

SEMESTER – I

Subjects:

1. Indian Ethos and Business Ethics
2. Managerial Communication
3. Organizational Behavior and Design
4. Accounting for managers
5. English
6. Airline and Airport Management
7. Airline Operation and Scheduling

Programme Name: MBA Aviation
Subject Name: Indian Ethos and Business Ethics
Subject Code: 1150507101
Semester: I

Prerequisite: Basic knowledge of business

Objective:

- This course is designed to make the students learn the management principles lessons from historic events.
- It also aims at helping students see the application of these theories to contemporary situations

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	0	0	3	3	20/40	30/60	00	00	100

Content:

UNIT I

History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian, Value System in Work Culture, Stress Management-Meditation for mental health, Yoga

Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-

Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility

UNIT II

Introduction to Management:

Definition, Nature, Types of Managers, Managerial skills and Levels, Basic Functions of Management

Evolution of Management Theory: Scientific Management—F.W. Taylor, Henry L Gantt, Frank and Lillian Gilbreth, Theory of Henry

Fayol, Fayol's vs. Taylor's comparison. Behavioural Model of Management (Hawthorne studies), Modern Theories of Management (Systems Management School, Situational Approach School)

UNIT III

Planning:

Definition, Nature, Importance, Types of Planning, Steps in Planning

Organizing:

Concept, Definition, Formal and Informal Organisation, Organizational Structure, Span of Management, Delegation of authority, Departmentation

UNIT IV

Staffing: Definition, Factors affecting Staffing—The External and Internal Environment, Identification of Job Requirements, Job Evaluation, Recruitment, Selection, Placement, Training and development

Leadership: Definition, Leadership Characteristics, Leadership Theories

UNIT V

Directing and Controlling: Meaning of Motivation, Motives, Motivation theories; Meaning of directing & control, Need of Control, Control Process

Course Outcome:

At the end of this chapter, Student will be able to:

- Unearth the management learning hidden in our rich history.
- understand the dynamics of morality
- identify the constant in morality
- recognize the variable values in morality

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

1. Audio
2. Video
3. Power point

Books Recommended: - (minimum 3 books)

Text Books:

- T.N.Chhabra Principles and Practice of Management Dhanpat Rai & Co. New Delhi
- J.P.Pathak Fundamentals of Management Vikas Publication
- Rajeesh Viswanathan Principles of Management: Concept & Cases Himalaya Publishing House

Reference Books:

- L.M.Prasad – Principles and Practice of Management (2001) Sultan Chand and Sons -Edition- 5
- Robbins, DeCenzo and Bhattacharyya Essential of Management Pearson Publication
- Koontz, H. and Weihrich, H (1998) & (2001) Essentials Of Management (Tata McGraw Hill: New Delhi) Edition- 5 th and 10th

List of Open Source Software/learning website:

- <http://silveroakuni.ac.in/video-lecture>
- <https://nptel.ac.in/>
- <https://nptel.ac.in/courses/112/105/112105124/>

Programme Name: MBA Aviation
Subject Name: Managerial Communication
Subject Code: 1150507102
Semester: I

Prerequisite: Basic knowledge of language

Objective:

- Appraise students about the dynamics of communication in a business environment.
- Equip the students with the ability to write effectively across different formal platforms.
- Enable students to communicate orally in diverse situations.
- Facilitate the students to interpret non-verbal communication and manage it.
- Enhance the skills in view of contemporary communication scenario to fit in the fastdeveloping global arena.

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	0	0	3	3	20/40	30/60	00	00	100

Content:

UNIT I

Nature and Scope of Business Communication

- Meaning and Importance of Communications.
- Elements of Communications
- Business Communication Process
- Forms of Communication
- Organisational Communication
- Barriers of Communication & Seven C's of Communications to overcome barriers.

