

**Maharaja Ranjit Singh Punjab Technical University  
Bathinda-151001**



**FACULTY OF COMMERCE AND MANAGEMENT  
SYLLABUS**

**FOR**

**MBA (AVIATION MANAGEMENT)**

**(2 YEARS PROGRAMME)**

**2023 BATCH ONWARDS**

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**MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS****SEMESTER- FIRST****Total Contact Hours = 32****Total Marks = 800****Total Credits = 30**

<b>SEMESTER 1<sup>st</sup></b>		<b>Contact Hrs</b>			<b>Marks</b>			<b>Credits</b>
<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Int.</b>	<b>Ext</b>	<b>Total</b>	
<b>MBADS1-121</b>	CSR and Business Ethics	4	-	-	40	60	100	4
<b>MBADS1-122</b>	Organization Behaviour	4	-	-	40	60	100	4
<b>MBADS1-123</b>	Financial Statements Analysis and Reporting	4	-	-	40	60	100	4
<b>MBADS1-124</b>	Business Statistics and Analytics for Decision Making	4	-	-	40	60	100	4
<b>MBADS1-125</b>	Managerial Economics and Policy	4	-	-	40	60	100	4
<b>MBADS1-126</b>	Marketing Management	4			40	60	100	4
<b>MBADS1-127</b>	Business Communication	2	-	2	40	60	100	3
<b>MBADS1-128</b>	Computer Applications for Business	2	-	2	40	60	100	3
<b>Total</b>	<b>Theory = 7 Labs = 2</b>	<b>28</b>	<b>0</b>	<b>4</b>	<b>320</b>	<b>480</b>	<b>800</b>	<b>30</b>

**SEMESTER - SECOND****Total Contact Hours = 32****Total Marks = 800****Total Credits = 28**

<b>SEMESTER 2<sup>nd</sup></b>		<b>Contact Hrs.</b>			<b>Marks</b>			<b>Credits</b>
<b>Subject Code</b>	<b>Subject Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Int.</b>	<b>Ext.</b>	<b>Total</b>	
<b>MBADS1-221</b>	Legal and Business Environment	4	-	-	40	60	100	4
<b>MBADS1-222</b>	Business Research Methods	4	-	-	40	60	100	4
<b>MBADS1-223</b>	Corporate Finance	4	-	-	40	60	100	4
<b>MBADS1-224</b>	Human Resource Management	4	-	-	40	60	100	4
<b>MBADS1-225</b>	Operations Management	4	-	-	40	60	100	4
<b>MBADS1-226</b>	Entrepreneurship	4	-	-	40	60	100	4
<b>MBADS1-227</b>	Business Statistics Research Lab	-	-	4	60	40	100	2
<b>MBADS1-228</b>	Entrepreneurship and Innovation Project	-	-	4	60	40	100	2
<b>Total</b>	<b>Theory = 7 Labs = 1</b>	<b>24</b>	<b>0</b>	<b>8</b>	<b>360</b>	<b>440</b>	<b>800</b>	<b>28</b>

*Note: Summer/Industrial Training for 6-8 weeks at the end of 2<sup>nd</sup> semester*

**MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS**

**SEMESTER – THIRD**

**Total Contact Hours = 20**

**Total Marks = 600**

**Total Credits = 26**

SEMESTER 3 <sup>rd</sup>		Contact Hrs.			Max Marks		Total	Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.		
MBADS1-321	Project Management	4	-	-	40	60	100	4
MBADS1-322	Summer Internship Project	-	-	-	60	40	100	6
<b>For Major Specialization</b>								
XXXXXX	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
<b>For Dual Specialization</b>								
XXXXXX	Compulsory Subject 1 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 1 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
<b>Total</b>	<b>Theory = 6 Labs = 0</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>260</b>	<b>340</b>	<b>600</b>	<b>26</b>

*\*Select any two subjects from the list of department elective subjects of major Specialization.*

**List of Compulsory papers (for Major and Dual Specialization)**

Semester - Third	
Subject & Paper Code	Compulsory Papers as per specialization
AVIATION	
MBADD7-321	Airline and Airport Management
MBADD7-322	Airline operation and Scheduling

**List of Departmental Elective Subjects (For Major Specialization)**

Semester - Third	
Subject & Paper Code	Subject
AVIATION	
MBADD7-323	Airline Marketing Management
MBADD7-324	Aircraft Rules And Regulations
MBADD7-325	Airline Finance
MBADD7-326	Aviation and Hospitality Management

**MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS****SEMESTER – FOURTH****Total Contact Hours = 20****Total Marks = 600****Total Credits = 24**

SEMESTER 3 <sup>rd</sup>		Contact Hrs.			Max Marks		Total	Credits
Subject Code	Subject Name	L	T	P	Int.	Ext.		
MBADS1-421	Strategic Management	4	-	-	40	60	100	4
MBADS1-422	Dissertation	-	-	-	60	40	100	4
<b>For Major Specialization</b>								
XXXXXX	Compulsory Subject 1 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 1* (From Major Specialization)	4	-	-	40	60	100	4
XXXXXX	Department Elective 2* (From Major Specialization)	4	-	-	40	60	100	4
<b>For Dual Specialization</b>								
XXXXXX	Compulsory Subject 1 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 1 <sup>st</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 1 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
XXXXXX	Compulsory Subject 2 (From 2 <sup>nd</sup> Specialization)	4	-	-	40	60	100	4
<b>Total</b>	<b>Theory = 6 Labs = 0</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>260</b>	<b>340</b>	<b>600</b>	<b>24</b>

\*Select any two subjects from the list of department elective subjects of major Specialization.

**List of Compulsory papers (for Major and Dual Specialization)**

Semester - Third	
Subject & Paper Code	Compulsory Papers as per specialization
AVIATION	
MBADD7-421	Aircraft Maintenance Management
MBADD7-422	Aviation Advertising and Sales promotion

**List of Departmental Elective Subjects (For Major Specialization)**

Semester - Third	
Subject & Paper Code	Subject
AVIATION	
MBADD7-423	Aviation Law
MBADD7-424	Aviation Safety Management System and Accident Investigation
MBADD7-425	Operation Management
MBADD7-426	Customer relation Management

**Course Description**

**Pedagogy**

1. The medium of delivery of course will be English.
2. Subject wise small projects are given to students for better clarity of concepts in context of business scenario.
3. For sharpening the communication skills of students, presentations are conducted on individual basis or group basis.
4. Case Studies and Caselet are discussed in the class for enhancing the decision making and analytical skills of students.
5. Workshops, Expert lectures of industry persons and industrial visits are conducted to integrate the theoretical knowledge into practical one.
6. Relevant articles from Newspapers, Journals and Magazines are extracted and discussed in the class to update students with current global business issues.
7. Students are suggested to enroll in MOOC courses to enhance their knowledge in their interested areas.
8. Students are encouraged to participate in various competitive events (Sports/Cultural/Academics) in different colleges and universities for developing their overall personality.

**Attendance**

The attendance requirement shall be a minimum of 75% of the classes actually conducted in every course the student has registered for in the Academic Term

## **MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS**

### **Scheme of Examination**

The medium of instructions and examination will be English.

### **Distribution of Marks**

Examinations	Marks
Internal	40
External	60

### **Internal Examinations**

Category	Marks	Descriptions
MST (Mid Term Sessional Test)	24	There will be Two MSTs of 24 Marks. The average of marks of both MSTs will be taken.
Assignments	10	Four assignments will be submitted by students. Out of Four assignments, Two assignments will be theoretical and Two will be small projects based on the topics of the subject.
MCQs	6	There will be 2 MCQs of 30 Marks. The average of both MCQs will be taken. The marks will be scaled down to 6. (Divide the marks by 5)
Total	40	

### **Final Examination**

1. The final examination will be of Three Hours. Total Marks will be 60.
2. The question paper will be comprised of Three Sections (A, B and C)
3. Section A (20 Marks) consists of 10 questions. Each question carries 2 Marks.
4. Section B (32 Marks) consists of Eight Questions (2 Question from each unit). Students have to attempt Four questions (One question from each unit). Each question carries 8 Marks.
5. Section C (8 Marks) consists of case study. It carries 8 Marks.

**CSR and BUSINESS ETHICS**

**Subject Code: MBADS1-121**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objective**

**The main aim of this course is:**

1. To Discuss the various concepts of Corporate Social Responsibility (CSR).
2. To understand the importance of sustainability and social responsibility with context business and how they integrate into the vision and planning of the firm.
3. To understand the changing role of Business with context to the society.

**Course Outcomes**

**After the completion of this course, students will be able to**

1. Understand about CSR, Models and its strategies.
2. Evaluate corporate governance and its practices.
3. Understand sustainability and its relationship with CSR.
4. To understand about the reporting system of National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business International Standards.

**UNIT-I (15 Hrs)**

**Introduction to CSR:** Meaning, Definition & Objectives of CSR, Chronological evolution of CSR in India; Need of CSR, Models of CSR in India, Carroll's model; Drivers of CSR; Major codes on CSR; Initiatives in India, Corporate citizenship-Business practices-Strategies for CSR-Challenges and implementation

**Sustainability:** Meaning and Scope, Corporate Social Responsibility and Corporate Sustainability-Sustainability Terminologies and Meanings-Why is Sustainability an Imperative

**UNIT-II (12 Hrs)**

**Evolution of Corporate Governance**-Governance practices and regulation-Structure and Development of boards-Role of capital market and government-Governance Ratings-Future of governance

Corporate Sustainability Reporting Frameworks, Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic

**UNIT-III (15 Hrs)**

**Business Ethics:** Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics

**UNIT-IV (18 Hrs).**

**Managing Ethical Dilemma:** Characteristics, Ethical Decision Making, Ethical Reasoning, the dilemma resolution process; Ethical dilemmas in different business areas: Finance, Marketing HRM and International Business.

**Ethical Culture in Organization:** Developing Codes of Ethics and Conduct, Ethical and Value Based Leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian Approaches towards Business Ethics

**Recommended Books**

1. C.V. Baxi and Ajit Prasad, 'Corporate Social Responsibility: Concepts and Cases: The Indian Experience', Excel Books India, New Delhi, *Latest Edition*
2. Mike Blowfield and Alan Murray, 'Corporate Responsibility', Oxford University Press, *Latest Edition*
3. J.P. Sharma, Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi. *Latest Edition*



**ORGANIZATION BEHAVIOR**

**Subject Code: MBADS1-122**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an understanding of basic concepts, theories and techniques in the organizational behaviour.
2. To understand the concept of motivation and its theories, job satisfaction and various leadership styles.
3. To provide an understanding of basic concepts, theories and techniques in the field of foundation of group behavior, group decision making and conflict management.
4. To understand human behaviour with its relevance to organizational functions.

