principles of learning. Theories – connectionism, classical and Operant Conditioning. Schedule of Reinforcement.	05 05
03.	Module III : Individual in the Organization Attitudes & Values: Meaning & definition of attitude, formation of attitudes. ABC Model, Cognitive Dissonance. Changing of self & others attitudes, work attitudes, job satisfaction. Organization Commitment. Meaning & definition values – Relationship between attitudes and values. Perception: meaning & definition of perception, basic stages of Perceptual Process , Perceptual Selection , Perceptual Organization, Perceptual Interpretation .	06 06

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	<p>Attribution Process, Organizational Applications.</p> <p>Motivation: Meaning, definition, features, importance and factors of motivation. Theories – (Maslow, Alderfer, Herzberg, McClelland, Porter & Lawler, Vroom), implications on employees.</p> <p>Stress: Concept : individual & Group stress – coping with stress, strategies to overcome stress.</p>	<p>10</p> <p>04</p>
04.	<p>Module IV : Groups in the organization</p> <p>Group dynamics : meaning & definition , Types & functions of groups , Stages of group Formation, Group Processes, group Norms, Group roles, Group Cohesiveness , group Size , Threats of Group effectiveness, Evolution of groups into Teams.</p> <p>Leadership: Meaning and definition of Leaders, Qualities of a Good Leader. Trait Perspective of Leadership. Behavioural Perspective of Leadership. Ohio & Michigan Studies. Managerial Grid. Contingency Perspective of Leadership. Situational Leadership and Path & Goal Leadership. Transformational, Transactional, Charismatic Leaders.</p>	<p>06</p> <p>08</p>
05.	<p>Module V : Change in the Organization</p> <p>Organizational Change : meaning and importance of Change. Resistance to Change, Overcoming Resistance to change.</p>	<p>04</p>

Suggested readings:

- 1) Aswathappa, K : **Organizational Behaviour (Text, cases and games). Bangalore: Himalaya Publication.**
- 2) Greenberg, J.& Baron, R.A. (2008) **Behaviour in Organizations, Pearson.**
- 3) S.P. Robbins : **Essentials of Organizational Behaviour, Prentice Hall.**

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Paper Code: BBA(AM) - 203

Values & Ethics

Total Credit: 6

Total hours of lectures: 60 hours

Objective :

After reading the subject, the students should be able to understand about Indian Society and population and analyse current social problems, and be able to suggest effective solutions for the same.

Outcome

The students would learn & be able to implement their understanding on the importance of Values & Ethics in their profession.

Sl.	Topic/Module	Hour
01.	Module I : Indian Society : Society and its type, Features of Tribal Society, Agrarian Society, Industrial Society, Post-Industrial Society. Population and Society : Interface between population size and social development. Concepts and measurement of population. Birth rate, Migration. Population pyramid of India. Social implications of age sex In India. Population explosion & its consequences. Population policy of Govt. of India a critical appraisal. Problems of implementing growth control measures, causes for success and failure.	14
02.	Module II : Social Stratification: Concepts, types, social mobility. Socio-Economic Problems : Poverty, Illiteracy , unemployment, child labour, Occupational diseases, crime, Project affected people, aged population, Juvenile Delinquency, Strategies to solve/minimize the problem.	12
03.	Module III: Industry & Society Factory as a Social System, Formal and informal Organization, Impact of Industry on Society (Family &	12

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	Industry), Social and Cultural Impediments to Industrialization.	
04.	<p>Module IV :Human Society and Value System Value: Definition, importance and application of Value in life. Formation of value: Process of Socialization, self and integrated personality. Types of Values: Social, Psychological , Aesthetic, Spiritual, Organizational. Value crisis in contemporary society: individual, social culture and management level (strategy and case studies)</p>	10
05.	<p>Module V : Business Ethics Introduction to business Ethics: Definition and important Ethics in the workplace, code of conduct, code of ethics. Corporate responsibility : definition and case study. Corporate Compliance : Definition, responsibility and laws and regulations. Consumer Rights: Expectations and reality, connection between Business and society.</p>	12

Suggested readings:

- 1) Andre Beteille : **Society and Politics in India, OUP.**
- 2) C. N. Shankar Rao: **Sociology, S. Chand.**
- 3) Ram Anuj: **Social problems in India, Rawat Publication.**
- 4) A. C. Fernando : **Business Ethics ; An Indian Perspective .**
- 5) Manna and Chakraborty : **Value and Ethics in Business and Profession, PHI.**
- 6) Govindarajan M. Natarajan S and Senthil Kumar V.S.: **Engineering Ethics, PHI.**

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Paper Code: BBA(AM) - 204

Environment & Sustainable Development

OBJECTIVE:

This course introduces students to environment, its components and relation with man. Students are expected to learn about environment, factors affecting it, environmental pollution, ethics, awareness programme and its protection through different policies, laws and legislation.

Outcome

The subject will develop the understanding of different sources of energy, energy crisis and its management.

