



KANNUR UNIVERSITY
കണ്ണൂർ സർവകലാശാല

(Abstract)

FYUG - Bachelor of Business Administration (Aviation and Airport Management) Programme (BBA AAM) -Scheme and Syllabus for 5-8 Semesters - Approved & Implemented in Affiliated colleges w.e.f 2024 Admission - Orders issued

ACADEMIC C SECTION

ACAD C/ACAD C4/21870/2024

Dated: 01.04.2026

Read:-1.U.O Nos.ACAD C/ACAD C4/21870/2024 dated.04.12.2024,19.07.2025 and 31.12.2025

2. Minutes of the meeting of the Board of Studies in Travel & Tourism (Cd) held on 06.11.2025

3. E-mail dtd. 13.11.2025 from the Chairperson, Board of Studies in Travel & Tourism (Cd).

4.The Minutes of the meeting of Standing Committee of the Academic Council, held on 21.02.2026

5.Orders of the Vice Chancellor in file of even number dtd. 02.03.2026

ORDER

1.The Scheme and Syllabus (First to Fourth Semesters only) of the B.B.A (Aviation and Airport Management) Programme under FYUGP pattern were approved and implemented w.e.f 2024 admission as per the paper read as (1) above.

2.Subsequently, the Board of Studies in Travel & Tourism (Cd), at its meeting held on 06.11.2025, resolved to submit the syllabus for the Fifth to Eighth semesters of the FYUG BBAAM programme w.e.f. 2024 admission. Accordingly, the Chairperson, as per paper read as (3) above, submitted the scheme and syllabus for 5-8 semesters for approval.

3.The Scheme and Syllabus prepared by the Board of Studies were forwarded to the Dean, Faculty of Commerce & Management studies for verification and the Dean, after vetting the syllabus recommended its approval vide email dated **16.02.2026**.

4.The Vice-Chancellor, after examining the matter in detail, ordered to place the Scheme and Syllabus, along with the minutes of the Board of Studies meeting and the remarks of the Dean, before the Standing Committee of the Academic Council for consideration.

5.The Standing Committee of the Academic council, at its meeting held on 21.02.2026 considered the Scheme & Syllabus of 5-8 Semesters of the FYUG BBAAM Programme and recommended to approve the same.



6.The Vice Chancellor after considering the recommendation of the Standing Committee of the Academic Council and in exercise of the powers of the Academic Council conferred under the Section 11 (1) chapter III of Kannur University Act 1996, and all other enabling provisions read together with it, **approved the Scheme & Syllabus for 5-8 Semesters of the B.B.A (Aviation and Airport management) programme (FYUGP) and accorded sanction to implement the same w.e.f 2024 admission in the Affiliated Colleges under the University, subject to reporting to the Academic Council.**

7.The Scheme & Syllabus for 5-8 Semesters of the BBA AAM Programme (FYUGP) is appended with this U.O and uploaded in the University website. (www.kannuruniversity.ac.in)

Orders are issued accordingly.

Sd/-

Bindu K P G


DEPUTY REGISTRAR (ACADEMIC)

For REGISTRAR

To: 1.The Controller of Examinations(through the PA)
2.The Principals of Arts and Science Colleges affiliated to Kannur University
3.The Chairperson, Board of Studies in Travel and Tourism (Cd)

Copy To: 1. PS to VC / PA to PVC / PA to R/PA to FO/PA to CE (to circulate among the section concerned)
2. DR / AR (Acad) / AR II Exam/JR II Exam
3. Computer Programmer/EXC I/AR VII (Exam)
4. Web Manager (for uploading in the website)
5. SF/DF/FC

Forwarded / By Order


SECTION OFFICER



BOS CHAIRPERSON:

Dr. Sindhu Joseph, Associate Professor and Head, PG Dept. of TTM, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.

SPECIAL INVITEES FOR SYLLABUS DESIGN

1. Sri. Mohammad Vaseem C, Senior Research Fellow, Kannur University.
2. Agney Sai C, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
3. Dr. Reshma P. T., Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
4. Sri. Mahadevan P., Regional Auditor (South Asia). Green Destinations, The Netherlands.
5. Sri. Sifad Siddique, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.
6. Dr. Sanuja K V, Assistant Professor, Jain University, Kochi
7. Sri. Viswas P. P, Research Scholar, Kannur University.
8. Dr Arundas O.P, Assistant Professor, Govinda Pai Memorial Government College, Manjeshwaram, Kasaragod.

