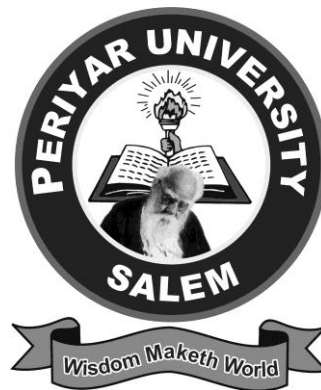


PERIYAR UNIVERSITY

SALEM – 636 011



PERIYAR INSTITUTE OF DISTANCE EDUCATION (PRIDE)

MBA - AIRLINE & AIRPORT MANAGEMENT

[NON - SEMESTER]

REGULATIONS & SYLLABUS

(Effective from the calendar year 2009 and thereafter)

MBA - AIRLINE & AIRPORT MANAGEMENT

REGULATIONS

1. ELIGIBILITY FOR ADMISSION:

A Candidate for admission to the first year of the MBA Airline & Airport Management degree course shall be required to pass a Bachelor Degree of any discipline of any Recognised University.

2. DURATION OF THE COURSE:

The duration of the course is of a two academic years. A candidate shall be eligible for the award of the degree only if he / she has satisfactorily undergone the prescribed course of study in this University through PRIDE for a period of not less than two academic years.

3. SUBJECTS OF STUDY:

The total number of subjects of study will be 11 theory paper and two 2 practical will be compulsory project.

The candidates shall take 7 subjects in the First year and the remaining subjects / project in the second year.

All subjects carry a maximum of 100 marks each. The project carries 200 marks. There will be Viva Voce Examination on Project.

4. EXAMINATION & ATTENDANCE:

Attendance: A candidate will be permitted to appear for the University examination only if

- i). He / She secures not less than 75% of attendance in the number of working days during each year.
- ii). He /she earns a progress certificate from the Head of the Institution of having satisfactorily completed the course of study prescribed as required by these Regulation for each year, and
- iii). His / her conduct has been certified to be satisfactory by the Head of the Institution concerned.

5. SCHEME OF EXAMINATION:

In each Examination for the written paper, 25% of marks shall be awarded by the continuous internal assessment and 75% of marks by external valuation, by the University. Each examination for the written paper shall be of 3 hours duration and carry 75 marks.

The distribution of examination shall be as follows:

FIRST YEAR

1. Principles of Management & Communication	-	75 Marks
2. Organisational Behaviour	-	75 Marks
3. Accounting For Decision Making	-	75 Marks
4. Research Methodology	-	75 Marks
5. Export Management	-	75 Marks
6. Practical - I*	-	150 Marks
7. Practical - II*	-	150 Marks

SECOND YEAR

1. Operations Management	-	75 Marks
2. Human Resources Management	-	75 Marks
3. Financial Management	-	75 Marks
4. Marketing Management	-	75 Marks
5. Airline Management	-	75 Marks
6. Airport Management	-	75 Marks
7. Project - Viva - Voce*	-	200 Marks

*** Note: The students should be trained for Practical and Project in any of the companies in the Airline & Airport industry.**

6. PASSING REQUIREMENTS:

- i). A candidate shall be declared to have passed the examination in a subject if he secures not less than 50% of the total prescribed maximum marks for the sessional and the University examination,

subject to a minimum of 40% of the marks at the University Examination.

ii). A candidate shall be declared to have passed in Project Work and Viva – Voce, if he secures an overall minimum of 50% combining both Project Work Evaluation and Viva – Voce for a maximum of 200 Marks.

iii). A candidate failing in any subject will be permitted to appear for the examinations again on a subsequent occasion without putting in any additional attendance.

iv). A candidate who fails in Project Work and Viva – Voce may be permitted to submit a Project Work and appear for Viva – Voce on a Subsequent occasion, if so recommended by the examiners.

