



YENEPOYA

(DEEMED TO BE UNIVERSITY)
Recognized under Sec 3(A) of the UGC Act 1956
Accredited by NAAC with 'A' Grade

YENEPOYA (DEEMED TO BE UNIVERSITY)

Deralakatte, Mangaluru -575018

REGULATIONS AND CURRICULUM GOVERNING

UNDERGRADUATE PROGRAM

BACHELOR OF COMMERCE (HONOURS)

(AVIATION AND LOGISTICS)

(REVISED CURRICULUM – AMENDED UPTO 2020)

ATTESTED


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NOTIFICATION – 39-ACM/2020 dtd. 09.09.2020

Sub: Introducing the subject 'Social Responsibility and Community Engagement' in the curriculum of BCA, BBA, B.Com and B.Sc. courses

Ref: Resolution of the Academic council at its 39th meeting held on 27.08.2020, vide agenda - 13

The Academic Council at its 39th meeting held on 27.08.2020 & subsequently the Board of Management at its 50th meeting held on 28.08.2020 have resolved to accept the proposal to introduce the subject 'Social Responsibility and Community Engagement' and to increase the total credits by two credit points, in the following BCA, BBA, B.Com and B.Sc. courses:-

1. BCA (Big Data Analytics and Computing)
2. B.Sc. (Hons) Forensic Science
3. BBA (Logistics & Port Management)
4. BBA (Aviation, Travel & tourism)
5. BBA (Entrepreneurship, International Business Analytics)
6. BBA (Aviation & Logistics)
7. BBA (Journalism, Event, Media & Communication)
8. B.Com (Hons) (International Accounting and Finance)
9. B.Com (International Management Accounting)
10. B.Com (Hons) (Aviation & Logistics)
11. B.Com (Finance, Taxation and Auditing)
12. B.Sc. (HS) (Aviation, Travel and Tourism)
13. B.Sc. (Food Science & Nutrition)



REGISTRAR

To,

The Principal, Yenepoya Institute of Arts, Science, Commerce & Management

Copy to: Controller of Examinations/File copy

B.COM (Honours) (Aviation and Logistics)

The University Grants Commission, New Delhi in its tenth plan guidelines directed the Universities in the country to implement the credit based semester scheme in both undergraduate and post-graduate programmes. The Credit Based Semester Scheme makes the product of a University at par with the global practices in terms of academic standards and evaluation strategies. In the emerging scenario of Internationalization of Indian Higher Education, it is imperative that the Universities in India should follow this system so that the mobility of their products both within and across the geographical jurisdiction becomes possible. Hence the Yenepoya University is adopting the credit based semester scheme in its undergraduate degree programme of B.COM (Honours) (Aviation and Logistics) effective from the academic year 2019-20.

Aviation, hospitality and logistics industries are in for exponential growth. The aviation industry is expected to grow at a compounded annual growth rate of over 25%. Europe needs 400 airports and 300 aircraft in the next decade. Also, the hospitality industry is one of the fastest growing sectors in the whole world.

The International Air Transport Association (IATA) predicts that 2019 will mark the tenth year of profit and the fifth consecutive year where airlines deliver a return on capital that exceeds the industry's cost of capital. The latest data of the three months ending October released by IATA, indicates that the cargo business is slowing but is still in a good shape. The moderation is consistent with slowdowns in FTK growth seen at the end of the global inventory restocking cycles in the past.

Bachelor of Commerce is very popular academic degree in all over the world. A combination of Commerce, Logistics, Aviation, Art, Science & Technology are taking place in the degrees that we propose to offer. This sector is predicted to become the world's largest industry by the year 2020, generating enormous opportunities for well qualified individuals armed with credentials from an elite institute like Yenepoya University. These Graduates will be in great demand to assume exciting and rewarding positions anywhere in the World.

B.COM degree holders will stand to gaining pursuing M.Com and MBA. The added specializations like Aviation and Logistics would provide the students of Dakshina Kannada district ample chances to work in the Industry. Being in a coastal town where the major revenue comes from exports, the students completing their degree programme would stand a better chance of getting employed in the shipping, aviation, exports and imports and other allied industries. Many foreign countries prefer hiring people from India to manage their most difficult asset – human resource. High earning jobs are spread in US, UK, Canada and Middle East markets, and our specializations would offer our students a better chance at gaining employment abroad. Cabin crew hired by international airlines stand to earn salaries as high as EUR 6,000/- per month.

Programme Outcomes

Yenepoya University proposes to conduct B.COM (Aviation and Logistics) course with the following Goals;

To provide a strong foundation and theoretical and practical skills of the functioning of commercial organisations in aviation, travel and logistics.

To provide the employability competencies required for job profiles of airline transport, cargo companies, travel agencies, ground staff, cabin crew, tour operators, traffic assistance, customer services, counter staff and in hospitality organisations also.

Programme Specific Outcomes

To develop competency in students to pursue higher level programmes such as M.Com, MBA, PhD or other Master Programmes in Logistics and Aviation.

- 1) To enhance employability and to be able to take up challenging job assignments in service sector.
- 2) To develop the conceptual and practical skills of the students aimed at the intellectual pursuit of knowledge of Commerce, Logistics, Aviation and Management.
- 3) To help understand methods and processes of logistics and aviation in every area of activity.
- 4) To expose them to the areas of application of knowledge in business firms and service sector organizations.
- 5) To enable them to acquire complete basic and intermediary practical knowledge of various Commerce, Logistics and Aviation subjects with the sole purpose of making them self-dependent and easily employable.

Academic year of Adopting the Syllabus:

This programme will be implemented with effect from the academic year 2019-20 onwards.

Duration of the Course

The duration of the course shall be three years. Each academic year shall be divided into two semesters. The first academic year shall comprise the first and second semesters, the second academic year, the third and fourth semesters, and the third academic year as the fifth and sixth semesters.

Eligibility

A candidate who has passed the two years Pre-University Examination conducted by the Pre-University Education Board in the State of Karnataka or any other examination considered as equivalent thereto by University is eligible for admission to these programmes.

Selection Process

Application forms will be available in the official website of Yenepoya University (www.yenepoya.edu.in) and the college office for the applicants. A merit list will be prepared of selected candidates based on the 12th class marks /PUC marks. Reservation of seats will be followed as per the university bye laws.

Total Intake of Students

150 students will be registered per year for the course.

Medium of Instruction

The medium of instruction and examination shall be English.

Minimum Course Curriculum for Undergraduate Courses under Choice Based Credit System

Ministry of Human Resource Development (HRD), Govt. of India, has already initiated the process for developing New Education Policy (NEP) in our country to bring out reforms in Indian education system. University Grants Commission (UGC) participates more actively in developing National Education Policy, its execution and promotion of higher education in our country. The UGC has already initiated several steps to bring equity, efficiency and academic excellence in National Higher Education System. The important ones include innovation and improvement in course- curricula, introduction of paradigm shift in learning and teaching pedagogy, examination and education system.

The education plays enormously significant role in building of a nation. There are quite a large number of educational institutions, engaged in imparting education in our country. Majority of them have entered recently into semester system to match with international educational pattern. However, our present education system produces young minds lacking knowledge, confidence, values and skills. It could be because of complete lack of relationship between education, employment and skill development in conventional education system. The present alarming situation necessitates transformation and/or redesigning of education system, not only by introducing innovations but developing “learner-centric approach in the entire education delivery mechanism and globally followed evaluation system as well.

Majority of Indian higher education institutions have been following marks or percentage based evaluation system, which obstructs the flexibility for the students to study the subjects/courses of their choice and their mobility to different institutions. There is need to allow the flexibility in education system, so that students depending upon their interests and aims can choose inter-disciplinary, intra-disciplinary and skill-based courses. This can only be possible when choice based credit system (CBCS), an internationally acknowledged system, is adopted. The choice based credit system not only offers opportunities and avenues to learn core subjects but also exploring additional avenues of learning beyond the core subjects for holistic development of an individual. The CBCS will undoubtedly facilitate us bench mark our courses with best international academic practices. The CBCS has more advantages than disadvantages.

Advantages of the choice based credit system

Shift in focus from the teacher-centric to student-centric education.

Student may undertake as many credits as they can cope with (without repeating all courses in a given semester if they fail in one/more courses).

CBCS allows students to choose inter-disciplinary, intra-disciplinary courses, skill oriented papers (even from other disciplines according to their learning needs, interests and aptitude) and more flexibility for students).

CBCS makes education broad-based and at par with global standards. One can take credits by combining unique combinations. For example, Physics with Economics, Microbiology with Chemistry or Environment Science etc.

CBCS offers flexibility for students to study at different times and at different institutions to complete one course (ease mobility of students). Credits earned at one institution can be transferred.

Choice Based Credit System (CBCS)

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin with and across countries. The uniform grading system will also enable potential employers in assessing the performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

1. Outline of Choice Based Credit System

1.1 Core Course A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

2. Elective Course Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other

discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.

2.1 Discipline Specific Elective (DSE) Course Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).

2.2 Dissertation/Project An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project.

2.3 Generic Elective (GE) Course An elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure is called a Generic Elective.

P.S. A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as Generic Elective.

3. Ability Enhancement Compulsory Courses (AECC) The Ability Enhancement (AE) Courses may be of two kinds Ability Enhancement Compulsory Courses (AECC) and Skill Enhancement Courses (SEC). "AECC" courses are the courses based upon the content that leads to Knowledge enhancement; i. Environmental Science and ii. English/MIL Communication. These are mandatory for all disciplines. SEC courses are value-based and/or skill-based and are aimed at providing hands-on-training, competencies, skills, etc.

3.1 Ability Enhancement Compulsory Courses (AECC) Environmental Science, English Communication/MIL Communication.

3.2 Skill Enhancement Courses (SEC) These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. Introducing Research Component in Under-Graduate Courses.

Project work/Dissertation is considered as a special course involving application of knowledge in solving / analyzing /exploring a real life situation / difficult problem. A Project/Dissertation work would be of 6 credits. A Project/Dissertation work may be given in lieu of a discipline specific elective paper.

4. Implementation

The CBCS may be implemented in Central/State Universities subject to the condition that all the stakeholders agree to common minimum syllabi of the core papers and at least follow common minimum curriculum as fixed by the UGC. The allowed deviation from the syllabi is 20 % at the maximum.

The universities may be allowed to finally design their own syllabi for the core and elective papers subject to point no. 1. UGC may prepare a list of elective papers but the universities may further add to the list of elective papers they want to offer as per the facilities available.

Number of Core papers for all Universities has to be same for both UG Honours as well as UG Program.

Credit score earned by a student for any elective paper has to be included in the student's overall score tally irrespective of whether the paper is offered by the parent university (degree awarding university/institute) or not.

For the introduction of AE Courses, they may be divided into two categories

AE Compulsory Courses the universities participating in CBCS system may have common curriculum for these papers. There may be one paper each in the 1st two semesters viz. (i) English/MIL Communication, (ii) Environmental Science.

Skill Enhancement Courses The universities may decide the papers they may want to offer from a common pool of papers decided by UGC or the universities may choose such papers themselves in addition to the list suggested by UGC. The universities may offer one paper per semester for these courses. The university/Institute may plan the number of seats per elective paper as per the facility and infrastructure available.

An undergraduate degree with Honours in a discipline may be awarded if a student completes 14 core papers in that discipline, 2 Ability Enhancement Compulsory Courses (AECC), minimum 2 Skill Enhancement Courses (SEC) and 4 papers each from a list of Discipline Specific Elective and Generic Elective papers respectively.

An undergraduate Program degree in Science disciplines may be awarded if a student completes 4 core papers each in three disciplines of choice, 2 Ability Enhancement Compulsory Courses (AECC), minimum 4 Skill Enhancement Courses (SEC) and 2 papers each from a list of Discipline Specific Elective papers based on three disciplines of choice selected above, respectively.

An Undergraduate program degree in Humanities/ Social Sciences/ Commerce may be awarded if a student completes 4 core papers each in two disciplines of choice, 2 core papers each in English and MIL respectively, 2 Ability Enhancement Compulsory Courses (AECC), minimum 4 Skill Enhancement Courses (SEC), 2 papers each from a list of Discipline Specific Elective papers based on the two disciplines of choice selected above, respectively, and two papers from the list of Generic Electives papers.

The credit(s) for each theory paper/practical/tutorial/project/dissertation will be as per the details given in A, B, C, D for B.Sc. Honours, B.A./B.Com. Honours, B.Sc.Program and B.A./B.Com. Program, respectively.

Wherever a University requires that an applicant for a particular M.A./M.Sc./Technical/Professional course should have studied a specific discipline at the undergraduate level, it is suggested that obtaining 24 credits in the concerned discipline at the undergraduate level may be deemed sufficient to satisfy such a requirement for admission to the M.A./M.Sc./Technical/Professional course.

Proposed Scheme for Choice Based Credit System

	CORE COURSE (14)	Ability Enhancement Compulsory Course (AECC) (2)	Skill Enhancement Course (SEC) (2)	Elective Discipline Specific DSE (4)	Elective Generic (GE) (4)
I	C 1	(English/ MIL Communication)/ Environmental Science			GE-1
	C 2				
II	C 3	Environmental Science/(English/ MIL Communication)			GE-2
	C 4				
III	C 5		SEC -1		GE-3
	C 6				
	C 7				
IV	C 8		SEC -2		GE-4
	C 9				
	C 10				
V	C 11			DSE-1	
	C 12			DSE -2	
VI	C 13			DSE -3	
	C 14			DSE -4	

Details of courses under B.COM

Course	Theory + Practical	Theory + Tutorial	*Credits
I. Core Course			
(14 Papers)		14X4= 56	14X5=70
Core Course Practical / Tutorial*			
(14 Papers)		14X2=28	14X1=14
II. Elective Course (8 Papers)			
A.1. Discipline Specific Elective		4X4=16	4X5=20
(4 Papers)			
A.2. Discipline Specific Elective			
Practical / Tutorials*		4 X 2=8	4X1=4
(4 Papers)			
B.1. Generic Elective/			
Interdisciplinary		4X4=16	4X5=20
(4 Papers)			
B.2. Generic Elective			
Practical / Tutorials*		4 X 2=8	
4X1=4			
(4 Papers)			
*Optional Dissertation or project work in place of one Discipline Specific elective paper (6 credits) in 6th Semester			
III. Ability Enhancement Courses			
1. Ability Enhancement			
Compulsory Courses (AECC)		2 X 2=4	2 X 2=4
(2 Papers of 4 credits each)			
Environmental Science			
English Communication/MIL			
2. Skill Enhancement Courses (SEC)			
(Minimum 2, Max. 4)		2 X 2=4	2 X 2=4
(2 Papers of 4 credits each)			
		Total credit= 140	Total credit= 140

Institute should evolve a system/policy about ECA

GeneralInterest/Hobby/Sports/NCC/NSS/related courses on its own. *wherever there is a practical there will be no tutorial and vice-versa.

5. Co-Curricular and Extra Curricular Activities

A student shall opt for any one of the following activities in the first four semesters offered in the college

A) N.S.S.

B) Sports and Games

C) Other Co-Curricular and Extra-Curricular Activities as prescribed by the university
Evaluation of Co-and Extra Curricular Activities is as per the procedure evolved by the university from time to time.

6. Attendance and Change of Subjects

A candidate shall be considered to have satisfied the requirement of attendance for a semester if he/she attends not less than 75% of the number of classes held including EC & CC.

A candidate who does not satisfy the requirement of attendance even in one subject shall not be permitted to take the whole University examination of that semester and he/she shall seek re-admission to that Semester in a subsequent year.

Whenever a change in a subject is permitted the attendance in the changed subject shall be calculated by taking into consideration the attendance in the previous subject studied by the candidate.

If a candidate represents his/her Institution/University/ Karnataka State/ Nation in Sports/ NSS/ Cultural or any officially sponsored activities he/she may be permitted to claim attendance for actual number of days participated, based on the recommendation of the Head of the Institution concerned. If a candidate is selected to participate in national level events such as Republic Day Parade etc., he/she may be permitted to claim attendance for actual number of days' participation based on the recommendation of the head of the Institution concerned.

7. Teaching Learning Methodology

The instructors will choose the pedagogy according to the course content and its applications from the methods provided below.

Lectures, Class discussions, reading assignments, Discussion groups. Lecture-demonstration, Student Presentation, Panel discussion by student panels from the class. Student reports by individuals, Student-group reports. Debate (informal) on current issues by students Forums Bulletin boards, Small groups such as task oriented, discussion, Textbook assignment. Reading assignments in journals, monographs, Assignment to outline portions of the textbook, Assignment to outline certain supplementary readings, Debates (formal). Crossword puzzles Maintaining Portfolios / Diaries. Reports on published research studies, Library research on topics or problems. Written book reports by students, Interviews, Audio-tutorial lessons, Open textbook study, Committee projects--small groups, Individual projects, Quiz, Use of dramatization, skits, plays (street plays), Student construction of diagrams, charts, or graphs, making of posters by students, Problem solving or case studies. Use of flip chart board by instructor as aid in teaching, Use of diagrams, tables, graphs, and charts by instructor in teaching. Use of displays by instructor, Use of slides, Use of motion pictures, educational films, videotapes. Use of recordings (Ted Talks). Role playing, peer teaching. Coaching: special assistance provided for students having difficulty in the course. VIVA, Filling out forms (income tax, checks). Visit an "ethnic" locations or commercial establishments or community. On the job training, specialize in other countries and in India Visit an employment agency. Campaigning, Volunteering, Prepare mock newspaper on specific topic or era, an entrepreneurial activity. Writing reports or project proposals.

8. Examination Structure for written exam

	Marks
Internal Assessment	25
Final Examination	75
	100

9. Continuous Internal Assessment (CIA)

Internal Assessment for each course is continuous, and details for each test are notified well in advance. CIA consists of the following

SN	Internal Assessment for 25 marks	Marks
1	One Internal Written examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/ Class Interaction /Attitude	10

10. The marks of the internal assessment shall be published on the notice board of the college for information of the students.

11. Registration for Examinations

A candidate shall register for all the papers of a semester when he/she appears for the examination of that semester for the first time.

12. Conduct of Examinations

There shall be examinations at the end of each semester, ordinarily during November/December for odd semesters and during April/May for even semesters, as prescribed in the Scheme of Examinations.

13. Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

14. Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

Question paper pattern

Duration: 3 Hours

Maxi. Marks:75

Section A

Answer the following Questions

(1X15=15)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Section B

Answer any THREE of the Questions

(10 X3=30)

- 16.
- 17.
- 18.
- 19.
- 20.

Section C

Answer any TWO Questions

(15 X2=30)

- 21.
- 22.
- 23.
- 24.

15. Minimum for a Pass

No candidate shall be declared to have passed the Semester Examination (except in Co-curricular and extracurricular activities) unless he/she obtains not less than 40% marks in the aggregate of written examination and internal assessment put together in each of the subjects. There is no minimum mark in Internal Assessment, but Candidate should get minimum 40% in external examination.

If a candidate fails in any subjects, he/she shall appear for that subject only at any subsequent regular examination, within the maximum 6 years from date of registration prescribed for completing the programme.

16. Re-totalling

All theory examination papers will be evaluated by two examiners (one internal and one external). There will not be any revaluation of the papers. However, the students can apply for re-totalling after submitting the application and necessary fees.

17. With Holding of Results

Results will be withheld when a student has not paid his/her dues or there is a case of disciplinary action pending against him/her.