**Course Outcomes:**

**After the completion of this course students will be able to:**

1. Understand the basic concepts of the organization behavior and personality
2. Understand the concept of motivation and its theories, job satisfaction and various leadership styles.
3. Understanding the concepts, theories and techniques of group behavior, and group decision making and conflict management.

**UNIT-I (15 Hrs)**

**Organizational Behavior:** Concepts, Theories and organization aspects of OB, Contributing Disciplines to OB, Challenges and opportunities for OB. Foundations of Individual Behavior: Biographical Characteristics, Learning, Theories of Learning, Ability, Attitudes, Attitude Change, Values & Beliefs, Prejudices

**Personality:** Determinants of Personality, Perception, Attribution Theory, Person's Perception.

**UNIT-II (12 Hrs)**

**Motivation:** Definition & Process, Early Theories of Motivation, Contemporary Theories of Motivation, Nature and process of Motivation, Application of Motivation Concept. **Job Satisfaction:** Nature & Significance of Job satisfaction

**Leadership:** Nature Significance & Theories; Leadership Effectiveness Model; Leadership in Indian Culture; Leadership Traits & Skills; Behavioural Styles in Leadership. Transactional Analysis, Life Position, Johari Window Model.

**UNIT-III (20 Hrs)**

**Foundations of Group Behavior:** Nature & Concept of Group Formation, Group properties: Roles, Norms, Status, Size and Cohesiveness, Stages of Group Formation, Theories of Group Formation. Teams, Work Teams, Difference between Group & Team.

**Group Decision Making:** Decision Making Process; Decision Making Styles; Advantages & Disadvantages of Decision Making; Techniques of Decision Making; Consensus Decision Making in Groups.

**Conflict Management:** Definition of Conflict, Transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual, Group Level Conflict and Organization level Conflict; Managing Organizational Conflict

**UNIT-IV (13 Hrs)**

**Negotiations** - Meaning & Definition, Negotiations Process; Issues in Negotiations

**Organizational Change & Development:** Understanding Organization, Managing Organization Culture and Technology, Organizational Change: Change Agents, Change Models, Resistance to Change. **Managing Power and Politics in Organization:** Nature & Concepts, Sources & Types of Power, Techniques of Politics.

**Recommended Books**

1. Robbins, 'Organization Behaviour', Pearson Education, *Latest Edition*
2. Luthans, 'Organization Behaviour', Tata McGraw Hill, *Latest Edition*
3. Hersey, 'Management of Organizational Behaviour', Prentice Hall India, *Latest Edition*
4. Aswathappa, 'Organization Behaviour', Himalaya Publications, *Latest Edition*
5. L.M. Prasad, 'Organisation Behaviour', Sultan Chand & Sons, *Latest Edition*

**FINANCIAL STATEMENT ANALYSIS AND REPORTING**

**Subject code – MBADS1-123**

**L T P C**

**Duration – 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main aim of this course is:**

1. To acquaint the students regarding various accounting concepts and its application in managerial decision making.
2. To understand financial statements of cashflow and balance sheets.
3. To understand the appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.
4. To make students understand about the financial reporting.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Identify and utilise value-relevant information contained within financial statement.
2. Explain the relationship between strategic business analysis, accounting analysis and financial analysis
3. Understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance.
4. Conduct applied business research (including locating, critically interpreting and evaluating firm-specific financial information);

**UNIT-I (20 Hrs)**

**Accounting** - Accounting as an Information System, Concepts, Convention and Principles of Accounting, Role of Accountant in an Organization, Branches of Accounting: Financial, Cost and Management Accounting and Their Inter-Relationships, Introduction of Accounting Standards.

**Financial Statements** - Need of Financial Statement, Nature, Objectives, Uses and Limitations of Financial Statement, Stakeholders of Financial Statements

**UNIT-II (15 Hrs)**

**Readings of Financial Statements:** Income Statement, Balance Sheet, Statement of Retained Earnings, Fund Flow Statement, Cash Flow Statement,

**Cost Analysis:** Marginal Costing, Break Even Analysis, Standard Costing, Variance Analysis, Introduction to Budgets and its Types.

**UNIT-III (13 Hrs)**

**Analysis of Financial Statements with Managerial Perspective**

**Techniques of Financial Statement Analysis:** Common Size Statements, Comparative Statements, Trend Analysis and Ratio Analysis (Liquidity, Leverage, Solvency, Turnover Ratio, Market Ratio and Profitability Ratio), Du Pont Analysis.

**Analysis of Firm Performance:** Time Series Analysis and Cross-Sectional Analysis,

**UNIT-IV (12 Hrs)**

**Financial Reporting System** - Content of Annual Reports, Quality of Financial Reporting, Consolidated Financial Statements, Indian Financial Reporting System, Ethical Issues in Financial Reporting (Window Dressing, Quality of Earnings, Financial Scams etc.)

***Short Project***

*Students have to submit a mandatory project in group. The project will be equivalent to two regular assignments. (Maximum Three students can be part of one group). Students have to do financial analysis of two or more companies on the basis of their annual reports. A comparative study of Indian and Foreign companies is preferred)*

**Recommended Books**

1. Narayanaswamy, R., 'Financial Accounting – A Managerial Perspective', 5th Edn., Prentice Hall of India. ***Latest Edition***
2. Gerald White, Ashwinder Paul Sondhi and Dov Fried, 'The Analysis and Use of Financial Statements', Wiley India Edn., ***Latest Edition***
3. Gokul Sinha, 'Financial Statement analysis', Prentice Hall of India, New Delhi, ***Latest Edition***
4. John J. Wild, K. R. Subramanyam and Robert F. Halsey, 'Financial Statement Analysis', Tata McGraw Hill Publishing company Ltd. New Delhi, ***Latest Edition***
5. Stephen H Penman, 'Financial Statement Analysis and Security Valuation', Tata McGraw Hill Publishing Company Ltd. New Delhi, ***Latest Edition***

**BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING**

**Subject Code – MBADS1-124**

**L T P C  
4 0 0 4**

**Duration – 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand the statistical methods which are applied in all functional areas of business: accounting, finance, management and marketing.
2. To enable students to understand the role and importance of Statistics in improving managerial decisions.
3. To make understanding of various research tools and techniques.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Understand the key terminology, concepts tools and techniques used in various business statistical analysis
2. Develop an understanding of the theory of probability, rules of probability and probability distributions.
3. Understand the meaning and importance of correlation and regression analysis including both simple and multiple correlation and regression

**UNIT-I (20 Hrs)**

**Statistics:** An Overview-Concept, Significance and Limitations, Importance and Scope of Statistics in Decision Making in Business Management.

**Measure of Central Tendency:** Objectives of Averaging. Requisites of Measure of Central Tendency, Mathematical Averages – Arithmetic Mean, Geometric Mean, Harmonic Mean, **Averages of Position** -Median and Mode, Partition Values- Quartiles, Deciles and Percentiles, Relationship Between Mean, Median and Mode.

**Measure of Dispersion:** Classification of Measure of Dispersion; Range and Inter Quartile Range, Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness and Kurtosis

**UNIT-II (15 Hrs)**

**Correlation:** Significance, Types, Methods of Correlation Analysis: Scatter Diagrams, Karl Pearson's Correlation Coefficient, Rank Correlation Coefficient, Properties of various types of Correlation

**Regression:** Concept of Regression and The Difference between Correlation and Regression, Lines and Equations of Regression.

**UNIT-III (10 Hrs)**

**Time Series Analysis:** Components of a Time Series, Determination of Secular Trend and Seasonal Variations in Business Data, Least Squares Method as a Tool for Forecasting.

**Index Numbers:** Different Methods of Constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers, Problems of Reversibility in Index Numbers

**UNIT-IV (15 Hrs)**

**Probability:** Definition, Types of Probability, Classical Approach, Relative Frequency and Subjective Approach to Probability, Theorems of Probability, Addition and Multiplication Laws, Bays Theorem and its Application. Probability Distributions

**Recommended Books**

1. Levin & Rubin, 'Statistics for Management', Prentice Hall
2. Beri, 'Business Statistics', Tata Mc Graw Hill
3. Croucher, 'Statistics: Making Business Decisions', Tata McGraw Hill
4. Gupta & Gupta, 'An Introduction to Statistical Methods', Vikas Publications
5. S P Gupta, 'Statistical Methods', Sultan Chand
6. C.R. Reddy, 'Quantitative Techniques for Management Decisions', Himalaya Publishing

**MANAGERIAL ECONOMICS AND POLICY**

**Subject Code: MBADS1-125**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To enable students to understand various economic factors that influence business in India so and analyze associated opportunities, risks and challenges for managerial decisions.
2. Learn about Managerial Economics & its relation with other disciplines, and understand about Demand Analysis, Theory of Production, Theory of Cost and Market structure.
3. To teach students about basic tools of macroeconomics and apply them to real world economic policy.
4. To make students understand how monetary policy and fiscal policy can be used to influence short-run macroeconomic conditions.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Analyze the demand and supply conditions and assess the position of a company
2. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets
3. Demonstrate the basic understanding of the economic implications of changes in government fiscal or monetary policy.
4. Calculate equilibrium national income levels and use various multipliers and convert nominal values to real values.

**Unit-I (15 Hrs)**

**Introduction:** Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle

**Marginal Analysis:** Law of diminishing marginal utility, Law of equi-marginal utility

**Indifference Curve Analysis:** Meaning Assumptions Properties, Consumer Equilibrium.

**Unit-II (15 Hrs)**

**Demand Analysis:** Law of Demand: Meaning, Determinants, Exceptions, Bandwagon and Snob effects, Demand function, Application of demand analysis in managerial decision making.

**Elasticity of Demand:** Meaning, Types & Degree of elasticity of demand, Methods of measuring price elasticity of demand, Factors determining the elasticity of demand, Demand Forecasting: Importance, Scope, Techniques of forecasting.

**Theory of Production:** Production function, Short run and Long run production analysis, Isoquants, Optimal combination of inputs, Application in managerial decision making.

**Unit-III (15 Hrs)**

**Theory of Cost:** Cost Analysis: Cost Concepts and Determinants of cost, Traditional and Modern Theory of Cost: Long run and Short run, Economy of scale, Revenue Curve

**Market Structure:** Price Output Decision under Perfect Competition, Monopoly, Monopolistic and Oligopoly Competition, Application in Managerial Decision Making. Behaviour of Firms and Game Theory: Nash Equilibrium, Prisoner's Dilemma.

**Unit-IV (15 Hrs)**

**Macro Economics:** Concept of National Income: Conceptual Framework, Measure of National Income, Methods of Measurements, Phillips Curve, Classical Keynesian Theory, Investment Multiplier and Foreign Trade Multiplier.