COURSE STRUCTURE SPECIFIC COURSES (DSC, MDC, VAC, SEC)

	COURSE CODE	Type/course	Name of the Course	CCA	ESE	TOTAL	Exam Hrs	credit	Wk	
5	KU5DSCAAM301	DSC-A8	Employability and Leadership in Hospitality	30	70	100	2 Hrs	4	4	23
	KU5DSCAAM302	DSC-A9	Cargo Management	30	70	100	2 Hrs	4	4	
	KU5DSCAAM303	DSC-A10	Aviation Marketing	30	70	100	2 Hrs	4	4	
	KU5DSEAAM301	DSE-A11	Management Principles	30	70	100	2 Hrs	4	4	
	KU5DSEAAM302	DSE-A12	Airline Operations and Ticketing	30	70	100	2 Hrs	4	4	
	KU5SECAAM301	SEC-2	Aviation Management	25	50	75	1½ Hrs	3	3	
6	KU6DSCAAM304	DSC-A13	Organizational Behavior in Tourism	30	70	100	2hrs	4	4	23
	KU6DSCAAM305	DSC-A14	Human Resource Management and Tourism	30	70	100	2hrs	4	4	
	KU6DSCAAM306	DSC-A15	Tourism Law and Administration	30	70	100	2hrs	4	4	
	KU6DSEAAM303	DSE-A16	Crew Resource Management	30	70	100	2hrs	4	4	
	KU6DSEAAM304	DSE-A17	Air Transportation Safety and Security	30	70	100	2hrs	4	4	
	KU6INTAAM301	INT	Internship	15	35	50	---	2		
	KU6SECAAM302	SEC-3	Informatics for Hospitality Industry	25	50	75	1 ½ Hrs	3	3	
7	KU7DSCAAM401	DSC A-18	Sustainable Development and Crisis Management	30	70	100	2hrs	4	4	20
	KU7DSCAAM402	DSC A-19	Air Traffic Control	30	70	100	2hrs	4	4	
	KU7DSCAAM403	DSC A-20	Entrepreneurship Development	30	70	100	2hrs	4	4	
	KU7DSCAAM404	DSC A-21	Tourism Project Management	30	70	100	2hrs	4	4	
	KU7DSCAAM405	DSC A-22	Business Ethics and Corporate Governance	30	70	100	2hrs	4	4	
8	KU8DSCAAM406	DSC A-23	Research Methodology	30	70	100	2hrs	4	4	24
	KU8DSCAAM407	DSC A-24	Academic Writing and Publishing	30	70	100	2hrs	4	4	
	KU8DSCAAM408	DSC A-25	Airline Finance and Insurance	30	70	100	2hrs	4	4	
	OR (instead of Core Courses 19 to 21 in Major)									

SEMESTER 5

SEMESTER 5	KU5DSCAAM301	EMPLOYABILITY AND LEADERSHIP IN HOSPITALITY
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Program	BBA AAM
Course Code	KU5DSCAAM301
Course Title	Employability and Leadership in Hospitality
Type of Course	DSC-A8

Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	The Employability and leadership in Hospitality course prepares students for dynamic careers in the hospitality industry by combining theoretical knowledge with practical skills. Through a blend of lectures, interactive activities, and real-world applications, students develop the competencies needed to excel in leadership roles and meet the evolving demands of the industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the concept of personality, including its dimensions, types (e.g., introvert/extrovert), and the role of self-awareness tools like SWOT analysis in personal and professional development.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation/ Technology-based assessment
CO2	Differentiate between submissive, aggressive, and assertive behaviors, and apply intrinsic and extrinsic motivators to enhance self-confidence, self-esteem, and innovative thinking (e.g., lateral and out-of-the-box thinking).	U	P	
CO3	Demonstrate core leadership and teamwork competencies, including conflict management, stress resilience (using tools like the Circle of Control), and effective time management through planning and prioritization.	Ap	P	
CO 4	Analyze the components of Emotional Intelligence (EI) and evaluate how attitudes—positive or negative—influence behavior, relationships, and performance in workplace settings.	An	P	
CO 5	Apply professional communication and interpersonal skills in practical contexts, including persuasive speaking, body language, group discussions, interviews, and business etiquette (e.g., telephone/dress codes, work ethics).	Ap	P	

* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C)
 # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