18. Carry Over

A candidate who fails in a lower semester examination may go to the higher semester and take the examination.

19. Classification of Successful Candidates

Grading System for Choice Based Credit System (CBCS) - The College adopts a ten-point grading system.

Conversion of credit(s) into grade(s) The following illustrations could be taken as an example for computing SGPA and CGPA from credits for Honours courses in all disciplines, degree Program courses in Science subjects and degree Program courses in Humanities, Social Sciences and Commerce subjects

20. Grades and Grade Points

Letter Grade	Grade Point
O (Outstanding)	10
A+ (Excellent)	9
A (Very Good)	8
B+ (Good)	7
B (above average)	6
C (Average)	5
P (Pass)	4
F (Fail)	0
Ab (Absent)	0

A student obtaining Grade F shall be considered failed and will be required to reappear in the examination.

For non-credit courses 'Satisfactory' or 'Unsatisfactory' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

The Universities can decide on the grade or percentage of marks required to pass in a course and also the CGPA required to qualify for a degree taking into consideration the recommendations of the statutory professional councils such as AICTE, MCI, BCI, NCTE etc.

21. Illustration of Computation of SGPA and CGPA and Format for Transcripts Honours

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)	SGPA (Credit Point/Credit)
Semester I					
C-1	06	A	8	48	
C-2	06	B+	7	42	
AECC-1	02	B	6	12	
GE-1	06	B	6	36	
Total	20			138	6.9 (138/20)
Semester II					
C-3	06	B	6	36	
C-4	06	C	5	30	
AECC -2	02	B+	7	14	
GE-2	06	A+	9	54	
Total	20			134	6.7 (134/20)
Semester III					
C-5	06	A+	9	54	
C-6	06	O	10	60	
C-7	06	A	8	48	
SEC -1	02	A	8	16	
GE-3	06	O	10	60	
Total	26			238	9.15 (238/26)
Semester IV					
C-8	06	B	6	36	
C-9	06	A+	9	54	
C-10	06	B	6	36	
SEC -2	02	A+	9	18	

GE-4	06	A	8	48	
Total	26			192	7.38 (192/26)
Semester V					
C-11	06	B	6	36	
C-12	06	B+	7	42	
DSE-1	06	0	10	60	
DSE-2	06	A	8	48	
Total	24			186	7.75 (186/24)

Semester VI					
C-13	06	A+	9	54	
C-14	06	A	8	48	
DSE-3	06	B+	7	42	
DSE-4	06	A	8	48	
Total	24			192	8.0 (192/24)
CGPA					
Grand Total	140			1080	7.71 (1080/144)

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 20; SGPA: 6.9	Credit: 20; SGPA: 6.7	Credit: 26; SGPA: 9.15	Credit: 26; SGPA: 7.38

Semester 5	Semester 6
Credit: 24; SGPA: 7.75	Credit: 24; SGPA: 8.0

Thus, $CGPA = (20 \times 6.9 + 20 \times 6.7 + 26 \times 9.15 + 26 \times 7.38 + 24 \times 7.75 + 24 \times 8.0) / 140 = 7.71$

22. Rejection of Results

A candidate may be permitted to reject the result of the whole examination of any semester. Rejection of result paper-wise/subject-wise shall not be permitted. A candidate who has rejected the result shall appear for the immediately following regular examination.

The rejection shall be exercised only once in each semester and the rejection once exercised cannot be revoked.

Application for rejection along with the payment of the prescribed fee shall be submitted together to the controller of examination of university through the College with the original statement of marks within 30 days from the date of publication of the result.

A candidate who rejects the result is eligible for only class and not for ranking.

23. Transfer of Admission

Transfer of admissions to other university is permissible only on mutual agreement with the other university. A candidate migrating from any other university may be permitted to join III/V Semester of the degree programme provided he/she has passed all the subjects of previous semesters/years as the case may be. Such candidates must satisfy all other conditions of eligibility stipulated in the regulations of Yenepoya University. Conditions for transfer of admission of students of other universities

He/she shall fulfil the attendance requirements as per the Yenepoya University Regulations.

His / Her transfer of admission shall be within the intake permitted to the college.

The candidate who is migrating from other universities is eligible for overall class and not for ranking. He / She shall complete the programme as per the regulation governing the maximum duration of completing the programme.

24. The Details of Course Structure and Assessment

Semester	Course Code	Course Name	Marks			Total Marks
			Total Credits	Internal	External	
I	BAL101	Financial Accounting I	6	25	75	100
	BAL102	Introduction to Aviation Industry	6	25	75	100
	BAL103	Human Rights, Gender and Environmental Studies	2	25	75	100
	BAL104	Principles of Management	4	25	75	100
	BAL105	Business Communication & Personal Development	2	25	75	100
	Total			20	125	375
II	BAL201	Financial Accounting II	6	25	75	100
	BAL202	Introduction to Logistics	6	25	75	100
	BAL203A BAL203B BAL203C	Any ONE of the following a) English b) Hindi c) Kannada	2	25	75	100
	BAL204	Human Resource Management	4	25	75	100
	BAL205	Constitution of India	2	25	75	100
	BAL 206	Social Responsibility and Community Engagement	2	CIA		100
	Total			22	125	375
III	BAL301	Business Statistics	6	25	75	100
	BAL302	Aviation and Hospitality Management	6	25	75	100
	BAL303	Airfare, Ticketing practice and Commercial Geography	6	25	75	100
	BAL304	Computer Application in Business	2	25	75	100
	BAL305	Corporate Accounting	4	25	75	100
	BAL306	Business Environment and Ethics	2	25	75	100
	Total			26	150	450
IV	BAL401	Cost Accounting	6	25	75	100
	BAL402	Introduction to Air Cargo Management	6	25	75	100
	BAL403	Airport Infrastructure principles	6	25	75	100
	BAL404	E-Commerce	2	25	75	100
	BAL405	Managerial Economics	2	25	75	100
	BAL406	Research Methodology	4	25	75	100

		Total	26	150	450	600
*BAL506-Internship (6 weeks)refer syllabus in Sem V						
V	BAL501	Airline & Airport Management	6	25	75	100
	BAL502	Aviation Law, Aircraft rules & Regulations	6	25	75	100
	BAL503A BAL503B	Any ONE of the following a) Income Tax b) Business Law	4	25	75	100
	BAL504A BAL504B	Any ONE of the following a) Digital Marketing b) Total Quality Management	2	25	75	100
	BAL505A BAL505B	Any ONE of the following a) Auditing and Corporate Governance b) Management Accounting	4	25	75	100
	BAL506	Internship Project Evaluation & Viva*	2	CIA		100
	Total		24	125	375	600
VI	BAL601	Business Mathematics	6	25	75	100
	BAL602	Financial Management	6	25	75	100
	BAL603A BAL603B	Any ONE of the following a) Goods & Services Tax & Customs Duty b) Organisational Behaviour	4	25	75	100
	BAL604A BAL604B	Any ONE of the following a) Indian Financial System b) Principles and Practice of Banking	2	25	75	100
	BAL605	Marketing Management	4	25	75	100
	BAL606A BAL606B	Any ONE of the following a) Corporate Law b) International Business Management	2	25	75	100
	Total		24	150	450	600
	Grand total credits of (I,II,III,IV,V and VI Semester)			142	825	2475

* SWAYAM courses may be undertaken as choice for any of the four and two credit modules.

25. SWAYAM COURSE GUIDELINES (For Students) Minimum 8 credits and a maximum of 20 credits of MOOC credits is permitted.)

Guidelines for opting MOOC subjects as elective or open elective (Any of the 4 credit or 2 credit subjects) Core 6 credit courses are not electives.

25.1. At the time of selecting any Elective or Open Elective, student can opt for a MOOC subject of same credit or one credit less.

25.2. Process for opting MOOC subject by the student:

Student identifies a MOOC subject on SWAYAM portal (<https://swayam.gov.in>).

Student informs Departmental Swayam Coordinator (DSC) about it.

DSC gives the code of the subject to the student.

Students will apply online through SMS or mobile app.

After the process the student enrolls/registers in the subject on SWAYAM portal (<https://swayam.gov.in>).

Student will inform DSC after registering and enrolling on SWAYAM portal.

25.3. After the completion of the subject, a copy of the certificate of completion with the marks obtained is to be submitted to the DSC.

25.4. Credit Conversion:

If credit for MOOC subject taken by the student matches with the credit of Departmental elective or Open elective, then no conversion is needed and same breakup for CA (online assignments) and ESE (Proctored exam) will be taken.

Conversion of 3 credit MOOC subject to 4 credit subject or 2 credits MOOC subject to 3 credit subject:

End Semester Exam (ESE) 50 Marks	Continuous Assessment (CA) 50 Marks			
	Proctored Exam (as per MOOC mark sheet scaled to 50)	Online Assignments (as per MOOC mark sheet)	Presentation 1 (to be conducted by departmental committee)	Presentation 2 (to be conducted by departmental committee)
Marks distribution	50	25	10	15
Marks required to Pass	ESE(out of 50) + Online assignment (out of 25)=30 marks		P1+P2=11 marks	

BAL101 Financial Accounting

(Total Hours 90)

Goal This paper is to help the students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions.

Objectives

- To develop and understand the nature and purpose of financial statements in relationship to decision making.
- To develop the ability to use the fundamental accounting equation to analyze the effect of business transactions on an organization's accounting records and financial statements.
- To develop the ability to use a basic accounting system to create (record, classify, and summarize) the data needed to solve a variety of business problems.
- To develop the ability to use accounting concepts, principles, and frameworks to analyze and effectively communicate information to a variety of audiences.

Course Content

Unit 1 Theoretical Framework:

Accounting as an information system- The users of financial accounting information and their needs - Qualitative characteristics of accounting information. Functions - advantages and limitations of accounting, Branches of accounting - Bases of accounting- cash basis and accrual basis.

The nature of financial accounting principles– Basic concepts and conventions: entity, money measurement, going concern, cost, realization, accruals, periodicity, consistency, prudence (conservatism), materiality and full disclosures.

Financial accounting standards-Concept, benefits, procedure for issuing accounting standards in India. Salient features of First-Time Adoption of Indian Accounting Standard (Ind-AS) 101. International Financial Reporting Standards (IFRS): Need and procedures.

Accounting Process- From recording of a business transaction to preparation of trial balance.

Unit 2 Depreciation accounts:

The nature of depreciation. The accounting concept of depreciation. Factors in the measurement of depreciation. Methods of computing depreciation: straight line method and diminishing balance method; Disposal of depreciable assets-change of method.

Unit 3 Financial Statement of Non-Corporate Entities

Final Accounts Capital and revenue expenditures and receipts: general introduction only. Preparation of financial statements of non-corporate business entities.

Unit 4 Accounting for Hire Purchase and Instalment Systems

Accounting for Hire-Purchase Transactions, Journal entries and ledger accounts in the books of Hire Vendors and Hire purchaser for large value items including Default and repossession.

Unit 5 Consignment Accounts and Joint Venture

Consignment: Meaning - Valuation of Consignment Stock and Abnormal Loss (including higher invoicing)

Journal entries and Ledger accounts in the books of Consignor and Consignee.

Joint Venture: Accounting procedures: Joint Bank Account, Records Maintained by Co-venturer of (a) all transactions (b) only his own transactions. (Memorandum joint venture account).

Unit 6 Rectification of Errors

Classification of Errors, Rectification of Errors: Before Preparing the Trial Balance, after preparing the Trial Balance and before preparing Final Accounts, after preparing the Final Accounts. Rectification in the next Trading period, Profit & Loss Adjustment Account.

Suggested Readings:

- Robert N Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Text and Cases. McGraw- Hill Education, 13th Ed. 2013.
- Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson Education.
- J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi.
- M.C.Shukla, T.S. Grewal and S.C.Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
- S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
- Deepak Sehgal. Financial Accounting. Vikas Publishing H House, New Delhi.
- Bhushan Kumar Goyal and HN Tiwari, Financial Accounting, International Book House
- Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.
- Tulsian, P.C. Financial Accounting, Pearson Education.
- Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
- B. S Raman, Financial Accounting, Mangalore, Vol: II/ 1stedn/United Publishers; 2009.
- R L Gupta, M Radhaswamy: Financial Accounting, First Edition: New Delhi; Sulthan Chand and Sons; 2011.
- S P Jain, K L Narang; Advanced Accountancy; Volume.01, New Delhi, Kalyani Publishers; 2012.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/	2 Questions x 10 marks each	20 Marks

	case studies/essay type questions		
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL102 Introduction to Aviation Industry

(Total Hours 90)

Goals The objective of this course is to familiarise students with basis of aviation. This course is of vital importance to Aviation Students, where they will be learning about the techniques and methodologies used in protecting passengers, crew, baggage, cargo, mail, ground personnel, aircraft and property of Airports. Students will familiarize with Safety and Security in Air Transportation. On successful completion of this course, the students will understand Safety Culture in Airlines Nature of Accidents and Managing Human Errors.

Objectives:

By the end of this course, a student will

- Define and state the principles of the Aviation industry of the context of Airline terminal management.
- Describe the role of travel agents and approved travel agencies in managing tourist's experiences.
- Differentiate between domestic international tourists need in expectation in providing services.

Course content

Unit 1 Introduction

Principles of Aviation, the Evolution of Aviation, Growth Drivers, Issues & Challenges. Importance of Personality Development. Commercial Aviation-Air Taxi Operations. Private Operation- Airport Handling. Functions of IATA-ICAO - Aims and Goals. IATA Geography and Global indicators.

Unit 2 Introduction to Airline Industry

History – Regulatory bodies – navigation systems – air transport system – functions – customers – standardization - management – airside – terminal area – landside operations – civil aviation – safety and security – aircraft operator's security program – security v/s facilitation – ICAO security manual – training and awareness – rescue and firefighting – issues and challenges – industry regulations – future of the industry.

Unit 3 Airlines Terminal Management

Airline Operational Management- Domestic- International Departure Formalities, Security Check- In. Hand Baggage Screening Personal Frisking- Boarding the Plane, Ground

Announcements. Handling of Delayed Flight-Disruptive Flights. Ramp Handling & Ramp Safety- Procedure

Unit 4 Major accident analysis & managing human errors

Identifying root causes of Human Errors - Human Reliability Assessment - Safety cultures in Airlines - Threat and Error Management (TEM) - Mid-Air Collisions - Runway Incursions - Weather Factors - Human Factors and Mechanical Failures

Nature of accidents, major issues: a contemporary assessment

Causes of Accidents - Major Aviation Disasters: Case Studies - Statistics of Aviation Disasters - Investigation, Analysis and Reporting Psychological Aspects and Training - Bird Strike: Airport Operators 'responsibilities - Airside Discipline - Maintenance of Airport and Aircraft

Unit 5 Crew Resources Management

Evolution and Basics - Flight Control Crew Management - Maintenance Resource Management Impact of CRM in Aviation Safety CRM Training Evolution and CRM Desired Skills - Performance Standards for Instructors in CRM - CRM Standards and Training - CRIMs (CRM Instructors) and CRIMEs (CRM Instructor Examiners)

Unit 6 Public Relations and essential in Aviation

Issues in PR: Airport Operators, Air Operators, Security Requisites of a Good PR professional – Challenges: Accessibility, Integrity of Information and Neutrality Handling the media - Types and Role of Media Handling - Do's and Don'ts in Media Handling - Preparation for Elective Media Handling - Electronic Media

Public Relations and Crisis Management at Airports

Crisis at an Airport - Preparing for a Crisis - Managing the Crisis - PR: The Role during Crisis- Four Steps Public Relations Process, Defining PR Problems, Planning and Programming, Taking Action and Communicating.

Unit 7 Technological Improvements on Aviation Safety and Security

Technological Improvements on Aviation Safety and Security -Introduction- Microwave Holographic Imaging -Body or Fire Security Scanner -New Generation of video Security Systems -Bio simmer – Biometric Systems, Metal Detectors-X Ray Inspections, Passive and Active Millimetres-Trace- Detection Techniques. - The way on Drug and Explosives.

Suggested Reading

- Aviation and Airport Security: Terrorism and Safety Concerns, Kathleen M. Sweet
- Aviation Safety Programs: A Management Handbook – Richard Wood.
- Commercial Aviation Safety, 5th Edition by Clarence Rodrigues
- Contemporary logistics: an international Approach-Chris Cooper&C.Michael Hail
- Human Resource Management for Logistics, Hospitality and Leisure Industries: An International Perspective by Tom Baum
- International cases in Logistics Management-Susan Horner&John Susan Brooke
- International Logistics by H.L.Bhattia
- Ministry of Tourist/Railways/Civil Aviation: Annual Report
- Philip Kotler: Marketing management (Millennium edition), prentice hall of India P (ltd),New Delhi 2001
- Practical Aviation Security, Second Edition: Predicting and Preventing Future Threats – Jeffrey Price.
- Stephen Shaw " Airline Marketing and Management " Ashgate Sixth Edition.
- The International Marketing of Travel and Logistics: A Strategic approach by Francois Vellas& Lionel Becherel
- Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill
- Risk Management and Error Reduction in Aviation Maintenance – Manoj
- S. Patankar and James C. Taylor – Ashgate Publishing Ltd.
- Marketing Management –Ramaswamy&Namakumari –MacMillan
- Principles of Marketing Management – Phillip Kotler
- Services Marketing – Indian experiences – Ravishankar, South Asia publication 1998, Delhi Services Marketing- Text & Readings – P.K. Sinha& S.C. Sahoo – Himalaya, Mumbai
- Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill
- Aviation and Airport Security: Terrorism and Safety Concerns,
- IATA Manual on Diploma in Travel & Tourism Management
- Aviation and Airport Security – Kathleen M. Sweet –Pearson Education Inc.
- Aviation in Crisis – Ruwantissa I.R. Abeyratne – Ashgate Publishing Ltd.
- Aviation Safety Programs – Richard H. Wood – Jeppesen Sanderson In

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL103 Human Rights, Gender and Environmental Studies

(Total hours 30)

Goals This course is to familiarize the students with the key concepts from economic, political, and social analysis as they pertain to the design and evaluation of environmental policies and institutions. The course familiarises the students with the rights of citizens in general and the marginalized groups in particular, and assess the institutional and policy measures which have been taken in response to the demands of various movements. Conceptual dimensions, international trends and the Indian experience form the contents of the course.

Objectives: By the end of this course, a student will

- Explain the rights of a citizen and various policies of gender equality
- Define and state the importance of the concepts of Environmental Studies to address complex environmental issues from a problem-oriented, interdisciplinary perspective.

Course content

Unit 1 Understanding Social Inequality

Caste, Gender, Ethnicity and Class as distinct categories and their interconnection.
Globalisation and its impact on workers, peasants, dalits, adivasis and women.

Unit 2 Human Rights

Human Rights: Various Meanings

UN Declarations and Covenants

Human Rights and Citizenship Rights

Human Rights and the Indian Constitution

Human Rights, Laws and Institutions in India; the role of the National Human Rights Commission.

Human Rights of Marginalized Groups: Dalits, Adivasis, Women, Minorities and Unorganized Workers.

Consumer Rights: The Consumer Protection Act and grievance redressal mechanisms. Human Rights Movement in India.

Unit 3 Gender

Analysing Structures of Patriarchy

Gender, Culture and History

Economic Development and The issue of Women's Political Participation and Representation in India

Laws, Institutions and Women's Rights in India

Women's Movements in India.