**Business Cycle:** Features and Phases, Effects and Control.

**Inflation:** Meaning, Types, Theories – Demand and Cost Push Inflation, Causes, Effects and Cures of Inflation through Price. Deflation

**Macro-Economic Policy:** Aspects of Monetary Management; Monetary Policy, Growth and Stabilization Effects of Monetary Policy Operations. Fiscal Policy - Nature and Components of Fiscal Policy; Fiscal Deficit and its Management.

**Recommended Books**

1. Peterson and Lewis, 'Managerial Economic', Prentice Hall of India
2. Froeb, 'Managerial Economics', Cengage Learning
3. Geetika, 'Managerial Economics', Tata McGraw Hills
4. K.K .Dewett, ' Modern Economic Theory', S. Chand Publication
5. D.M.Mithani, 'Managerial Economics Theory and Applications', Himalaya Publication  
D.N.Dwivedi, 'Managerial Economic', Vikas Publications



**MARKETING MANAGEMENT**

**Subject Code: MBADS1-126**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The main aim of this course is:**

1. To make students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment.
2. To provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.
3. To understand the concept of Marketing, Marketing Information System and Marketing Mix
4. To learn about Consumer Behaviour and Buying behaviour

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Understand the role of marketing as a fundamental organizational policy process
2. Analyze the interaction of marketing and environmental forces through an understanding of marketing decisions and practices with social, technological, economic, and political forces
3. Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context.
4. Interpret complex marketing issues and problems using relevant theories, concepts and methods with regard to ethical conduct

**UNIT-I (15 Hrs)**

**Understanding Marketing and Consumers:** Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect of Liberalization and Globalization, Analyzing Marketing Environment: Micro, Macro

**Corporate Strategic Planning:** Defining Role Marketing Strategies, Marketing Planning Process. **Marketing Information System:** Concept and Components

**Consumer Behaviour:** Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour

**UNIT-II (15 Hrs)**

**Creating and Managing Product:** Market Segmentation & Targeting, Differentiation & Positioning, Competitors Analysis

**Product Decisions:** Product Mix, Packaging and Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies

**Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies

**UNIT-III (18 Hrs)**

**Delivering and Promoting Product - Supply Chain Decisions:** Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain.

**Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing.

**Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.

**UNIT-IV (12 Hrs)**

**Emerging Trends in Marketing:** Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, **E-Commerce:** Marketing in Digital Age

*Relevant Case Studies should be discussed in class.*

**Recommended Books**

1. Ramaswamy&Namakumari, 'Marketing Management', McMillan
2. Etzel, Walker, Stanton, and Pandit, 'Marketing Management', Tata McGrawHill,
3. Kurtz & Boone, 'Principles of Marketing', Cengage Learning
4. Kotler & Koshy, 'Marketing Management', Pearsons Education
5. Kotler & Armstrong, 'Principles of Marketing', Prentice Hall
6. Biplab S. Bose, 'Marketing Management', Himalaya Publications

**BUSINESS COMMUNICATIONS**

**Subject Code: MBADS1-127**

**L T P C  
2 0 2 3**

**Duration: 45 Hrs**

**Course objectives**

**The main aim of this course is:**

1. To provide students a comprehensive view of communication, its scope and importance in business as well as the role of communication in establishing a favourable image of the organization.
2. To develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations.
3. To make student understand the fundamentals of communication as well as oral, written and non-verbal communication skills.

**Course Outcomes**

**After the completion of this course, students will be able to:**

1. Know the dynamics of communication in the business world and Practice the different tools of communication
2. Enable them to speak effectively suited to the situation
3. To demonstrate a good understanding of effective business writing and effective business communications.
4. To acquire the skills of report writing and modern forms of communication such as email and usage of internet.

**UNIT- I (12 Hrs)**

**Introduction to Communication:** Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication. Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model)

**Developing Reading Skills:** Identify the Purpose of Reading, Factors Effecting Reading, Learning How to Think and Read, Developing Effective Reading Habits, Reading Tactics and Strategies: Training Eye and Training Mind (SQ3R), Building Vocabulary.

**Developing Listening Skills:** Importance, Purpose of Listening, Art of Listening, Factors Affecting Listening, Components of Effective Listening, Process of Listening, Principles and Barriers to Listening, Activities to Improve Listening

**UNIT –II (10 Hrs)**

**Developing Writing Skills:** Basics, Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, Types of Letter Writing: Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments, Business Proposals, Emails etc.

**Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. Writing

**Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, Press Release

**UNIT- III (10 Hrs)**

**Developing Speaking Skills:** Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Just a Minute Presentation, How To Make Effective Presentations, Four P's of Presentation, Structuring, Rehearsing and Delivery Methods.

## **MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS**

Workshop-Jam Feedback, Overcoming Stage Fright and Overcoming Glossophobia  
Presentation–1 (Planning & Preparing) Presentation–2 (Visual Aids) Presentation–  
3 (Delivery)

### **UNIT –IV (13 Hrs)**

**Group Discussion:** Nature, Uses and Importance, Guidelines for GD Presentations

**Resume Writing:** Planning, Organizing Contents, Layout, Guidelines for Good Resume.

**Interview Skills:** Preparation Techniques, FAQs about How to Face an Interview Board, Proper Body Posture, Projecting a Positive Image, Steps to Succeed In Interviews, Practice Mock Interview in Classrooms.

**The Case Method of Learning:** Dimensions of a Case, Case Discussion, Usefulness of The Case Method, Training of Managers, Use The Case Method.

**Report Writing:** Structure, Types, Formats, Preparations and Presentation. **Feedback**

### **Recommended Books**

1. Lesikar, Petit & Flatley, 'Lesikar's Basic Business Communication', Tata McGraw Hill
2. Raman Meenakshi 'Prakash Singh, Business Communication', Oxford University Press.
3. Rizvi Ashraf, 'Effective Technical Communication', Tata McGraw Hill
4. Krizan, Buddy, 'Merrier, Effective Business Communication', Cengage Learning
5. Diwan & Aggarwal, 'Business Communication', Excel
6. Devaraj, 'Executive Communication', Tata McGraw Hill
7. Ober, 'Effective Business Communication', Cengage Learning

**COMPUTER APPLICATIONS FOR BUSINESS**

**Subject Code: MBADS1 -128**

**L T P C  
2 0 2 3**

**Duration: 45 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an insight into basic features of computer systems and their applications in Managerial Decision Making.
2. To provide technical framework to students for understanding the emerging world in e-Business.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Understand the concepts of computer and various software related to it.
2. The usage of MS Office (Excel, Access & Power point) in different type of analysis and projection of reports related to the business management.

**UNIT-I (12 Hrs)**

**Introduction to Computers:** Types of Computers, Storage Devices and Memories, Input/Output, Devices. Introduction to Software, Types of software – Software, its Nature and Qualities, Representation of data in computer memory (Binary, Octal and Hexadecimal system)

**Operating System:** Introduction, Different Types of Operating Systems, features and Applications.

**UNIT-II (12 Hrs)**

**Internet:** Introduction to internet and its applications, Intranet and Extranet, World Wide Web, URL, IP addressing and Domain Naming System, Internet Applications Search Engines

**E – Business:** E-Business framework, Infrastructure for E-Business, Electronic Data Interchange. Indian e-Commerce Scenario; IT Act; Indian Convergence Bill; Cyber Appellate and PKI. Electronic Payment Systems. Electronic Wallets; Payment Gateways

**UNIT-III (11 Hrs)**

**Computer Networks and E-Security:** Basic Concept, Advantages, classification, topologies, Security and Privacy Issues related to E-Commerce, Cryptography, Ethical Hacking, Cyber Crime, Digital Signatures, Point of Sales.

**UNIT-IV (10 Hrs)**

**Data Warehousing:** Introduction, Data Warehousing, Advantages and Disadvantages of Data Warehousing, Data Warehouse, Data Mart, Aspects of Data Mart, Online Analytical Processing, Characteristics of OLAP, OLAP Tools.

**Data Mining:** Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works? Kinds of Data which can be mined, Functionalities of Data Mining, Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining

**Recommended Books**

1. Rainer and Potter, 'Introduction to Information Technology', John Wiley and Sons.
2. Joseph Brady & Ellen F Monk,' Problem Solving Cases in Microsoft', Excel Thomson Learning.
3. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi
4. Richard T Watson: Data Management Data Bases and Organisations, John Wiley & Sons, Inc
5. Deepak Bharihoke, 'Fundamentals of Information Technology', Excel Books
6. Sahil Raj, 'Business Analytics', Cengage Publications

# **Second Semester**

**LEGAL AND BUSINESS ENVIRONMENT**

**Subject Code – MBADS1- 221**

**L T P C**

**Duration: 60 Hrs**

**4 0 0 4**

**Course Objectives**

**The aim of this subject is:**

1. To study Law of Contract, Sale of Goods Act and Negotiable Instrument for legally smooth functioning of a business.
2. To highlight about Company Law as well as constitutional framework of taxation.
3. To provide insights about Business Environment, Complexity and Diversity of current business environment in the 21st century
4. To provide a deeper understanding of the environmental factors influencing Indian business organizations.

**Course Outcomes**

**After successful completion of this course, students will be able to:**

1. Understand the impact of legal environment in a business context and demonstrate knowledge of and need for sustainable development
2. Analyze the various facets of basic case laws of each Act from a legal and managerial perspective
3. Apply the legal provision of Acts in common business situations.

**Unit I (15 Hrs.)**

**Law of Contract:** Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. **Sale of Goods Act:** Meaning - Formation of contract, condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller, **Negotiable Instrument:** Types of negotiable **Law of Insurance:** Fundamentals Elements of Insurance.

**Unit II (15 Hrs.)**

**Company Law** Incorporation of companies Memorandum of Association and Articles of Association Membership of a company Prospectus, Issue of capital, Loans, investments, deposits and charges, Meetings, Accounts and Auditors, Amalgamation, reconstructions, arrangements and compromises Provision with respect to appointment and removal of Director, Meeting, Winding up by court. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, GST.

**Unit –III (15 Hrs.)**

**Business Environment** - Definition, components and overview of Business Environment, Need to scan the business environment and techniques of scanning the business environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, **Legal Environment:** Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005

**Unit –IV (15 Hrs.)**

**Public Sector in India:** Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatization, Joint sector and Cooperative sector in India. **Social Environment:** Corporate Social Responsibility, Cross-Cultural Business Environment, **Technological Environment:** Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Problems in Technology Transfer.

## **MRSPTU MBA (AVIATION MANAGEMENT) 2023 BATCH ONWARDS**

**International Environment:** Emergence of Globalization. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade, Dumping and Anti-Dumping measures.

*Relevant Case Studies should be discussed in class.*

### **Recommended Books**

1. Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
2. Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
3. Aswathappa, Essential of Business Environment, Himalaya Publishing
4. Aggarwal & Diwan, Business Environment, Excel Books
5. Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
6. Bansal C. L. 'Business Laws' Taxmann Publishers
7. Singhanian V. K. and Singhanian K. 'Direct Tax Laws and Practice' Taxmann Publishers.
8. Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.