7. CLASSIFICATION OF SUCCESSFUL CANDIDATES:

Candidate who secures not less than 60% of the aggregate marks in the whole examination shall be declared to have passed the examination in **FIRST CLASS**. All other successful candidates shall be declared to have passed in **SECOND CLASS**. Candidates who obtain 75% of the marks in the aggregate shall be deemed to have passed the examination in **FIRST CLASS WITH DISTINCTION** provided they pass all the examinations prescribed for the course in the first appearance.

8. PROJECT REPORT & VIVA – VOCE:

Each student shall be required to prepare on the basis of investigations carried out by him in a Airline & Airport organisation, project report on possible solutions for a typical problem of current interest in the area of Airline & Airport.

9. QUESTION PAPER PATTERN

(Common to all Theory Exams)

Duration: 3 hrs.

Total Marks: 75

PART-A (7x 5 = 35 Marks)

Answer any 7 out of 12 questions

2 questions from each unit should be given

(Short answer only)

PART-B (4 x 10 = 40 Marks)

Answer any 4 out of 6 questions

one question from each unit should be given

Principles of Management & Communication

Unit I

Management – Meaning, Nature, Importance, Scope, Levels – Functional Management and functions of Management – Contributions of F.W. Taylor & Fayol – JIT, KAIZEN, SIX SIGMA, 5S and other Modern Management Concepts.

Unit II

Planning – Meaning, Importance, Process, Types, MBO & MBE – Decision Making – Organizing – Meaning, Process, Types of Organization Structure, Span of Control – Delegation of Authority – Centralization & Decentralization.

Unit III

Staffing – Meaning, Purpose, Process – Directing – Meaning, Importance, Controlling – Meaning, Process, Types & Techniques.

Unit IV

Communication - Meaning, Process, Types, Barriers, Principles-Verbal – Communication – Written Communication – Business Correspondence – Nonverbal Communication.

Unit V

Conducting Meeting, Seminars and Conference – Preparing Agenda, Minutes & Resolutions – Communication through Internet- Communication Manners & Etiquette.

Reference Books:

1. Essential of management: An International Perspective - Harold Koontz & Heinz Weirich
2. Management & Ethics Omnibus - S.K.Chakraborty, Oxford University press.
3. Business Ethics & Managerial Values – S.K.Bhatia, Deep & Deep publications.
4. Mastering Business Communication - Wool Cott & Unwin
5. Business Communication – Rajendra Paul & Korlahalli

Organizational Behaviour

Unit I

Meaning, Concepts, Importance and Scope of Organizational Behaviour – Approaches to the studying of organizational behaviour – Emerging challenges and opportunities for organizational behaviour – Hawthorne’s experiments and its implications.

Unit II

Personality – Determinants, types and tests – Perception – Factors influencing perception and process of perception – Learning – Principles, process and theories – Attitude – Characteristics, formation components and measurement.

Unit III

Motivation – Meaning, importance, techniques and theories – Job satisfaction – determinants, important and measurement – Morale – Factors influencing morale, morale building, morale productivity.

Unit IV

Group Dynamics – Group Formation, types of group, group cohesiveness and group decision making techniques – Conflict – Nature, types, process and resolution techniques – Counseling – Features, types and needs.

Unit V

Leadership – Role and functions of a leader, leadership theories and styles – Organizational Culture – Organizational Change – Change Management – Organizational Development – OD Interventions – Organizational Effectiveness.

Text Book:

Stephen P. Robbins – Organizational Behaviour, Prentice Hall of India.

Reference Books:

1. Newstrom & Davis - Organizational Behaviour, Tata McGraw Hill Publishing House.
2. Jit S Chandan - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
3. K.Aswathappa - Organizational Behaviour, Himalaya Publishing House.
4. M.N.Mishra - Organizational Behaviour, Vikas Publishing House Pvt.Ltd.
5. Fred Luthans - Organizational Behaviour, McGraw Hill Publishing House.
6. L.M.Prasad - Organizational Behaviour, Sultan Chand & Sons.

Accounting for Decision Making

Unit I

Financial Accounting – Definition – Purpose – Principles – Concepts and Conventions – Accounting Standards – Management Accounting: Meaning and Definition – Objectives – Differences between Financial, Management and Cost Accounting.