Unit 4 Environment

Environmental and Sustainable Development

UN Environment Programme: Rio, Johannesburg and after.

Issues of Industrial Pollution, Global Warming and threats to Bio – diversity

Environment Policy in India

Environmental Movement in India

Unit 5 Human Communities and the Environment

Human population growth Impacts on environment, human health and welfare.

Resettlement and rehabilitation of project affected persons; case studies.

Disaster management floods, earthquake, cyclones and landslides.

Environmental movements Chipko, Silent valley, Bishnois of Rajasthan.

Environmental ethics Role of Indian and other religions and cultures in environmental conservation.

Environmental communication and public awareness, case studies (e.g., CNG vehicles in Delhi).

Suggested Reading

- 'Indian Polity' by Laxmikanth
- 'Indian Administration' by Subhash Kashyap
- 'Indian Constitution' by D.D. Basu
- 'Indian Administration' by Avasti and Avasti
- Carson, R. 2002. Silent Spring. Houghton Mifflin Harcourt.
- Gadgil, M., & Guha, R. 1993. This Fissured Land an Ecological History of India. Univ. of California Press.
- Gleeson, B. and Low, N. (eds.) 1999. Global Ethics and Environment, London, Routledge.
- Gleick, P. H. 1993. Water in Crisis. Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute, Oxford Univ. Press.
- Groom, Martha J., Gary K. Meffe, and Carl Ronald Carroll. Principles of Conservation Biology. Sunderland Sinauer Associates, 2006.
- Grumbine, R. Edward, and Pandit, M.K. 2013. Threats from India's Himalaya dams. Science, 339 36---37.
- McCully, P. 1996. Rivers no more the environmental effects of dams (pp. 29---64). Zed Books.
- McNeill, John R. 2000. Something New Under the Sun an Environmental History of the Twentieth Century.
- Odum, E.P., Odum, H.T. & Andrews, J. 1971. Fundamentals of Ecology. Philadelphia Saunders.
- Pepper, I.L., Gerba, C.P. & Brusseau, M.L. 2011. Environmental and Pollution Science. Academic Press.
- Rao, M.N. & Datta, A.K. 1987. Waste Water Treatment. Oxford and IBH Publishing Co. Pvt. Ltd.

Teaching learning Methodology

Lectures, PPT, videos, websites study of Government bodies regulating human rights and environmental policies, case studies, role play, street plays, group discussions, presentations, debates, expert talks and online resources.

Visit to an area to document environmental assets river/ forest/ flora/fauna, etc.

Visit to a local polluted site---Urban/Rural/Industrial/Agricultural.

Study of common plants, insects, birds and basic principles of identification.

Study of simple ecosystems---pond, river etc.

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Weightage
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme / Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	50 questions x 1 mark each	50 Marks
	Total		50 Marks

Examination Scheme / Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	75 questions x 1 mark each	75 Marks
	Total		75 Marks

BAL104 Principles of Management

(Total hours 60)

Goals Enabling the importance of planning and decision making techniques to apply the same. Illustrating leadership & motivation theories for developing managerial skills. Analysing the business environment and through effective communication skills. Understanding of Pro – Active and its' importance before the deviation through control mechanisms.

Course Content

Unit 1 Functions of Management

Nature & Definition of Management, Management as a Science or Art, Evolution of Management Thought, Functions of Management, Role and function of Managers Contemporary Issues and Challenges in Management of 21st Century.

Unit 2 Planning & types of business organisation

Nature and Definition of Planning, Importance and Steps in planning, Types of Plans, Forecasting and Decision Making, Decision making techniques. Organizing, Nature and purpose, Principles of Organization, Types of Organization, Authority and Responsibility.

Unit 3 Organizing

Concept, nature, process and significance; Authority and Responsibility relationships; Centralization and Decentralization; Departmentation; Organisation Structure- forms and contingency factors

Unit 4 Leadership & Motivation

Directing-Principles, Theory X & Y, Motivation and Behavior, Theories of Motivation, Leadership: Styles and Theories, Co-ordination, Cooperation, Techniques of Coordination, Control. Motivating and Leading people at work; Motivation concepts; Theories; - Maslow, Herzberg, McGregor, and Ouchi; Financial and Non-Financial incentives Concept and Leadership styles; Leadership Theories (Tannenbaum and Schmidt); Likert's System Management Communication- Nature, Process, Networks and Barriers, Effective Communication.

Unit 5 Analysis & Directing

Macro and Micro environmental factors of business, SWOT analysis, Communication, Barriers of communication, Organisation Culture.

Unit 6 Controlling

Process of controlling, Types of control, Budgetary and Non-Budgetary control, Purchase Control, Cost Control, Quality Control, & Maintenance control, Planning Operations.

Unit 7 Management of Change

Concept, nature, process of planned change; Resistance to Change; Emerging horizons of management in a changing Environment

Suggested Readings

- Ansoff H.I: Corporate Strategy; McGrawHill, New York
- Drucker Peter F: Management Challenges for 21 st Century; Butterworth Heinmann, Oxford
- Fred Luthans: Organizational Behaviour; McGraw Hill, New York
- Hampton, David R: Modern Management; McGraw Hill, New York
- Hersey Paul and Blanchard Kenneth: Management of OrganisationBehaviour- Utilizing the Human Resources; Prentice Hall of India, New Delhi
- Louis A. Allen: Management and Organisation; McGraw Hill, Tokyo
- Maslow Abraham: Motivation and Personality; Harper and Row
- Stoner and Freeman: Management; Prentice Hall, New Delhi
- Wehrich and Koontz,et al: Essentials of Management; Tata McGraw Hill, New Delhi

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL105 Business Communication and Personal Development

(Total Hours 30)

Goals This Course integrates spoken, written, visual and verbal communication situations and strategies - the way communication actually occurs in a dynamic workplace. To increase student's confidence and ability to communicate orally while using technology and to improve collaboration and communication skills of students. To enhance multimedia literacy skills of students. To build relationships and establish their online social presence.

Objectives: By the end of this course, a student will

- Engage in activities related to verbal and written communication that are required in a professional business environment.
- Participate in critical conversations and prepare, organize, and deliver their work to the public.

Course content

Unit 1 Introduction

Theory of Communication, Types and modes of Communication Verbal and Non-verbal (Spoken and Written) Personal, Social and Business, Barriers and Strategies, Intra-personal, Inter-personal and Group communication.

Unit 2 Speaking Skills

Monologue, Dialogue, Group Discussion, Effective Communication/ Mis-Communication, Interview, Public Speech

Unit 3 Reading and Understanding

Close Reading Comprehension Summary Paraphrasing Analysis and Interpretation Translation (from Indian language to English and vice-versa) Literary/Knowledge Texts, Writing Skills Documenting Report Writing Making notes Letter writing,

Unit 4 Individual Speeches (Impact/ Oratory) and Presentations

- (a) Individual Speeches - Pathos / Logos / Ethos / Overcoming Fear / Formulae for Speeches/ People (Body Language) / Voice Skills / Audience
- (b) Creating and Making Individual Presentations - Using Software like PowerPoint / Prezi / Online Zooming Editor / Mind-Mapping Software.
- (c) Using social media for communication. Conducting effective meetings.

Unit 5 Personnel Letters and Interviews

- (a) Interview Skills, Job Applications and Creating Online and Offline CVs, Using Job Boards, Web Researching,
- (b) References and Testimonials, Appointment, Promotion and Resignation letters, Office Orders and Notices, Memorandums.

Suggested Reading

- Business Correspondence and Report Writing, R C Sharma, Krishna Mohan, Tata
- Business English, Pearson, 2008.
- Business Letters for Busy People, 4th Edition, John A Carey, Barnes and Noble
- Fluency in English - Part II, Oxford University Press, 2006.
- How to Write Reports and Proposals, 2nd Edition, Viva Books Pvt Ltd, 2010.

- Language through Literature (forthcoming) ed. Dr. Gauri Mishra, DrRanjanaKaul, DrBratiBiswas
- Language, Literature and Creativity, Orient Blackswan, 2013.
- Mastering Communication, 5th Edition, Nicky Stanton, Palgrave Macmillan, 2009.
- McGraw-Hill Education, 2010.
- Right Information Act, 2005 A Primer , Tata McGraw Hill, 2006
- www.ebooks-share.net/business-letters-for-busy-peoplewww.rti.gov.in

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL201Financial Accounting-II

(Total Hours 90)

Goal The basic aim of this paper is to help students to acquire conceptual knowledge of the financial accounting and to impart skills for recording various kinds of business transactions of partnership firms and non-trading concerns.

Objectives

- To develop the ability to use accounting concepts, principles, and frameworks to analyse and effectively communicate information to a variety of audiences.
- To understand branch accounting and departmental accounting to inform the financial information to the needy.
- To enable the students to prepare and understand the accounting for partnership firms.

Course Content

Unit 1 Branch Accounts and Departmental Accounts

Branch Accounts: Dependent Branches (Including Higher Invoicing): Problems on Debtors Method and Stock and Debtors Method.

Independent Branches: Incorporating Entries- Preparation of Columnar Trading and Profit & Loss Account and Consolidated Balance Sheet in the books of Head Office (Excluding Foreign Branches)

Departmental Accounts:

Introduction – Meaning – objectives of Departmental Accounts – Calculation of Departmental purchases- Inter Departmental transfer at cost price- selling price- Dual pricing – Preparation of Balance Sheet.

Unit 2 Partnership Accounts: Admission and Retirement of a Partner and Admission cum Retirement

Admission of a Partner: Meaning, goodwill treatment, revaluation of assets and liabilities, new profit sharing ratio, Reserves etc. created out of profits, capitals of partners to be proportionate to profit sharing ratio.

Retirement of a Partner: Meaning, treatment of goodwill, revaluation of assets and liabilities, payment of retiring partners loan, purchase of retiring partners share by the remaining partners, a share of profits for the retiring partner. Admission cum Retirement.

Unit 3 Partnership Accounts: Death of a Partner and Dissolution of Partnership Firms

Death of a Partner: Joint Life Policy and Individual Policies.

Dissolution of Partnership Firms: (Excluding Garner Vs Murray) Simple Dissolution. Insolvency (Capital loss to be borne in the agreed ratios).

Unit 4 Partnership Accounts: Sale of Partnership Firm to a Limited Company

Entries in the Firm, gradual realization of Assets and Piece Meal distribution of cash (Proportionate Capital Method only)

Unit 5 Final Accounts of Non- Trading Concerns:

Meaning and Treatment of Revenue and Capital items, Preparation of Income and Expenditure Account and the Balance Sheet with the given Receipts and Payments Accounts and other information.

Suggested Readings:

- Robert N Anthony, David Hawkins, Kenneth A. Merchant, Accounting: Text and Cases. McGraw- Hill Education, 13th Ed. 2013.
- Charles T. Horngren and Donna Philbrick, Introduction to Financial Accounting, Pearson Education.
- J.R. Monga, Financial Accounting: Concepts and Applications. Mayur Paper Backs, New Delhi.
- M.C.Shukla, T.S. Grewal and S.C.Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
- S.N. Maheshwari, and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
- Deepak Sehgal. Financial Accounting. Vikas Publishing H House, New Delhi.
- Bhushan Kumar Goyal and HN Tiwari, Financial Accounting, International Book House
- Goldwin, Alderman and Sanyal, Financial Accounting, Cengage Learning.
- Tulsian, P.C. Financial Accounting, Pearson Education.
- Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.
- B. S Raman, Financial Accounting, Mangalore, Vol: II/ 1stedn/United Publishers; 2009
- R L Gupta, M Radhaswamy: Financial Accounting, First Edition: New Delhi; Sulthan Chand and Sons; 2011
- S P Jain, K L Narang; Advanced Accountancy;Volume I, New Delhi, Kalyani Publishers; 2012

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL202Introduction to Logistics

(Total hours 90)

Goals This course is to enable students to familiarize with concepts of practices and procedures in logistics operations and logistics management in particular context to the Aviation Industry. The aim of the paper is to know how a logistic strategy fits into an organisation's broader decisions, understand the role of logistic providers, and realize the meaning of customer.

Objectives: By the end of this course, a student will

- Define travel and logistics products
- Explain various transportation modes in the logistics network
- Identify methods of logistics marketing
- Identify the connections between national and international logistics

Course content

Unit 1Logistics

Logistics- Definition - History and Evolution-Goals- Objectives-Elements-activities importance. The work of Logistics-Logistics interface with marketing-retails Logistics-Emerging concept in logistics. Concept of Logistics. Introduction – Components, Advantage & Growth-Logistics in Global Organisation. Marketing and Logistics Channel – Environmental and Marketing Issue. Inventory Management- Purpose, Type, Objective and Cost- Model of Inventory Management – MRP, DRP & JIT

Unit 2Logistics Management

Logistics Management-Definition-Achievement of competitive advantage through logistics Framework-Role of Logistics Management-Integrated Logistics Management. Evolution of the concept- model - process-activities (in brief).

Unit 3Logistics Strategy

Strategic role of logistics – Definition - Role of logistics managers in strategic decisions - Strategy options, Lean strategy, Agile Strategies & Other strategies - Designing & implementing logistical strategy - Emerging concept in logistics.

Unit 4Outsourcing Logistics

Reasons - Third party logistics provider - Fourth Party Logistics providers (4PL) –Stages - Role of logistics providers.

Unit 5Quality

Customer Service & Integrated Logistics: Customer service - importance elements -the order cycle system - distribution channels - Functions performed - Types designing.

Unit 6Principles

Working understanding of logistics principles and the language of logistics. The key activities performed by the logistics function including distribution, transportation, global logistics and inventory control

Unit 7Strategy

Logistics as more than an operational function that passively executes a plan, but as a strategic function that creates value and competitive advantage. The concepts of International Logistics.

Suggested Reading

- A.K. Bhatia – Logistics Development - Principles and Practices, Sterling Publishers PvtLtd, New Delhi, 2003
- Ashworth, G. J. (2000), The Tourist Historic City. Retrospect and Prospect of Managing the Heritage City, Pergamon, Oxford Dept. of Logistics, GOI Investment Opportunities in Logistics (Brochure).
- David J. Bloomberg, Stephen LeMay& : Logistics, Prentice-Hall of India Pvt Joe B.HannaLtd.,New Delhi, 2003.
- Dixit, M. Logistics Geography and Trends, Royal Publication
- Donald J. Bowersox& David J. Closs : Logistical Management, Tata McGraw HillPublishing Co. Ltd, New Delhi, 2004
- Donald Waters : Logistics. Palgrave Macmillan, New York, 2004
- Franklin, A and Crang, M (2001) 'The trouble with logistics and travel theory?' in Tourist Studies 1(5) p.5-22
- Hall, CM and Page, SJ. The Geography of Logistics and Recreation, Routledge.
- <https://www.youtube.com/watch?v=RSswjv3cUNc>.
- IATA book on Foundation in Travel and Logistics with GDS
- International Atlas, Penguin Publication and DK Publications
- KrishnaveniMuthiah : Logistics Management & World Sea borne Trade, HimalayaPublishing House, Mumbai, 1999
- Larsen, J, Urry, J and Axhausen, K (2006) Mobilities, Networks, Geographies AldershotAshgate
- New Inskip, Edward, Logistics Planning : An Integrated and Sustainable Development Approach (1991) VNR, New York.
- PranNath Seth – An Introduction to Travel and Logistics, Sterling Publishers PvtLtdDelhi, 1998
- R.K. Sinha – Growth and Development of Modern Logistics, Dominant Publishers, New Delhi, 2003
- Satish C. Ailawadi&Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi, 2005
- Sharma, J. K. (2000), Logistics Development. Design for ecological sustainability, Kaniska Publication, New Delhi.
- Sinha, P.C. Logistics Geography, Anmol Publication
- Williams, Stephen. (1988). Logistics Geography. Rutledge.

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL203A English

(Total hours 30)

Goal

The purpose of this course is to introduce students to the theory, fundamentals and tools of communication and to develop in them vital communication skills which should be integral to personal, social and professional interactions. One of the critical links among human beings and an important thread that binds society together is the ability to share thoughts, emotions and ideas through various means of communication: both verbal and non-verbal. In the context of rapid globalization and increasing recognition of social and cultural pluralities, the significance of clear and effective communication has substantially enhanced.

The present course hopes to address some of these aspects through an interactive mode of teaching-learning process and by focusing on various dimensions of communication skills. Some of these are:

Language of communication, various speaking skills such as personal communication, social interactions and communication in professional situations such as interviews, group discussions and office environments, important reading skills as well as writing skills such as report writing, note-taking etc.

While, to an extent, the art of communication is natural to all living beings, in today's world of complexities, it has also acquired some elements of science. It is hoped that after studying this course, students will find a difference in their personal and professional interactions.

The recommended readings given at the end are only suggestive; the students and teachers have the freedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

- **Introduction:** Theory of Communication, Types and modes of Communication
- **Language of Communication:** Verbal and Non-verbal
(Spoken and Written)
Personal, Social and Business
Barriers and Strategies
Intra-personal, Inter-personal and Group communication
- **Speaking Skills:**

Monologue

Dialogue

Group Discussion

Effective Communication/ Mis- Communication

Interview

Public Speech

- **Reading and Understanding** Close Reading Comprehension

Summary Paraphrasing Analysis and Interpretation

Translation (from Indian language to English and vice-versa) Literary/Knowledge Texts

- **Writing Skills** Documenting Report Writing Making Notes Letter writing

Suggested Reading

- Fluency in English - Part II, Oxford University Press, 2006.
- Business English, Pearson, 2008.
- Language, Literature and Creativity, Orient Blackswan, 2013.
- Language through Literature (forthcoming) ed. Dr.Gauri Mishra, DrRanjanaKaul,DrBratiBiswas

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

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UNIT- 2

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- qÉÉæİZÉMüÅmÉxÉåAIÉÉæmÉcÉÉËUMüxÉÇuÉÉSpÉÉaÉ-II

UNIT- 3

- pÉÉwÉÉMüĐxÉÇUcÉİÉÉpÉÉaÉ-I
- pÉÉwÉÉMüĐxÉÇUcÉİÉÉpÉÉaÉ-II

UNIT- 4

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- AIÉÑuÉÉs - pÉÉaÉ-I
- AIÉÑuÉÉs - pÉÉaÉ-II
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 1. Krishna Kumar Agarwal, Teach your self hindi, 4thedn : Manoj Publications ; New Delhi ; 2018
 2. Kavitha Kumar, Hindi for Non hindi speaking people, 3rdedn : Rupa Publications India Pvt Ltd ; New Delhi ; 2016

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL203C KANNADA

(Total hours 30)

Goal

The purpose of this course is to introduce students to basic Kannada and business communication.

Unit – 1	-	Kannada letters Kannada Alphabet, Swaragalu, Vyanjanagalu	–	Author K. Damodaralthala, Nava Karnataka Publisher
Unit – 2	-	Technical Terms Business related words	–	Kannada Shabdhasampatthu, SaathenahalliMallikarjuna, Tanu Manu Prakashana
Unit – 3	-	Business letters Types of formal letters, Job application	–	Kannada Vyakarana Author Subha, Mesars T. NarayanaAyyangar
Unit – 4	-	Administrative Kannada Memos, Report writing	–	Kannada ShabdhaSampatthu, SaathenahalliMallikarjuna, Tanu Manu Prakashana
Unit – 5	-	Communicative Kannada Basic Managerial speaking skills, Listening skills	–	Siddartha Margadarshi

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL204 Human Resource Management

(Total Hours 60)

Goals This course is to enable students to comprehend theories and practices applied in managing Human Resources in an organization. The concepts and practices like Employee Empowerment, potential Appraisal, strategic Human Resource Management, HRM in changing Environment will be covered.