DETAILED SYLLABUS

Mod ule	Unit	Content
I	The concept of personality	
	1	21st Century Skills for employment: Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal and professional life.
	2	Self-analysis- SWOT Analysis- Dimensions of personality –Types of personality- introverts and extroverts.
	3	Who am I, Attributes, Importance of Self-confidence- Self Esteem- Advantages - Do's and Don'ts to develop positive self-esteem – Positive and negative self-esteem - Low self-esteem symptoms.
	4	Aggressive, Submissive and assertive behaviors - Out of box thinking, Lateral Thinking.
	5	Intrinsic & Extrinsic Motivators-Importance of self- motivation- Factors leading to de-motivation.
II	Leadership qualities	
	6	Leadership qualities of a successful leader - Group behavior; leadership in a group; Perception-Perceptual pitfalls- Attribution.
	7	Conflict- reasons -conflict Management- Handling Criticism- Teamwork.
	8	Causes of Stress and its impact, how to manage & distress, Circle of control, Stress Busters.
	9	Time management-Value of time, Weekly Planner To do list, Prioritizing work.
		Communication Skills: Verbal Communication, Non-Verbal Communication, Practicing Effective Communication- Workplace Communication- JOHARI Window, 7 Habits of Highly Effective People.
III	Emotional Intelligence	
	10	Emotional Intelligence- emotional quotient -Emotion Scales.
	11	Managing Emotions -Attitude - Concept - Significance - Factors affecting attitudes - Positive attitude –Advantages –Negative attitude- Attitude Change- Balance Theory Cognitive Dissonance Theory.
IV	Leadership Orientation	
	12	Persuasive Speaking Skills- The concept of success and failure - Overcoming hurdles - Factors responsible for success –Causes of failure-managing failures.
	13.	Types of Body Language- Professionalism - group discussion (Practical Sessions).
	14.	CV/Resume Building-Facing the Personal (HR & Technical) Interview - Frequently Asked Questions - Psychometric Analysis - Mock Interview Sessions.
V	Teacher Specific Content (12 Hrs.)	

Compulsory Learning Activity

1. Mock Interview Sessions
2. Presentation and Public Speaking Exercises
3. Self-Assessment
4. Resume/CV building

References:

1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata McGraw Hill.
2. Stephen P. Robbins and Timothy A. Judge (2014), Organizational Behavior 16th Edition: Prentice Hall.
3. Andrews, Sudhir. How to Succeed at Interviews. 21st (rep.) New Delhi. Tata McGraw- Hill 1988.
4. Hindle, Tim. Reducing Stress. Essential Manager series. Dk Publishing, 2003
5. Lucas, Stephen. Art of Public Speaking. New Delhi. Tata - Mc-Graw Hill. 2001
6. Mile, D.J Power of positive thinking. Delhi. Rohan Book Company, (2004).
7. Pravesh Kumar. All about Self- Motivation. New Delhi. Goodwill Publishing House. 2005.
8. Smith, B. Body Language. Delhi: Rohan Book Company. 2004
9. Soft Skills, 2015, Career Development Centre, Green Pearl Publications.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type	Marks
End Semester Evaluation	70
Continuous Evaluation	30
a) Test Paper-1	10
b) Presentation	10
c) Practical (All Modules)	10
Total	100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5DSCAAM302	CARGO MANAGEMENT
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Program	BBA AAM				
Course Code	KU5DSCAAM302				
Course Title	CARGO MANAGEMENT				
Type of Course	DSC-A9				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course covers the end-to-end air cargo ecosystem—from basic operations, documentation, and cargo classification to freight pricing, AWB management, and electronic logistics. It explores real-life applications like cold chain and humanitarian transport, and examines cutting-edge technologies in cargo security, special handling, and GIS-enabled operations, with emphasis on safety, compliance, and efficiency.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the fundamentals of air cargo operations, including key stakeholders, documentation, cargo types, and regulatory requirements in domestic and international logistics.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation/ Technology-based assessment
CO2	Apply cargo rating principles, calculate chargeable weights, and interpret air cargo tariffs, while understanding the structure and legal functions of the Air Waybill (AWB) and electronic documentation.	Ap	P	
CO3	Analyze real-world air cargo applications such as cold chain logistics, humanitarian aid, dangerous goods handling, and geospatial technologies for sustainable and efficient freight management	An	P	
CO4	Evaluate modern technological advancements in air cargo security, special cargo handling (including ULDs), and IT/GIS-based systems for enhancing safety, tracking, and crisis response in aviation logistics.	E	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
 # - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P)
 Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Basics of Air Cargo Operations	
	1	Understanding basics of air cargo operations in air cargo services (Shipper, Forwarder, Airline, Airports, Consignee-Coordination and contract in air cargo supply chain- Complexity in air cargo operations.
	2	Cargo terminology- Trucking, RFS, Warehousing, Trade Free Zone, Charters.
	3	Terminal operations & Cargo Handling- advantages of Air Cargo- Difference between Air Cargo & Air Freight.
	4	Air Cargo: –Do's and Don'ts in Air Cargo Business - Types of Air Cargo (Domestic/International /Bonded Cargo) -General Cargo, Live Animals, Dangerous, Goods, Precious Cargo, Special cargo, Coffins.
5	Documentation and process involved in air cargo handling- Airway Bill, Shipper's letter of Instruction, Letter of credit, Export license, Commercial invoice, Letter of Origin and documents required as per the nature of goods. Air Cargo rates.	
II	Cargo Rates	
	6	Rules governing acceptance of Cargo-Familiarization of Cargo Tariffs, Chargeable weights - Specific commodity rates, class rates, general cargo rates, valuation charges- Cargo capacity of Air-Cargo needing special attention, cargo manifesto.
	7	Air Freight Logistics -Air Cargo Management - Air waybill (AWB) Concept- Functions of AWB - Features and format of AWB.
	8	Electronic Air Waybill - Certificate of Origin - Inspection Certification - Electronic Export Information Document (EEI) - Bill of Lading
	9	Fleet routing and flight scheduling -Decision making under risk and uncertainty -Applications of various AI/ML and optimization models in air cargo operations.
III	Real Life Applications	
	10	Cold Logistics – food, flower & medicines- Heavy-lift air transportation- Humanitarian operations using Air Transport.
	11	Applications of Geospatial Technologies in Air Cargo Handling and Management: Sustainable Intermodal Freight Transportation, Optimizing Periodic Maintenance Operations.
12	Handling COD shipments – POD –Conditions of contract - Dangerous (DGR) or Hazardous goods.	
IV	Technological Improvements: Special Cargo Handling	
	13	Contemporary Technological Improvements on Aviation Safety and Security - Microwave Holographic Imaging - Cargo Scanning - Passive radiation detectors - Body or Fire Security Scanner.
	14	New Generation of video Security Systems - Crisis management at