Preparation of Financial Statements – Trail Balance – Manufacturing Account – Trading Account – Profit and Loss Account – Balance Sheet – Depreciation methods and Accounting.

Unit II

Financial Statement Analysis

Comparative Statements – Common Size Statements – Trend Percentage Analysis – Accounting Ratio Analysis – Funds Flow Analysis – Cash Flow Analysis.

Unit III

Budgets and Budgetary Control – Principles – Methods – Types – Flexible Budgeting – Cash Budget – Master Budget – Zero Base Budgeting – Inflation Accounting.

Unit IV

Costing – Utility of Costing – Elements of Cost – Cost Sheets.

Marginal Costing and Cost Volume Profit (CVP) Analysis – Break Even Analysis – Applications and Limitations.

Unit V

Standard Costing and Variance Analysis – Material, Labour Overhead, Sales and Profit Variances.

Text Book

Management Accounting – S.N.Maheswari

Reference Books:

1. Advanced Accountancy – R.L.Gupta and Radhaswamy.
2. Management Accounting – Brown and Howard.
3. Management Accounting – Khan & Jain.
4. Management Accounting - Antony.
5. Management Accounting – J.Batty.

Important Note:

Question Paper should have 75% weightage for problems and 25% weightage for theory

Research Methodology

Unit I

Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Research Process - - Relevance of research for decision making in various functional areas of management.

Unit II

Problem definition– Techniques - Formulation of Research hypothesis - Choosing the appropriate Research Design – Types (Desk Research, Exploratory, Descriptive and Conclusive research – Experimental research designs – Case study method of research.) Sampling Design – Techniques - Steps – Sample size determination - Precautions – Errors.

Unit III

Measurement and Scaling Techniques - Data Collection - Primary data and secondary data – Methods of collection – Questionnaire design – Essentials of a good Questionnaire – Pre testing a Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method.

Unit IV

Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped frequency tables, Charts and Diagrams – Use of Computer packages for data analysis – Application of Statistical tests and interpretation of test of results.

Unit V

Presentation of research results - Organizing a research report - The significance report – Steps in writing report - The integral parts of a report – Types of reports – Precautions for writing research reports.

Text Book:

1. Research Methodology – C.R.Kothari – New Age International Publishers, New Delhi.

Reference Books:

2. Research Methods in Social Science – Good & Hatt.

1. Business Research Methods – E.Mory & Cooper.

2. Research Methods for Commerce and Management – K.V.Rao.

Export Management

Unit I:

Export management: Meaning – Scope – Functions – Role of exports in Economic Development – Planning for Export – Market Analysis – Market Intelligence and Market Research – Market Selection and Entry Strategies for Export.

Unit II:

Export Financing – Methods and Sources of Export Finance – Terms of Payment for Export – Letter of Credit – Institutional Aid for Export Financing: RBI, EXIM Bank, ECGC – Commercial Banks – Export pricing – Factors Influencing Export Price – Pricing Approaches – Transfer Pricing – Dumping – International Price Quotation – INCOTERMS

Unit III:

Export procedure and documentation – Export order execution – Product preparation – Quality control and pre-shipment inspection – Packaging – Freight forwarders.

Unit IV:

Cargo insurance – Customs clearances – Documentation procedure and clearing export bills – Import licensing – Replenishment licenses – Advance import licenses – Pass book scheme – Import of capital goods.

Unit V:

India's export performance – Problems in export trade – export promotion – Need – Export promotion in India – Institutional support for export promotion – export promotion incentives – EPZ & FTZ, 100% EOU, Export houses – Trading houses – Star trading houses – Project and consultancy export.

Reference Books:

1. Export Management – TAS Balagopal – Himalaya.
2. International Marketing – Varsheny & Battacharya – Sultanchand.
3. International Trade and Export Management – Francis chernilam.
4. Export Management – B.S.Rathor – Himalaya.
5. Export Marketing – S.Shivaramu - Himalaya.