Total Credit: 2

Total hours of lectures: 20 hours

Sl.	Topic/Module	Hour
01.	Module I : 1) Environment meaning & components. 2) Energy sources & management. 3) Man & environment relation. 4) Environmental degradation – cause & effects. 5) Environmental ethics and awareness programmes.	04
02.	Module II 1) Energy and its types. 2) Natural Resources- meaning & components. 3) Ecosystem – components and functions. 4) Energy crisis, land degradation, soil erosion, deforestation, 5) Mining activities, depletion of natural resources 6) Energy conservation and management.	04
03.	Module III : 1) Environmental pollution types – air pollution, water pollution, land pollution, noise pollution. 2) Pollutants, effects of pollutants, control and remedial measures.	04
04.	Module IV : 1) Environmental protection – report of the Club of Rome.	04

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	<ul style="list-style-type: none"> 2) Sustainable development. 3) Different renewable energy sources – wind power, water power, Bio- fuel / solid Bio mass. 4) Geothermal energy, Nuclear power. 5) Environmental movements – Chipko movement, Narmada Bachao movement, Tehri Dam conflict. 	
05.	<p>Module V :</p> <ul style="list-style-type: none"> 1) Environmental policies and legislations. 2) Environmental regulations. 3) Environmental protection act. 4) Environmental ethics. 5) Environmental impact assessment (EIA) - methods & tools. 6) Appraisal and clearance for Industry. 7) Environmental audits. 	04

Suggested readings :

- 1) G. N .Pandey : **Environmental management, Vikas Publishing House Pvt. Ltd.**
- 2) Cunningham ; **Environmental Science, TMH.**
- 3) R. Rajagopalan : **Environmental Studies, Oxford.**
- 4) R. Joshi & Manish Kapila : **Environmental Management , Kalyani Publishers.**
- 5) S. S. Rao : **Environmental Pollution Control Engineering, New Age International Publication.**
- 6) Wright & Nobel : **Environmental Science , PHI.**

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SEM-3

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 301	Aviation Research Methods	5	1		6
2.		BBA(AM) 302	Financial Accounting	5	1		6
3.		BBA(AM) 303	Airline Marketing Management	5	1		6
4.	GE	BBA(AM) 304	Management Information Systems	5	1		6
5.	SEC	BBA(AM) 305	Personality Development	2			2
Total Credit							26

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Paper Code: BBA(AM) – 301

Aviation Research Methods

Objective :

The subject would provide the students the basic concepts and methods of research which are applicable in the aviation industry.

Outcome

The programme would enable students to prepare research reports on the basis of data collection, data analysis/techniques, which will aid in the decision making process of the airline.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
01.	Module I : Introduction to Research What is Research, Aviation Research : Types of Aviation Research: Applied and Basic, Management and Research, Internal versus External Researchers, Ethics and Aviation Research.	04
02.	Module II : Scientific Investigation The Hallmarks of Scientific Research, Obstacles to conducting Scientific Research in the Management area, The Building Blocks of Science in Research, Hypothetico-Deductive Method, Other Types of Research.	05
03.	Module III : Technology and Aviation Research Information Needs of Aviation, Commonly used Technologies in Aviation Research, Software used in Aviation Research, Emerging Applications in Technology, Management Information Systems, Data Storage and Surveillance, Management Advantage of Technological Advancements.	04
04.	Module IV : The Research Process The Research Process for Applied and Basic Research, Broad Problem Area, Preliminary Data Collection, Literature Survey, Problem Definition, Managerial Implications, Need for a Theoretical Framework, Variables, Theoretical Framework, Hypothesis Development, Hypothesis Testing with Qualitative Research, Research Design, Purpose of the Study, Type of Investigation, Unit of Analysis, Time Horizon, Review of Elements of Research Design, Management Implications.	12
05.	Module V : Experimental Designs and Measurement of	09

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	Variables Field Experiment and Control, Manipulation of the Independent Variable, Internal and External Validity, Simulation, How Variables are Measured, Operational Definition: Dimensions and Elements, Scales, International Dimensions of Operational Definition and Scaling	
06.	Module VI : Data Collection Methods and Sampling Sources of Data, Data Collection Methods, Principles of Measurement, Population Element, Sample and Sampling, Normality of Distribution, Probability and Non-Probability Sampling, Sample Data, Precision and Estimation, Sample Data and Hypothesis Testing, Efficiency in Sampling.	09
07.	Module VII : Data Analysis and Interpretation Getting Data Ready for Analysis, Data Analysis, Interpretation, Software Packages Useful for Data Analysis, Use of Expert Systems in Choosing the Appropriate Statistical Tests.	07
08.	Module VII : The Research Report Research Proposal, Written Report, Integral Parts of the Report, Oral Presentation, Appendix : Samples of Reports, Exercise.	06
09.	Module VIII : Decision Making and Research Scientific Research and Management Decision Making, The Research Team and its Approach, Assessment of Research Quality, Scientific Relevance of Study, Facilitation of Research in Decision Making Process	04
01.	Module I : Introduction to Research What is Research, Aviation Research : Types of Aviation Research: Applied and Basic, Management and Research, Internal versus External Researchers, Ethics and Aviation Research.	04
	Total hours	60

Suggested readings:

- 1) University of South Australia : Aviation Research Project : Methodology, SAU.
- 2) Uma Sekaran : Research Methods for Business, John Wiley and Sons, Inc.
- 3) Bradford University School of Management : Introduction to Research and Research Methods, BUSM
- 4) Stuart MacDonald and Nicola Headlam : Research Methods Handbook, CLES
- 5) Dr. Prabhat Pandey and Dr. Meenu Mishra Pandey : Research Methodology : Tools and Techniques, Bridge Center.

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BBA (Aviation Management) CBCS Structure
Effective from academic session 2020-21

Paper Code: BBA(AM) - 302

Financial Accounting

Objectives :

Financial accounting is the process by which an organization's revenue, receivables and expenses are collected, measured, recorded and finally reported into a financial statement. This process is designed to accurately reflect business activity, help companies meet legal, fiscal and statutory requirements, present financial accounts to business owners; allow for in-depth financial analysis, and facilitate efficient resource allocation.