**BUSINESS RESEARCH METHODS**

**Subject Code – MBADS1-222**

**L T P C  
4 0 0 4**

**Duration – 60 Hours**

**Course Objectives**

**The main aim of this subject is:**

1. To understand the process of formulating research problem, significance of review of literature and in-depth knowledge of various types of research designs
2. To explain various methods of data collection, Sampling, Scaling techniques and their practical implementation in Research.
3. To learn about the functional knowledge of Statistical tests (Correlation, Regression, t-test, Z- test, F- test, Chi – Square, ANOVA) in SPSS with examples
4. To understand about factor analysis and Cluster Analysis in Research projects.

**Course Outcomes**

**After the completion of this course students will be able to**

1. Have an understanding of various kinds of research, objectives of doing research, research process research designs and sampling.
2. Develop data collection instrument according to the underlying theoretical framework
3. Construct and document an appropriate research design, including argumentation for data collection and analysis methods/techniques
4. write & develop independent thinking for critically analyzing research reports.

**UNIT–I (15 Hrs)**

**Introduction to Research:** Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics

**Research Design:** Meaning, Types - Historical, Descriptive, Exploratory and Experimental

**Research Problem:** Necessity of Defined Problem, Problem Formulation, Understanding of Problem,

**Literature Review:** Identifying, Accessing and Managing Sources of Information and Scholarly Literature- Academic Writing and Referencing, Steps in Literature Review Development-Argumentation

**Design of Experiment:** Basic Principal of Experimental Design, Randomized Block, Completely Randomized Block, Latin Square, Factorial Design.

**UNIT–II (15 Hrs)**

**Sources of Data:** Primary and Secondary, Validation of Data

**Data Collection Methods:** Survey, Questionnaire: Process of Questionnaire Design, Information Required , Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire

**Sampling Design & Techniques** – Probability Sampling and Non Probability Sampling

**Scaling Techniques:** Meaning & Types

**Reliability:** Test – Retest Reliability, Alternative Form Reliability, Internal Comparison Reliability and Scorer Reliability

**Validity:** Content Validity, Criterion Related Validity and Construct Validity

**UNIT–III (15 Hrs)**

**Data Process Operations:** Editing, Sorting, Coding, Classification and Tabulation

**Analysis of Data:** Statistical Measure and Their Significance, Central Tendency, Dispersion, Correlation: Linear and Multiple Regression.

**Hypothesis:** Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error

**Testing of Hypothesis:** Steps of Hypothesis Testing, T-test, Z- test, Chi Square, F-test, ANOVA

**UNIT – IV (15 Hrs)**

**Multivariate Analysis:** Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi Dimensional Scaling

**Report Writing:** Essentials of Report Writing, Report Format

**Research Proposal:** Purpose, Nature and Evaluation - Content and Format

**Practical Considerations** - Timelines, Budgets, Supervision Management, Presentation and Defence of proposals

**Statistical Software:** Application of Statistical Softwares like SPSS, MS Excel, Eviews in Data Analysis

**Recommended Books**

1. R.I Levin and D.S. Rubin, ‘Statistics for Management’, Pearson Education New Delhi, Seventh Edition
2. N.K. Malhotra, ‘Marketing Research–An Applied Orientation’, Pearson Education New Delhi, Fourth Edition
3. Donald Cooper, ‘Business Research Methods’, Tata McGraw Hill New Delhi
4. Sadhu Singh, ‘Research Methodology in Social Sciences’,Himalaya Publishers
5. Darren George & Paul Mallery, ‘SPSS for Windows Step by Step’, Pearson Education New Delhi
6. C.R.Kothari, ‘Research Methodology Methods & Techniques’, New Age International Publishers, Second Edition.

**CORPORATE FINANCE**

**Subject Code: MBADS1-223**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To provide an understanding of the functions and role of corporate financial management, covering the sourcing of finances and their issues in investment and operations.
2. To provide analytical knowledge of risk and return in portfolio.
3. To understand leverages, ROI and ROE concepts, simplifying the capital structure theories and dividend policies with illustrations.
4. To get interactive knowledge of Inventory management and receivable management, Estimation and forecasting of working capital requirements of company, functional knowledge of financing short term assets with illustrations and Case studies.

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Demonstrate the applicability of the concept of Financial Management to understand the managerial Decisions and Corporate Capital Structure
2. Demonstrate how the concepts of financial management and investment, financing and dividend policy decisions could integrate while identification and resolution of problems
3. Analyse the complexities associated with management of cost of funds in the capital Structure

**UNIT-I (20 Hrs)**

**Introduction:** Nature, Scope and Objectives of Financial Management, Profit Maximization Vs Wealth Maximization, Role of Financial Manager, Agency Problem, Interface between Finance and other Business Functions, Financial Planning: Objectives, Factors affecting Financial Planning

**Risk and Return:** Risk and Return Concepts, Types of Risks, Relationship between Risk and Return Model - CAPM, Arbitrage Pricing Theory

**Investment Decision:** Nature and Significance of Investment Decision, Time Value of Money: Future Value of a Single Cash Flow, Annuity, Present Value of a Single Cash Flow, Annuity, Present Value of an Uneven Cash Flow

**Capital Budgeting:** Process and Techniques, Discounted and Non-Discounted Methods (Pay Back, ARR, NPV, IRR, Benefit Cost Ratio), Capital Rationing, Certainty Equivalent Factor

**UNIT-II (15 Hrs)**

**Financing Decision:** Cost of Capital, Computation of Cost of Equity, Debentures, Preference Shares and Retained Earnings, Weighted Average Cost Capital and Implications

**Capital Structure** – Introduction, Factors Affecting Capital Structure, Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Model (MM) , Criticisms of MM Models, Determinants of Capital Structures, EBIT - EPS Analysis

**UNIT-III (10 Hrs)**

**Leverage:** Introduction, Operating Leverage, Financial Leverage and Combined Leverage, Application of Leverage

**Dividend Decisions:** Meaning and Significance of Dividend, Dividend Models: Traditional Model, Walter Model, Gordon Model, Miller-Modigliani Position, Determinants of Dividend, Bonus Shares, Stock Splits, Dividend Capitalization Approach

**UNIT-IV (15 Hrs)**

**Working Capital Decision:** Meaning, Nature and Scope of Working Capital - Component of Working Capital –Factors affecting Working Capital, Working Capital Strategies, Cash Management, Inventory Management

**Sources of Funds:** Equity share, Preference shares, Debentures, Bonds, Warrants, Venture capital, Convertible Bonds/Debentures etc.

**Recommended Books**

1. Brigham, 'Financial Management : Text & Cases', Cengage Learning
2. Brealy&Myres, Principles of Corporate Finance', Tata McGraw Hill
3. John J.,' Financial Decision Making: Concept, Problem & Cases', Prentice Hall
4. I.M. Pandey, 'Financial Management', Vikas Publishers
5. Khan & Jain, 'Financial Management', Tata McGraw Hill

**HUMAN RESOURCE MANAGEMENT**

**Subject Code: MBADS1- 224**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand meaning, roles and functions of Human Resource Management, meaning and process of HR Planning, Job Description, Job Specification, HRIS, Job Evaluation, Job Analysis, HRM and HRD
2. To understand the process of recruitment and selection, placement and induction, Training and Development, Career Planning, Coaching and Mentoring
3. To understand the meaning and concept of Performance Appraisal, Wage and salary administration, incentives and fringe benefits, promotion, transfer, separation, QWL, Health, safety, welfare, social security, job stress, counseling and monitoring, job satisfaction, morale and competency Mapping

**Course Outcomes**

**After completion of this course, students will be able to:**

1. Implement knowledge on Industrial relations, collective bargaining and participative management.
2. Handle various grievances.
3. Understand the need of quality circles.
4. Understand HR Audit

**UNIT-I (20 Hrs)**

**Human Resources Management:** Meaning, Scope, Objective, Functions, Roles and Importance. Interaction with other Functional Areas, HRM & HRD –A Comparative Analysis, Human Resource Management practices in India. Line and Staff Responsibility of HR Managers, HR as a Factor of Competitive Advantage,

**Human Resource Planning:** Concept, Process, Importance and Methods. Human Resource Information System (HRIS)

**Job Analysis:** Job Description, Job Specification. Job Evaluation – Concepts and Methods

**UNIT-II (15 Hrs)**

**Recruitment & Selection:** Concept, Process & Methods of Recruitment & Selections. Induction & Placement

**Training & Development:** Concept and Methods, Difference between Training & Development, Aligning Training to Business Needs, Training Need Analysis, Delivery Methodology, Evaluation, Capacity Building, Future of Training & Development.

Career Planning, Coaching & Mentoring

**Internal Mobility:** Promotion, Transfer, Demotion, Separation, Downsizing, Outplacement

**UNIT-III (15 Hrs)**

**Performance Appraisal:** Concept, Methods, Issues and Ethics in Performance Appraisal, Potential Appraisal.

**Compensation Management:** Wage & Salary Administration: Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans, Bonus, ESOPs & Fringe Benefits.

**Quality of Work Life (QWL):** Concept, Development, Various Approaches and Techniques for improving QWL, Counselling and Monitoring, Morale and Productivity

**UNIT IV (10 Hrs)**

**Industrial Relations:** Concept, Importance and Difference between HR and IR.

**Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, Negotiations Skills and Strategies, Participative Management

**Employee Grievances and Their Resolution:** Model for Grievance Resolution Procedure, Fundamentals of Industrial Relations and Fundamentals of Labour Laws, Overcoming harassment at workplace

**Recommended Books**

1. Edwin B. Flippo, 'Personal Management, Tata', Mc Graw Hill
2. Bohlander, 'Snell & Vohra, Human Resource Management', Cengage Learning
3. Gary Dessler, 'Human Resource Management', McMillan
4. V.S.P.Rao, 'Human Resource Management', Excel Books
5. C.B. Memoria, 'Personnel Management', Himalaya Publications

**OPERATIONS MANAGEMENT**

**Subject Code: MBADS1 - 225**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

**The main aim of this course is:**

1. To understand the concept, functions, transformation process model of operation management, product design and development.
2. To understand the uses of production planning and control, facility layout and productivity.
3. To understand the significant role of quality management and acceptance sampling in production management.

**Course Outcomes**

**After the completion of this course students will be able to:**

1. Learn the role of operations on achieving various competitive capabilities.
2. Learn how to help an organization in improving productivity and meeting customer's competitive capabilities.
3. Conduct investigations of complex problems including design of experiments, analysis and interpretation of data, and synthesis of information to provide valid conclusions.