Operations Management

Unit I

Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Factors influencing Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

Unit II

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

Unit III

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material requirement planning - Just in Time System – Lean manufacturing.

Material Management: Objectives – Functions – Purchase Management – Vendor Rating.

Unit IV

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Maintenance – Requirements for effective maintenance – Types of maintenance – Maintenance Techniques – Material handling – Objectives - Material handling equipments.

Unit V

Work Environment – Worker Safety – Major Components of work study – Method study – Work measurement – Techniques of work measurement – Steps involved for conducting time study – steps in method study – Principles of motion economy.

Text Book:

6. Production and Operations Management – R.Panneer Selvam – Prentice Hall of India, New Delhi.

Reference Books:

1. Production and Materials Management – P.Saravanel and S.Sumathi – Margham Publications, Chennai.
2. Production and Operations Management – P.Rama Murthy – New Age International.
3. Production and Operations Management – K.Aswathappa, K.Sridhar Bhat – Himalaya Publishing House.
4. Production Planning and Control – L.N.Aggarwal, Kanna – K.C.Jain Publications.
5. Production and Operations Management – R.B.Khanna – PHI.
6. Operations Management and Control – Dr.C.B.Gupta - Sultan Chand and Sons, New Delhi.
7. Industrial Engineering and Management – Khanna.P.O – DhantPat Rai Publications Pvt. Ltd.
8. Production and Operations Management – S.A.Chunawalla and D.R.Patel - Himalaya Publishing House.

Human Resource Management

Unit I

Human Resource Management: Meaning, Definition, Objectives and Functions - Scope – Environment of HRM – HRM Policies.

Unit II

Human Resource Planning – Importance – Factors affecting Human Resource Planning – Human Resource Planning Process – Forecasting Techniques – Job Analysis and Design – Job Description – Job Specification – Job Evaluation.

Unit III

Recruitment: Definition, Importance and Process – Internal and External Sources. Selection: Selection Process – Methods of Selection – Placement, Induction, Training and Development.

Unit IV

Performance Appraisal – Definition & Process – Methods and Techniques – wage and Salary Administration – Bases for Wage and Salary Fixation – Incentive Schemes – Employee Benefits.

Unit V

Workers Participation in Management – Evaluation of Participative Management – Discipline – Objectives – Procedure for Effective Discipline – Grievance Handling Procedure.

Text Book:

Human Resources and Personal Management – K.Aswhathappa .

Reference Books:

7. Dynamics of Personal Management – C.B.Mamoria – Himalaya Publishing Company.

Financial Management

Unit I

Financial Management – Nature and Scope - Finance Function – Its Relationship with other Functions – Role of Finance Manager - Finance Organization – Objectives of Financial Management.

Unit II

Interpretations and Analysis of Financial Statements – Financial Forecasting – Actual Proforma ad Model Statement – Preparations and Users – Financial Planning and Control – Break Even Analysis – Leverages – Cost Volume Profit Analysis.

Unit III

Liquidity Management – Current Assets Managements – Cash, Receivables, Inventory, Liquidity, Profitability and Solvency Criteria – Current Liabilities Management – Size and Sources – Regulations of Working Capital Finance – Tandon Committee – Chore Committee – Marathe Committee.

Unit IV

Long Term Capital Management – Cost of Capital – Basic Concept, Rationale and Assumptions – Cost of Equity Capital – Cost of Debt – Cost of Preference Shares – Cost Retained Earnings – Capital Structure decisions of the Firm – Compositions and Sources of Long Term Funds – Factors Determining Funds Requirements.

Unit V

Budgetary Control – Performance Budgeting – Zero Base Budgeting – Financial Information Systems (FIS) – Sources of Institutional Finance.

Text Book

Financial Management – M.Pandey – Vikas Publishing House – 9th Edition.