		Airport: SOP for Bomb Threat - Mitigating Hijack Crisis Situation- Different types of ULDs - Special Cargo Handling.
	15	Information technology and GIS for managing air cargo operations.
V		Teacher Specific Content (12 Hrs)

References:

Sales, M. (2016). Air cargo management: Air freight and the global supply chain. Taylor & Francis.

Sales, M. (2016). Aviation logistics: the dynamic partnership of air freight and supply chain. Kogan Page Publishers.

Thompson, J. F., Brecht, P. E., & Hinsch, T. (2002). Refrigerated trailer transport of perishable products (Vol. 21615). UCANR Publications.

Andreas Wald et al., (2010). Introduction to Aviation Management. LIT Verlag Münster. Paul

Hertwig et al., (2010). Risk Management in the Air Cargo Industry. Diplomica Verlag; 1st edition.

Price Jeffrey et al (2016). Practical Airport Operations, Safety, and Emergency Management. Elsevier - Health Sciences Division.

Norman Ashford (2012). Airport Operations. McGraw-Hill Education. Third Edition.

N.V. Suresh et al., (2021). Logistics & Air Cargo Management. Iterative International Publisher IIP.

R. Thangamani (2021). Air Cargo Management. Bhavatharani Publications

Gorman, M. F., Clarke, J. P., Gharehgozli, A. H., Hewitt, M., de Koster, R., & Roy, D. (2014).

State of the Practice: A Review of the Application of OR/MS in Freight Transportation. Interfaces, 44(6), 535-554.

Lulli, G., Odoni, A., & Santos, B. F. (2020). Introduction to the special section: Air transportation systems planning and operations under uncertainty. Transportation Science, 54(4), 855-857.

Dayarian, I., Savelsbergh, M., & Clarke, J. P. (2020). Same-day delivery with drone resupply. Transportation Science, 54(1), 229-249.

Comer, B. (2009). Sustainable intermodal freight transportation: applying the geospatial intermodal freight transport model. Rochester Institute of Technology, USA.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/	10

	Seminar	
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5DSCAAM303	AVIATION MARKETING
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Program	BBA AAM				
Course Code	KU5DSCAAM303				
Course Title	Aviation Marketing				
Type of Course	DSC-A10				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course introduces students to the fundamental and applied concepts of aviation marketing, focusing on the strategies adopted by airlines, airports, and aviation service providers. It covers passenger and cargo marketing, service differentiation, aviation brand management, pricing, distribution, and the role of digital transformation in aviation promotion. The course also emphasizes how marketing contributes to competitive advantage and sustainability in the global aviation industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Identify the key principles and strategies involved in marketing aviation products and services.	R	C	Quiz / Assignment / Seminar Presentation / Case Study / Group Discussion
CO2	Explain the importance of customer orientation, passenger loyalty, and service quality in aviation marketing.	U	P	
CO3	Apply STP strategies and marketing mix concepts to airline and airport operations.	Ap	P	

				n
CO 4	Analyze and evaluate digital and global marketing practices in the aviation sector.	An	P	
CO5	Create marketing solutions for aviation organizations that enhance competitiveness and sustainability.	C		
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Aviation Marketing	
	1	Meaning, nature, and scope of aviation marketing – importance in the aviation sector.
	2	Marketing philosophies and evolution of aviation marketing.
	3	Differences between product, service, and aviation marketing – features of airline and airport services.
	4	Role of marketing in aviation management – strategic marketing approaches: global marketing, relationship marketing, experiential marketing, green marketing, and e-marketing in aviation.
	5	Marketing ethics, consumer protection, and legal aspects in aviation.
II	Aviation Marketing Environment and Consumer Behaviour	
	6	Aviation marketing environment – internal and external factors.
	7	Marketing planning and market research in aviation – use of aviation market intelligence.
	8	Aviation consumer markets and passenger behavior – factors influencing travel decisions and brand loyalty.
	9	STP process in aviation – segmentation, targeting, and positioning of airline services.
	10	Aviation marketing mix (7Ps) – adaptation to airlines, airports, and cargo services.
	11	Service product decisions: product line, product life cycle, and branding strategies for airlines and airports.
III	Pricing and Distribution in Aviation	
	12	Pricing strategies for airline services – yield management, dynamic pricing, fare structures.
	13	Revenue management systems and differential pricing in aviation.
	14	Distribution channels in aviation – direct vs. indirect distribution, role of GDS (Global Distribution Systems).
	15	Integrated marketing communication in aviation – public relations, promotions, sales campaigns.
	16	Brand communication: airline advertising, sponsorship, events, and partnership strategies.
IV	Digital and Global Marketing in Aviation	
	17	Importance of digital marketing in aviation – trends and opportunities.
	18	Social media marketing, influencer marketing, and CRM applications in