Outcome

The students will learn how to assess the financial health of the aviation company and thereby implement the necessary measures.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module I : Meaning and scope of accounting Need , development and definition of accounting Accounting principles : GAAP , Accounting Transaction, Accounting equation, Journal , Rules of debit and credit , Ledger, Trail balance, Capital and revenue.	14
02.	Module II : Final Accounts for sole proprietorship business Manufacturing account; Trading account , Profit and Loss Account, Balance Sheet, Adjustment entries, Closing stock , outstanding , prepaid expenses, pre received , Deprecation , Provision, Stock lost by Fire, Goods withdrawal by proprietors, Free sample rectification errors, Rectification of one sided and double sided errors with the effects of suspense account.	24
03.	Module III : Depreciation and Provision Concept of depreciation, Causes of depreciation; depletion, amortization; Depreciation accounting; Methods of recording depreciation , Straight line and diminishing balance method, Provision and Reserves : Preparation of provision for doubtful debt account, provision for discount on Debtors account and provision for discount on creditors account.	10

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04.	Module IV : Company Accounts Issue of shares (Application, allotment , first call, final call) , Calls in arrear and forfeiture of shares. Basic Concept of IFRS	12
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Suggested assignments :Laboratory exercises using business accounting software package (Tally 7.2) : Purchase and Sales order

Suggested readings:

- 6) Ashoke Banerjee : Financial Accounting , Excel Books.
- 7) Basu & Das : Financial Accounting , Rabindra Library.
- 8) Ramachandran Kakani : Financial Accounting for Managers , TMH
- 9) P. C. Tulsian : Financial Accounting, Pearson.
- 10) M. Hanif, A. Mukherjee : Financial Accounting , TMH.
- 11) Dr. S . N. Maheshwari , Sharad K. Maheshwari :
Financial Accounting for BBA , Vikas Publishing House Pvt. Ltd.

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Effective from academic session 2020-21

Paper Code: BBA(AM) - 303

Airline Marketing Management

Objective :

The subject would delve on the concepts and methods on how to stay ahead in the aviation competition by understanding and applying the sound marketing principles.

Outcome

The students would get an overview of the airline marketing principles and its application in industry.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module I : Meaning and scope of Marketing Management in Airline Industry Introduction and concept of Marketing, Understanding Airline Market, Meaning of Marketing Management, Service Marketing : Introduction, Meaning and Characteristics of Services, Importance and Nature of Services Marketing, Services Marketing Triangle, Understanding Marketing Mix : Marketing Mix of Services, Traditional and Extended Marketing Mix for Services, Push and Pull Strategies, Application of Marketing Principles to Airline Management : Principles of Marketing, Stages in the Application of Marketing Principles, BCG Matrix, Porter's Value Chain.	12
02.	Module II : Airline and Airport Marketing Aviation Market : Indian Aviation Industry, Aviation market in India, Market Structure and Implications of Aviation Market, Consumer Demand in Aviation Industry, Airline Marketing : Introduction and Concept, Competitive Scenario of Marketing in Airline Industry, Scheduling, Pricing, Promotional Mix in Airline Marketing Strategy, Air Cargo Market : Introduction and Concept of Air Cargo Marketing, Marketing Opportunities and Challenges in Air Cargo Industry, Airport Marketing : Introduction and Market Definition in the Airports Sector, Importance of Airport Marketing, Airport's Marketing Strategy.	14

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03.	<p>Module III : Consumer Behaviour and Market Segmentation in Aviation</p> <p>Customer Needs and Buying Behaviour : Concept of Customer, Needs of Customer, Hierarchy Theory, Industrial Buying Behaviour, Buying Decision Process, Customers in Various Air Travel Markets : Customers in Business Air Travel Market, Customers in Leisure Air Travel Market, Customers in Air Freight Market, Segmenting Air Passenger Market : Segmentation Variable, Passenger Requirements – Business Travel Market, Demographics and Psychographics, Segmenting Air Freight Market : Segments of Air Freight Market, Freight Revenues, Difference Between Air Passenger and Air Freight Markets.</p>	14
04.	<p>Module IV : Airline Pricing and Distribution Decisions</p> <p>Pricing Decisions in Aviation, Factors Affecting the Pricing Decision, Airline Price Discrimination, Management of Discount Fares : Introduction to Discount Fares, Pricing Response and Pricing Initiatives, Various Types of Discounts, Structure of Air Freight Pricing, Distribution Decisions : Distribution Decision in Aviation, Distribution Channel Strategies, Global Distribution Systems – Introduction, History and Current Issues, Distribution Channels in the Air Freight Market.</p>	11
05.	<p>Module V : Airline Product Design and Branding</p> <p>Product Designing in Aviation, Managing Aviation Services, Brand Management in Airlines Marketing, Branding Strategies and Social Media Marketing.</p>	09

Suggested assignments: Case Studies and Practice Exercises

Suggested readings:

- 1) Philip Kotler and Gary Armstrong: Principles of Marketing, Financial Accounting, Pearson Books.
- 2) Philip Kotler and Kevin Lane Keller: Marketing Management, Pearson Books.
- 3) Stephen Shaw: Airline Marketing and Management, Taylor and Francis Books.

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Paper Code: BBA(AM) - 304

Management Information System

Objective :

After reading the subject the students should be able to describe the role of Information Technology and decision support systems in business and record the current issues with the organization to solve business problems.