Reference Books:

1. Fundamentals of Financial Management – James C.Van Horne – Person, New Delhi.
2. Financial Management – P.V.Kulkarni – Himalaya Publishing House.
3. “Financial Management – Theory and Practice” - Prasanna Chandra – Tata McGraw Hill Publishing Co Ltd., New Delhi.
4. “Financial Management – An Analysis and Conceptual Approach” – S.C.Kuchhal – Chaitanya Publishing House, Allahabad.

Marketing Management

Unit I

Introduction – Meaning – Significance – Core Concepts of Marketing – Environmental Scanning – Marketing Functions – Marketing Interface with other functional areas – Marketing in the Globalized Environment.

Unit II

Market Segmentation – Meaning, Need, Importance, Bases of Segmentation, Process – Segment/Target Marketing, Market Positioning – Competitive strategies – Consumer Behavior – Influencing factors – Buying motives and process – Building Customer Satisfaction – Types of Consumers.

Unit III

Product Management – Levels, Types of Product. Product Line Mix, Product Differentiation, Positioning, Repositioning – Branding – Packaging – Labeling – Product Life Cycle – New Product Development Process – Pricing Decisions – Objectives – Pricing Strategies.

Unit IV

Channel Management – Levels – Types – Selection – Functions, Roles & Responsibilities, Channel Supporting strategies – Modern methods of Distribution – MLM – Promotion Management, Promotion Mix – Personal Selling, Sales Promotions, Advertising and Publicity – Features of good Promotional Mix.

Unit V

Marketing of Services – Special characteristics – 7 Ps – Role of Information Technology in Marketing – Online Marketing – Career scope in marketing – Basics of CRM – Basics of International Marketing.

Text Book

Marketing Management – Ramasamy and Namakumari – Mac Millan India.

Reference Books:

6. Marketing Management – Philip Kotler – Prentice Hall of India (P) Ltd.
7. Fundamentals of Marketing – William J. Stanton, Michael, J.K. Etzel – McGraw Hill Publication – New York.

AIRLINE MANAGEMENT

Unit 1

Introduction of Airline Management – Evolution of Management – History of Aviation and Aviation Industry – Organisation, Global, Social and ethical environment.

Unit 2

History of Indian Airline Industry – Major players in Airline Industry – SWOT Profile of Airline Industry – Airline Industry environment.

Unit 3

Market Potential of Indian airline Industry – Current problems and challenges in Indian airline Industry – Competition in Airline Industry

Unit 4

Airline Industry Institutional Framework – Safety regulations – Economic Regulations – Management of Bilaterals – Aviation security.

Unit 5

International Airline and tourism- Oceans – Seas – Mountain ranges – Tourist destinations – ecotourism – Opportunities in Airline Industry – Global distribution system.

Reference :

1. Managing Airports : An international perspective, Graham .A, oxford 2001
2. Fundamentals of Airline & Airport management, PS Senguttavan, Excell Books
3. Airport systems : Planning, designing and management , Richard De Neufville, McGraw Hill 2007
4. Principles of Airline and Airport Management, Alexander T. Wells, Seth Young

AIRPORT MANAGEMENT

Unit 1

Airport Management – Airport Planning - Terminal Planning – Precautions – Terminal Designing – Terminal Operation.

Unit 2

Airport Operations – Airport Functions – Organisation structure of Airline Sectors – Airport Authorities – Global Indian scenario of Airport management.

Unit 3

International trends in Airport transport services – Emerging Indian scenario – Private participation in International and Indian airports – environmental regulations – Regulatory issues – Airport fees , rates and charges.

Unit 4

Traffic Control – airspace - navigational aids – controlling process – coordination – responses to emergencies and airport security.

Unit 5

Entrepreneurship in Transport industry – starting Travel agency / sub – agency – transport business – government support – allied businesses, sight seeing, Hotel booking, car rentals – Future opportunities in transport industry

Reference:

1. Principles of Airport Economics, PS Senguttavan, Excell Books
2. Airport systems : Planning, designing and management , Richard De Neufville, McGraw Hill 2007
3. Managing Airports : An international perspective, Graham .A, oxford 2001
4. The Airport Business Routledge, Doganis