UNIT II

Effective Oral and Non-verbal Communication

- Listening Skills - Definition, anatomy of poor listening skills; Strategies to be a good listener

- Reading Skills - Techniques of Reading
- Effective Business Presentations
- Non-verbal Communication

UNIT III

Effective Written Communication

- Basic pattern and process of Writing Business Messages
- Format of Letters and Memos
- Types of Messages – Persuasive Messages, Negative Messages and Neutral Messages

UNIT IV

Applications at Workplace

- Job Application and Resume Writing
- Group Discussion – Protocol & Discussion Techniques
- Interviews - Types of Interviews and Strategies for success in interviews

UNIT V

Contemporary Communication Issues

- E-mails writing
- Preparing Business Reports and Proposals
- Communication in the Global context

Course Outcome:

At the end of this chapter, Student will be able to:

- Understand the scope of communication and learn its importance and implication strategies.
- Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts
- Imbibe the mechanics of writing and construct effective paragraphs which benefit in a longer composition.
- Use different forms of written communication techniques to make effective internal and external business correspondence.
- Produce different types of reports with appropriate format, organization and language.

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

4. Audio
5. Video
6. Power point

Books Recommended: - (minimum 3 books)

Text Books:

1. Lesikar, R.V; Flatley, M.E.; R.Kathryn; Pande.N (2009)11th edition. Basic Business Communication Skills: Making connections in the Digital world Tata McGraw HillPublishing Company Ltd. New Delhi.
2. Murphy H. A; Hildebrandt H.W; Thomas J.P (2011) 7th edition. Effective BusinessCommunication Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Chaturvedi P.D; Chaturvedi M 2nd edition, Business Communication: Concepts, Cases and Applications. Pearson Education

Reference Books:

- Meenakshi Raman & Prakash Singh,(Latest) Business Communication. Oxford University Press
- Mallika Rawal (2012).Business Communication. Cenage Learning
- Meeta Ghosh (2012)Business Communication Skills. Pearson Education
- Kaul, Asha Business Communication PHI
- Koneru Arun Professional Communication Tata McGraw-Hill
- Bowman, J.P. & Branchaw, P.P. (1987). Business Communications: From Process toProduct. Dryden Press, Chicago.
- Thill, J. V. & Bovee, G. L. (1993). Excellence in Business Communication. McGraw Hill

List of Open Source Software/learning website:

- <http://silveroakuni.ac.in/video-lecture>
- <https://nptel.ac.in/>
- <https://nptel.ac.in/courses/112/105/112105124/>

Programme Name: MBA Aviation
Subject Name: Organizational Behavior and Design
Subject Code: 1150507103
Semester: I

Prerequisite: Zeal to learn the subject

Objective :

- Introduce the students to prominent theories, concepts and models that are used to understand and analyze human behavior in organizations
- Familiarize students to conceptual knowledge of theory and models relevant to teamwork and group functioning in organisations.
- Develop understanding of the organisational design features that influence effectiveness and the contingencies that impact the structure of organisations.
- Gather a working understanding of organisations as institutions including issues of structure, power, politics, leadership and change.
- Synthesize and critically examine theoretical and practical implications of individual, groups and organisations dynamics at workplace.

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	0	0	3	3	20/40	30/60	00	00	100

Content:

UNIT-I

Basic context of OB:

- Meaning and definition of OB, Evolution of OB as a field of study and practice, OB model and contributing disciplines to the OB Field.

Dynamics of Individual Behavior:

- Foundations of Individual Behaviour
- Understanding Personality: Meaning and definitions of personality, functions of personality, trait and fit theories of personality, determinants of personality
- Understanding Perception and Attribution

UNIT-II

- Understanding Values and Attitude: Meaning and importance of values, how a person develops values, types of values. Understanding Attitude at work and their impact on behavior:
- Understanding Motivation at work: Theories (content and process theories) and Principles of Motivation. Applied motivational practices
- Understanding Leadership: Difference between Leader & a Manager, Theories of Leadership and Leadership Styles

UNIT-III

- Understanding Groups and Teams: Meaning, definitions and importance of working in Groups, How Groups are formed, Stages of Group Development. Teams, Difference between groups and teams, Types of teams
- Understanding Interpersonal Relations and Transactions: Johari Window as a tool for improving quality of communication. Transactional analysis Approaches to effective communication.