Outcome

The students will be able to customise the aviation organization's Information Technology requirements in reference to its decision-making process.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
01	<p>Module I :</p> <p>1) Introduction, Data, Information & knowledge, Information Technology- concept, features and components, Information systems – concept and types of Information Systems, Role of IT in business and society.</p> <p>2) MIS concept, evolution and meaning of MIS, Information system for competitive advantage, MIS function in an organization. Limitations of MIS.</p>	12
02.	<p>Module II :</p> <p>1) Information and Managerial Effectiveness: Information as a corporate resource. Types of information-operational, tactical and strategic. Levels of management and information. Needs of management. Quality of information.</p> <p>2) Information system for finance, marketing, manufacturing, human resource areas.</p>	10
03.	<p>Module III :</p> <p>1) Understanding Information system. Concepts, sub-systems and super-systems. Types of information systems. Transaction processing systems. MIS decision support systems. Executive support system. Enterprise.</p> <p>2) Resource planning (ERP) (Features, merits, issues and challenges in implementation.)</p>	10

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04.	Module IV : System development life cycle. Sequential process of software development. Waterfall model.	05
05.	Module V : Development of management data base: Relation databases, DDL, DCL, DML, Data Base Management System (DBMS) and their components. Concept of entity and relationships, ER diagram. Data Model. Data dictionary. Introduction to SQL queries.	11
06.	Module VI : Data Communication and networking: Uses of computer networks, types of networks, network topologies. Network devices. Intranets, internet and extranet.	05
07.	Module VII : [5 L] Security issues relating to Information System: threats to information systems. Vulnerability, risk and control measures, firewall , antivirus , Risk management.	07

Suggested readings :

- 1) C.S. V. Murti : Management Information System , Himalaya Publishing House.
- 2) A. K. Gupta: Management Information System, S . Chand.
- 3) Oka Miland M & Murty : Management Information system, Oxford University Press.
- 4) Jaiswal and Mittal : Management Information system , Oxford University Press.
- 5) Management Information system by Laudon , Laudon Dass , Pearson.

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Paper Code: BBA(AM) - 305

Personality Development

Objectives :

The subject would create a basic awareness about the significance of soft skills in professional career through inter-personal communications.

Outcome

The subject will help the students to set the strategies & framework for self-growth, goal-setting & personal development, thereby enabling them to increase their self-esteem and influence in professional life.

Total Credit: 2

Total hours of lectures: 20 hours

Sl.	Topic/Module	Hour
01.	Module I : Define Personality, Determinants of Personality Development, Perception – Definition, Perceptual Process.	02
02.	Module II: Factors of Association – Relationship, Personality Traits, Developing Effective Habits, Emotional Intelligence.	02
03.	Module III : Motivation, Introspection, Self-Assessment, Self-Appraisal & Self-development, Sigmund Freud Id, Ego & Super Ego.	02
04.	Module IV: Self Esteem and Maslow, Self Esteem & Erik Erikson, Mind Mapping, Competency Mapping & 360 Degree Assessment, Types of Personalities – Introvert, Extrovert & Ambivert person, Effective Communication & Its key aspects.	04
05.	Module V: Assertiveness, Decision making skills, Conflict: Process & Resolution, Leadership & Qualities of Successful Leader.	02
06.	Module VI : Interpersonal Relationship, Personality – Spiritual journey beyond management of change, Good manners & Etiquettes, Effective Speech, Understanding Body language, projective positive body language.	03
07.	Module VII : Attitude - Concept -Significance -Factors affecting attitudes –	03

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	Positive attitude–Advantages –Negative attitude-Disadvantages – Ways to develop positive attitude, Carl Jung 's contribution to personality development theory.	
08.	Module VIII: Stress Management: Introduction, Causes, stress management techniques, Time management: Importance of time management, Techniques of time management, Time management styles.	02

Suggested readings

- 1) You Can Win – Shiv Khera
- 2) Three Basic Managerial Skills For All – Hall Of India Pvt. Ltd New Delhi.
- 3) Personality Development and Career management: By R. M. Onkar (S Chand Publications)
- 4) Essentials of Business Communication - Rajendra Pal and J. S. Korhalli - Sultan Chand & Sons, New Delhi.
- 5) Business Communication (Principles, Methods and Techniques) Nirmal Singh - Deep & Deep Publications Pvt. Ltd., New Delhi.
- 6) Effective Business Communication – H. Murphy.

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Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 401	Human Resource Management	5	1		6
2.		BBA(AM) 402	Supply Chain Management	5	1		6
3.		BBA(AM) 403	Customer Relationship Management	5	1		6
4.	GE	BBA(AM) 404	Aviation Laws	5	1		6
5.	SEC	BBA(AM) 405	Simulator Applications & Air Traffic Management	2			2
Total Credit							26

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Paper Code: BBA(AM) – 401

Human Resource Management

Objective :

On completion of this course, the students should be able to develop the understanding of the concept of human resource management and to understand its relevance for the organization.