Objectives:By the end of this course, a student will

- Identify the key skills that are required by HR Professionals to effectively contribute towards managing employees in dynamic organization.
- Analyze current issues, trends, practices and process in HRM

Course content

Unit 1 Introduction

Human Resource Management: Concept and Functions, Role, Status and competencies of HR Manager, HR Policies, Evolution of HRM, HRM vs HRD. Emerging Challenges of Human Resource Management; Workforce diversity; Empowerment; Downsizing; VRS; Human Resource Information System

Unit 2 Acquisition of Human Resource

Human Resource Planning- Quantitative and Qualitative dimensions; job analysis – job description and job specification; Recruitment – Concept and sources, recruitment process, Methods of recruitment, Recruitment practice in India; Selection – Concept and process; test and interview; placement and induction

Unit 3 Training and Development

Concept and Importance; Identifying Training and Development Needs; Designing Training Programmes; Role-Specific and Competency-Based Training; Evaluating Training Effectiveness; Training Process Outsourcing; Management Development; Career Development.

Unit 4 Performance Appraisal

Nature, objectives and importance; Modern techniques of performance appraisal; potential appraisal and employee counselling; job changes - transfers and promotions; Compensation: concept and policies; job evaluation; methods of wage payments and incentive plans; fringe benefits; performance linked compensation.

Unit 5 Maintenance

Employee health and safety; employee welfare; social security; Employer-Employee relations- an overview; grievance-handling and redressal; Industrial Disputes: causes and settlement machinery

Human Resource Control

Human resource record, Scope of Human Resource Audit, Goals Human Resource Audit, Approaches to Human resource audit.HRIS (Human Resource Information System)- Concept, need, Computerized HRIS, Designing Human Resource Information System

Unit 6 Industrial Relation

Definition - Nature – Industrial disputes-causes for disputes ways of settling disputes-Labour legislations-laws relating to social security and working conditions.

Suggested Readings:

- Ashwathappa, Human Resource Management text and cases M C Grow Hill Education, New Delhi; 2015
- Ayer, “Critique of Ethics and Theology” Harman, “What is Moral Relativism?” Shafer-Landau, Whatever Happened to Good and Evil?, selections
- Biswajeet Pattanayak, Human Resource Management, PHI Learning
- Bohlander and Snell, Principles of Human Resource Management, Cengage Learning
- DeCenzo, D.A. and S.P. Robbins, Personnel/Human Resource Management, Pearson Education.
- Dr.C B Gupta, Human Resource Management text and cases Sulthan Chand & Sons, New Delhi ; 2015
- Dr.S S Kanka, Human Resource Management text and cases S Chand & Sons, New Delhi ; 2014
- Gary Dessler. A Framework for Human Resource Management. Pearson Education.
- Ivancevich, John M. Human Resource Management. McGraw Hill.
- Kant, Groundwork of the Metaphysics of Morals, selections Nagel, “War and Massacre”
- Michael Armstrong - Hand book of Human Resource Management Practice, Kogan Pate ; 2012
- Neeru Kapoor, Human Resource Management, Taxmann Publication
- P SuBBARao, Essentials of Human Resource Management & Industrial Relations, Himalaya Publishing house; Mumbai , 2015
- Robert L. Mathis and John H. Jackson. Human Resource Management. Cengage Learning.
- T N Chhabra, Human Resource Management concepts and issues Dhanpat Rai & Co ; New Delhi.
- TN Chhabra, Human Resource Management, Dhanpat Rai & Co., Delhi
- Wreather and Davis. Human Resource Management. Pearson Education.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
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1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

Goals This course is to keep the students abreast with the knowledge of the Constitution of India. To make the students understand the importance of human rights as citizens of India.

Objectives:By the end of this course, a student will

- State and explain the constitution of India and its Constituent Assembly
- Explain fundamental rights and duties of citizen
- Identify union, state and federalism of India
- Knowledge of electoral process in India.
- State the basic concepts of Human Rights and its functions and authorities in society.

Course content

Unit 1 Indian Constitution

Unit 1 Meaning and Importance of Constitution

Unit 2 The Constituent Assembly

Unit 3 The Preamble

Unit 4 Salient Features

Unit 2 Fundamental Rights and Directive Principles

Unit 5 Meaning and Differences between Fundamental Rights and Directive Principles

Unit 6 Fundamental Rights

Unit 7 Rights Information Act Meaning, importance of RTI 2005

Unit 3 Union Government

Unit 8 President of India- Election, Powers and Position

Unit 9 Prime Minister and council of Ministers

Unit 10 Parliament – Lok Sabha, Rajya Sabha- Organisations and Powers

Unit 4 State Government

Unit 11 The Governor

Unit 12 Chief Minister and Council of Ministers

Unit 13 State Legislature Vidhana Sabha, Vidhana Parishad – organization and Powers

Unit 5 Federalism in India

Unit 14 Meaning Federal and Unitary Features

Unit 6 The Judiciary

Unit 15 The supreme Court – Organization, Jurisdiction and Role

Unit 16 The High Court – Organization Jurisdiction and Role

Unit 7 Electoral Process in India

Unit 17 Election Commission – Organization, Functions

Unit 8 Local Governments

Unit 18 Rural and Urban – Organisation, Powers and Functions

Unit 9 Human Rights

1.1 Human rights – Meaning

1.2 Universal Declaration of Human Rights

Unit 10 Human Rights Advocacy

- 1.1 Global Advocacy of Human Rights Amnesty International and other Organizations.
- 1.2 People's Union for Civil Liberty (PUCL)
- 1.3 Human Rights Commission in India
- 1.4 Minority Commission in India
- 1.5 Remedies against Violation of Human Rights in India

Suggested Reading

- Basu, D.D , Constitution of India, New Delhi Himalaya Publication ; 2001
- Dinesh Shelton, David P Stuart, International Human Rights in Nutshell. Thomas Burghentel, West Nutshell Publisher; London ; 2005.
- ParvathyAppaiah, Constitution of India, Mangalore DivyaDeepa Publication ; 2005
- ParvathyAppaiah, Human Rights. DivyaDeepa Publication Mangalore ; 2016
- RajRam. M, Constitution of India Himalaya Publication, New Delhi ; 1999

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/ Class Interaction /Attitude	10

Examination Scheme / Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	50 questions x 1 mark each	50 Marks
	Total		50 Marks

Examination Scheme / Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	75 questions x 1 mark each	75 Marks
	Total		75 Marks

BAL206 Social Responsibility and Community Engagement

(Total Hours:30)

Goal:

This paper will help the students

- To develop an appreciation of rural culture, life-style and wisdom amongst students
- To learn about the status of various agricultural and rural development programmes
- To understand causes for rural distress and poverty and explore solutions for the same
- To apply classroom knowledge of courses to field realities and thereby improve quality of learning

Learning Outcomes:

After completing this course, student will be able to

- Gain an understanding of rural life, culture and social realities
- Develop a sense of empathy and bonds of mutuality with local community
- Appreciate significant contributions of local communities to Indian society and economy
- Learn to value the local knowledge and wisdom of the community
- Identify opportunities for contributing to community's socio-economic improvements

Course Content:

Unit 1: Appreciation of Rural Society

(08

hours)

Rural lifestyle, rural society, caste and gender relations, rural values with respect to community, nature and resources, elaboration of "soul of India lies in villages" (Gandhi), rural infrastructure.

Assignment: Prepare a map (physical, visual or digital) of the village you visited and write an essay about inter-family relations in that village.

Teaching/ Learning Methodology

1. Interactive Lectures (03 hours)
2. Self directed learning (03 hours)
3. Field activities (02 hours)

Unit 2: Understanding rural economy & livelihood

(08 hours)

Agriculture, farming, land ownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets.

Assignment: Describe your analysis of rural household economy, its challenges and possible pathways to address them.

Teaching/ Learning Methodology

1. Interactive Lectures (02 hours)
2. Self-directed learning (02 hours)
3. Field activities (04 hours)

Unit 3: Rural Institutions

(07 hours)

Traditional rural organizations, Self-help Groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat, Standing Committees), local civil society, local administration

Assignment: How effectively are Panchayat raj institutions functioning in the village? What would you suggest to improve their effectiveness? Present a case study (written or audio-visual)

Teaching/ Learning Methodology

1. Interactive Lectures (02 hours)
2. Field activities (05 hours)

Unit 4: Rural Development Programmes

(07 hours)

History of rural development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swachh Bharat, PM Awas Yojana, Skill India, Gram Panchayat Decentralized Planning, NRLM, MNREGA, etc.

Assignment: Describe the benefits received and challenges faced in the delivery of one of these programmes in the rural community; give suggestions about improving implementation of the programme for the rural poor.

Teaching/ Learning Methodology

1. Interactive Lectures (01 hour)
2. Field activities (04 hours)
3. Assignment (02 hours)

Assessment: - Feedback, MCQs, Submission & presentation of project work/Survey findings

Continuous Internal Assessment (CIA)

Internal Assessment is continuous and details are notified well in advance. CIA consists of the following

SN	Assessment for 100 marks	Marks
1	Objective type questions	20
2	Presentation / Survey Findings	50
3	Assignment/Seminars/Viva-voce/ Class Interaction/Attitude	20
4	Log Book	10

Recommended field-based practical activities:

- Interaction with SHG women members and study of their functions and challenges; planning for their skill building and livelihood activities
- Visit MGNREGS project sites interact with beneficiaries and interview functionaries at the work site
- Field visit to Swachh Bharat project sites conduct analysis and initiate problem solving measures.
- Conduct Mission Antyodaya survey to support under Gram Panchayat Development Plan (GPDP)
- Interactive community exercise with local leaders, panchayat functionaries, grass-root officials and local institutions regarding village development plan preparation and resource mobilization
- Visit Rural Schools/mid-day meal centres study Academic and infrastructural resources and gaps
- Participation Gram Sabha meetings and study community participation

- Associate with Social audit exercise at the Gram Panchayat level, and interact with programme beneficiaries
- Attend Parent Teacher Association meetings and interview school dropouts
- Visit local Anganwadi Centre and observe the services being provided
- Visit local NGOs civil society organizations and interact with the staff and beneficiaries,
- Organize awareness programmes health camps Disability camps and cleanliness camps
- Conduct soil health test drinking water analysis energy use and fuel efficiency surveys
- Raise understanding of people's impact of climate change building up community's Disaster preparedness
- Organize orientation programmes for farmers regarding organic cultivation rational use of irrigation and fertilizers and promotion of traditional species of crops and plants
- Formation of committees for common property resource management village pond Maintenance and fishing

Credit: 2 credit, 30 hours, at least 50% in field, compulsory for all students

Contents: Divided into four Modules, field immersion is part of each Unit

Course Structure: 2 Credits Course (1 Credit for Classroom and Tutorials and 1 Credit for Field Engagement)

Suggested Readings

Books:

1. Singh, Katar, Rural Development: Principles, Policies and Management, Sage Publications, New Delhi, 2015.
2. A Handbook on Village Panchayat Administration Rajiv Gandhi Chair for Panchayat Raj Studies, 2002.
3. United Nations, Sustainable Development Goals, 2015 un.org/sdgs/
4. M.P. Boraian, Best Practices in Rural Development, Shanlax Publishers, 2016.

Journals:

1. Journal of Rural development, (published by NIRD & PR Hyderabad)
2. Indian Journal of Social Work, (by TISS, Bombay)
3. Indian Journal of Extension Education (by Indian Society of Extension Education)
4. Journal of Extension Education (by Extension Education Society)
5. Kurukshetra (Ministry of Rural Development, GoI)
6. Yojana (Ministry of Information and Broadcasting, GoI)

BAL301 Business Statistics

(Total Hours 90)

Goal: This paper aims at understanding the fundamentals of Statistics and enables the students to learn to apply commodity used statistical methods in business contexts and helps to interpret analyses performed by others.

Objectives:

- To produce appropriate graphical and numerical descriptive statistics for different types of data.
- To demonstrate knowledge of the importance of the Correlation and Regression and its applications.
- To interpret time series analysis tests to aid decision making in a business context.
- To use simple/multiple regression models to analyse the underlying relationships between the variables through hypothesis testing.

Course Content

Unit 1 Introduction to statistics:

Meaning, definition, functions & limitations of statistics. Importance of statistics in Business. Primary & secondary data- Meaning & their sources. Difference between primary data & secondary data. Classification & tabulation of data. Statistical enquiry and report.

Unit 2 Measures of Central Tendency:

Meaning of central tendency. Measures of central tendency – Mean, Median, Mode – advantages, limitations & problems. Combined mean & weighted mean – their importance, advantages & problems. Geometric & harmonic mean – Advantages, limitations & problems. Concept of Quartiles, Deciles & Percentiles – problems; Averages and weighted averages – problems.

Unit 3 Measures of dispersion

Meaning, definition & functions of dispersion. Absolute & relative measures of dispersion – range, quartile deviation, mean deviation from mean & median, standard deviation & coefficient of variation and their properties, advantages & disadvantages.

Unit 4 Correlation & Regression analysis

Meaning, definition, uses of correlation. Types of correlation. Methods of correlation – Karl Pearson 's correlation coefficient, Spearman 's rank correlation, probable error – Their advantages, disadvantages & problems.

Meaning & uses of regression analysis. Comparison between regression & correlation. Construction of simple regression equation- X on Y & Y on X. Regression coefficients

Unit 5 Time series analysis:

Significance & components of time series. Computation of trend values by the method of moving averages (for even & odd periods) & least square method.

Unit 6 Index Numbers:

Introduction, meaning of index number. Consumer Price Index number (CPI) - steps in constructing Consumer Price Index Number. Construction of Consumer Price Index Number – aggregative expenditure method & family budget method.

Suggested reading:

- Gupta S.P., Statistical Methods, Sultan Chand and Sons Publishers. New Delhi,
- S.P Gupta (2014) Business Mathematics : 40thedn, Sulthan Chand & Sons ; New Delhi
- B.V. Raghunandan-(2014) Business Statistics and Mathematics: Vol I, Vol II, B C Road, Vyshanvi Books.
- Rajmohan (2014) Business Statistics and Mathematics, Udupi; Benak Books.
- M Ragavachary 2017: Mathematics for Management; M C Graw Hill education.
- Sancheti&Kapoor 2014 Business Mathematics: New Delhi; Sulthan Chand & Sons.
- B.N.Gupta, (2017) Business Statistics & Elementary Mathematics, 19thedn; Agra; SBPD Publication.
- Vittal R.R., Business Statistics, Margham Publications, Chennai, 2011.
- Yule and Kendall, Introduction to Theory of Statistics, Universal Book Stall, New Delhi,
- Croxton and Cowden, Applied General Statistics., Sir Isaac Pitman and Sons. Ltd., London.
- C.M.Chikkodi, & Satyaprasad, B. (2014). *Business statistics*. Mumbai: Himalaya Publishing House.
- Aggarwal, S., & Bhardwaj, S. (2014). *Business Statistics*. Ludhiana: Kalyani.
- Wilson, M. (2014). *Business Statistics*. Mumbai: Himalaya Publishing House.
- Levin, R. I., & Rubin, D. S. (2014). *Statistics for management*. Delhi: Pearson.
- Gupta, S.C., & Gupta, I. (2014). *Business Statistics*. Mumbai: Himalaya Publishing House
- Levin Richard I, Rubin, Davids : *Statistics for Management*

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15

2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10
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Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL302 Aviation and Hospitality Management

(Total hours 90)

Goals The Students were able to understand about the Aviation's History, its major players and its current trends and challenges.

Objectives: By the end of this course, a student will

- Perform operations involved in the Airport.
- Know and interpret the Meteorological data's and to calculate the Airport fees, Rates and Charges.
- Understand and adhere to the various Regulations involved Aviation Industry.
- Define Navigational and ATC control process.

Course Content

Unit 1 Principles of Aviation

The evolution of aviation growth Drivers, Issues and challenges. IATA, ICAO, National Aviation Authorities and Role of state and central government. Aviation law, freedoms of air & Civil Aviation conventions. Importance of personality development. Functional layout of an Airport, Ground handling & types of Airports. Airports –Civil, Military, Training, Domestic International, passenger's/cargo terminals. IATA Airline and Airport codes, Aviation abbreviations, National and International Airlines, types of Aircrafts.

Unit 2 Airport Operations

Airline terminal Management- Flight Information counter reservation and ticketing, checking issue of boarding pass customs, security hold area and immigration Formalities- Coordination-security clearance. Baggage and Handling of expectant mother, Unaccompanied minors and disabled passengers- handling of stretcher passengers and human remains. Airport and aircraft security.

Unit 3 Hospitality

Introduction of hospitality, industry and organisation structure. Accommodations operations, front office and Guest rooms, collection and study of hotel brochures and tariff. Classification of Hotels, Hotel Chains Associations & Types of Rooms. Airline Catering and various bodies.

Unit 4 Accommodation Operations

Introduction to the accommodation operations, front office and guest rooms. Introduction to housekeeping, cleaning agents and equipments. Use of cleaning equipments, agents, dusting, cleaning methods in housekeeping, bed making, cleaning guest rooms, bathrooms, arranging maids trolley, room supplies, room linen and linen room. Flower arrangement and pest control.

Unit 5 Aviation Travel Geography

IATA Areas of the World, TC1, TC2 and TC3, Global Indicators, IATA Codes - Airline, Airport, City and Country, Countries and Capitals around the world, World Time Zones and GMT Calculations, Currencies around the world - Codes, Types and Convertors, Airline abbreviations and terminologies.

Unit 6 Cabin Crew Duties and Responsibilities

Documentation, Pre-flight check of safety equipments, Pre boarding duties, Post boarding duties, Briefing for special handling passengers, Before Take-off duties, After Take-off duties, In flight service, Before Landing Duties, Post landing duties. Food and Beverage Service- practices and principles.

Unit 7 Cabin Crew - In flight Safety and Security

Introduction of in-flight safety and security; crew duties on board, documentation used by cabin crew, departments in an airline/ CC Protocol, embarkation and disembarkation. procedures for passenger, special handling of passenger regulatory requirements. In flight and ground announcements- regional language, English and Hindi. Emergencies on board, safety equipment, fire and depressurization, evacuation on land and water/ brace positions/ jungle and sea survival and doors. Anti-terrorism and bomb scare, hijack and its history. The role of crew resources management and trouble with culture. List of Emergency Equipment, Pre-flight check list, List of emergency situations, Emergency Response System, SEPM and QRH (Safety and Emergency Procedures Manual and Quick Reference Hand Book), Rapid Review, Brace Positions, Evacuations - Land and Water.