UNIT-IV

- Understanding Organisation Structure
- Organisational Design: Importance and Types of Organisational Design and consequences of poor design
- Managing Organizational Culture

UNIT-V

- Organizational Life Cycle
- Organizational Change Management
- Organisational Power and Politics
- Managing Organizational Conflict

Course Outcome:

At the end of this chapter, Student will be able to:

- To gain a basic knowledge of individual and group behaviour as a distinct field in management with an emphasis on practical application.
- To enhance the students' understanding of one's own behaviour and its impact on others.
- To develop a meaningful insight to diagnose and effectively deal with human behavior at the workplace.
- To develop students skills for influencing and managing individuals and groups thus enhancing personal & interpersonal skills.
- To increase students understanding of how individuals and groups influence organizations in goal achievement.

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

1. The course includes a variety of topics where students have an opportunity to build presentation strategies, technical Writing skills, technical Speaking skills, and technical Reading skills essential technical elements of Technical Communication Skills
2. The students can develop Communication Skills by using Software which is available in the Language lab.
3. Lectures with a live practical example using Projector and Computer Experiments shall be performed in the laboratory related to course contents

Text Books:

1. Organizational Behavior by Margie Parikh / Rajan Gupta, Tata McGraw-Hill Latest edition
2. Organizational Behavior by Stephen Robbins, Pearson Education Latest edition

Reference Books:

1. Organizational Behaviour by Debra L. Nelson & James C. Quick, Preetam Khandelwal, Cengage Learning Organizational Behaviour by Micheal Butler & Edward Rose, Publisher Jaico Publication
2. Management & Organizational Behavior by P.Subba Rao, Publication Himalaya Publishing House
3. Organizational Behaviour by K. Aswathappa Himalaya Publishing House
4. Organizational Behaviour by Niraj Kumar Himalaya Publishing House
5. Case in Organization Behaviour and HRM by Mirza Saiyadain, J. S. Sodhi and Rama J.Joshi, Publisher Tata McGraw-Hill
6. Understanding Organizational Behavior by Udai Pareek, Published by Oxford
7. Organizational Behavior by Mcshane and Radha Sharma Published by McGraw-Hill

Web resources:**MOOCs:**

Programme Name: MBA Aviation
Subject Name: Accounting for managers
Subject Code: 1150507104
Semester: I

Prerequisite: Zeal to learn the subject

Objective

- To acquaint the students with the fundamental principles of accounting.
- To familiarize the students with the mechanics of preparing and presentation of financial statements of an organization. It is also to understand the Accounting Policies and Standards, Guidelines involved in the preparation of Financial Statements
- To enable the students to analyze and interpret Financial Statements.
- To familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements and their uses in Managerial Decision Making

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	0	0	3	3	20/40	30/60	00	00	100

Content:

UNIT I

- Financial Accounting- Framework and fundamental: Accounting Concepts and Principles under GAAP, Accounting equation, Expenses and Income, Classification of Assets and Liabilities
- Accounting for Business Transactions (Journal to Trial Balance)
- Preparation of Financial Statements - From Trial balance to Balance sheet and profit and loss account for non corporate and corporate entities

UNIT II

- Introduction of Accounting Standards
- Valuation of Inventories (AS-2), Revenue Recognition and Recognition of Expenses (AS-9),
- Accounting for Capital Expenditure- Fixed Assets and other Assets under Indian Accounting Standards [Accounting for Fixed Assets (AS-

- 10), Depreciation Accounting (AS-6)]
- Accounting for Investment (AS-13)

UNIT III

- Financial Statement Analysis- Comparative Financial Statements, Common Size Statement
- Ratio Analysis, Earning Per Share (AS-20)

UNIT IV

- Cash Flow Analysis (AS-3)
- Segment Reporting (AS-17)
- Reporting Financial Performance and Corporate Governance Report

UNIT V

- Contemporary issues in Accounting: eXtensible Business Reporting Language (XBRL), Inflation Accounting, Human Resource Accounting, Environment accounting, Responsibility Accounting
- Computerized Accounting

Course Outcome:

At the end of this chapter, Student will be able to:

- To understand the fundamentals of financial accounting;
- To create an awareness of the importance and usefulness of the accounting function;
- To develop an understanding of financial statements and the principles and concepts underlying them;
- To lay foundation for developing the skills to interpret Financial Statements;
- To understand and proper presentation of company's Annual report; Cash flow and fund flow statement, ratio analysis;
- To review the developments in accounting

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

7. Audio
8. Video
9. Power point

Text Books:

1. Financial Accounting, Dhanesh K Khatri Tata McGraw Hill Latest edition
2. Financial Accounting A Managerial Perspective R. Narayanaswamy PHI Latest Edition
3. Financial Accounting for Management An Analytical Perspective Ambrish Gupta Pearson latest edition

Reference Books:

- Essentials of Financial Accounting (Based on IFRS) Ashish K. Bhattacharya PHI 2nd Edition
- Financial Accounting V. Rajasekaran & R. Lalitha Pearson Latest edition
- Basic Financial Accounting For Management Paresh Shah Oxford University Press latest edition
- Accounting for Management, Text & Cases S. K. Bhattacharyya and John Dearden, Vikas Publishing House Pvt. Ltd latest edition
- Financial Accounting for Management H.V. Shankaranarayana & H.R. Ramanath Cengage Learning Latest edition
- Financial Accounting for Managers T.P.Ghosh Taxmann's 4th edition
- Financial Accounting Varadraj Bapat Mehul Raithatha Tata McGraw Hill Latest edition Pvt. Ltd latest edition

List of Open Source Software/learning website:

<https://nptel.ac.in/>

<http://www.coursera.org>

Programme Name: MBA Aviation
Subject Name: English
Subject Code: 1150507105
Semester: I

Prerequisite: Zeal to learn the subject

Objective

To enable students read and write correct english

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	0	0	3	3	20/40	30/60	00	00	100

Content:

UNIT I

Essential of Grammar

- Part of speech
- Articles
- Modals
- Sentences and their types

UNIT II

Applied Grammar and Usage

- Introduction
- Subject- Verb Concord
- Using tenses

UNIT III

Speaking Skills

- Conversation
- Dialogues
- Debate

Course Outcome:

At the end of this chapter, Students

- Will know about basics of grammar
- Will be able to use grammatical rules
- Will be able to speak correct English with confidence

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

10. Audio
11. Video
12. Power point

Text Books:

- Communication skills by Sanjay Kumar and Pushp lata - second edition oxford

List of Open Source Software/learning website:

<https://nptel.ac.in/>

<http://www.coursera.org>

Programme Name: MBA Aviation
Subject Name: Airline and Airport Management
Subject Code: 1150507116
Semester: I

Prerequisite: Zeal to learn the subject

Objective

- To enable the Students to learn about management aspects of an airline and airport

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	1	0	4	4	20/40	30/60	00	00	100

Content:

UNIT I

INTRODUCTION

Evolution of Management – History of Aviation – Organization, Global, Social, and Ethical Environment – History of Indian Airline Industry – Major Players in Airline Industry – SWOT analysis in Airline Industry- Market potential on Indian Airline Industry- Current Challenges in Airline Industry- Completion in Airline Industry

UNIT II

AIRPORT MANAGEMENT

Airport Planning – Terminal planning, design and operation – Airport Operations – Airport Functions – Organization Structure of Airline sectors – Airport Authorities – Global and Indian scenario of Airport Management

UNIT III

AIR TRANSPORT SERVICES

International Trends – Emerging Indian Scenario – Private Participation: International Developments- Private Participation in Indian Airports – Environmental regulations – Regulatory Issues – Meteorological Services in Aviation – Airport fees, rates and charges

UNIT IV

INSTITUTIONAL FRAMEWORK

Roll of DGCA – slot allocation methodology followed by ATC and DGCA
- Safety Regulation – Economic Regulation – Management of Bilateral –
Aviation Security - Importance of Air Transportation Safety and Security-
Airport- Airways- Terrorism- Hijacking – Security measures- Airport
Security Programmed a Steps taken to Contend with Hijacking-
Transportation security administration – International aviation safety
assessment program

UNIT V

V CONTROLLING

Traffic Control – Airspace and Navigational aids – Controlling Process –
Coordination - Response to emergencies and airport securities – 6 Case
Studies in Airline Industry