Outcome

The learning will help the students in following and implementing effective Human Resource practices in aviation companies.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module I : Human resource Management – Overview 1) Introduction of the paper, definition of HRM. Definition and concepts of personnel management. 2) Comparison between personnel management & HR. Nature, aim and objectives. Scope & coverage and nature of HRM. Importance of HRM. 3) Historical perspective and evaluation of HRM in India. 4) Development of HR functions. Structure and functions of HR Manager, Role of Line Managers in Managing Human Resources. 5) Difference between Line functions and staff functions. Changing function of Human Resource Management	14
02.	Module II : Human resource Planning 1) Meaning, objective and importance of Human resource planning. Need for HR planning. 2) Assessment of available HR in the organization. Work load analysis. 3) Manning norms. Demand analysis of future requirement of HR. HR policy.	12
03.	Module III : Talent Acquisition and training 1) Recruitment: definition, sources of selection. Process of selection. Difference between recruitment and selection.	10

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	<p>2) Training: definition. Difference between training. Development and education. Different methods of training.</p> <p>3) Evaluation of training, executive development: Importance of executive development. Different methods of executive development.</p>	
04.	<p>Module IV : Employment Administration</p> <p>1) Career Planning: Meaning, stages, need . Concept of Career Development. Advantages and limitations of carrier planning.</p> <p>2) Succession Planning – definitions, process and difference of succession planning with career planning.</p> <p>3) Performance appraisal: meaning, objective, process, instruments of performance appraisal.</p> <p>4) Discipline & Grievance handling.</p> <p>5) Wages & salary administration.</p>	08
05.	<p>Module V : Emerging Areas : International Human Resource Management [4 L]</p> <p>1) Concept, need, objective and features.</p> <p>2) Modern Human resource Management practice,</p> <p>3) Modern HR Trends.</p> <p>4) Managing Human capital. Talent Management.</p> <p>Case study and activities by applying HRM techniques</p>	06

Suggested readings:

- 1) V.S.P. Rao :Human Resource Management , Excel Books.
- 2) C.S Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations.
- 3) Anjali Ghanekar : Human Resource Management , Everest Publishing.
- 4) A.M. Sheikh : Human Resource Management , S. Chand.
- 5) E. A. Ramaswamy : Managing Human Resources, Oxford University press.

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Paper Code: BBA(AM) – 402

Supply Chain Management

Objective :

Develop a sound understanding of the important role of supply chain management in today's business environment. Become familiar with current supply chain management trends.

Outcome

The students will be able to apply the current supply chain theories, practices and concepts in aviation organizations.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	<p>Module : I</p> <p>1) Introduction – Value Chain , Value System and Supply Chain , Supply Chain Drivers and Obstacles , concept of supply chain management (SCM)</p> <p>2) Supply Chain Structure – push-based Supply Chain VS Pull-based Supply Chain, Trade-off between Push and Pull Strategies , Agile Supply Chain.</p> <p>3) Supply Chain strategy – Strategic Decisions in SCM , Relating Supply Chain Strategies with Corporate Strategies , SBU Strategies and Functional Strategies.</p> <p>4) Role of Sales & Marketing in SCM – Personal Selling in SCM , New roles for sales management , Relationship Marketing in SCM.</p> <p>5) Operational aspects in SCM – JIT and Kanban in SCM , Green Logistics, Reverse Logistics , Ethical SCM.</p> <p>6) Role of Transportation in SCM – Key Role Players in Transportation , Transportation Modes, Performance characteristics and selection, vehicle scheduling and routing. Distribution management.</p>	<p>06</p> <p>06</p> <p>06</p> <p>03</p> <p>06</p> <p>06</p>
02.	<p>Module : II</p> <p>1) Sourcing in SCM – Importance of sourcing in SCM</p>	06

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	<p>, Buying Decision , Procurement process , Strategic Sourcing.</p> <p>2) Supply Chain Planning – Demand Planning , Collaborative Planning , Scope of Planning initiatives in SCM.</p> <p>3) Role of Inventory Management in SCM – need for inventory management , Control of inventory in Retail and Services , costs in inventory management.</p> <p>4) Information Systems in SCM – Supply chain Information systems, Requirements Analysis of IT for SCM , E-Business and SCM , Challenges in implementing supply chain information system.</p> <p>5) SCM in the Global Environment – Global Business Environment , approaches to Globalization , an overview of Global SCM , Challenges in establishing a Global Supply Chain.</p> <p>6) Case study</p>	<p>03</p> <p>03</p> <p>06</p> <p>06</p> <p>03</p>
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Suggested readings:

- 1) Chandrasekaran, N. – Supply Chain Management – Process , System and Practice OUP.
- 2) Altekar , RV. - Supply Chain Management ;PHI.
- 3) Chase , R. B. , Shankar. R. and Jacob , F.R. – Operations and Supply Chain Management , MGH.
- 4) Agarwal , D.K. - Supply Chain Management : Strategy cases and best practices; Cengage Learnings.
- 5) Chopra S., Meindl , P. and Kalra, D.V. - Supply Chain Management : Strategy , Planning and Operation ; Pearson.
- 6) Shah, J. - Supply Chain Management : Text and cases ; Pearson.

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Paper Code: BBA(AM) – 403

Customer Relationship Management

Objective :

This course will make the students understand the organizational needs, process of creating and benefits of long term value for customers in the industry. It will also give the students the idea and knowledge regarding the concept of technologies used in e-CRM.

Outcome

The subject will enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in organizations.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
1.	Module I : Emerging Concepts in Customer Relationship Management CRM Definition, Need and Importance : Conceptual Framework of Customer Relationship Management ; The Value Pyramid , Customer Interaction Cycle , Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.	14
2.	Module II : CRM as a Business Strategy CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.	14
3.	Module III :Technological Tools for CRM and Implementation Data Mining for CRM - Some Relevant Issues ; Changing Patterns of e-CRM Solutions in the Future; Structuring a Customer Focused IT Organization to Support CRM;	14

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	Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –set by step process.	
4.	Module IV :CRM in Services Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM.	14
5.	Module V : CRM implementation CRM implementation process, precautions related to CRM implementation.	04

Suggested readings:

- 1) Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
- 2) Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education
- 3) H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House
- 4) Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012

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Paper Code: BBA(AM) – 404

Aviation Laws

OBJECTIVE:

To enable the Students to learn the legal background of this Aviation World and all the Rules and Regulations connected with Air Transportation including the International Regulations as well as all the relevant State Acts passed in this respect.