Suggested Readings:

- The Principles and Practice of International Aviation Law (English)(Paperback)-2014
Gabriel S. Sanchez Brian F. Havel
- Airport Management – World Class & Beyond Paperback – 2010 by P.C.K. Ravindran
- Civil Aircraft: 300 of the World's Greatest Civil Aircraft (Expert Guide Series)
- Handcover – Import. 1 Jul 2001
- Aviation Hospitality Management (English)(Paperback)) – by Ravi Sharma
- Academic Dictionary of Civil Aviation – by R K C Shekar – 2005
- Hotel Housekeeping – Operations and Management – second edition – 2011- by G. Raghubalan & Smritee Raghubalan
- Hotel Front Office – Operations and Management – 2010 – by Jatashankar R. Tewari
- Hotel Housekeeping & Management and Operations- 2010- by Sudhir Andrews
- Hotel Housekeeping – A Training Manual – Second Edition - 2011- by Sudhir Andrews
- Front Office Operations Fourth Edition – 2007 – by Colin Dix & Chris Baird
- Introduction to Tourism & Hotel Industry - Front Office Management – 2010 – Mohammed Zulfikar Management
- Aviation Hospitality Management Handcover -2012- by Ravi Sharma
- Aviation, Hospitality and Tourism Management Handcover -2012- by L. K. Sharma
- Global Aviation & Hospitality Management 01 Edition (Paperback) – 2008 by Gagandeep Singh

- Aviation Internet Directory ; A Guide to the 500 Best Web Sites (Aviation Week Book Paperback – Impot, 1 Sep 2001 – by John Allen Merry
- Text Book Of Hospitality Tourism And Aviation Handcover – 9 Mar 2011 – by P.K. Bal
- Civil Aviation and Tourism Management Handcover – 18 Dec 2012 – by Singh G. Soft Skills – Third Edition – by Dr. Alex
- Soft Skills Enhancing Employability – 2010- by M.S. Roa
- Dangerous Goods (English) (Paperback) – 2013 December by Sean Hill
- Corporate Grooming and Etiquette Paperback – 1 Jun 2010 by SarveshGulati

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL303 Airfare, Ticketing Practices and Commercial Geography

(Total Hours 90)

Goals This course is to familiarize the students with the methods of ticketing in airlines and enable them to identify different modes of transportation and fare calculations.

Objectives: By the end of this course, a student will

- Construct fares to various traffic conferences
- Demonstrate the ability to issue tickets
- Apply the practical knowledge in the travel agency

Course content:

Unit 1 International Transport Associations

IATA, UFTAA, ICAO, Conventions - Chicago and Warsaw convention, Freedoms of Air, Bilateral agreements. IATA Areas of the world, IATA global Indicators, Anatomy of Journey. Concept of pricing per ticket.

Unit 2 Fares and Ticketing Terminologies

Local Currency Fares Ticketing terminology- maximum Permitted Mileage, MPM, ticketed Point Miles TPM, Extra Mileage Allowance EMA Extra Mileage Surcharge EMS, Higher Intermediate Point HIP.

Unit 3 Types of Journeys and Fare Calculations

Types of journey, Round Trip, Circle Trip, The RT and CT Fare Construction Formula, Tax References, Children and Infant and Minor Passengers, Unaccompanied passenger UM. Fare calculation Rules, Fare construction terminology, Fare Construction with IATA /UFTAA Formula Normal fares, Net Fares , BSP Billing and Settlement Plan.

Unit 4 Role of GDS and types of CRS

Introduction to Global Distributions System and Computerized Reservation System Types of CRS- Amadeus- Galileo Sabre and World Span. Encoding and Decoding , Neutral availability. Return Availability, Waitlisted and ARNK Segments, Ticketing Element, Building a PNR. Building a PNR-supplementary Data-Optional Service Information-Special Service Request-Retrieving and Displaying a PNR-Cancelling PNR Elements-Modifying PNR elements-Changing Segment Status-Splitting a PNR.

Unit 5 Airline Terminology

Airports and offline stations served by airlines – Abbreviations used in airlines- Freedom of Air – Types of journeys (OW, CT, RT, OJ, RTW) – Global indicators.

Passenger ticket

Different coupons – ticketing instruction and conjunction tickets – Open tickets, E-tickets and its advantages – Miscellaneous charges order (MCO) and Prepaid Ticket Advice (PTA) – the rounding off of currencies, referring to airline time table, TIM, OAG, PAT.

Unit 6 Air fares

Types of fare – normal fare (Adult, child & infant) – Special fares, discounted fares, passengers requiring special handling – passengers with medical problems – Expectant women – Unaccompanied minors – infants – VIPs/ CIPs, introduction to special fares.

Internal fare constructions based on IATA & UFTAA – FBP – NUC – MPM – TPM – EMA –HIP – BHC – ROE – LSF – RWM. Point to point one way routing – Specified routing – Round the world Minimum (RWM) – Circle Trip Minimum (CTM).

Unit 7 Introduction to Aviation Geography

IATA areas; sub-areas; sub-regions. Freedoms of Air. Time calculation: GMT variation; concept of standard time and daylight saving time; calculation of elapsed time and flying time. Familiarisation with OAG: 3 letters city code; airport code; airline designated code; country and currency codes; global indicators; TIM; Hubs and Gateways; Flight and Routing Terms. Aircraft types.

Suggested Reading

- Aggarwal, Surinder Travel Agency Management, Communication India, New Delhi.
- Bradnock, Robert & Rama India Handbook 2000, Passport Publishers, UK, 1995.
- International Air fare & Ticketing By SK Gupta UDH Publication Delhi
- Nawab, A.W. Comparative Evolution of World Air Transport, National Publishing House, Delhi.
- Stratford, A.N. Air Transport Economics in the Supersonic era, McMillan, Bristol.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
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Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL304 Computer Applications in Business

(Total Hours 30)

GoalThis paper is to provide computer skills and knowledge for commerce students and to enhance the student understands of usefulness of information technology tools for business operations.

Objectives

- To provides knowledge of Computer Application.
- To prepare students to use app software to solve business problem& increase efficiency in the work place.
- To understand of why computers are essential components of Business.

Course content

Unit 1 Word Processing

Introduction to word Processing, Word processing concepts, Use of Templates, Working with word document: Editing text, Find and replace text, Formatting, spell check, Autocorrect, Auto text; Bullets and numbering, Tabs, Paragraph Formatting, Indent, Page Formatting, Header and footer, Tables: Inserting, filling and formatting a table; Inserting Pictures and Video; Mail Merge: including linking with Database; Printing documents Creating Business Documents using the above facilities.

Unit 2Preparing Presentations:

Basics of presentations: Slides, Fonts, Drawing, Editing; Inserting: Tables, Images, texts, Symbols, Media; Design; Transition; Animation; and Slideshow.Creating Business Presentations using above facilities.

Unit 3 Spreadsheet and its Business Applications:

Spreadsheet concepts, Managing worksheets; Formatting, Entering data, Editing, and Printing a worksheet; Handling operators in formula, Project involving multiple spreadsheets, Organizing Charts and graphs Generally used Spreadsheet functions: Mathematical, Statistical, Financial, Logical, Date and Time, Lookup and reference, Database, and Text functions.

Unit 4 Creating Business Spreadsheet:

Creating spreadsheet in the area of; Loan and Lease statement; Ratio Analysis; Payroll statements; Capital Budgeting; Depreciation Accounting; Graphical representation of data; Frequency distribution and its statistical parameters; Correlation and Regression.

Suggested Readings

- Introduction to Information Technology – ITL Education Solutions Limited – PearsonEducation
- Computer fundamentals fourth edition by Pradeep K. Sinha and PritiSinha BPB Publications
- Information Technology -The breaking wave by Dennis Curtin Tata McGraw-hill edition
- Frontiers of Electronic Commerce Ravi Kalakota& Andrew B Whinston, Pearson Education.
- Multimedia in practice, technology & applications, Judith Jeff Coate, PHI
- Multimedia making it work, Tay Vaughan, 3rd edition, Tata McGraw-Hill

- Multimedia: Computing, Communications Applications, Ralf Steinmetz and KlaraNaharstedt, Pearson.
- E-Commerce, Kenneth C. Laudon and Carlo GuercioTraver, Pearson Education.

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions/Lab exam	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions/Lab exam	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions/Lab exam	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions/Lab exam	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL305 Corporate Accounting

(Total Hours 60)

Goal This paper enables the students to acquire the basic knowledge of the corporate accounting and to learn the techniques of preparing the financial statements.

Objectives

- To describe the different types of relationships amongst business entities and identify these relationships for financial reporting purposes;
- To determine the 'reporting entities' for each inter-entity relationship, and explain the appropriate accounting policy choices.
- To demonstrate a thorough knowledge of relevant accounting standards and the ability to apply them to solve practical problems that arise from inter-entity relationships.
- To select the appropriate accounting techniques, as prescribed by the relevant accounting standards, and perform the accounting treatment for each type of inter-entity relationship (including preparing consolidated financial statements).

Course content

Unit 1 Accounting for Share Capital & Debentures

Issue, forfeiture and reissue of forfeited shares: concept & process of book building; Issue of rights and bonus shares; Buy back of shares; Redemption of preference shares; Issue and Redemption of Debentures

Unit 2 Final Accounts

Preparation of profit and loss account and balance sheet of corporate entities, excluding calculation of managerial remuneration, Disposal of company profits

Unit 3 Valuation of Goodwill and Valuation of Shares Concepts and calculation: simple problem only

Unit 4 Amalgamation of Companies

Concepts and accounting treatment as per Accounting Standard: 14 (ICAI) (excluding intercompany holdings). Internal reconstruction: concepts and accounting treatment excluding scheme of reconstruction.

Unit 5 Accounts of Holding Companies/Parent Companies

Preparation of consolidated balance sheet with one subsidiary company; Relevant provisions of Accounting Standard: 21 (ICAI).

Unit 6 Accounts of Banking Companies

Difference between balance sheet of banking and non-banking companies; Prudential norms; Asset structure of a commercial bank; Non-performing assets (NPA)

Unit 7 Cash Flow Statement

Concept of funds, Preparation of cash flow statement as per Indian Accounting Standard (Ind- AS): 7.

Note: 1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.

2. Any revision of relevant Indian Accounting Standard would become applicable immediately.

Suggested Readings

- J.R. Monga, Fundamentals of Corporate Accounting. Mayur Paper Backs, New Delhi.
- M.C. Shukla, T.S. Grewal, and S.C. Gupta. Advanced Accounts. Vol.-II. S. Chand & Co., New Delhi.
- S.N. Maheshwari, and S. K. Maheshwari. Corporate Accounting. Vikas Publishing House, New Delhi.
- Ashok Sehgal, Fundamentals of Corporate Accounting. Taxman Publication, New Delhi.
- V.K. Goyal and Ruchi Goyal, Corporate Accounting. PHI Learning.
- Jain, S.P. and K.L. Narang. Corporate Accounting. Kalyani Publishers, New Delhi.
- Bhushan Kumar Goyal, Fundamentals of Corporate Accounting, International Book House
- P. C. Tulsian and Bharat Tulsian, Corporate Accounting, S.Chand
- Amitabha Mukherjee, Mohammed Hanif, Corporate Accounting, McGraw Hill Education
- Compendium of Statements and Standards of Accounting. The Institute of Chartered Accountants of India, New Delhi.

Note: Latest edition of text books may be used.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

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Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks

Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL306 Business Environment and Ethics

(Total Hours 30)

Goal This paper aims to give insights on how a business operates in a dynamic social, cultural and economic environment. This helps to throw light on the policies of business which should be established and followed by the business men to achieve the objectives.

Objectives

- To understand the nature and scope of business
- To make the students gain conceptual knowledge of the process of environmental scanning and analysis
- To analyze the impact of technology on society, economy, and on individual plant
- To familiarize the students with the industrial policies and the importance of small scale industries in economic growth
- To describe the interface between culture and business

Course content

Unit 1 Introduction

Meaning and features of business and business environment- Objectives of Business environment- Basic indicators of economic development; Performance of Indian Economy, Demographic dividend-Birth rate- Happiness index; Factors affecting business environment, business analysis tool PESTEL.

Unit 2 Natural Environment

Natural Environment: Meaning, Nature and impact of natural environment on business- Natural pollution- deforestation-ecology.

Unit 3 Economic Environment

Economic Environment: Nature- Economic factors- Economic system, Industrial policy (Latest development), Competition Act- FERA- comparison between FERA and FEMA- Monetary and fiscal policy, Exim policy- SSIs, Privatization-Forms- advantages & disadvantages

Unit 4 Technological Environment

Meaning and features of technological environment- Impact of technology on- mankind society- economy- environment- education and plant level implications, Management of technology institutional and other facilities to promote science and technology- Managing organizations in the virtual world.

Unit 5 Political Environment

Political Institutions- Legislature-Executive-Judiciary- Indian constitution; Economic Roles of Government, Government's responsibility to business, Business's responsibility to Government.

Unit 6 Socio-Cultural Environment

Corporate Social responsibility of business- Business Ethics and Corporate Governance- Social audit, impact of culture on business- business participation in cultural affairs.

Suggested Reading

- Ashwathappa. (2011). Essentials of business environment. (11thed.). Bangalore: Himalaya publications.
- Francis Cherunilam. (2011). Business Environment. (12thed.). Mumbai: Himalaya publishing house.
- S.K.Mishra, P. (2011). Economic Environment. (5thed.). Delhi: Himalaya publishing house.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total Hours 90)

Goal This paper is to provide adequate knowledge about the various aspects of cost accounting and to facilitate students to learn different methods and techniques used in the ascertainment of cost of various products and services.

Objectives

- To develop in students towards cost consciousness and prepare them for careers in the areas of costing.
- To enable the students acquire an understanding of the concept and meaning of cost, the classification of cost and various statements of cost and profit.
- To enable the students to assess and understand cost incurred in manufacture of product or service.

Course content:

Unit 1 Introduction:

Meaning, objectives and advantages of cost accounting; Relationship between cost accounting and financial accounting; Cost concepts and classifications; Elements of cost; Cost Sheet, Installation of a costing system; Role of a cost accountant in an organisation.

Unit 2 Elements of Cost: Material

Material/inventory control techniques. Accounting and control of purchases, storage and issue of materials. Methods of pricing of materials issues — FIFO, LIFO, Simple Average, Weighted Average, Replacement, Standard Cost. Treatment of Material Losses.

Unit 3 Elements of Cost: Labour

Accounting and Control of labour cost. Time keeping and time booking. Concept and treatment of idle time, over time, labour turnover and fringe benefits. Methods of wage payment and the Incentive schemes- Halsey, Rowan, Taylor's Differential piece wage.

Unit 4 Elements of Cost: Overheads. Book Keeping in Cost Accounting

Classification, allocation, apportionment and absorption of overheads; Under- and over-absorption; Capacity Levels and Costs; Treatments of certain items in costing like interest on capital, packing expenses, bad debts, research and development expenses; Activity based Costing & Service Costing (brief overview). Reconciliation of cost and financial accounts

Unit 5 Methods of Costing

Job costing, Contract costing, Process costing (process losses, valuation of work-in-progress, joint and by-products)

Note:

1. The relevant Indian Accounting Standards in line with the IFRS for all the above topics should be covered.
2. Any revision of relevant Indian Accounting Standard would become applicable immediately.

Suggested Reading

- Charles T. Horngren, Srikant M. Datar, Madhav V. Rajan , Cost Accounting: A Managerial Emphasis, Pearson Education.
- JawaharLal, Cost Accounting. McGraw Hill Education
- Nigam, B.M. Lall and I.C. Jain. Cost Accounting: Principles and Practice. PHI Learning
- Rajiv Goel, Cost Accounting. International Book House
- Singh, Surender. Cost Accounting, Scholar Tech Press, New Delhi.
- Arora, M.N. Cost Accounting – Principles and Practice. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. Cost Accounting: Theory and Problems. ShriMahavir Book Depot, New Delhi.
- Iyengar, S.P. Cost Accounting. Sultan Chand & Sons.
- H.V. Jhamb, Fundamentals of Cost Accounting, Ane Books Pvt. Ltd.
- M.L. Agarwal and Gupta K.L., Cost Accounting, SahityaBhawan Publications, Agra.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total Hours 90)

Goals This course is to enable the students to identify methods of logistics and air cargo systems, process and procedures within the aviation industry, whilst adhering to safety and speed requirements of air cargo. To familiarize the systems of air cargo management.

Objectives By the end of this course, a student will

- Analyse the strategies of key industry stakeholders and discuss how value is delivered and captured in international air logistics chains;
- Relate relevant regulatory frameworks and the roles of governmental air cargo security regulations to a range of industry actor perspectives;
- Apply ground handling principles of air cargo;
- Critically analyse the technical characteristics of aircraft as they relate to air cargo planning and operations and air cargo revenue management;
- Match appropriate route structures and aircraft types to different combinations of passenger / freight airlines and all-cargo airlines;
- Optimise air cargo economics (including air cargo revenue management/pricing) taking on perspectives of various actors.
- Analyse the role of strategic alliances and emerging global supply chain management trends as they impact on the air cargo industry.

Course content

Unit 1 Air Cargo Concept

Introduction – Operations and Industry Regulations – Service Function, Organisation and Liability – SLI, Types of cargo-Handling of Perishable, Valuable Cargo and Special Cargo. Air cargo Tariff, Rates & Charges – Valuation charges and Disbursement. Airway Bill, Function, Purpose and Validation

Handling Facility

Airport Cargo Activity & Cargo Zone .Aircraft Handling with Cargo. Cargo Terminals and Facilities .Emerging trend in Cargo & Cargo Carriers.

Unit 2 Transportation Logistics

Transportation and significance of transportation logistics. Utility created by transportation in logistics. Transportation as a means of conquering time and space. Features of inbound, outbound, local and medium, long and continental transportation. Features of logistics transportation.

Unit 3 Air Transportation

Air Transportation in logistics Significance of air transportation in logistics utility created by air transportation in logistics-Air transportation as a means of conquering time and space features and facilities offered by air cargo ways factors influencing growth in air logistics air suitability for different cargo- Innovative schemes facilities to popularize air cargo logistics in India –share cargo movement in india and worldwide conventions covering the movement of dangerous goods by air.

Unit 4 Roadways

Roadways and Logistics Contours Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics friendly- Factors influencing choice- Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide. Role National Highways and the Toll highways- Outsourcing Fleets from others. Technology, Cost, Speed, Security and Dynamics- Competition with other modes.

Unit 5 Modes of Logistics

Coordination among different segments Concept ,needs and areas of coordination among different modes coordination among supply chain partners energy product prices and logistics environments and logistics problem and prospects in interstate logistics by road role of truckers bodies in road rail air cargo movement.