Course Outcome:

At the end of this chapter, Student will be able to:

- Know the history of aviation
- Will know how to manage, plan and operate airlines, terminals and airports.
- Know about international and Indian emerging trends along with regulations.
- Will know about DGCA and rules related to safety along with threats and its preventions.
- Navigational aid and contingency plan

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

1. The course includes a variety of topics where students have an opportunity to build presentation strategies, technical Writing skills, technical Speaking skills, and technical Reading skills essential technical elements of Technical Communication Skills
2. Lectures conducted with Projector
3. PPT

Text Books:

- Graham.A. Managing Airports: An International Perspective – Butterworth – Heinemann, Oxford 2001
- Wells.A. Airport Planning and Management, 4th Edition McGraw- Hill, London 2000

References:

- Doganis. R. The Airport Business Routledge, London 1992
- Alexender T. Wells, Seth Young, Principles of Airport Management, McGraw Hill 2003

- P S Senguttavan Fundamentals of Air Transport Management, Excel Books 2007
- Richard de Neufille, Airport Systems: Planning, Design and Management, McGraw-Hill London 2007

List of Open Source Software/learning website:

<https://nptel.ac.in/>

<http://www.coursera.org>

Programme Name: MBA Aviation
Subject Name: Airline Operation and Scheduling
Subject Code: 1150507117
Semester: I

Prerequisite: Zeal to learn the subject

Objective

To enable the Students to learn about airport operations and scheduling

Teaching and Examination Scheme:

Teaching Scheme					Evaluation Scheme				Total Marks
L	T	P	Contact Hours	Credit	Theory		Practical		
					CIE (TH)	ESE (TH)	CIE (PR)	ESE (PR)	
3	1	0	4	4	20/40	30/60	00	00	100

Content:

UNIT I

OPTIMIZING FLOW OF NETWORKS

Airline Schedule Planning – links to operations - Time space networks – Constrained Shortest Path - MultiCommodity Flow Models – Column and Row Generation Techniques – Branch and Bound – Branch and Price cut – Computational Exercises – Passenger Mix Model

UNIT II

FLEET ASSIGNMENT PROBLEM

Basic Models and Solutions - Approaches – Shortcomings Itinerary based Fleet Assignment Model – Subnetwork based Fleet - Assignment Model and Solution Approach – Fleet Assignment Model Extension

UNIT III

CREW SCHEDULING

Crew pairing problem – Bidline Generation/ Rostering - Crew Pairing problem Models and solutions - Branch on Follow ons - Review of Results of Barnhat – Aircraft Routing Problem Models – Solutions – Approaches – Constrained Shortest Path – Branch and Price – Integrated Crew Paring – Aircraft routing

UNIT III

OPERATIONS RECOVERY

Overview of Operation Control Centre – Aircraft Passenger Delays –

Flight Postponement and Cancellation Model–Airline Operation Recovery
– Challenges- – Role of Simulation

UNIT III

ROBUST SCHEDULING

Robust Crew Scheduling – Crew Schedule Evaluation- Disruption Scenario Generation - Robust Aircraft Routing - Degradable Schedule Design; -preventing delays-minimizing the delays and disruption – maximizing recovery flexibility- Isolating delays and disruption – minimizing the expected cost of a schedule- Robust schedules by schedule planning Phase – performance metrics for Airline schedules

Course Outcome:

At the end of this chapter, Student will be able to:

- Able to plan schedule of airlines and airports
- Able to manage fleets
- Able to plan rosters.
- Able to manage operational challenges
- Able to make schedules of aircraft and crew

Teaching & Learning Methodology: -

The various methods or tools follows by the faculties to teach the above subject are:

13. Audio
14. Video
15. Power point

Text books:

- Barnhart, C., F. Lu, and R. Sheno. “Integrated Airline Scheduling.” In Operations Research in the Air Industry.

References:

- Barnhart, C., and K. Talluri. “Airline Operations Research.”
- Chebalov, S., and D. Klabjan. “Robust Airline Crew Scheduling: Move-up Crews.”

List of Open Source Software/learning website:

<https://nptel.ac.in/>

<http://www.coursera.org>