Outcome

The students will be able to follow the applicable statutory laws as practised in national and international airlines.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module: I The Basic of International Legislation	
	<ul style="list-style-type: none"> i. Introduction ii. The Requirement for Regulation iii. Understanding the Framework iv. Sovereignty and Territory v. The Convention of International Civil Aviation 	
02.	Module: II The Chicago & other Conventions	
	<ul style="list-style-type: none"> i. The Paris Convention ii. The Havana Convention iii. The Chicago Convention iv. Articles of The Chicago Convention v. The Warsaw Convention 	
03.	Module: III Euro control & Aircraft Rule	
	<ul style="list-style-type: none"> i. The European Union & European Civil Aviation Conference (ECAC) ii. Joint Aviation Authorities (JAA) iii. European Aviation Safety Agency (EASA) iv. Aircraft Rule 1934 	
04.	Module: IV The Aircraft (Amendment) Act, 2020	
05.	Module: V The Anti-Hijacking Act, 2016	
06.	Module: VI The Aircraft Act 1934	

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07.	Module: VII The Suppression of unlawful Act against Safety of Civil Aviation Act 1994.	
08.	Module: VII Beijing Convention and Protocol of 2010.	

Paper Code: BBA(AM) – 405

Simulator Applications & Air Traffic Management

Objective :

The curriculum aims to develop students' understanding on airports, fundamentals of radar, regulatory orders and manuals, airspace, basic navigation, and wake turbulence.

Outcome

The students will be able to deliver the aviation technicalities in creative and innovative in areas of Air Traffic Management, Communication and surveillance and safety management system.

Total Credit: 2

Total hours of lectures: 20 hours

Sl.	Topic/Module	Hours
01.	Air Traffic Management	05
	<ul style="list-style-type: none"> i. Beginning of Air Traffic control ii. Air Traffic Services iii. Air traffic Management 	
02.	Communication, Navigation & Surveillance	05
	<ul style="list-style-type: none"> i. What is CNS & Navigational Aids ii. Radio waves. iii. Non-directional beacon (NDB) iv. Distance Measuring Equipment (DME) v. Very-high frequency omni-range (VOR) vi. Instrument Landing System (ILS) vii. Primary & Secondary radar 	
03.	Airport Airside Infrastructure	05
	Physical Characteristics - Runway, taxiways, apron, RESA, Stop way, and Clear way, holding bays, isolated	

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	aircraft parking position	
04.	Visual Aids for Navigation	05
	i. Markings ii. Lights iii. Signs	
05.	Wildlife Management Plan	02
06.	Airport Rescue & Fire Fighting Service.	02
07.	IMD and weather phenomenon	02
08.	Safety Management System	04

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SEM-5

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 501	Airline Financial Analysis & Decision Support	5	1		6
2.		BBA(AM) 502	Entrepreneurship Developments	5	1		6
3.	DSE	BBA(AM) 503	Aviation Operations Research	5	1		6
4.		BBA(AM) 504	Sales & Distribution Management	5	1		6
Total Credit							24

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Paper Code: BBA(AM) - 501

Airline Financial Analysis & Decision Support

Objectives :

Financial analysis determines a company's health and stability. Stockholders can find out how management employs resources and whether they use them properly. Governments and regulatory authorities use financial statements to determine the legality of a company's fiscal decisions and whether the firm is following correct accounting procedures. Finally, government agencies, such as the Internal Revenue Service, use financial statement analysis to decide the correct taxation for the company.

Outcome

The students will be able to analyse how aviation companies make decisions in the area of finance.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module I : Analysis and Interpretation of Airline Financial Statement Concepts of Financial Statement, Users of financial statement, Analysis of statements, Ratio analysis, Cash flow statement, Management reporting.	24
02.	Module II : Budget and Budgetary control of Airline Industry and Marginal Costing Concept of Budget, Forecast and Budget, Types of Budgets, Importance of Marginal Costing, Contribution, BEP Analysis.	10
03.	Module III : Airline Industry Working Capital Analysis and Revenue Management Concept of Working Capital, Importance, Ratios used in Working Capital Management, Airline Revenue Management overview, Revenue Management problems.	12
04.	Module IV : Financial Decisions Types of financial decisions, Factors affecting the financial decisions, Capital budgeting decision, Working Capital Managing decision, Long term and Short term decision making.	14

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Suggested assignments: Analysis of Financial Statements of Airline Companies.

Suggested readings:

- 1) Peter S Morrell: Airline Finance, Taylor and Francis.
- 2) K. R. Subramanyam: Financial Statement Analysis, Mc Graw Hill .
- 3) M. Hanif: Financial Reporting and Financial Statement Analysis, Mc Graw Hill.
- 4) Dr. Jayanta Ghosh: Financial Statement Analysis, Tee Dee Publications.

Paper Code: BBA(AM) – 502

Entrepreneurship Development

Objective :

The students develop and can systematically apply an entrepreneurial way of thinking that will allow them to identify and create business opportunities that may be commercialized successfully.