Unit 6 Transport System Model and Warehousing

Deregulation and Government Rule – Transport Security-Product Packaging and Pricing – Role of Warehouse –Alternative Warehousing.Trend in Material Handling – Inbound Logistics and Purchasing

Unit 7 Global Environment & Strategy

Global Supply Chain – International Documentation- Strategy Formulation & Implementation.Quality Concept & TQM – Improving Logistics Performance

Suggested Reading

- Kent Gourdin, —Global Logistics Management, Wiley Blackwell
- Lambert, — Strategic Logistic Management, Academic Int Publisher
- Alan Rushton & John Oxley, — Hand Book of Logistic and Distribution, Kogan Page
- John F Magee & William C Copalino, — Modern Logistics Management, John Wiley & Sons
- Paul R. Murphy, Jr and Donald F. Wood, — Contemporary Logistics, Prentice Hall, 9th edition, 2008
- Edward J Bardi / John J Coyle / Robert A Novack, — Management of Transportation, Thomson – South- Western, 2006.
- Chi Chu, C. Leung, Van Hui& Cheung, 4th Party Cyber Logistics for Air Cargo, Spring, 2004
- Coyle, Bardi&Novack Transportation A Supply Chain Perspective, South-Western College, 2010
- Dangerous goods regulations – Manual (IATA)
- Hui, Leong, Arming Zhang, et al, Air Cargo in Mainland China and Hong Kong, Ash gate, 2004
- John Walter Wood, Airports: Some elements of design and future developments.
- L. B. Embry, P. K. Day, Carrier based air logistics study--data sources and issues, Digitalized 2009
- Live Animal Regulations – Manual (IATA)
- Mark Wang, Accelerated Logistics, Santa Monica CA.
- MB. Stroh, A Practical Guide to Transportation and Logistics, Logistics Network Inc. 2006

- MOSWest, Transportation and Cargo Security, Prentice Hall, 2005.
- P.S. Senguttavan, Fundamentals of Air transport management Oxford Atlas – Oxford Publishing
- Paul Jackson and William Brackenridge, Air cargo distributions: A management analysis of its economic and marketing benefits, Grower Press.
- Peter Belobaba, Amedeo Odoni and Cynthia Barnhart, The Global Airline Industry, Wiley 2009
- Peter S. Smith, Air Freight: operations, marketing and economics, Faber
- Ratandeep Singh, Aviation Century: Wings of change – A global survey.
- Ritter, Barrett and Wilson, Securing Global Transportation Networks, McGraw Hill, 2006
- Simon Taylor, Air transport logistics, Hampton
- Sung Chi-Chu, 4th Party Cyber Logistics for Air Cargo, Boston: Kluwer Academic Publishers.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

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Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL403 Airport Infrastructure Principles

(Total hours 90)

Goals This course is to provide an overview of airline management decision processes with a focus on economic issues and their relationship to operations planning models and decision support tools.

Objectives By the end of this course, a student will

- Explain the evolution of aviation industry and airports.
- Define the development of Airports
- State operational processes of Airport.
- Define the role of Directorate General of Civil Aviation

Course content

Unit 1 History of Aviation

History of Aviation with a special focus on India; major players in the airline industry, swot analysis of the different airline companies in India, market potential of airline industry, global and ethical concerns in the airline industry.

Unit 2 The Development of the Airports

Introduction – Related value Proposition. Evolution of traditional Air port – Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management – consulting services – BAA and the non aviation business – best airport in the world The Development of Airports – Related value Proposition. Evolution of traditional Air port – Evolutionary patterns for airport enterprises – Commercial Airport Philosophy – tourist and conference service – logistic services – property management – consulting services – BAA and the non aviation business – best airport in the world

Unit 3 Airport Operations

Airport planning - terminal planning design and operation; new airport development plans, competition in the airline industry and airport management; Airport Authority of India. Airport functions; airport operations. Comparison of airports in India and the world.

Unit 4 Organizational Structure in an Airline

Introduction to Organizational Structure in an Airline ; Airline Management; Role of AAI and privatization; Airline coordination in Airports.

Unit 5 Directorate General of Civil Aviation

Role of DGCA, slot allocation; methodology followed by DGCA and ATC, Management of Bilateral and Economic Regulations.

Unit 6 Airport infrastructure and management airport planning

Air terminal planning, design and operation – airport operations – airport functions – organisation structure in an airline - Airport Authority of India (AAI) - functions of airport authority of India, comparison of global and Indian airport management – role of AAI - airline privatisation – partial privatisation.

Unit 7 Case Study

The case of Singapore Airport, Role and meaning of loyalty for a service company – Bench marking airline experience – Provider – Customer relational link – benefits from ALPS implementation of ALPS Airport marketing Planning – London city Airport A best – in – class provider in the Airport business – The Airport industry and An International Picture - Air port business in 2002- US & European performance in 2002 – Asia pacific performance in 2002 – Middle east/Africa in 2002 – Airport business in 2003 – 2005 outlook for the Air transport industry.

Suggested Reading

- Airline industry Poised for disruptive innovation? By NawalTaneja
- Commercial airlines passenger fee issues (transportation infrastructure- roads, highways, bridges, airports and mass transit) by Michael J. Liguori.
- Graham A. (2001). Managing Airports An International Perspective- Butterworth-Heinmann. Oxford.
- Ready for takeoff? The potential for low-cost carriers in developing countries by Charles E.Schlumberger and Nora Weisskopf.
- Wells A. (2000). Airport Planning and Management. 4th Ed. London McGraw Hill.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
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Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL404 E-Commerce

(Total Hours 30)

Goal This paper aims to analyze the business model of firm and To determine the role that the internet (and related technologies) can play to support or even enable this model.

Objectives

- To gain a comprehensive understanding of the E-Commerce landscape, current and emerging business models, and the technology and infrastructure underpinnings of the business.
- To gain an understanding on how innovative use of the E-Commerce can help developing competitive advantage and discuss legal issues and privacy in E-Commerce.
- To develop an understanding on how internet can help business grow
- To gain an understanding on the importance of security, privacy, and ethical issues as they relate to E-Commerce.

Course content

Unit 1 Introduction

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of E-Commerce, e-commerce business models (introduction, key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

Technology used in E-commerce The dynamics of world wide web and internet (meaning, evolution and features); Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Unit 2 Security and Encryption

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

Unit 3 IT Act 2000 and Cyber Crimes

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

Unit 4 E-payment System (8 Lectures, 3 Practical Lab)

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

Unit 5 On-line Business Transactions

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial,

travel and career), auctions, online portal, online learning, publishing and entertainment}
 Online shopping (amazon, snapdeal, alibaba, flipkart, etc.)

Unit 6 Website designing (14 Practical Lab)

Introduction to HTML; tags and attributes: Text Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.

Suggested Readings

- Kenneth C. Laudon and Carlo Guercio Traver, E-Commerce, Pearson Education.
- David Whiteley, E-commerce: Strategy, Technology and Applications, McGraw Hill Education
- Bharat Bhaskar, Electronic Commerce: Framework, Technology and Application, 4th Ed., McGraw Hill Education
- PT Joseph, E-Commerce: An Indian Perspective, PHI Learning
- KK Bajaj and Debjani Nag, E-commerce, McGraw Hill Education
- TN Chhabra, E-Commerce, Dhanpat Rai & Co.
- Sushila Madan, E-Commerce, Taxmann
- TN Chhabra, Hem Chand Jain, and Aruna Jain, An Introduction to HTML, Dhanpat Rai & Co.

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section	Question Type	Number of Questions	Marks
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	Total		50 Marks

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Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL405 Managerial Economics

(Total Hours 30)

Goal This paper is tenable the students to use micro economic principles, quantitative tools to making sound managerial decisions and to present business topics using graphs, equations and numerical insight.

Objectives

- To develop the conceptual foundations and analytical methods used in micro economics
- To familiarize the students with the basic consumer behaviour, behaviour of firms, and market equilibrium.
- To understand the basic elements of managerial economics aspects , nature and decision making
- To study the concepts of profit , profit maximization and analysis of Breack Even Point

Course content

Unit 1 Introduction to Managerial Economics:

Meaning, nature and scope of managerial economics- Basic Economics tools in Managerial Economics -Role and Responsibility of managerial Economist- Importance of Managerial Economics.

Unit 2 Theory of Consumption:

Utility-Meaning & feature, Cardinal approach- law of diminishing Marginal utility-Law of demand-Determinants of demand- movement vs shift in demand curve, Elasticity of demand. Ordinal utility- Indifference curve- Properties of Indifference curve – Budget line, consumer equilibrium, Income and substitution effect.

Unit 3 Theory of Production and Cost:

Meaning of Production-Production function; supply -meaning and law of supply – Law of variable proportions; Law of returns, Gross profit and net profit- Profit maximizations sales maximisation, Baumols sales maximisation model, capital Budgeting- Importance.

Unit 4 Market structures:

Price and output determination under different forms of market- Perfect competition, Monopoly-Monopolistic Competition – Price discrimination – Monopsony, Oligopoly, Oligopsony.

Unit 5 Demand Forecasting:

Factors involved – Objectives of short run and Long run Demand Forecasting-Determinents of demand – forecasting of demand for new products- Overseas demand analysis -criteria of good forecasting method- techniques of demand forecasting

Suggested Reading

- Peterson, Lewis and Jain, Managerial Economics : Pearson Publication, New Delhi ; 2001
- D M Mithan, Managerial Economics: Theory and Practice, Himalaya Publication, New Delhi ; 2005
- K KDewett, Modern Economic Theory, Chand Publication, New Delhi ; 1999

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
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Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

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Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

GoalThis paper is to provide the knowledge which are essential for gathering, analyzing and interpretation of the problems confronted by humanity. This paper introduces the nature of Social and Business research, and provides the techniques of research, identification of problem, research design, data collection, sampling, hypothesis, processing, and interpretation of data and preparation of reports.

Objectives

- To provide an overview of the research process.
- To identify the methods and techniques of research.
- To conduct a literature review of the concepts comprising the research questions.
- To define the main elements of a potential research instrument for testing the hypotheses.

Course content

Unit 1 Nature of Social and Business Research

Meaning and definition of research, Criteria of good research, social research-objectives, assumptions, deductive and inductive methods, significance and difficulties of Social research. Business research- Research and business decisions.

Unit 2 Methods and Techniques of Research

Classification of research-According to the intent- Pure Research, Applied Research, Exploratory Research, Descriptive Study, Diagnostic Study, Evaluation Studies, and Action Research. According to the method- Experimental Research, Analytical Study, and Historical Research. Inter Disciplinary Research and its essentials.

Unit 3 Research Problem and Research Design

Research Problem Steps involved for selection of a topic for research study, components of research problem, Definition of Problem, Evaluation of Problem, review of relevant literature, sources of literature Note Taking. Testing of Hypothesis, Errors in Hypothesis. Research Design - Meaning, definition, Classification of Research Designs. Importance of Research Plan, Contents of a Research Plan.

Unit 4 Sampling and Sample Design

Meaning of Sample, purpose of Sampling, Sampling Technique – Random Sampling and Non-random sampling, Errors in Sample Surveys – Sampling Errors and Non Sampling Errors.

Unit 5 Methods and Tools for Data collection.

Methods of Data Collection Meaning and Importance of data, Sources of data – Primary Sources and Secondary Sources, Methods of collection of Primary and Secondary data. Tools or instruments of data collection Observation schedule, Interview guide, Interview schedule, Mailed questionnaire, Rating scale, Check list, Opinionated, Document Schedule. Types of Questions–open ended/close ended, Measurement scale–Meaning and types

Unit 6 Processing, Analysis and Interpretations of Data and Report writing.

Steps in data processing, editing, coding, classification, transcription, analysis of data, interpretation. Use of Excel in Data Entry & Analysis- Variable types- Frequency tables – Various Kinds of Charts and Diagrams Used and their Significance. Report Writing Introduction, types of report, planning of report-writing, format of research report. Documentation Foot notes and Bibliography, briefing and evaluation of report-writing.

Suggested Reading

- Krishnaswami, O.R (2012).Research Methodology. Mumbai Himalaya publishing House.
- Bhandarkar, W. T. (2006).Methodology and Techniques of Social Research.MumbaiHimalayaPublishing House.
- Krishnaswami, O. (2012).Research Methodology.Mumbai Himalaya publishing House.
- C.N Kothari.Research Methodology/3rdedn New Age International Pvt Ltd; New Delhi
- Pannerselvam.R. (2006).Research Methodology. New Delhi Prentice Hall of India.
- Trochim, M.K. (2009).Research Methods.New Delhi Sultan Chand.

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Final Examination	75
	100

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Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL501 Airline and Airport Management

(Total hours 90)

Goals This course will enable the students understand Terminals, Airport Operators and their functions Duties and responsibilities of ground handling agencies, Documentation related to Airport Management.

Objectives By the end of this course, a student will

- Explain the nature and types of business organizations, Principles & functions of Management Process of decision making

Unit 1 Introduction

History of Aviation- Development of Air transportation in India- Major players in Airline. . Industry-Market potential of Indian Airline Industry— Current challenges in Airline Industry Competition in Airline Industry. World Airlines and airports, world aviation bodies.Airports - Civil , Military - Training - Domestic/International - Passenger/Cargo Terminals – World Airlines - World's Major Airports – IATA / ICAO - National Aviation Authorities & Role of State and Central Governments - Airports Authority of India

Unit 2International trends

Emerging Indian scenario- Private Participation International Developments – PPP Public Private Participation in Indian Airport - Environmental Regulations-Regulatory issues - Meteorological services for Aviation - Airport fees, rates, and charges. Airport operator - Passengers' Terminal Management: Domestic - Passengers' Terminal Management: International - Cargo Terminal: Domestic and International - Airside Management: Ground and Flight safety.

Unit 3 Airport planning

Introduction – Growth of air transport, Airport organization and associations, Classification of airports, airfield components, Air traffic Zones and approach areas. Context of Airport system planning Development of Airport Planning process – Ultimate consumers – Airline decision – Other Airport operations

Unit 4 Airlines-revenue management and distribution and promotion

Building Block in Airline Pricing Policy-Uniform and Differential Pricing- The Structure of Air Freight Policy- Distribution Channel Strategies-Travel Agency Distribution System-Selling &Distribution.Channel in Air Freight Market- Brand Building Strategies in Airline Industry- relationship Marketing and Components of Marketing Strategies - Frequent Flyer Programme- Anatomy of Sale and Planning. Marketing Communication Technique-Airline Advertising - Air Freight Market- Future of Airline Market.

Unit 5 Ramp services

Ground handling agencies and documents- Role and Responsibilities of Ground Handlers - Ground Handling: Self Handling vs. Outsourcing - Ground Handling: Case Studies at India and Abroad - IATA Ground Handling Council.

Handling of Passengers - Handling of Baggage - Aircraft Handling -Catering Planning, Aircraft Fleet and its Maintenance - Ground Handling Agreements - Scheduling and Approvals - Crew Management and Documentation.

Passenger services

Passenger Handling: Departure Concourse - Passenger Handling: Transit and Arrivals - Passengers'.Baggage Handling - Specialized Handling of Passengers: VVIPs, VIPs, Physically Challenged

Unit 6 Airport operations

Airport planning-Operational area and Terminal planning, design, and operationAirport - operations-Airport functions-Organization structure of Airline and Airports sectors-Airport authorities-Global and Indian scenario of Airport management – DGCA –AAI

Unit 7 Airport handling

Airport Services - Standard Operations - Ramp Services & Airside Safety - Freight Warehouse.Management Airline Terminal Management-Flight Information Counter/Reservation and Ticketing. Check In/Issue of Boarding pass-Customs and Immigration formalities-Co-ordination-Security. - Managerial Operations - Airline Catering & Various Bodies Handling of Unaccompanied minors and Disabled Passengers. Handling of Stretcher Passengers and Human Remains-Handling of CIP,VIP& VVIP-Co-ordination of Supporting Agencies /Departments.

Suggested Readings

- Graham .A-Managing Airport an International Perspective –Butterworth Heinemann, Oxford-2001
- Wells .A-Airport Planning and Management, 4th Edition-McGraw-hill, London-2000.
- Doganis .R.-The Airport Business-Routledge, London-1992
- Alexander T.Well, Seth Young –Principles of Airport Management-McGraw Hill 2003
- P.S. Senguttuvan –Fundamentals of Airport Transport Management – McGraw Hill 2003
- Aviation Safety Programs A Management Hand Book-Richard H.Wood – Jeppesen Sanderson Inc
- Strategic Management –Gregory G.Dess and Alex Miller –McGraw Hill -Irwin McGraw Hill,9th Edition
- International Marketing – Philip R. Cateora – Irwin McGraw Hill, 9th Edition
- Richard DE Neufville – Airport Systems
- P S Senguttuvan – Principles of Airport Economics

- Risk Management and Error Reduction in Aviation Maintenance – Manoj S. Patankar and James C.Taylor – Ashgate Publishing Ltd
- Managing Maintenance Error – James Reason and Alan Hobbs - Ashgate Publishing Ltd
- P.S.Senguttuvan –Fundamentals of Airport Transport Management – McGraw Hill 2003
- Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill
- IATA Training Manual – latest amended

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total Hours 90)

GoalsThe course is to enable the students to familiarize themselves with laws related to aviation and aircraft operations. 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.

ObjectivesBy the end of this course, a student will

- Identify the laws of the aviation industry.
- Explain the rules and regulations for aircraft operations.

Unit 1 Rules of Air

Definitions – Aerodrome, Aeroplane, Air traffic, Alternate aerodrome, Apron, Controlled aerodrome, Controlled airspace, Manoeuvring area, Pilot-in-command, Psychoactive substances, Taxiway, Applicability Of The Rules Of The Air, Compliance with the Rules of the air, Problematic use of psychoactive substances, General Rules - Protection of persons and property, Avoidance of collisions, Lights to be displayed by aircraft, Signals - Distress And Urgency Signals

Unit 2 Operation of Commercial Air Transport- Aeroplanes

General Requirements - Compliance with laws, regulations and procedures, Safety Management, Flight Operations, Air Operator Permit, Minimum flight Altitudes, Aerodrome Operating minima, Fuel and Oil Records, Passengers, Flight Preparation, Oxygen Supply, Duties of pilot-in-command, Aeroplane Maintenance - Operator's maintenance responsibilities

Unit 3 Registration / Deregistration of Aircraft

Definitions, Classification of Aircrafts, Procedure for Registration of Aircraft, Application For Registration of Aircraft, Change of Ownership, Aircraft Imported By Air, Registration Certificate And Validity of Registration of Aircraft, Issue of Duplicate Certificate of Registration, Cancellation of Registration of Aircraft, Fixation of Nationality And Registration Markings, Identification Plate, Registration fees.

Unit 4 Provision of Medical Supplies in Aircraft

First- Aid Kit, Medical Kit, Niversal Precaution Kit, Requirement of Medical Supplies, Contents of The First-Aid Kit, Contents of Medical Kit, Contents of Universal Precaution Kit, Periodic Examination of The Kit , General Requirements.

Unit 5 Civil Aviation Regulations Authority

DGCA-Introduction to Directorate General of Civil Aviation- DGCA functions-DGCA Organization-DGCA as Regulatory Authority
Aircraft Rules:Aircraft Act 1934, The Aircraft Rules 1937

Unit 6 National Legislation

The Air corporations Act, 1953 (27 of 1953), The Air Corporations (Transfer of Undertakings and Repeal) Ordinance, 1994(4 of 1994), The Air Corporations (Transfer of Undertakings and Repeal) Act, 1994 (13 of 1994), The International Airports Authority of India act, 1971 (43 of 1971), The National Airports Authority of India, 1985 (64 of 1985), The Airports Authority of India Act 1994 (55 of 1994), The Carriage by Air Act, 1972 (69 of

1972), The Tokyo Convention Act, 1975 (20 of 1975), The Anti-hijacking Act, 1982 (65 of 1975), The suppression of unlawful acts against safety of Civil Aviation Act, 1982 (66 of 1982).