**UNIT – I (18 Hrs)**

**Operations Management:** Concept, Functions, Transformation Process Model: Inputs, Process and Outputs; Classification of Operations; Responsibilities of Operations Manager, Nature of International Operations Management, Difference between Manufacturing and Service Operations

**Operations Strategy:** Operations Strategy, Competitive Capabilities and Core Competencies, Linkage between Corporate, Business, and Operations Strategy, Components of Operations Strategy, Global Strategies and Role of Operations Strategy

**UNIT – II (12 Hrs)**

**Facility Location** – Importance, Factors in Location Analysis, Location Analysis Techniques.

**Facility Layout Planning:** Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Layout Planning

**Process Selection-** Project, Job, Batch, Mass and Process Types of Production Systems, Operations Management in Corporate Profitability and Competitiveness

**UNIT – III (15 Hrs)**

**Optimization Techniques:** Mathematical Formulations of LP Models for Product-Mix Problems; Graphical and Simplex Method of Solving LP Problems; Duality

**Assignment Problems:** Assignment problem: Solution using Hungarian Assignment Method.

**Transportation Problems:** Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method

**UNIT – IV (15 Hrs)**

**Game Theory:** Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game

**Sequencing Problem:** Johnsons Algorithm for N Jobs and Two Machines, n Jobs and Three Machines, Two Jobs and M Machines Problems

**Recommended Books**

1. Buffa & Sarin, 'Modern Production/Operations Management', John Wiley, Latest edition
2. Chary, 'Production and Operations Management', Tata McGraw-Hill, Latest Edition
3. Krajewski & Ritzman, 'Operations Management', Pearson Education, Latest edition
4. Adam and Eben, 'Production & Operations', Prentice Hall, Latest edition
5. Anderson, David R., Dennis J. Sweeney and Thomas A. Williams, 'An Introduction to Management Science', South-Western.
6. Taha, Hamdy A., 'Operations Research – An Introduction', Prentice-Hall of India Private Ltd., New Delhi.
7. Hillier, Frederick S. and Gerald J. Lieberman, 'Introduction to Operations Research', McGraw Hill India (Pvt) Ltd.



**ENTREPRENEURSHIP**

**Subject Code: MBADS1 - 226**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives:**

The aim of this course is:

1. To develop the entrepreneurial intent among students
2. To build the necessary competencies and motivation for a career in Entrepreneurship.

**Course Outcomes:**

After completing this course, the students will be able to:

1. Know the parameters to assess opportunities and constraints for new business ideas.
2. Understand the systematic process to select and screen a business idea
3. Understand various funding opportunities available for start-up and new ventures

**UNIT-I (15 Hrs)**

**Foundations of Entrepreneurship:** Concept, Need, Definition & Role of Entrepreneurship, Definition, Characteristics & Scope of Entrepreneur, Role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach, Reasons for The Failure of Entrepreneurial Ventures Role of Venture Capital, Angel Investors in Developing Entrepreneurship

**Forms of Business Organizations:** Sole Proprietorship, Partnership Firms and Private Companies, Public and Govt. Companies

**UNIT-II (12 Hrs)**

**Women Entrepreneurs:** Meaning, Role, Problems & Reasons for Less Women Entrepreneurs. Various Institutes & Govt Schemes To Help & Uplift Women Entrepreneurs. Case Studies for Successful Women Entrepreneurs

**Social Entrepreneurship:** Definition, Characteristics of Social Entrepreneurship, Role of Social entrepreneurs in solving social and entrepreneurial problems, Challenges and Opportunities for Social Entrepreneurship, CSR and Social Entrepreneurship

**UNIT-III (18 Hrs)**

**Business Opportunity Identification:** Business ideas, Methods of Generating Ideas, and Opportunity Recognition

**Feasibility Study:** Environmental Scanning, Competitor and Industry Analysis; Market Feasibility, Technical/Operational Feasibility, Financial Feasibility

**Preparing a Business Plan:** Meaning and significance of a business plan, components of a business plan, Drawing business plan; Preparing Project Report; Presenting Business Plan to investors.

**UNIT-IV (15 Hrs)**

**MSME- Small & Medium Enterprises - Small & Medium Industry:** Meaning and Importance - Definition of SME – Role & importance in India Economy

**Institutional support to Entrepreneurship:** Role of Central Government and State Government in Promoting Entrepreneurship, Role of Directorate of Industries, District Industries, Centers (DICs), Industrial Development Corporation (IDC), State Financial corporation (SFCs), Commercial Banks. Small Scale Industries Development Corporations (SSIDCs), National Small Industries Corporation (NSIC), SIDBI

**Recommended Books**

1. Vasant Desai, 'Management of Small-Scale Industries', Himalaya Publishing
2. Angadi, Cheema, Das, 'Entrepreneurship, Growth, and Economic Integration', Himalaya Publication
3. Rizwana and Janakiran, 'Entrepreneurship Development', Excel Books
4. Murthy, 'Small Scale Industry and Entrepreneurial Development', Himalaya Publishing
5. Satish Taneja, Entrepreneur Development ", New Venture Creation.
6. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill

**BUSINESS STATISTICS RESEARCH LAB**

**Subject Code – MBADS1- 227**

**L T P C  
0 0 4 2**

**Duration: 30 Hrs**

**Course Objective**

**The main objective of this course is:**

1. To give insights about Managing spreadsheets
2. To teach data analysis techniques to students
3. To give practical exposure of applying Financial Tools in Spreadsheets and Statistical Softwares

**Course Outcomes**

**After completing this course, students will be able to**

1. Apply Statistical analysis in Minor project and Major Projects
2. Implement Financial Analysis in their project work
3. Handle various corporate functions in spreadsheets

**UNIT – I (3 Hrs)**

**Managing Spread Sheet:** Introduction, Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting and Hiding Worksheets, Grouping Worksheets Conditional Formatting,

**Date and Time Function:** Date, Day, Month, Year, Edate, Eomonth, Network days, Workday, Weeknum, Weekday, Hour, Minute, Second, Now, Today, Time

**Look Up Functions:** Data Validation, Advanced Range Names, VLookUp, H LookUp

**UNIT -II (3 Hrs)**

**Logical Function:** IF Function, Nested IF, CountIf, SumIf, IF with AND and OR, Average, Averagea, Averageif, Averageifs, Subtotal, Rand, Randbetween, Roundup, Rounddown

**Pivot Table:** Introduction, Create Pivot Table, Layout of Pivot Tables, Filtering Pivot Tables, Pivot Table Analysis, Proper Function, Trim Function,

**UNIT – III (4 Hrs)**

**Data Analysis:** What If Analysis, Goal Seek, Scenario Analysis

**Introduction to Financial Analysis:** PMT, NPV, IRR, Risk and Return, Volatility

**UNIT- IV (5 Hrs)**

**Statistical Analysis Tools:** Frequency Distribution, Graphs, Histograms, Descriptive Statistics, Normality of Data, Correlation and Regression Analysis, t-test, ANOVA, Forecasting, Chi Square, Factor Analysis.

**Use of Bibliography Softwares**

*Note: Students have to prepare a research report on their interest area (Finance, HR, Marketing etc.) Students will have to apply all research report components like Introduction, Review of literature, Research Methodology, Statistical Techniques (Learn in Business Statistical Research Lab), Findings etc. in the report. The students will have to give presentation of 15-20 minute on the research report.*

**Recommended Books**

1. Greg Harvey, 'Microsoft Excel 2016 All-in-One for Dummies, Wiley Publications
2. Lokesh Lalwani, 'Excel 2019 All – In – One' BPB Publication
3. Manisha Nigam, 'Data Analysis with Excel' BPB Publication
4. Paul McFedries, 'Excel 2016- Formulas and Functions' Que Publications

**ENTREPRENEURSHIP AND INNOVATION PROJECT**

**Subject Code – MBADS1- 228**

**L T P C**

**Duration: 30 Hrs**

**0 0 4 2**

Students will explore the various entrepreneurial opportunities in rural and urban areas and will prepare a business plan (Students will learn about preparation of Business Plan in Entrepreneurship subject). They will submit the project in the department and will give presentation on the basis of their project report. It may be individual or group project.

MRSPTU

**3<sup>rd</sup>**

**SEMESTER**

**PROJECT MANAGEMENT**

**Subject Code – MBADS1-321**

**L T P C  
40 0 4**

**Duration- 60 Hrs**

**Course Objectives**

**The aim of this subject is**

1. To enhance competence as a Project Manager
2. To equip students with the process of feasibility analysis and risk analysis
3. To provide skill in project time management

**Course Outcomes**

**After completing the course, students will be able to**

1. Identify the project idea and analyze feasibility of project
2. Adopt holistic approach in evaluating and monitoring the performance of the project
3. Use statistical techniques for project time management and resource allocation
4. Provide basic project management skills with a strong emphasis on issues and problems associated with delivering successful projects

**Unit -I (15 Hrs)**

**Introduction to Project Management:** Meaning and Definition of Project, Characteristics of a Project, Project Life Cycle Phases, Role of a Project Manager, Need for Project Management

**Generation and Screening of Project Ideas-** Generation of ideas, Monitoring the environment, Tools for identifying investment opportunities, Corporate Appraisal, Preliminary Screening, Project Rating Index

**Project Feasibility Analysis:** Market Feasibility, Technical Feasibility

**Unit II (15 Hrs)**

**Project Appraisal:** Time Value of Money, Project Appraisal Techniques- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio,

**Risk Analysis:** Measures of Risk, Sensitivity Analysis, Scenario analysis, Break-even method, Simulation Analysis

**Unit III (15 Hrs)**

**Project Scheduling:** Importance of Project Scheduling, Work Breakdown Structure Scheduling Techniques - Gantt Chart.

**Network techniques for Project Management:** Development of Project Network, time estimation, Determination of Critical Path, PERT and CPM models,

**Unit- IV (15 Hrs)**

**Implementation of Project –** Project Planning, Project Control, Human aspects of project management, Prerequisites for successful Project Implementation

**Project Review and Administrative Aspects-** Initial review, Performance evaluation, Post Audit, Abandonment analysis, Agency Problems

**Project Quality Management:** Benchmarking, Quality Circle, Six Sigma

**Suggested Readings**

1. Prasanna Chandra: Projects - Planning, Analysis, Selection, Implementation and Review, Tata McGraw Hill.
2. Larson, D. Project Management. Tata McGraw- Hill.
3. Desai, V. Project Management. Himalaya Publishing House.
4. Gopalakrishnan, P. Textbook of Project Management. Macmillan.
5. Maylor, Harvey. Project Management. Pearson

**SUMMER INTERNSHIP PROJECT**

**Subject Code – MBADS1- 322**

**L T P C**

**0 0 0 6**

**Course Outcome - After completing this course, student will be able to:**

1. Identify and utilize project related information contained during Training
2. Understand the real time working of various departments of organization
3. Find the solution of various contemporary business problems and effectively communicate in company
4. Present the findings of the projects executed during training through latest tools

Students will undergo Summer Internship of Six weeks to Eight weeks after Second semester.