		airlines.
	19	Designing aviation promotional materials – brochures, e-tickets, mobile apps, and virtual tours.
	20	Online presence and digital platforms – websites, SEO, PPC, video marketing, content marketing.
	21	Case studies: digital marketing strategy of Emirates, IndiGo, Qatar Airways, and global alliances.
	22	E-commerce in aviation – online booking, loyalty programs, ancillary revenue strategies.
V		Teacher Specific Content (12 Hrs)

Compulsory Learning Activity

- Case Study Analysis: Analyze real-world aviation marketing strategies and campaigns to understand market behavior.
- Simulation / Role Play: Conduct airline marketing scenario exercises involving route planning, fare setting, or crisis management.
- Industrial / Airport Visit: Observe how airline marketing, branding, and customer engagement are executed in practice.

References

- Kotler, P. T., Bowen, J. T., Makens, J., Baloglu, S. (2016). Marketing for Hospitality and Tourism, Global Edition. United Kingdom: Pearson Education.
- Fyall, A., Legohérel, P., Frochot, I., Wang, Y. (2019). Marketing for Tourism and Hospitality: Collaboration, Technology and Experiences. United Kingdom: Taylor & Francis.
- Chaudhary, M. (2010). Tourism Marketing. India: Oxford University Press.
- Doganis, R. (2006). The Airline Business. Saint Lucia: Routledge.
- Shaw, S. (2011). Airline Marketing and Management. United Kingdom: Ashgate.

Compulsory Learning Activity

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References

- Kotler, P. T., Bowen, J. T., Makens, J., Baloglu, S. (2016). Marketing for Hospitality and Tourism, Global Edition. United Kingdom: Pearson Education.
- Fyall, A., Legohérel, P., Frochot, I., Wang, Y. (2019). Marketing for Tourism and Hospitality: Collaboration, Technology and Experiences. United Kingdom: Taylor & Francis.

- Chaudhary, M. (2010). Tourism Marketing. India: Oxford University Press.
- Doganis, R. (2006). The Airline Business. Saint Lucia: Routledge.
- Shaw, S. (2011). Airline Marketing and Management. United Kingdom: Ashgate.

Mapping of COs with PSOs

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	1	2	-	-	-
CO2	2	3	2	1	-	-
CO3	2	2	3	1	1	-
CO4	1	2	2	3	1	2
CO5	-	1	1	3	3	2

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5

KU5DSEAAM301

MANAGEMENT PRINCIPLES

Program	BBA AAM
Course Code	KU5DSEAAM301
Course Title	Management Principles
Type of Course	DSE-A11
Semester	5
Academic Level	300 – 399

Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course teaches learners basic management principles, competencies for good managers, employee processes, ethical conduct, corporate social responsibility, and the impact of unethical practices on performance and existence in the tourism, travel, and hospitality industries.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Demonstrate an understanding of the fundamental management concepts.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Analyze the roles and responsibilities of managers in different organizational settings. Illustrate the basic planning, decision-making, and organizing skill sets.	U	P	
CO3	Analyze and infer how individual factors influence the dynamics of employee behavioral processes.	E	P	
CO4	Analyze and infer how group factors and organizational practices influence the dynamics of employee behavioral processes.	An	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
- Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Management	
	1	Introduction to Planning: Definition and Importance of Planning-Types of Plans (Strategic, Tactical, Operational, Contingency).
	2	Management Functions (Planning, Organizing, Leading, and Controlling-Levels of Management (Top, Middle, and Lower).
	3	Management Skills and Competencies-Management Roles and Responsibilities-MBO.
	4	Evolution of Management Theories (Brief): Classical Theories (Scientific