Unit 7 Civil Aviation Requirements (CAR)

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

Unit 8 International Conventions

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

Suggested Reading

- Aeronautical Information Circulars
- “Aircraft Manual (India) Volume” – Latest Edition, the English Book Store, 17-1, Connaught Circus, New Delhi.
- “Civil Aviation Requirements with latest Amendment)” – The English Book Store, 17-1, Connaught Circus, New Delhi.
- Aircraft Manual, C.A.R. Sec. II

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

Goal This course provides the basic knowledge and equips students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

Objectives

- To understand the income tax system.
- To distinguish sources of income
- To able to compute total income and define tax complicacies and structure
- To calculate tax for natural and legal persons

Course content

Unit 1 Introduction

Basic concepts: Income, agricultural income, person, assessee, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN). Residential status; Scope of total income on the basis of residential status Exempted income under section 10

Unit 2 Computation of Income under different heads-1

Income from Salaries - Income from house property

Unit 3 Computation of Income under different heads-2

Profits and gains of business or profession - Capital gains - Income from other sources

Unit 4 Computation of Total Income and Tax Liability

Income of other persons included in assessee's total income; Aggregation of income and set-off and carry forward of losses; Deductions from gross total income; Rebates and reliefs. Computation of total income of individuals and firms; Tax liability of an individual and a firm; Five leading cases decided by the Supreme Court

Suggested Readings

- Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
- Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
- Mehrotra H.C. and Goyal S.P, Income Tax Law and Accounts, SahityaBhawan Publications. 4. Bangar's Comprehensive Guide to Direct Tax Laws.
- Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai
- Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.
- Current Tax Reporter. Current Tax Reporter, Jodhpur.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total Hours 60)

Goal The objective of the course is to impart basic knowledge of the important business laws along with relevant case law.

Learning outcomes

- To impart essential knowledge about relevant laws concerning and effecting business organizations in operation.
- To familiarize the student with certain statutes that may apply in business context.

Course content

Unit 1 The Indian Contract Act 1872: General principle of law of Contract

Contract - meaning, characteristics and kinds. Essentials of a valid contract - Offer and Acceptance. Offer: legal rules as to offer. Acceptance: legal rules as to accept

Unit 2 Consideration, contractual capacity, free consent:

Lawful consideration-Meaning, legal rules, privity of contract (stranger to contract) with exceptions. Exceptions to the rule 'no consideration no contract', Capacity to contract- Persons Disqualified from contracting, Effects of Minor's agreement Free Consent-Meaning and essentials of coercion, Undue influence, Fraud and misrepresentation, Mistake- Mistake of Law, Mistake of fact, Bilateral and Unilateral Mistake (meaning).

Unit 3 Lawful Object, Contingent Contract and Quasi Contract:

Lawful Object - Meaning, Agreements Opposed to Public Policy, Wagering Agreements Contingent Contract- meaning and Rules, Distinction between Wager and Contingent Contract.

Quasi Contract - Meaning and Circumstances, Discharge of Contract- meaning and various modes of Discharge, Remedies for the Breach of Contract.

Unit 4 The Indian Contract Act, 1872: Special Contract

Contract of Indemnity and Guarantee difference between a contract of indemnity and contract of guarantee, Contract of Bailment and Pledge- duties and rights of Bailor and Bailee, Finder of goods, Contract of Agency - meaning, mode, duties and rights of agent and principal, personal liability of agent, termination of agency.

Unit 5 The Sale of Goods Act, 1930

Contract of sale, meaning and difference between sale and agreement to sell, Conditions and Warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller- meaning and rights of an unpaid seller against the goods and the buyer, Auction sale.

Unit 6 The Information Technology Act 2000

Definitions under the Act, Digital signature, Electronic governance, Attribution, Acknowledgment and Dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Appellate Tribunal, Offences.

Suggested Reading

- Kapoor N.D, (2015), Elements of Mercantile Law, Delhi, Sultan Chand & Sons.
- Avatar singh. The principles of Mercantile Law: Eastern Book Co; Lucknow
- M.C Shukla. Mercantile Law: S Chand & Co; 2010.
- SN Maheshwari and SK Maheshwari. Business Law:National Publishing House, New Delhi
- Information Technology Rules 000 with information technology Act 3000, New Delhi, Taxmann Publications Pvt.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section	Question Type	Number of Questions	Marks
Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section	Question Type	Number of Questions	Marks
Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total hours 30)

Goals This course will provide the students the knowledge about how digital has revolutionized the interactions between firms and consumers along this journey. Students will also familiarize with the digital offers powerful tools to reach consumers along the funnel: online display ads raise awareness, search listings reach consumers with intent, e-commerce facilitate conversion, and social media both energizes and retains customers. Digital marketing is distinguished by the 3 “I”s that firms must master: immediacy, incrementality, and intimacy.

Objectives By the end of this course, a student will

- Define the concepts of Digital marketing
- Identify market offerings on digital channel.
- Create and build brands online.

Course Content

Unit 1 Introduction

Concept of Digital Marketing – Meaning, Definitions and Concept, Importance and role of Digital Marketing, IMC, its relevance to the Consumer. Segmentation, Positioning and Branding in Digital World. Digital marketing platforms.

Unit 2 Online Marketing

Online marketing strategies for customer acquisition, conversion and retention, On-page and Off-page Optimization, Google Analytics, Website Monetization.

Unit 3 Digital Communication Environment

Dimensions of Digital Communication Environment – Technology, Applications, Marketing and Audiences. Keyword Research and Analysis, Disintermediation and digitization Emerging digital channels (SEO, SEM and SMM) Key analytics and consumer browsing behaviour.

Unit 4 Social Media

Digital Promotion and Social Media – Formulation of Digital Marketing plan, Digital Promotional tools – Online advertising and SEM, online Video and TV Advertising, email marketing, mobile marketing, lead generation, crowd-sourcing, Website as a form of advertisement and their types.

Unit 5 Social Media and Networking

Social Media Consumer, Social Media marketing, Blogging and Video Marketing.

Unit 6 Ethical Issues

Ethical Issues in Digital Marketing. The digital Divide, social Exclusion, Intrusion and Marketing to Children.

Suggested Readings:

- Principles and Practice of Marketing, David Jobber and Fiona Ellis-Chadwick McGraw, 7th Edition
- Bird, D. (2007) Commonsense, direct and digital marketing. 5th edition. London, Kogan Page.

- Dann, S. & Dann, S. (2011) E-Marketing: Theory and Application. Palgrave, Macmillan

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL504B Total Quality Management

(Total Hours 30)

Goals The purpose of this course to provide the knowledge of quality in a particular system.

Objectives By the end of this course, a student will

- Understand quality concepts and philosophies of TQM
- Apply TQM principles and concepts of continuous improvement
- Apply and analyze the quality tools, management tools and statistical fundamentals to improve quality
- Understand the TQM tools as a means to improve quality
- Remember and understand the quality systems and procedures adopted
- Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.

Course Content

Unit 1 Introduction to TQM

Introduction, Evolution of quality, Definition, Concept and Features of TQM, Eight building blocks of TQM.

Unit 2 TQM thinkers and Thought

Juran Trilogy, PDSA cycle, 5S, Kaizen, Crosby's theory on Quality Management, Quality Performance Excellence Award- Deming Application Award, European Quality Award, Malcolm Baldrige National Quality Award.

Unit 3 TQM tools

Benchmarking: Definition, concepts, benefits, elements, reasons for benchmarking, process of benchmarking, FMEA, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept and need. The seven tools of quality, New seven management tools.

Unit 4 Six Sigma

Introduction, Features of six sigma, Goals of six sigma, DMAIC, Six Sigma implementation.

Unit 5 Quality Systems

Introduction, Need for ISO 9000, ISO 9000:2000, ISO 14000, other quality systems, ISO 9001:2008. Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 14001:2004

Suggested Reading

- Dale H. Besterfield, "Total Quality Management", 3rd edition 2011 Pearson Education
- James R. Evans & William M. Lindsay, —"The Management and Control of Quality", 9th Edition South-Western (Thomson Learning),
- Feigenbaum, A.V. —Total Quality Management; 4 edition (August 1, 1991, McGraw-Hill Professional)
- Oakland, J.S. —Total Quality Management, 3rd Edition, 2003. Butterworth – Heinemann Ltd Oxford
- <https://open.library.ubc.ca/cIRcle/collections>

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL 505A Auditing and Corporate Governance

(Total Hours 60)

Goal Provides working knowledge of Auditing, Vouching, internal Check and inspection of books of companies, Corporate Governance and Major Corporate Governance failures etc. It also includes legal provisions in this connection as per Companies Act in India.

Objectives

- To provide working knowledge of the framework of auditing system in India.
- To develop an understanding of the duties, responsibilities, and liabilities of a company auditor.
- To familiarize the students with the understanding of issues and practices of Corporate Governance in the global and Indian context including case studies.

Course content

Unit 1 Introduction to Auditing

Meaning and definition of auditing, objects of Auditing, Advantages and limitations of Auditing, Classification of audit: Statutory audit, Govt. Audit, Internal audit, Continuous audit and Annual Audit.

Unit 2 Internal check

meaning, definition, objects and merits of Internal Check. Internal Check regarding cash sales, cash purchases, payment of wages and stores.

Unit 3 Vouching

Meaning, definition and objects, vouching of cash transactions. cash receipts and cash payments, credit purchases and credit sales. Verification: meaning and definition. Verification of Land and Buildings, Plant and Machinery, Stock in trade, Debtors, Goodwill and Creditors.

Unit 4 Company Audit and Audit of Limited Companies

Company Auditor: Qualifications and Disqualifications, Appointment and removal of auditor. Rights, Duties and liabilities of Company Auditor. Audit of Limited Companies:- Audit of Financial Statement –Balance Sheet & Profit & Loss a/c, Contents of Audit Report-Types of Audit reports. Recent trends in Auditing: Basic considerations of Audit in EDP environment, General EDP Environment, Relevance Auditing and Assurance Standards(AASs).

Unit 5 Conceptual framework of Corporate Governance

Meaning, theories, Models and benefits of corporate Governance: Board committees and their functions: Insider trading: Rating agencies: Green governance/E- governance: clause 49 of listing agreement: Class action : Whistle Blowing: Shareholders Activism.

Unit 6 Major Corporate Governance failures

BCCI (UK), Maxwell Communication (UK), Enron (USA), World.com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam computer services limited and King Fisher Airlines: Common Governance problems noticed in various corporate failures: Codes and standards on Corporate governance: initiatives in India.

Suggested Reading

- T R Sharma, Auditing : Principles and Problems Agra : SahityaBhavan Publications ; 2013

- B N Tandon, A Handbook of Practical Auditing/ 14th edn, New Delhi : S Chand & Company Pvt Ltd ; 2016
- Kamal Gupta, Contemporary Auditing/6thedn : Tata Mc Graw Publishing ; New Delhi.
- Shekhar K.C, Auditing :Vikas Publishing ; Bangalore.
- DinakarPagare, Auditing : Sulthan Chand & Sons, New Delhi ; 2016
- B S Raman, Auditing 1st edn :New United Publishers : Mangaluru ;2016
- Maxim Carl, Auditing : 1st edn/Universal King Publishers ;Mangaluru ; 2016
- Corporate Governance, Business ethics and CSR: Sharma J.P
- Auditing and Assurance Standards: Institutes of Chartered Accountants of India ICAI,

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL505B Management Accounting

(Total Hours 60)

Goal This paper is to impart the students' knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making. Further introduce students to the various tools and techniques of management Accounting.

Objectives

- To enlighten students on Financial Statement Analysis with the emphasis on the preparation of fund flow and cash flow statement.
- To provides the proper idea on financial statement analysis in practical point of view.
- To understand the techniques for business decisions short-term and long-term strategic decision making models, cost management ideas, budgeting and associated performance measurement.

Course content

Unit 1 Introduction

Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management

Unit 2 Budgetary Control

Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting.

Unit 3 Standard Costing

Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances. Disposition of Variances, Control Ratios.

Unit 4 Marginal Costing

Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point.

Unit 5 Decision Making

Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short term decision making situations – profitable product mix, Acceptance or Rejection of special/export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down. Pricing Decisions: Major factors influencing pricing decisions, various methods of pricing

Unit 6 Contemporary Issues

Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing.

Suggested Reading

- Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O. Schatzberg. Introduction to Management Accounting , Pearson Education.
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. Management Accounting. Dorling Kindersley(India) Pvt. Ltd.
- Singh, Surender. Management Accounting, Scholar Tech Press, New Delhi.
- Garrison H., Ray and Eric W. Noreen. Managerial Accounting. McGraw Hill.
- Goel, Rajiv, Management Accounting. International Book House.
- Arora, M.N. Management Accounting. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. Management Accounting. Shree Mahavir Book Depot, New Delhi.
- Singh, S. K. and Gupta Lovleen. Management Accounting – Theory and Practice. Pinnacle Publishing House.
- Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education
- H.V. Jhamb, Fundamentals of Management Accounting, Ane Books Pvt. Ltd. Note: Latest edition of text books may be used.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

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Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL506 Internship

Goals The internship involves students in common learning tasks, networking and the organisation of the workplace as well as specially focused learning tasks, which are connected to their personal professional development. The learning that takes place during the internship periods is an important factor in the student's professional growth. Students cooperate with own faculty, as well as with a training co-ordinator from the industry, a pedagogical supervisor from the university and a supervisor assigned to them at the workplace. The faculty usually has the role of professional supervisor in the student's professional development as a whole. The face-to-face sessions between students and the professionals is seen as connecting professionalism with personality, and those connections need strong reflective procedures. The co-ordinator is responsible for handling internship-related issues, for informing, guiding and advising students about the internships, and for developing internship practices. The faculty will provide customised learning Goals to suit the student's individual professional growth and monitors how the internship is implemented. This course is intended to develop the knowledge of the student in the management of project report writing. Special emphasis provided on project formulation and techniques for report writing. So, that they are able to draft project report in any area of their course and to evaluate a project. To provide the students with an opportunity to apply theoretical knowledge in real work situation

Objectives By the end of this course, a student will

- Present a written report that defines the basic concepts classification, characteristics, processes, of the organisation in which the training was undertaken.
- Explain the detail tools technology and systems, structures, environmental aspects of the organisation where the internship was undertaken.
- Apply theoretical practice beentaught in the previous semesters. thereby closing the gap between academic workand the actual practice
- Define the role of professionals in specific industries and companies they are interested in, project their self-potentials, abilities and shortcoming.
- Network and connect with professional and transit to full-time position

Course content

The report should be consist of

- Introduction
- Profile and background of the organisation
- Terms of reference
- Mission, Goals and purpose
- Duties, roles and responsibilities, and schedules, learning from the organisation
- Application of the theory to the real life situation.
- Lessons learnt, challenges
- Conclusion, recommendation
- Appendix.

Students will be provided 270 hours during the close of the IV semester to undertake an internship in the aviation, travel and tourism sector and submit a project report based on their learning in contest to the subject thought during the previous four semesters. The project title will be chosen in consultations with the faculty who will provide a prescribed format. The project will be submitted in the V semester. The evaluation of the project work will have done by a board consisting of the HOD concerned faculty and a nominated expert if required.

Teaching Learning Methodology

Internships integrate accredited academic coursework with periods of supervised, relevant experiences in the workplace. Internships not only provide students with an opportunity to practice and apply knowledge in a field of study but also provide a learning scaffold for real-world workplace issues such as morality and ethics, spirituality, diversity, values-based leadership, managing conflict, change management and leadership. The teaching occurs as supervised learning in the real world environment.

Examination Scheme/Assessment

Sl. No.	Details	Hours
1.	Working on a project in the industry	270
2.	Report, Presentation, Viva	90
	Total	360

Marks for Internship

Sl. No.		Marks
1.	Working on a project / Industry feedback	50
2.	Report, Presentation, Viva	50
	Total	100

BAL601 Business Mathematics

(Total Hours 90)

Goal This paper is to enable the students to study simple arithmetical calculations relating to topics on commerce and economics and also develop students' analytical ability.

Objectives

- To define basic terms in the areas of business calculus and financial mathematics.
- To learn the basic concepts of limits and differentiation and to use them to pose, solve and interpret application problems in business.
- To get acquired knowledge and skills with practical problems in economic practice.

Course Content

Unit I Evaluation of Business Choices:

Definition of a matrix, types of matrices, Algebra of matrices. Transpose, minors and co-factors, Inverse of a matrix, solving simultaneous equation by matrix method.

Unit 2 Evolution of Business choice through determinants:

Meaning of determinants and its properties, evolution of determinants
Solving simultaneous equations by Cramer's Rule.

Unit 3 Portitane Loss:

Terms and Formula- Trade discount- cash discount- production involving cost price, selling price, trade discount and cash discount. Introduction to commission and brokerage – Problems on commission and brokerage.

Unit 4 Interest Application:

Simple interest – compound interest- Nominal and effective rate of interest – equated monthly instalments (EMI)

Unit 5 Airtmetic for Transactions with Banks:

True Discount, Banker's Discount, Banker's Gain and Equated Due Date

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL602 Financial Management

(Total Hours 90)

Goal This paper will introduce the students to the vitty – gritty of financial management to understand the role of financial manager to give them an input into various concepts like capital structure planning cost of capital, dividend policies and working capital which will be foundation if they go for management studies

Objectives

- To understand both the theoretical and practical role of financial management in business corporations.
- To analyses the finances of individual corporations both in terms of their performance and capital requirements.
- To have a greater appreciation and understanding of the importance of risk within the context of financial decision making.
- To access financial information from a wide variety of sources and use this information to research and assess corporations.

Course content

Unit 1 Introduction

Nature, scope and objective of Financial Management, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities.

Unit 2 Investment Decision

The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

Unit 3 Financing Decision

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Capital structure –Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure.

Unit 4 Dividend Decisions

Theories for Relevance and irrelevance of dividend decision for corporate valuation; Cash and stock dividends; Dividend policies in practice.

Unit 5 Working Capital Decisions

Concepts of working capital, the risk-return trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

Suggested Readings

- James C. Van Horne and Sanjay Dhamija, Financial Management and Policy, Pearson Education.
- Levy H. and M. Sarnat. Principles of Financial Management. Pearson Education.
- Joy, O.M. Introduction to Financial Management. McGraw Hill Education.
- Brigham and Houston, Fundamentals of Financial Management, Cengage Learning.
- Khan and Jain. Basic Financial Management, McGraw Hill Education.
- Chandra, P. Fundamentals of Financial Management. McGraw Hill Education.
- Singh, J.K. Financial Management- text and Problems. 2nd Ed. DhanpatRai and Company, Delhi.
- Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
- Singh, Surender and Kaur, Rajeev. Fundamentals of Financial Management. Mayur Paperback, New Delhi.
- Pandey, I.M. Financial Management. Vikas Publications.
- Bhabatosh Banerjee, Fundamentals of Financial Management, PHI Learning Note: Latest edition of text books may be used.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL603A Goods and Services Tax and Customs Duty

(Total Hours 60)

GoalThe goal of this paper is to familiarize the students with the Legal Provisions and Practical aspects of Indirect Taxes. this subject aims at the relevant amendments made to relevant Tax Laws and as notified by authorities like CBEC and others.

Objectives

- To exhibit sophisticated knowledge related to Indirect tax: Laws and Practices.
- To identify, define and resolve tax issues through their understanding, knowledge.
- To understand various concepts of Goods & Service Tax.
- To gain an insight on the recording and analyzing the transactions for compliance under GST.

Course content

Unit 1 Introduction

Evolution, Meaning and salient Features of GST.Objectives, basic schemes and Benefits of GST.Constitutional Amendments: GST Council- Powers, Functions and Provisions. Structure of GST (Dual Mode).Types of GST- CGST, SGST/UTGST and IGST and its meaning.