A report based on the summer training shall be submitted within three weeks from the commencement of the third semester. Students will give presentation on the Summer Internship Project in the department.

Evaluation of Students will be done based on following criteria

1. Evaluation from Company Supervisor - 40 Marks\*
2. Summer Internship Project Report - 40 Marks
3. Presentation - 20 Marks

\*Company Supervisor will send the evaluation of student (out of 40 marks) to the department HOD email. These marks will be uploaded as external assessment on MRSPTU examination portal.

*Detail about important project documents has been provided in the end of syllabus.*

**Course Objectives**

To provide the knowledge of airport planning, management and operations that is required to begin an airport management career.

**Course Outcomes**

The student after the end of course will have knowledge about airport, its working regulation and traffic control system working at an airport.

**UNIT- I INTRODUCTION (15 Hrs.)**

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

**UNIT- II AIRPORT MANAGEMENT (15 Hrs.)**

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

**UNIT- III AIR TRANSPORT SERVICES (15 Hrs.)**

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

**UNIT- IV INSTITUTIONAL FRAMEWORK (15 Hrs.)**

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

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

**TEXT BOOKS**

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

**REFERENCES**

1. Doganis. R. The Airport Business Routledge, London 1992
2. Alexander T. Wells, Seth Young, Principles of Airport Management, McGraw Hill 2003
3. P S Senguttavan Fundamentals of Air Transport Management, Excel Books 2007
4. Richard de Neuffille, Airport Systems: Planning, Design and Management, McGraw-Hill London 2007



**Course Objectives**

To provide knowledge about the working of the airline, crew scheduling and operations at an airport.

**Course Outcomes**

After the completion of the course the student will be able to understand different network models of airline and operations and crew scheduling details.

**UNIT -I OPTIMIZING FLOW OF NETWORKS (15 Hrs.)**

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

**UNIT -II FLEET ASSIGNMENT PROBLEM (15 Hrs.)**

Basic Models and Solutions - Approaches – Shortcomings Itinerary based Fleet Assignment Model – Sub network based Fleet - Assignment Model and Solution Approach – Fleet Assignment Model Extensions

**UNIT- III CREW SCHEDULING (12 Hrs.)**

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

**UNIT- IV OPERATIONS RECOVERY (18 Hrs.)**

Overview of Operation Control Centre – Aircraft Passenger Delays – Flight Postponement and Cancellation Model–Airline Operation Recovery – Challenges- – Role of Simulation

**ROBUST SCHEDULING**

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

**TEXT BOOKS**

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

**REFERENCES**

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

**Course Objectives**

To enable the students understand the principles of Marketing and the ways in which these principles can be applied in today's airline industry, the air transport market and its environment.

**Course Outcomes**

After the end of the course the student will be able to understand about air transportation services, airline marketing and market research for future year to come.

**UNIT - I INTRODUCTION (12 Hrs)**

Marketing conceptual frame work – marketing environment – customer oriented organization – marketing interface with other functional areas marketing in a globalized environment Marketing Mix - Stages in the Application of Marketing Principles to Airline Management

**UNIT- II MARKET OF AIR TRANSPORT SERVICES (15 Hrs)**

Customer – Definition – Apparent and True Needs – Industrial Buying Behavior – Customer in the Business Air Travel Market – Customer in Leisure Air Travel Market – Customer in the Air Freight Market – Market Segmentation in Air Passenger & Air Freight Market – Marketing Environment - Theoretical Basis of PEST Analysis – Building Customer Satisfaction

**UNIT- III PRODUCT ANALYSIS IN AIRLINE MARKETING (18 Hrs)**

Product – definition – Product Life Cycle – Product Life Cycles in Aviation Industry – Managing Product Portfolio – Balancing Risk and Opportunity – Fleet & Schedules related Product Features - Customer Service Related Product Features – Pricing Decisions – Building Blocks in the Airline Pricing Policy – Uniform and Differential Pricing – Distribution Channel Strategies – Travel Agency Distribution System – Global Distribution System - promotion methods. Advertisement and personal selling, public relations.

**UNIT- IV MARKETING RESEARCH (15 Hrs)**

Types, process – tools and techniques – application of marketing research – product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects – preparation of marketing research report – sample case studies.

**INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS**

Online marketing – web based marketing programmes – emerging trends and challenges to marketers.

**TEXT BOOK**

1. Stephen Shaw “ Airline Marketing and Management “ Ashgate Sixth Edition

**References**

1. Philip Kotler: Marketing management (Millennium edition), Prentice Hall of India P (ltd), New Delhi 2001.
2. Micheal R. Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson learning 2000.
3. Douglas, J. Darymple Marketing Management John Wiley & Sons, 2000
4. NAG, marketing successfully a professional perceptive, macmilan 2001.
5. Boyd Walker, Marketing Management, McGraw Hill, 2002
6. Aakar Day, Kumar, Essential of Marketing Research
7. Keith Flether, Marketing Management and Information Technology Prentice Hall, 1998.

**AIRCRAFT RULES AND REGULATION**

**Subject Code: MBADD7- 324**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs.**

**Course Objectives**

The main aim of this subject is to let the student know about the various rules and regulations of the aircraft industries.

**Course Outcomes**

After the completion of the course the student will be able to understand the different series of aircraft and the rules and regulation followed by them.

**UNIT I. C.A.R SERIES ‘A’ - PROCEDURE FOR CIVIL AIR WORTHINESS REQUIREMENTS AND RESPONSIBILITY OPERATORS VIS-A-VIS AIR WORTHINESS DIRECTORATE: (15 Hrs)**

Responsibilities of operators / owners - Procedure of CAR issue, amendments etc.,-

Objectives and targets of airworthiness directorate - Airworthiness regulations - safety oversight of engineering activities of operators.

C.A.R. SERIES „B“ - ISSUE APPROVAL OF COCKPIT CHECK LIST, MEL, CDL: Deficiency list (MEL& CDL); Preparation and use of cockpit check list and emergency list.

**UNIT II. C.A.R. SERIES ‘C’ - DEFECT RECORDING, MONITORING, INVESTIGATION AND REPORTING (15 Hrs)**

Reliability Programme (Engines) - Aircraft maintenance programme & their approval – On condition maintenance of reciprocating engines - TBO - Revision programme - Maintenance of fuel and oil uplift and consumption - records - Light aircraft engines - Fixing routine maintenance periods and component TBOs - Initial & revisions.

**UNIT III. C.A.R. SERIES ‘E’ - APPROVAL OF ORGANISATIONS (15 Hrs)**

Approval of organizations in categories A, B, C, D, E, F, & G; Requirements of infrastructure at stations other than parent base

**C.A.R. SERIES ‘F’ - AIR WORTHINESS AND CONTINUED AIR WORTHINESS:**

Procedure relating to registration of aircraft - Procedure for issue / revalidation of Type Certificate of aircraft and its engines / propeller - Issue / revalidation of Certificate of Airworthiness - Requirements for renewal of -Certificate of Airworthiness.

**UNIT IV. C.A.R. SERIES ‘L’ - AIRCRAFT MAINTENANCE ENGINEER - LICENSING: (15 Hrs)**

Issue of AME License - its classification and experience requirements - Complete Series „L“. C.A.R. SERIES „M“ MANDATORY MODIFICATIONS AND INSPECTIONS: Mandatory Modifications / Inspections.

**C.A.R. SERIES ‘T’ - FLIGHT TESTING OF AIRCRAFT: 9 (15Hrs)**

Flight testing of (Series) aircraft for issue of C of A - Flight testing of aircraft for which C or A had been previously issued.

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**C.A.R. SERIES 'X' - MISCELLANEOUS REQUIREMENTS:**

Registration Markings of aircraft- Weight and balance control of an aircraft - Provision of first aid kits - Physician's kit in an aircraft - Use furnishing materials in an aircraft - Concessions – Aircraft log books - Document to be carried on board on Indian registered aircraft - Procedure for issue of tax permit - Procedure for issue of type approval of aircraft components and equipment including instruments.

**References:**

1. " Aircraft Manual (India) "; Volume - Latest Edition, The English Book Store, 17-1, Connaught Circus, New Delhi.
2. " Civil Aviation Requirements with latest Amendment (Section 2 Airworthiness) ", Published by DGCA, The English Book Store, 17-1, Connaught Circus, New Delhi.
3. " Aeronautical Information Circulars (relating to Airworthiness) ", from DGCA.
4. " Advisory Circulars ", from DGCA.

**AIRLINE FINANCE**

**Subject Code: MBADD7- 325**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs.**

**Course Objectives**

To provide understanding of airline financial statements and to address specific airline industry aspects such as treatment of frequent flyer programmes, aircraft leases and evaluation of airline performance by financial ratios.

**Course Outcomes**

After the end of course the student will be able to understand the financial management in aviation sector, different sources of finance and risk management and its importance in financial market.

**UNIT- I FOUNDATION OF FINANCE (15Hrs)**

Financial management – An overview, time value of money. Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting.

**UNIT -II AIRLINE FINANCIAL PERFORMANCE (15 Hrs)**

World Airline Financial results - Factor affecting Financial results - Airline Financial Statements - Airline Financial Ratios - Inter Airline Comparison of Financial Ratios - Valuation of Tangible Assets - Valuation of Intangible assets- valuation of Airline as a whole - Rating Agencies

**UNIT- III SOURCES OF FINANCE (15 Hrs)**

Sources of internal finance - sources of external finance - Institution evolved in Aircraft Finance - Equity Finance - Foreign Ownership Limits - Share trading and Share Market Listings - Initial Public Offerings - Airline Privatization - Full Privatization - Gradual Privatization – Partial Privatization

**UNIT -IV AIRLINE FINANCIAL PLANNING (15 Hrs)**

Budget Preparation and Control - Working capital Management - Principles of working capital: Concepts need; Determinants, issues and estimation of working capital, Accounts Receivables Management and factoring - Financial Planning

**RISK MANAGEMENT & LEASING**

Exchange rate volatility - Airline trading exposure to currency movements- Airline Foreign exchange risk management - Fuel price exposure - Aircraft leasing - Finance Lease – Operating Lease - Japanese Operating Lease - Wet Lease - Sale and Leaseback - Aircraft Securitizations

**Text Book**

1. Peter. S. Morrell, “AIRLINE FINANCE “, Third Edition Ash Gate.

**References**

1. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 1999\
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill Publishing company Ltd., 4th edition, 2004

**Course Objectives**

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

**Course Outcomes**

**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.

**UNIT I Principles of Aviation (15 Hrs.)**

The evolution of aviation growth Drivers, Issues and challenges. ATA, 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- II Airport Operations (15 Hrs.)**

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- III Hospitality (16 Hrs.)**

Introduction of hospitality, industry and organization 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.