		Management, Administrative Management), Behavioral Theories (Human Relations, Behavioral Science), Contemporary Theories (Contingency Theory, Systems Theory)
	5	Strategic Planning Process: Mission, Vision, and Objectives-Environmental Scanning and Analysis (SWOT, PESTEL), Strategy Formulation and Implementation
II	Motivation and Leadership	
	5	Motivation: Need and Importance
	6	Important theories: Maslow's need hierarchy, Alderfer – ERG, McClelland, Herzberg's two-factor theory, Theory X and Theory Y, Expectancy Theory,
	7	Leadership: significance, types
	8	Important theories: Trait Theory of Leadership, Behavioral Theories, Managerial Grid, Fiedler's Contingency Model, Great Man Theory-Transformational Leadership.
III	Organizing and controlling	
	10	Organizing and Organizational Structure-Principles of Organizing. Types of Organizational Structures (Functional, Divisional, Matrix)-Departmentation -Span of Control.
	11	Decision-Making Process: Rational and Non-rational Decision Models. Decision-Making Techniques (Decision Trees, Payoff Matrices: Meaning – elements – fundamental concepts.
	12	Introduction to Control: Definition and Importance of Control-Control Process (Establishing Standards, Measuring Performance, Taking Corrective Action)-Control Techniques and Tools-Financial Controls (Budgeting, Cost-Benefit Analysis)-Quality Control (Total Quality Management, Six Sigma)-Performance Appraisal Systems.
IV	Ethics	
	13	Business Ethics and CSR: Meaning and significance
	14	ethical and unethical behavior – nature/characteristics – objectives —levels of ethics
	15	CSR –meaning – importance of CSR – stakeholders involved in CSR – Responsibility to each stakeholder.
	16	Managing stakeholders - CSR reporting and audit
	17	Relationship between ethics and CSR
V	Teacher Specific Content (12 Hrs)	

References:

1. Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), The Travel Industry, Van Nostrand Reinhold, New York.
2. Page J. Stephen & Brunt Paul (2007), Tourism- A Modern Synthesis, Thomson Pub, London.

3. Ray Youell (1998), Tourism-An Introduction, Addison Wesley Longman, Essex.
 4. Sunetra Roday, et al (2009), Tourism Operations and Management

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case study	10
c)	Seminar	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 5	KU5DSEAAM302	AIRLINE OPERATIONS AND TICKETING			
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Program	BBA AAM				
Course Code	KU5DSEAAM302				
Course Title	AIRLINE OPERATIONS AND TICKETING				
Type of Course	DSE A-12				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	None				
Course Summary	This course integrates world geography with core aviation operations, covering global airport hubs, airline network strategies, geopolitical and environmental constraints on routing, and foundational airfare				

construction. It also emphasizes cultural competence and operational logistics essential for cabin crew and airfare professionals in the international aviation industry.

Course Outcomes (CO):

CO	CO Statement	Cog. level	Kn. Catg.	Evaluation Tools used
CO1	Identify and analyze major global aviation hubs, airport codes (IATA), route networks, and the geographic logic of airline hub-and-spoke operations across IATA Traffic Conference areas (TC1, TC2, TC3).	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Interpret the impact of geopolitical, environmental, and regulatory factors—such as airspace restrictions, ETOPS, monsoons, and Schengen rules—on flight routing, safety protocols, and seasonal operations.	Ap	P	
CO3	Apply IATA airfare construction principles—including journey types (OW/RT/CT/Open Jaw), NUC/LCF conversion, IROE, and fare formulae—to solve basic fare calculation problems.	An	P	
CO4	Demonstrate cultural and operational awareness in passenger service by adapting communication, service delivery, and cabin procedures to regional norms, climate zones, and international transit protocols.	E	P	

* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C)
- Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Major Global Hubs & Airports	
	1.	Top 20 international airports by passenger traffic & connectivity.
	2.	Hub-and-spoke model: Geography of airline operations (e.g., Emirates in DXB, Lufthansa in FRA).
	3.	Important Airport codes (IATA), terminal layouts, and transit logistics
	4.	Flight Routes & Air Corridors <ul style="list-style-type: none"> • Great circle routes vs. political/economic routing constraints • Overflight permissions and geopolitical airspace restrictions
II	Airline Geography	
	5.	North & South America (TC1) <ul style="list-style-type: none"> • Key destinations: NYC, LAX, MEX, SCL, BOG