Outcome

The students will be able to envision themselves as future company decision-makers in business perspective.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
1.	Module I : Theories of Entrepreneurship , Role and importance of Entrepreneur in Economic Growth.	08
2.	Module II : Entrepreneurial Behaviours: Entrepreneurial motivation , need for achievement theory, risk-taking behaviour, innovation and Entrepreneur.	12
3.	Module III : Entrepreneurial Talents: Definitions, characteristics of Entrepreneurs , Entrepreneurial types , Functions of Entrepreneur.	10
4.	Module IV : Entrepreneurial development in India :	16

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	<p>History , objectives, stages of growth, target group, programmes, Govt. Policy towards SSI's.</p> <p>Organization Assistance : New ventures, Industrial Park (Meaning , features and examples) , Special Economic Zone (Meaning , features and examples) , Financial assistance by different agencies, small scale industries, The small industries development bank of India (SIDBI) , The State Small industries Development Corporation (SSIDC)</p>	
5.	<p>Module V: Project Feasibility Analysis : Business Ideas -Sources , processing , Input requirements , sources of financing, Technical assistance, marketing assistance, preparation of feasibility reports, Legal formalities and documentation. Entrepreneurial strategy : New Entry , Entry Strategy , Risk reduction strategy for new entry.</p>	14

Suggested readings :

- 1) Arya Kumar : Entrepreneurship , Pearson.
- 2) Lall & Sahai : Entrepreneurship, Excel Books.
- 3) Pareek, U & Venkateshwara Rao , T : Developing Entrepreneurship -a handbook on Systems, Learning Systems, New Delhi.
- 4) Chakraborty , Tridib : Introducing Entrepreneurship Development , Modern Book Agency.
- 5) Manimala ,M.J. : Entrepreneurial Policies and Strategies , TMH.

Maulana Abul Kalam Azad University of Technology, West Bengal
BBA (Aviation Management) CBCS Structure
Effective from academic session 2020-21

Paper Code: BBA(AM) – 502

Aviation Operations Research

OBJECTIVES :

After reading the subject, the students should be able to understand about Indian Society and population and analyse current social problems, and be able to suggest effective solutions for the same.

Outcome

The students should be able to understand and analyse the importance of Operations Research for profession and business.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01.	Module I:	10
	Introduction To Operation Research Meaning, Scope, Models, Linear Programming. Formulation-Application in Management Decision making related to Aviation Operation -Graphical Method only	
02	Module II:	12
	Transportation-Importance Terminologies used, Different Methods for finding initial Basic feasible solution, Assignment Problems (related to Aviation field), Importance and Characteristics of Assignment Problems, Simple Problems related to Aviation Operation.	
03.	Module III:	14
	Game Theory, Queuing Theory Types, Pure and mixed strategies with 2 people zero sum Game, Principle of dominance-Graphical solution-mx2 and 2xn types, Solving Game by Dominance Property, fundamentals and simple problems related to Aviation Operation, Replacement of Equipment (Air Port & Air Lines) that deteriorates gradually (value of money does not change with time)	

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04.	Module IV:	12
	CPM Principles Construction of Networks for Projects, Types of Floats, Slack Crash Programme	
05.	Module V:	12
	PERT-Time Scale Analysis-Critical Path Probability of completion of Project (Aviation field) -Advantages & Limitations NOTE: Theory & Problems shall be 40% and 60% respectively.	

Reference Books:

1. Kanti Swarup, Gupta R.K. Operation Research
2. Dr. S. K. Sarangi-Applied Operation Research, Himalaya Pub.

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Paper Code: BBA(AM) – 504

Sales and Distribution Management

Objective :

This course helps the students expose to the tools and strategies necessary for designing, motivating and evaluating Sales & distribution management systems for the organization.

Outcome

The subject will develop students into an effective sales and distribution professional.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
	Module I : 1) Introduction to Sales Management 2) Personal selling and salesmanship 3) Functions of Sales Executive. 4) Roles played by Sales Manager 5) Duties and responsibilities of Sales manager 6) Skills required in Sales manager. 7) Qualities of a Sale manager	08
	Module II : 1) Sales related Marketing Policies. 2) Strategic Planning , Sales objectives, Strategies and Tactics. 3) The Sales Organization.	08
	Module III : 1) Sales Department Relations. 2) Planning , Sales forecasting and budgeting	06
	Module IV : 1) Buyer -Seller Dyads 2) Theories of Selling 3) The Selling Process	06
	Module V : Sales Force Management : Job analysis / Recruitment / Selection / Training.	08
	Module VI: 1) Sales Force Management : Motivation /	08

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	Compensation / Managing expenses of sales personnel / Evaluation	
	Module VII : 1) Sales Quotas 2) Sales Territory	08
	Module VIII: 1) Distribution Channel Management - Distribution channels 2) Channel Systems. 3) Channel Management , Logistics and Managing Channels. 4) International Sales and Channel Management	08

Suggested readings:

1. Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach.
2. Kapoor, R. (2005). Fundamentals of Sales Management. Delhi. Macmillan India • Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). Sales Management: Decisions, Strategies and Cases. (5th edition). New Delhi: Prentice-Hall of India.
3. Panda, T. K. & Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press.
4. Havaladar, K. K. & Cavale, V. M. (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill.

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SEM-6

Sl.	Subject Type	Code	Subject Name	Credits			Total Credits
				L	T	P	
1.	CC	BBA(AM) 601	Cargo Management	5	1		6
2.		BBA(AM) 602	Industrial Relations	5	1		6
3.	DSE	BBA(AM) 681	Internship at Airport		1	5	6
4.		BBA(AM) 682	Capstone Project		1	5	6
Total Credit							24

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Paper Code: BBA(AM) – 601

Cargo Management

Objective :

This course shall enable students to gain a thorough insights into various operations and management of airlines, airports and cargo handling business.