Accommodation Operations

Introduction to the accommodation operations, front office and guest rooms. Introduction to housekeeping, cleaning agents and equipment's. Use of cleaning equipment's, 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 IV Cabin Crew Duties and Responsibilities (14 Hrs.)**

Documentation, Pre-flight check of safety equipment's, 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.

**Suggested Readings:**

- The Principles and Practice of International Aviation Law (English)(Paperback)- 2014 Gabriel S. Sanchez Brian F. Havel

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- 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 – se cond 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 Andre

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**Summer Internship Project – Joining Report**

Name of Student: \_\_\_\_\_

Roll No.: \_\_\_\_\_

Name of Company: \_\_\_\_\_

Company Address: \_\_\_\_\_

Date of Joining Internship: \_\_\_\_\_

**Supervisor Detail**

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Contact Number: \_\_\_\_\_

Email id: \_\_\_\_\_

Supervisor Signature

Send copy of this form to the department office within one week of joining the internship by email or post.



**CERTIFICATE**  
**(on Company Letter head)**

This is to certify that Mr./Ms. \_\_\_\_\_ Roll No. \_\_\_\_\_  
student of MBA (Batch \_\_\_\_\_ ) of University Business School (College Name), Maharaja  
Ranjit Singh Punjab Technical University, Bathinda has worked with our company  
during summer internship from (date) \_\_\_\_\_ to \_\_\_\_\_ (date) in the  
\_\_\_\_\_ (department name) and has worked on \_\_\_\_\_  
\_\_\_\_\_ (project title).

His / Her performance was found Satisfactory / Non-satisfactory during the period. This certificate  
is being issued to meet the requirement of the University.

Date:

Signature of Supervisor

Name & Designation of Signatory

Seal / Stamp of Organisation

**Company Supervisor Evaluation Performa**

Name of Student

Course: MBA

Roll No. -

Title of Project

**Evaluation Criteria**

S. No.	Parameters	Maximum Marks	Marks given by Company Supervisor
1	Completion of given task on time	10	
2	Behaviour and Conduct during training	10	
3	Discipline, Punctuality and Regularity	10	
4	Quality of Project Undertaken and Findings	10	
	Total Marks	40	

*Suggest improvement area / feedback for student*

Date

Name & Designation of Supervisor

Signature of Supervisor

Name of Company

Company Seal / Stamp

(Project Title)

A Summer Training Report submitted to the **MRSPTU**  
in partial fulfilment of the requirements  
for the award of the Degree of  
**MASTER OF BUSINESS ADMINISTRATION**

**Submitted by**

Student Name

Student Reg. No.

**Under the Guidance of**

Name & Designation of Faculty Guide

Name & Designation of Industry Guide



**University Business School**

Maharaja Ranjit Singh Punjab Technical University,

Dabwali Road, Bathinda -151001

Punjab (India)

Year (July 2021)

**Summer Internship Project Guidelines**

- All the students have to prepare and submit a written project at the end of the internship.
- Each student has to prepare two hard copies of internship project in the presubscribed form.
- The submission will be made within three weeks days after commencement of third semester.
- The report should include a certificate issued by a competent authority from the company.
- The report should include Company Supervisor Evaluation Report duly signed by supervisor in the company.

**Structure of Report**

Cover Page – It is the Outer cover of the report.

Front page – The format of Cover page & Front Page should be same.

Certificate

Acknowledgement

Executive Summary (Summary of Training and Project) (Maximum 2 Pages)

Table of Content

List of Tables

List of Figures/Charts

List of Abbreviations

**Chapter 1 Introduction of Company**

Company History (Establishment)  
Mission & Vision of Company  
Types of Products/ Services produced  
Market Position of Company

**Chapter 2 Organization Structure**

Departments and Functions of Departments  
Organization Hierarchy Chart

**Chapter 3 Description of Work & responsibilities Taken**

Describe the department you worked in  
Job & Responsibilities taken

**Chapter 4 Project (Given by Company)**

Objective of Project  
Scope  
Research Methodology  
Data Analysis  
Findings & Recommendations

**Chapter 5 Experienced Gained & Challenges Faced**

What type of challenges you faced at work?  
What did you learn?  
How this learning will help you in your career?

## References

### **Key Parameters**

<b>Length of Report</b>	15000 – 20000 Words
<b>Page Size</b>	A 4 Size
<b>Font Style</b>	Times New Roman
<b>Font Size (Chapter Heading)</b>	16 (Bold)
<b>Font Size (Sub Headings)</b>	14 (Bold)
<b>Font Size (Body Content)</b>	12 (Justified from Both Left & Right Sides)
<b>Line Spacing</b>	1.5

### **Page Numbers**

- Page numbers should be mentioned at the bottom side in the middle of page (in Numbers 1,2,3..)
- Page No. 1 should start from Chapter 1 (Introduction of company)
- Roman Numerals (i,ii,iii,iv) should be used for pages (certificate, acknowledgment etc.) before starting Chapter 1 and for the annexure and references (if any)

### **Tables & Figures**

- Tables & Figures must be numbered according to the Chapters (1.1, 2.1 etc.)
- Title of table should be depicted at the top of the table.

**4<sup>th</sup>**  
**SEMESTER**

**STRATEGIC MANAGEMENT**

**Subject Code: MBADS1- 421**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives: The main objectives of this course are:**

1. To understand the sustainable competitive advantages of the organization and identify the growth avenues.
2. To meet stakeholder interests through growth strategies based on ethical value
3. To conduct SWOT analysis and Competitive analysis through various tools and technologies.

**Course Outcomes: After completing this course, students will be able to:**

1. Apply holistic approach by integrating people, finance, marketing and organizational perspectives to develop appropriate organizational policies and strategies
2. Understand and investigate various sustainable competitive advantage of company in current business and economic scenario
3. Identify different strategic options available and their relation with dynamic environment
4. Apply knowledge of strategic tools in determining the firm's vision, mission, objectives and ethical operations for the organisations' success.

**UNIT-I (15 Hrs)**

**Introduction** - Definition, Nature, Scope, and Importance of Strategy and Strategic Management (Business Policy). Strategic Decision Making, Process of Strategic Management Defining Strategic Intent: Vision, Mission, Business Definition, Goals and Objectives, Environmental Appraisal: Concept of Environment, Components of Environment (Economic, Legal, Social, Political and Technological), Environmental Scanning Techniques- ETOP, QUEST and SWOT (TOWS).

**UNIT-II (15 Hrs)**

**Internal Appraisal** – The Internal Environment, Organisational Capabilities in Various Functional Areas and Strategic Advantage Profile. Methods and Techniques Used For Organisational Appraisal (Value Chain Analysis, Financial and Non- Financial Analysis, Industry Standards and Benchmarking, Balanced Scorecard and Key Factor Rating). Identification of Critical Success Factors (CSF)

**UNIT- III (15 Hrs)**

**External Analysis** - Porters's Five Forces Model,

**Corporate Level Strategies:** Stability, Expansion, Retrenchment and Combination Strategies, Corporate Restructuring, Synergy. Mergers & Acquisitions, Corporate Restructuring,

**Business Level Strategies:** Porter's Framework of Competitive Strategies; Conditions, Risks and Benefits of Cost Leadership, Differentiation and Focus Strategies. Location and Timing Tactics, Core Competence.

**Strategic Analysis and Choice:** Corporate Level Analysis (BCG, GE Nine Cell, and Shell Directional Policy Matrix)

**UNIT-IV (15 Hrs)**

**Implementation and Control:** Qualitative Factors in Strategic Choice, Strategy Implementation: Resource Allocation, Projects and Procedural Issues. Organisation Structure and Systems in Strategy Implementation. Leadership and Corporate Culture, Values, Ethics and Social Responsibility. Operational and Derived Functional Plans to Implement Strategy, Integration of Functional Plans, Strategic Control and Operational Control, Techniques of Strategic Evaluation

**Relevant case studies related to the topics should be discussed.**

**Suggested Readings**

1. A Kazmi, 'Business Policy & Strategic Management', Tata McGraw Hill
2. Thomson & Strickland 'Strategic Management: Concept & Cases,' Tata McGraw Hill
3. S. Reddy, 'Strategic Management', Himalaya Publication
4. Wheelen & Hungar 'Strategic Management & Business Policy' Addison- Wesley
5. Johnson & Scholes, 'Exploring Corporate Strategy', Prentice Hall India

**DISSERTATION**

**Subject Code: MBADS1-422**

**L T P C**

**0 0 0 6**

**Course Outcome - After the completion of this course, students will be able to**

1. Identify the contemporary business and social problems
2. Apply various statistical tools to analyze the data for finding the solutions
3. Prepare and presenting the project reports as per academic standards
4. Develop communication and presentation skills

Under the guidance of his/her supervisor, Students will identify the problem from the area of their specialization. The problem should be relevant to current business or social scenario. The student will do literature review, set the objectives, collect data (primary/Secondary) regarding the problem, apply statistical techniques and document the findings of the study with the justification how these findings will solve the existing problem in business/society.

Student will submit the report (Hard Binding) and give presentation and final oral viva.



**AIRCRAFT MAINTENANCE MANAGEMENT**

**Subject Code: MBADD7- 421**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

To understand the various organization related to aviation fields, economics benefits of aviation and maintenance of aircraft with reference to new technology.

**Course Outcomes**

After the end course the student will be able to understand about the aircraft maintenance, flight preparation scheduling of flights and different organization in aviation sector.

**UNIT-I INTRODUCTION (12 Hrs)**

Development of air transportation, comparison with other modes of transport – Role of IATA, ICAO – The general aviation industry airline – Factors affecting general aviation, use of aircraft, airport: airline management and organization – levels of management, functions of management, Principles of organization planning the organization – chart, staff departments & line departments.

**UNIT- II AIRLINE ECONOMICS (15 Hrs)**

Forecasting – Fleet size, Fleet planning, the aircraft selection process, operating cost, passenger capacity, load factor etc. – Passenger fare and tariffs – Influence of geographical, economic & political factors on routes and route selection -FLEET PLANNING: The aircraft selection process – Fleet commonality, factors affecting choice of fleet, route selection and Capitol acquisition – Valuation & Depreciation – Budgeting, Cost planning – Aircrew evaluation – Route analysis – Aircraft evaluation.

**UNIT- III PRINCIPLES OF AIRLINES SCHEDULING (15 Hrs)**

Equipment maintenance, Flight operations and crew scheduling, Ground operations and facility limitations, equipment's and types of schedule – hub & spoke scheduling, advantages / disadvantages & preparing flight plans – Aircraft scheduling in line with aircraft maintenance practices.

**UNIT- IV AIRCRAFT RELIABILITY (18 Hrs)**

Aircraft reliability – The maintenance schedule & its determinations – Condition monitoring maintenance – Extended range operations (EROPS) & ETOPS – Ageing aircraft maintenance production.