		<ul style="list-style-type: none"> • Airspace structure, customs/immigration protocols • Seasonal travel patterns (e.g., Caribbean winter tourism)
	6.	Europe, Middle East & Africa (TC2) <ul style="list-style-type: none"> • European Schengen Zone implications • Gulf carriers' network strategy (e.g., Doha, Dubai, Abu Dhabi) • African destinations: Challenges and opportunities (NBO, JNB, ADD)
	7.	Asia-Pacific & Oceania (TC3) <ul style="list-style-type: none"> • Rapidly growing markets: SIN, HKG, BKK, DEL, SYD • Island geography and overwater safety protocols • Monsoon seasons & volcanic ash zones (impact on operations)
Airfare Construction		
A III	8.	Currency conversion (NUC Vs LCF)-IROE-Rounding units.
	9.	Types of journeys- OW, CT, RT, Open Jaw-Global indicator.
	10.	IATA -UFTAA Fare Formula-Fare construction (OW, CT and RT) Problems-Problems with and without BHC CHECK- Problems with and without CTM CHECK.
IV	Airline Operations and Management	
	11.	Fleet Planning-Network Planning-Code-sharing-Interline Agreements-Fleet Assignment- Aircraft Routing-Crew Planning and Scheduling.
	12.	Airline Operation Control-Flight Planning and despatch-Load control planning and load sheet preparation-Crew Operations Control-Station Operations Control.
	13.	Passenger Processing and flight Operations-Boarding and arrival procedures.
	14.	Cultural & Environmental Geography for Cabin Crew: Cultural norms by region (greetings, dress, dietary restrictions), Handling passengers from diverse geographical backgrounds, Climate zones and recommended cabin attire (e.g., tropical vs. arctic destinations).
V	Teacher Specific Content (12 Hrs)	

References

IATA - Airport Handling Manual (AHM), International Air Transport Association (IATA), [IATA - Airport Handling Manual \(AHM\)](#)

IATA - Passenger Service Conference Resolutions Manual, IATA

ATA - Fare Construction Handbook, Publisher: IATA.
<https://www.iata.org/en/publications/store/fare-construction-handbook/>

Dileep M R, and Ajesh K Kurien(2022). Air Transport and Tourism Interrelationship, Operations and Strategies, Routledge.

Foundation in Travel and Tourism; Course Textbook, IATA.

Assessment Rubrics:

Correlation Levels:

Evaluation Type	Marks
KANNUR UNIVERSITY	

End Semester Evaluation	70
Continuous Evaluation	30
a) Test Paper- 1	10
b) Assignment	10
c) Case study	10
Total	100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

CO- PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

SEMESTER 5

KU5SECAAM301

AVIATION MANAGEMENT

Program	BBA AAM				
Course Code	KU5SECAAM301				
Course Title	Aviation Management				
Type of Course	SEC-2				
Semester	5				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3			45
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course provides a foundational understanding of civil aviation, covering its history, global regulatory bodies (ICAO, IATA, DGCA, AAI), and key legal frameworks such as the Chicago and Warsaw Conventions. It explores airline commercial practices—including fare types, e-ticketing, journey classifications, code-sharing, and frequent flyer programs—as well as airport operations like passenger handling, baggage rules, and special assistance protocols. The curriculum also details cabin crew roles, in-flight services, safety procedures, and the core functions of airline operations control (flight dispatch, load planning, crew and maintenance</p>				

coordination). Designed for aspiring aviation professionals, the course blends regulatory, commercial, and operational knowledge essential for careers across the air transport industry.

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the historical evolution, regulatory framework, and key institutions of civil aviation, including the roles of ICAO, IATA, DGCA, AAI, and international agreements (e.g., Chicago Convention, Warsaw Convention, Freedoms of the Air, Open Sky policy).	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Describe airline operations and commercial practices, including types of airlines, aircraft configurations, fare structures (normal, discounted, special), e-ticketing, journey types (OW, RT, RTW), and ancillary services such as frequent flyer programs and codesharing.	U	P	
CO3	Outline airport management processes and passenger handling protocols, covering terminal operations, check-in procedures, baggage regulations (checked/unchecked, pooling, dangerous goods), special passenger assistance, and minimum connecting times.	E	P	
CO4	Identify the roles and responsibilities of cabin crew and key airline personnel, and summarize in-flight services, safety/security measures, and job qualifications within the aviation industry.	An	P	
CO5	Analyse airline operational control functions, including flight dispatch, load planning, crew scheduling, maintenance coordination, and management of irregular operations, while recognizing the organizational structure and safety management systems in airline operations.			

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
- Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Civil aviation: An introduction	
	1	Airline Terminology -Origin of civil aviation - History of Civil Aviation in India.
	2	IATA, ICAO, AAI and DGCA.
	3	Air Transport regulations: Bilateral Regulations--Multilateral regulations- Warsaw and Chicago conventions – Freedoms of Air- Open Sky policy.
	4	Types of Airlines- Classes of Service and aircraft configuration -aircraft manufacturers.
	5	In-flight services.
	6	Job Opportunities in airlines- Cabin Crew - Services- Job Specifications and Qualifications.
II	Airlines Management	
	7	IATA Areas -2 letter Codes of Airlines -3 letter city codes of major airports.
	8	Types of journeys (OW, CT, RT, OJ, RTW).
	9	E-tickets & its advantages-International Sale Indicators - Global Indicators.
	10	Types of fare: Normal Fare - Special Fares - Discounted Fares- ticket validity-refund- cancellation.
	11	Insurance coverage-types of insurance for travel- Airline planning and operations: hub and spoke systems - Code sharing- - CRM and Frequent Flyer Programs (FFPs).
III	Airport Management	
	12	Cabin Crew – Airport Terminals—formalities for arriving, transiting, and departing passengers.
	13	Airport facilities: Check-in facilities, types –Landing facilities for departing passengers – In-flight services — Emergency equipment for disembarkation - Minimum connecting time.
	14	Passengers requiring special handling- Baggage and Excess baggage - Checked and unchecked baggage – piece and weight concept – pooling of baggage.
	15	Carry-on items – carriage of live animals - classification of dangerous goods
IV	Operations Control	
	12	Airline operations Control-Flight planning and Dispatch - Load control planning- Crew Operations Control.
	13	Maintenance Control-types of maintenances-Station Operations Control -