Unit 2 GST Act 2017

Definition and Salient features: CGST, SGST/UTGST and IGST. Definition of Goods, Place of Supply, Principal place of business, Agent, Principal, Associated Enterprises, Related Persons, aggregate turnover, Services, Taxable turnover under CGST, SGST and IGST, Capital Goods, Casual taxable person, Job work, Works contract, Location of the Supplier and Recipient, Reverse charge, Nature of supply – Composite, Mixed, Exempt, Outward, Inward. Recipient of goods and Services, Supplier of Goods and Services – Rates of GST.

Unit 3 GST Procedure and Incidence of Tax

Procedure relating to levy- (CGST and SGST), Scope of supply, tax liability on mixed and composite supply, Tax invoice, HSN/SAC codes – meaning, source and identification, time and place of supply of goods and services, Valuation and valuation rules, value of taxable supply. Computation of taxable value and tax liability including reverse charge. Procedure relating to levy- (IGST- Inter State supply, Intra State supply, Zero Rate supply, value of taxable supply- computation of taxable value and tax liability including reverse charge.

Unit 4 GST Registration

Procedure, persons liable, persons not liable, compulsory registration, Deemed registration, Special provisions for casual taxable persons and non-resident taxable persons. Exempted goods and services. Composition levy – problems on computation of turnover for the purpose of registration and applicability of Composition Levy. Role of Information Technology in GST.

Unit 5 Input Tax Credit

Meaning, Eligibility and conditions for claiming Input tax credit, apportionment of credit and blocked credits, availability of credits under special circumstances under section 18, inputs on capital goods, distribution of credit by Input Service Distributor (ISD), transfer of Input Tax Credit. Problems on utilization of Input Tax Credit (including Blocked credits).

Unit 6 Customs Duty (Customs Act, Customs Tariff Act)

Definitions, types of customs duties- prohibition of importation and exportation of goods, Treatment of imports and exports under GST, methods of valuation for customs- problems on computation of assessable value and customs duty.

Suggested Readings

- V.S Datey, , Goods & Service Tax ; Taxman
- GhousiaKhatoon, Naveen Kumar C.M, Venkatesh S N, Goods and Services Tax: Himalaya Publishing House.
- Glimpse of Goods and Service Tax :.
- Pullani and Maniyar, Goods and Service Tax :.
- Gaurav Gupta , Hand book of GST – Law and Practice
- Rajat Mohan, Goods and Services Tax
- India GST for beginners: JayaramHiregange and Deepak Rao
- Hand book of GST in India:RakeshGarg and SandeepGarg.
- Awadhesh Singh GST Made Simple
- S S Gupta, GST-Law and Practice :
- www.gst.gov.in, ctax.kar.nic.in

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL603B Organizational Behaviour

(Total Hours 60)

Goal This paper aims at providing the knowledge base for understanding behaviour within organizations. Students will be exposed to broad areas in organizational behaviour theory, concepts.

Objectives

- To understand various concepts and theories of organizational behaviour to apply them in predicting and influencing individual and group behaviour in organizations.
- To facilitate awareness about the values, attitude and factors affecting job satisfaction.
- To study group dynamic and team skills
- To understand conflict management and resolution skills.

Course content

Unit 1 Introduction to organization Behaviour and Diversity in Organizations

Meaning of organizational Behaviour – Nature of OB research- disciplines that contribute to - OB challenges and opportunities for OB – developing an OB Model. Diversity in organizations: Diversity – Biographical characteristics; Age, Gender, Tenure, Religion etc.- Ability; Intellectual and physical abilities – Diversity Management.

Unit 2 Personality and values:

Meaning of personality MBTI – Big Five Personality Model-Locus of control- Core Self Evaluation – Self Concept- Machiavellianism- Narcissism- Type A and B personalities – Importance of values- Terminal and Instrumental values- Values across cultures; Hofstede and Globe frameworks

Unit 3 Attitudes, Job Satisfaction, Emotions and Moods:

Components of Attitudes- Major Job attitudes- measuring Job satisfaction- causes and impacts of job satisfaction – Emotions and moods – Emotional Labour- Emotional Intelligence- OB applications of emotions and moods.

Unit 4 Perception, Individual decision making and Learning

Factors that influence perception- Attribution theory – common shortcuts in judging people- link between perception and individual decision Making-Decision – making in organizations. Learning: Definition, importance, theories of learning, principles of learning shaping as managerial tool.

Unit 5 Foundations in Group Behaviour and teams

Defining and classifying groups-stages of group development – group properties. Roles, norms, status, size, and cohesiveness- Group decision – making; groupthink, group shift, techniques in group decision making – creative effective terms

Conflict and negotiation: Understanding conflicts- process-negotiation-strategies- global implications.

Unit 6 Organizational Culture, Organizational change and stress Management

Defining Organizational Culture – Culture’s functions-climate-creating and sustaining culture- spirituality and organizational culture.

Organizational change and stress Management: Forces for change – resistance to change – approaches to manage change- creating a culture for change – work stress and its management.

Suggested Reading

- Robbins, S., Judge, T., & Vohra, N. (2011) Organizational Behaviour (14ed.) Delhi: Pearson Prentice Hall.
- Robbins, S.P., Judge, T (2007). Organizational Behaviour. Upper Saddle River, N.J:
- Fred Luthans (2008) Organizational Behaviour (11ed.) Mass, Boston: McGraw-Hill / Irwin.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL604A Indian Financial System

(Total Hours 30)

Goal Indian Financial System primarily deals with the Financial System of India. It equips students with a sound understanding with regards to the Financial Markets, and Financial Institutions and also provides inputs to the students about the apex bodies (Securities and Exchange Board of India, Reserve Bank of India) its workings and regulations. The course enables the students to acquire basic understanding of the structure, organization and functioning of the Financial System in India and aims to provide exposure to the students about the different financial instruments and their implication in the existing regulatory framework.

Objectives

- To develop knowledge and understanding of the stock market and its functioning in India.
- To understand the evolution of the structure and constituents of the Indian Financial system.
- To understand the role of financial system in the country.
- To understand the roles played by financial markets and instruments.

Unit 1 Financial System

Financial System, Institution, Financial System design, markets, primary, secondary, money, capital markets, Instruments of Money markets, functions and their economic significance. Money Markets- meaning, objectives, importance, money market instruments, characteristics. Role of RBI and Commercial Banks in the Indian Money Market.

Unit 2 Capital Market

Capital Markets- meaning; classification of capital market; growth of stock exchange, stock brokers, functions of stock exchange, Margin trading, forward trading, Sensex, Nifty, OTCEI (over the counter exchange of India), Depositories.

Unit 3 Securities and Exchange Board of India

Securities and exchange board SEBI, Objectives, Functions, Powers, Organization, SEBI and Government, SEBI Guidelines on primary markets, secondary markets, book building, buy back of shares.

Unit 4 Financial Institutions and services

Financial Institutions – Industrial development banks, Industrial Finance, corporation of India (IDBI), State financial Corporation's (SFC's) Unit trusts of India (UTI), ICICI, state Industries Development Corporation (SIDCS), Export import Bank of India (EXIM), IFCI, HFC's, IDFC, NABARD, objective, Organizational structure. Merchant Banker- Evolution- objectives and Functions- Mutual Funds- Merits and Demerits- types of mutual Fund –SEBI guidelines for mutual Funds. Financial services – fee based and fund based services.

Unit 5 Introduction to Derivatives Market

Economic Benefits of Derivatives- History of Derivatives Trading – Features of Derivative Market Traders in Derivatives markets- forward and futures Need for Futures markets options – types of options- Derivative market in India.

Suggested Reading

- Pathak, B.V, *Indian Financial System*/3rded.) New Delhi; Pearson Education; 2011.
- Gupta, S.K. Aggarwal, N., & Gupta, N, *Indian financial system*/4th ed. New Delhi:Kalyani Publishers ; 2011.
- Gordon, E., Natarajan, *Financial Markets and Service*.Reved, New Delhi; Himalaya Publication House ; 2009.

Teaching Learning Methodology

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Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

(Total Hours 30)

Goal This paper primarily deals with commercial banking, investment policies of banks, role of RBI in industrial development, negotiable instruments cct, banker and customer, service to customers, bank lending, and modern trends.

Objectives

- To understand the areas such as banking in India, banker and customer relationship, various services provided to customer from banks etc.
- To learn various accounts in the bank, how to open the bank account, maintaining the account and rights of the customer.
- To understand various types of Negotiable Instruments.
- To learn Functions of Reserve Bank of India

Course content

Unit 1 Bank and Banking

Meaning and definition of bank and banking-significance-evolution of banks in India with special reference to Coastal Karnataka Banks- Indian Banking system .RBI, Commercial Banks, Development Banks, Regional Rural Banks, Co-operative Banks, NABARD,LDBs, EXIM Bank.

Segment banking: need and features of BharathiyaMahila Bank (BMB).

Unit 2 Commercial Banks

Types, Functions and Services of Commercial Banks-Primary and Secondary functions, Changing role of commercial Banks-Housing finance-sale of mutual funds.

Unit 3 Internet Banking

Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.

Unit 4 RBI

Functions- traditional and promotional - role of RBI in agricultural financing - Role in industrial development.

Unit 5 Negotiable Instrument

Meaning features and types (briefly). Cheque- meaning, definition, crossing of cheque, endorsement of cheque, clearing of cheques, Dishonour of cheques for insufficient funds (section 138), Cheque Truncation System- at Par cheque- RTGS.

Unit 6 Paying Banker

Meaning, precaution to be taken by a paying banker, statutory protection to the paying banker- Payment in due course.

Collecting Banker: legal status of the collecting banker, duties of collecting banker, statutory protection to collecting banker.

Suggested Reading

- M N Gopinath (2008), Banking, Mumbai: Snow white publications.
- Dr.NarayanKayarkatte (2013) Modern Banking, Mangalore: Mangala Publications.
- A K Basava (2013)Banking Law & Practice, Gadag: VidyavahiniPrakashan.
- K C Shekhar. (2013) Banking Theory & Practice, Noida(UP): Vikas Publishing House.
- Thingalaya, N.K., The Banking saga: History of South (Corporation Bank, Mangalore)
- Raman, B.S. (2017) Modern Banking, Mangaluru: United Publishers.
- Raghunanadan, B.V. (2014) Modern Banking, B.C.Road: Vyshnavi Books.

Teaching Learning Methodology

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL605Marketing Management

(Total Hours 60)

Goal Marketing management exposes students to the fundamental concepts of marketing, thereby, enabling them to learn the language of marketing. It gives an understanding of the principles and concepts of marketing and explains how it is connected to the integrated management system.

Objectives

- To understand various concepts and theories of Marketing management to apply them in marketing context
- To demonstrate a sound knowledge of conventional and latest marketing ideas, and of the theories on which these ideas are based
- To understand market segments and estimate the effectiveness of marketing-mix activities
- To determine the value of attributes comprising a new product

Course content

Unit 1 Introduction to Marketing

Marketing concepts. meaning - importance, limitations. An effective marketing mix – meaning and essential. Meaning and definition of marketing management. Features and objectives of marketing management. Marketing philosophy. Development of a marketing strategy. Competitive marketing strategy.

Unit 2 Market Segmentation and Consumer Behaviour

(a) Market segmentation: Meaning and importance - basis for segmentation – target marketing strategies.

(b) Consumer behaviour: Meaning and definition - Importance of consumer behaviour analysis. Buying motives. meaning and definition. Classification of buying motives - Rational, Inherent, Learned, Emotional and patronage. Factors influencing consumer behaviour - Buying decision process.

Unit 3 Product Strategy

Product concept - meaning and definition. Essential features of a product. Product mix – meaning and structure - Product mix decision strategies. Product Life Cycle (PLC) - meaning and definition. Stages of PLC. Factors affecting PLC. New product development: Meaning, stages in New product development. Reasons for failure of new products. Branding - meaning. Branding and Trademarks. Functions of Branding, Branding strategies. National and International Quality standards: AGMARK and ISO-Features of ISO 9000 and ISO 14000 series. Bureau of Standards (BIS) Act 1986.

Unit 4 Advertising and Sales Management

Meaning of Advertising, advertising budget, factors influencing budget decisions. Media selection: Consideration in media selection, advertisement copy. meaning and essentials of a good advertisement copy. different types of copy. AIDA and DAGMAR. advertisement layout. Sales management: selection and recruitment of salesmen. Training of salesmen. Methods of training salesman. Remuneration and compensation to salesmen. Motivation of salesmen. Control of salesmen.

Unit 5 Emerging Trends in Marketing

(a) Rural Marketing: Features of Rural Markets; causes for the changes in the volume and pattern of rural consumption. Problems of rural marketing. Marketing mix for rural markets – Strategy for rural marketing.

(b) E- Marketing or web-marketing or online marketing: Introduction to E-marketing – meaning and definition. Benefits of E-Marketing to sellers and consumers.Limitations of E-Marketing.Problems of E-Marketing in India (Legal, Infrastructural, Commercial and others).
 (c) Green marketing: Meaning.importance - fundamental requirement - problems of Green Marketing.

Suggested Reading

- R. S. N. Pillai and Bhagavathi; 4thRev.Edn, Reprint 2015; Modern Marketing (Principles and Practices), New Delhi, S Chand & Company Pvt Ltd.
- T. N. Chabra and S.K. Grover: 2004 edn: Reprint, 2015 Marketing Management; New Delhi, DhanpatRai& Co.
- Michael J Etzel, Bruce J Walker, William J Stanton, Ajay Pandit ; 14thedn, 2014; New Delhi, Mc Grow Hill Education India Pvt Ltd.
- Philip Kotler, Kevin Keller 15thedn, Marketing Management;Pearson Education Ltd.
- B. S. Raman. 1stedn: Modern Marketing ; New United Publishers, Mangaluru.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks

Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL606A Corporate Law

(Total Hours 30)

Goal The course aims at studying laws and practices relating to formation of companies, documentation of companies types of capital, share issue, membership of company,

borrowing powers and methods, management of company, statutory meetings and winding up of a company according to the latest amendments in the corporate bill 2012.

Objectives

- To understand the concept of a Joint Stock company and its inherent characteristics that makes it different from other forms of organization structures.
- Providing knowledge about the origin and history about the concept of a Joint Stock company.
- To provide knowledge about the companies act and its significance roles and governments for a Joint Stock company in India.
- To help the students understand the laws rules and regulations about the company.

Course content

Unit 1 Introduction

Company: Meaning and Definition- features of- types of- Private and Public, Government Companies, statutory company, foreign company, section 25 company and Producer company. Promotion and Incorporation of Companies: Meaning of Promotion – Promoter – Promoters Legal Position –Incorporation – Meaning of certificate of Incorporation – Effect of Incorporation – Exceptions –Lifting of Corporate Veil- Pre – Incorporation Contacts.

Unit 2 Documents of Company

Memorandum of Association – Meaning and Contents- Alteration – Doctrine of Ultra Virus Article of Association- Meaning and Contents –Alteration- Doctrine of Indore Management.

Unit 3 Share capital and Membership.

Share Capital- Meaning- kinds of Shares – Issue of shares –Prospectus – Contents of – Share Certificate – transfer and Transmission of Shares – Dematerialization – Share Holder – Member – Who can be – Rights and Duties of Members.

Unit 4 Management of Company

Directors- Appointment, Qualification, Rights, Duties and Liabilities, - Disqualifications Removal Of Directors – Managing Directors and Whole time Director, Independent Director- Corporate Governors; Company Secretary - Role, Qualification, Appointment and Responsibilities.

Unit 5 Company Meetings

Meetings – Essentials of a valid meeting – valid quorum – sense of the meeting –methods of Voting – Minutes – relevant provisions for types of company meetings - of Directors, statutory, AGM and EGM – Adjournment of Meeting, Resolution types of Resolution.

Unit 6 Winding up

Concept and Modes of Winding up, Liquidator, National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts.

Suggested Reading

- Kapoor N.D, 2016, Elements of Company Law, Newdelhi, Sultan Chand & Sons.
- Avatar singh. The principles of Mercantile Law: Eastern Book Co; Lucknow
- P.P.S. Gogna. Company Law: 11thedn : S Chand and Publishing, 2016
- S.P. Iyengar. Business Law: R Chand & Co, 2002
- A.K. Majumdar. Company Law and Practice: Taxman Publications Pvt Ltd,2013
- Dr. G.K. Kapoor. Company Law and Practice : Taxman Publications Pvt Ltd,2015

- Sharma J.P. An Easy Approach to Corporate Laws/1stedn:Ane Books, New Delhi.

Teaching Learning Methodology

Instructional methods and teaching methodology will be diverse and have a combination of lectures, active problem solving, demonstrations, group discussions and field visits.

The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks

BAL606B International Business Management

(Total Hours 30)

GoalThe study of international business management provide students with a solid foundation of the political, economic, and cultural differences that exists among countries in the global marketplace.

Objectives

- To understand the complexities related to international business operations.
- To assess the main theories and concepts that applies to international business.

- To analyze and evaluate the way in which firms expand into international markets.
- To understand the business strategies necessary to compete in a global marketplace.

Course content

Unit 1 Introduction to International Business

Globalization and its growing importance in world economy: Impact of globalization: International business contrasted with domestic business –complexities of international business: Internationalization stages and orientation, modes of entry into international business.

Unit 2 International Business Environment

National and foreign environments and their components – physical, economic, demographic, cultural and political- legal environments, global trading environments – recent trends in world trade in goods and services: trends in India's foreign trade.

Unit 3 Theories of International Trade

Commercial policy instruments tariff and non-tariff measures: Balance of payment account and its components. WTO – Its objectives, principles, organizational structures and functioning. An overview of other organization - UNCTAD World Bank and IMF.

Unit 4 International Financial Environment

International financial system and institutions: foreign exchange markets, spot markets, spot rate quotations, bid ask spreads, trading in spot markets, cross exchange rates, forward market-rate, long and short forward position, forward premium, arbitrage, Hedging and Speculation. Foreign investments: Types and flows, foreign investment in Indian perspective.

Unit 5 Developments and issues in International Business:

Outsourcing and its potentials for India: Strategic alliances, mergers and acquisition: Role of IT in International business: International business and ecological considerations.

Suggested Reading

- Cherunilam Francis, International business–5thedn, Prentice Hall India Learning Pvt Ltd
- Justin Paul , International business / 5thedn/Prentice Hall India Learning Pvt Ltd
- Sharan .V, International business; Pearson Education ; 2010
- RBI report on currency and Finance, various issues.
- WTO – Annual report, various issues.

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The exhaustive list of methodologies is listed in point no.7. The instructor would provide a scheme of work that details specific teaching and learning strategies for each unit of the course.

Examination Scheme/Assessment (Written)

	Marks
Internal Assessment	25
Final Examination	75
	100

Continuous Internal Assessment (CIA)

SN	Internal Assessment for 25 marks	Marks
1	One Internal examination	15
2	Assignment/Seminars/Viva-voce/ Research Papers Presentation/Class Interaction/Attitude	10

Examination Scheme/Assessment Question Pattern for the internal exam will be as below

Section A	MCQ & Objective Questions	15 Questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 10 marks each	20 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	1 Question x 15 marks each	15 Marks
	Total		50 Marks

Examination Scheme/Assessment Question Pattern for the end semester exam will be as below

Section A	MCQ & Objective Questions	15 questions x 1 mark each	15 Marks
Section B	Analytical Questions/Illustrations/ case studies/essay type questions	3 Questions x 10 marks each	30 Marks
Section C	Analytical Questions/Illustrations/ case studies/essay type questions	2 Questions x 15 marks each	30 Marks
	Total		75 Marks