Technology in aircraft maintenance

Airlines scheduling (with reference to engineering) – Product support and spares – Maintenance sharing – Equipment's and tools for aircraft maintenance – Aircraft weight control – Budgetary control. On board maintenance systems – Engine monitoring – Turbine engine oil maintenance – Turbine engine vibration monitoring in aircraft – Life usage monitoring – Current capabilities of NDT – Helicopter maintenance – Future of aircraft maintenance.

**TEXT BOOKS**

1. FEDRIC J.H., "Airport Management", 2000.
2. C.H. FRIEND, "Aircraft Maintenance Management", 2000.

**REFERENCES**

1. GENE KROPF, "Airline Procedures".
2. WILSON & BRYON, "Air Transportation".

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3. PHILIP LOCKLIN D, “Economics of Transportation”.
4. “Indian Aircraft manual” – DGCA Pub.
5. ALEXANDER T WELLS, “Air Transportation”, Wadsworth Publishing Company, California, 1993.

MRSPTU

**AVIATION ADVERTISING AND SALES PROMOTION**

**Subject Code: MBADD7- 422**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

To make the students understand about aviation advertisement and different sales promotion techniques.

**Course Outcomes**

After the end of course the student will be able to understand between print and digital media. Contribution of radio, tv and web advertisement, sales promotion techniques and its different models.

**UNIT- I INTRODUCTION TO ADVERTISEMENT (15 Hrs)**

Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisements – setting advertisement objectives – Ad. Agencies – selection and remuneration – advertisement campaign.

**UNIT- II ADVERTISEMENT MEDIA (15 Hrs)**

Media plan – type and choice criteria – reach and frequency of advertisements – cost of advertisements related to sales – media strategy and scheduling.

**UNIT -III DESIGN AND EXECUTION OF ADVERTISEMENTS (15 Hrs)**

Message development – different types of advertisements – layout – design appeal – copy structure – advertisement production – print – Radio. T.V. and web advertisements – Media Research – testing validity and reliability of ads – measuring impact of advertisements.

**UNIT- IV AIRLINE ADVERTISING (15 Hrs)**

Anatomy of sale - AIDA and SPIN Model – Marketing Communication Techniques – Airline Advertising – Selling in Air Freight Market – Case studies

Sales promotion campaign

Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers – outsourcing sales promotion national and international promotion strategies – Integrated promotion – Co-ordination within the various promotion techniques – online sales promotions.

**REFERENCES:**

1. Kenneth Clow. Donald Baack, “Integrated Advertisements, Promotion and Marketing communication”, Prentice Hall of India, New Delhi, 2003.
2. S.H.H.Kazmi, Satish K Batra, “Advertising & Sales Promotion”, Excel Books, New Delhi, 2001.
3. George E Belch, Michel A Belch, “Advertising & Promotion”, McGraw Hill, Singapore, 1998.
4. Julian Cummings, “Sales Promotion”, Kogan Page, London 1998.
5. E.Betch and Michael, Advertising and Promotion, MC. Graw Hill.
6. Stephen Shaw “ Airline Marketing and Management “ Ashgate Sixth Edition.

**AVIATION LAW**

**Subject Code: MBADD7- 423**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**COURSE OBJECTIVES**

This course offers an in-depth analysis of legal concepts related to the aviation industry, including aircraft operations, airports, fixed based operators (FBOs), contracts, insurance and liability, regulatory statutes, and case law. The historical development of aviation law is included.

**COURSE OUTCOMES**

At the end of the course the student will be to understand about the history and development of air laws in India, Aviation liability and ownership, punishment and penalty of the aviation industry.

**UNIT-I HISTORY AND DEVELOPMENT OF AIR LAW IN INDIA (15 Hrs)**

Introduction - Paris Convention on Air Navigation 1919 - First Indian Air Board - Birth of Indian Air Companies - Indian Aircraft Act 1934 - Aircraft Rules 1937 - Civil Aviation pre and post Second world war - Nationalization of Air Services - International Airports Authority in India - History of Aviation - Survey of Current Air law in India.

**UNIT II INTERNATIONAL AIR TRANSPORTATION (15 Hrs)**

Air regime prior to the Chicago convention - Chicago conference - Convention on the international Civil Aviation - Rules for Air Navigation - Liberalization of International Air transportation - Bermuda Agreement - Multilateralism for Liberalization - Application of GATT Principles to International Air Transportation - Environmental Protection Measures - India and Bilateral Services Agreement.

**UNIT III AVIATION LIABILITY (15 Hrs)**

Liability of the Carrier under the Indian Carriage by Air Act 1972 - Warsaw Convention 1929 - International Carriage - Hague Protocol 1955 - Montreal Interim Agreement 1966 - Guatemala City Protocol 1971- Montreal Protocol 1975 - Consumer Protection Act and Air carriage Claims.

**UNIT IV AIRLINES OWNERSHIP (15 Hrs)**

Introduction - Privatization - Policy issues - Current Situation - Changing Trends of Liberalization and Ownership in Air Services - Airspace Management in India.

Aviation in India Past - present - Future Overview - Air law and Aviation Policy in India - Air Routes and Aerodromes in India - Aviation Security - Development of Civil Aviation and Air law and Policy in India - Development in Aviation in India and Future Outlook for National Airlines

**TEXT BOOK**

1. S. Bhatt, V.S. Mani & V. Balakista Reddy, "Air Law and Policy in India"

**AVIATION SAFETY MANAGEMENT SYSTEM AND ACCIDENT INVESTIGATION**

**Subject Code: MBADD7- 424**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**COURSE OBJECTIVES**

To help the students an understanding of flight safety and other key safety issues in the aviation industry.

**COURSE OUTCOMES**

After the end of the course the student will be able to understand the aviation safety with regard to human factors, airline and aircraft safety manual and instructions of safety.

**UNIT I INTRODUCTION (15 Hrs)**

Aviation safety - Meaning - Need - Economic of Aviation Safety - Safety Vs Mission - Randomness of Damage and Injury - Zero Accident Rate - Accident causes - Multiple Vs Single Cause - Aircraft Accident - Aircraft Mishap - Aircraft Incident - Building Aviation Safety Program - Prevention Methodology - Risk Management.

**UNIT II HUMAN FACTORS IN AVIATION SAFETY (15 Hrs)**

Theory of Risk - Changing the Behavior of the risk takers - Attitudes - Discipline - Punishment - Protection of Safety - Motivating Safe Behavior - Human factors difficulties - Training involving human factors - Human Performance Concerns - Human Performance Factors.

**UNIT III AVIATION SAFETY PROGRAM ELEMENTS (14 Hrs)**

Internal Reporting Systems - Information Distribution systems - Aviation Safety Committees - Aviation Safety Inspection Programs - Aviation safety program Evaluation - Flight Operation Safety Inspection

Safety Inspection report Format - Aviation Safety Education and Training - Aviation Safety Awards Programs - Accident Preparation and Investigation.

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**UNIT IV AIRCRAFT MAINTENANCE SAFETY (16 Hrs)**

Aircraft Discrepancies - Delayed and Deferred Discrepancies - Training - Configuration Control - Maintenance Engine Runs and Taxiing - Maintenance Test Flights - maintenance Analysis - Tool Control - Hazardous Waste Disposal - Bogus parts - Technical Data - maintenance Inspections - Flight Line Practices - Maintenance Safety Programs - Maintenance Safety Inspections.

Airports and heliports Airport Certification Manual - Airport Emergency Plan - Airports/Heliports criteria - Airfield Criteria - Airspace Criteria - Foreign Object Control - Bird Hazards - Snow and Ice Removal - Fuel Handling - Vehicle Control - Airport and Heliport Safety Inspections.

**TEXT BOOK**

Aviation Safety Programs - A Management Handbook - Richard H. Wood

**OPERATION MANAGEMENT**

**Subject Code: MBADD7- 425**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**Course Objectives**

To understand the planning and designing of airport with special reference to TQC and Automation operations.

**Course Outcomes**

After the completion course the student will be able to understand about the operating part of management like job design, planning and control introduction and production operations.

**UNIT-I (14 Hrs)**

Systems Approach-Historical Development of OM, JIT, TQC &Automation-Operating Decisions-Why study OM Concepts of Costing, Finance and Accountancy in OM-Operations Costing-Financial Management and Financial Analysis.

**UNIT-II (15 Hrs)**

Job Design-Principles of Job Design-Behavioral Approaches to Job Design-Benefits of Sound Job Design- Process for Job design-Key factors in Job Design Introduction to Work Study-Productivity-Evolution and Development-Objectives of Work Study-Method Study-Application of Method Study-Performance Rating.

**UNIT-III (15 Hrs)**

Introduction to Production Planning &Control-Aggregate Production Planning-Documents used in PPC. Demand Forecasting for Production Planning-Forecasting Approaches-Linear Regression Analysis-Time Series Methods-Simple Moving Averages-Weighted Moving Averages-Exponential Smoothing Methods.

**UNIT-IV (16 Hrs)**

Aggregate Planning-Three dimensions of Aggregation-Purpose of Aggregate Planning-Techniques for Aggregate Planning, Master Production Scheduling-Benefits of Good Scheduling-Developing Master Production Schedules.

Detailed Scheduling Methods for Single Machine & Dispatching-Benefits of Good Scheduling-Gantt Chart Line Balancing-Production Line-Steps in Line Balancing Procedure-Production Flow Control.

**TEXT BOOKS:**

1. Productions and operations management by Everest E Adam and Ebert.
2. Operations management (theory and problems) –Joseph G monks
3. Productions and operations management by S.N.Chary.

**REFERENCE BOOKS:**

1. Modern production and operations management by E.S .Buffa.
2. Production and operations management by Hunawalla and Patil.

**CUSTOMER RELATION MANAGEMENT**

**Subject Code: MBADD7- 426**

**L T P C  
4 0 0 4**

**Duration: 60 Hrs**

**COURSE OBJECTIVES**

To understand the importance of customer relationship in management and to understand the concept of CRM in planning and implementation.

**COURSE OUTCOMES**

After the end of course the student will be able to understand the relationship and significance of the customer, database and profile analysis of the customer and its planning and implementation.

**UNIT –I (15 Hrs.)**

**INTRODUCTION**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

**UNIT- II (15 Hrs.)**

**UNDERSTANDING CUSTOMERS**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value  
– Selection of Profitable customer segments.

**UNIT- III (15 Hrs.)**

**CRM STRUCTURES**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT –IV (15 Hrs.)**

**CRM PLANNING AND IMPLEMENTATION**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

Trends in crm trends in crm e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages. CRM Implementation – A comprehensive model- Developing CRM vision and strategy Management support.

**TEXT BOOKS**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra, 2008

**REFERENCE BOOKS**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, the Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.