Outcome

The students will be able to apply the knowledge in the dynamic business model of airlines, airports and air cargo industry.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hour
01	Module – I : Introduction to Air Cargo Operations	02
02.	Module – II : Definitions & Common Terms used in Cargo Operations	02
03.	Module – III : Air Waybill	02
04.	Module – IV : Cargo acceptance procedures	04
05.	Module – V : Cargo Rating Policy	04
06.	Module – VI : Load ability of Airbus & Boeing Aircrafts	03
07.	Module – VII : Cargo Handling Procedures	05
08.	Module – VIII : Special Cargo Handling	05
09.	Module – IX : Cargo Logistics & Supply Chain (Post Covid-19 Pandemic)	05
10.	Module – X : Air Cargo Terminals	03
11.	Module – XI :Dangerous Goods Regulations (DGR)	04
12.	Module – XII : Radioactive Materials (RAM) Regulations	02
13.	Module – XIII : The Air cargo Tariff (TACT)	04
14.	Module – XIV : Cargo documentation	04
15.	Module – XV : Civil Aviation Requirements (CAR) mandated by DGCA and ICAO.	03
16.	Module – XVI :Air Cargo Infrastructure & Services	03

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	Provided by AAI	
17	Module – XVII: E-Cargo and E-Freight	03
18.	Module – XVIII : World Cargo Trends and Developments	02
	Total	60

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Paper Code: BBA(AM) – 602

Industrial Relations

Objectives :

This course intends to make students aware of the various actors(i.e. State, ILO etc) as part of the industrial relations and understand the labour laws, issues and implications.

Outcome

The students will be able to apply the best practices that are being followed in aviation industrial relations field.

Total Credit: 6

Total hours of lectures: 60 hours

Sl.	Topic/Module	Hours
01	Module I : Discipline 1. Concept of discipline. Deviations in work behaviour. 2. Hot Stove Rule, types of discipline.	05
02.	Module II: Industrial Relations in India [15 L] 1. Concept of IR in India. Theory of Industrial Relations in India. Approaches and context of IR. 2. Growth of Trade Unionism. Structure of trade Unionism Trends in industrial Disputes. 3. Industrial disputes settlement machinery under ID Act. 4. Collective bargaining Worker's participation in Management Labour Welfare Industrial Employment (Standard Orders) Act. 5. 1946 Principles of Natural Justice. 6. The Central civil services (Conduct) Rules code of Conduct. 7. International Labour Movement: International labour Organization (ILO) – origin , objectives and functions.	18
03.	Module III : Negative Discipline [7 L] 1. Act of indiscipline or Misconduct. Cause of indiscipline and misconduct. 2. Principles of Maintenance of Discipline. 3. Base Ingredients or guidelines of a disciplinary action.	10

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	4. Warning (verbal / writing). Charge sheet. Domestic enquiry.	
04.	Module IV Positive discipline [5 L] Counselling – approaches. Process skills of positive discipline. Problems of positive discipline.	08
05.	Module V : Management of discipline [5 L] Discipline Authority. Punishment and penalties. Handling court cases.	09
06	Module VI : Grievance Management [5 L] 1. Causes and effects. Need for Grievance procedures. Discovery of grievance e procedures. 2. Essential prerequisites of grievance procedure. Steps in grievance procedures. 3. Model grievance procedure. 4. Grievance Management in Indian Industry. Guidelines for handling grievances.	10

Suggested readings :

- 1) V.S.P. Rao : Human Resource Management – Text and Cases , Excel Books.
- 2) Srivastava : industrial & Labour laws , Vikas publishing House.
- 3) S.L. Agarwal : Labour Relations Law in India , Macmillan.
- 4) C. B. Mamoria & S. Mamoria : Industrial relations in India , Himalaya Publishing House.
- 5) Venkataraman , C.S. & Srivastava, B. K. : Personnel Management and Human Resources, TMH.

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Paper Code: BBA(AM) – 681

Internship at Airport

Total Credit: 6

Time allotted : 1 month

Sl.	Units to be covered	Days
01.	Familiarization with airport terminal and working of airport operator.	06
02.	Familiarization with the airside of the airport and functioning of AOCC & Apron Control.	06
03.	Familiarization with the Cargo Complex and cargo processing	03
04.	Visit to Fire Station, CCR Hall & familiarization with Electrical installations.	01
05.	Visit to units of Air Traffic Services and CNS units.	01
06.	Visit to Flight Kitchen	01
07.	Visit to Refuelling Station	01
08.	Familiarization with airline functioning	06
	Total days	30

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Paper Code: BBA(AM) – 682

Capstone Project

Total Credit: 6

Capstone Project	
	<p>Students will have to submit a project report on one of the appended pre-decided topics (related to aviation industry) or any topic of his/her choice subject to approval of the college.</p> <ol style="list-style-type: none">1) Terminal Management2) Airside Management3) Fire & Rescue Services4) Airport Electrical Systems5) Cargo Management6) Apron Control7) AOCC8) Airport Lighting systems9) Airline Management10) Airport Security11) Flight Information System12) Airport Emergency Planning13) Airlines Customer Relationship14) Bomb Threat Contingency Planning15) Wildlife Management Planning16) Safety Management System at airport Operations.