		Passenger processing and flight operation -Airline Disruptions and Irregular Operations-Safety and security operations by airlines-On-board safety measures.
	14	Airline Key personnel and organization structure- -IATA&UFTAA fare formula (only theoretical aspects).
V		Teacher Specific Content (12 Hrs)

References:

1. Graham. A-Managing Airport an International Perspective –Butterworth Heinemann, Oxford-2001
2. Richard H.Wood Aviation Safety Programs A Management Handbook— Jeppesen Sanderson Inc.
3. IATA course material for Foundation in Travel and Tourism 4. IATA course material for Passenger Ground Services

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		50
Continuous Evaluation		25
a)	Test Paper-2	10
b)	Case Study	15
Total		75

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6

Program	BBA AAM				
Course Code	KU6DSCAAM304				
Course Title	Organizational Behavior in Tourism				
Type of Course	DSC-A13				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course explores the core principles of Organizational Behavior (OB) with a focus on the tourism and hospitality industry. It begins with an understanding of OB's nature, significance, and the critical role of organizational culture in shaping service delivery and employee engagement. The curriculum delves into individual behavior, examining personality (including the Big Five model), perception, learning, attitudes, and job satisfaction. It then addresses group dynamics, covering team formation, roles, norms, conflict management, and strategies for building effective teams in service settings. Finally, the course examines organizational change, including drivers of change, resistance, and structured approaches to managing change and fostering innovation through models like Lewin's and Kotter's.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the foundational concepts of Organizational Behaviour (OB), including its nature, importance in management, and the role of organizational culture—particularly in tourism contexts—and evaluate how culture influences employee behaviour, service quality, and organizational effectiveness.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation
CO2	Analyse individual behaviour in tourism organizations by applying theories of personality (e.g., Big Five, trait theory), perception, learning, attitudes, and	An	P	/ Technology-based assess

	emotions to understand job satisfaction, decision-making, and workplace conduct.			
CO3	Examine group dynamics and team effectiveness, including stages of group development, team roles, norms, and conflict management strategies, and apply principles of team building and teamwork to enhance collaboration in service-oriented environments.	E	P	
CO4	Evaluate organizational change processes by identifying internal and external drivers of change, analyzing resistance, and applying established change models (e.g., Lewin's, Kotter's) to foster innovation, adaptability, and resilience in tourism and hospitality organizations.	E	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Modul e	Unit	Content
I	Introduction to Organizational Behavior	
	1	Concept of Organizational Behavior (OB): Nature and characteristics.
	2	Importance -Management roles, skills, and activities.
	3	Concept of organizational culture: elements of organizational culture in tourism, factors affecting tourism organizational culture.
	4	Impact of tourism organizational culture (functions and liability); Creating and sustaining tourism organizational culture.
II	Group Dynamics:	
	5	Dynamics: Concept of group, Types of groups. Stages of Group Development -Factors Influencing Group Behavior.
	6	Group norms, Group and teams; Types of teams; Creating team players from individuals building and team-based work (TBW).
	7	Team Roles and Responsibilities, Teamwork-Team Building-Team Management.
	8	Conflict- types, stages of conflict-Conflict Management and Resolution.
III	Concept of Individual Behavior:	
	9	Components of individual behavior, factors affecting individual behavior - Learning, Concept of learning, conditioning, shaping and reinforcement.

	10	Attitude: Concept of attitude in tourism organization, components, behavior, and attitude. - Job satisfaction in tourism organization.
	11	Personality and Values: Concept of personality; Relevance of values; Big Five model of personality: Theories of personality - Trait theory - psychoanalytic theory - social learning theory
	12	Perception, Decision Making and Emotions (Tourism): Perception and Judgements; Factors; Linking perception to individual decision making.
IV	Organizational Change	
	13	Concept of organizational change, Forces of change; Planned change; Resistance, and resistance to change: Learning organization.
	14	Managing Change and Innovation-Forces for Change (External and Internal) Resistance to Change and Overcoming Resistance.
	15	Change Management Models (Lewin's Change Model, Kotter's 8-Step Model)-Innovation and Creativity in Organizations.
V	Teacher Specific Content (12 Hrs)	

References:

2. Kinicki, Angelo, and Mel Fugate. "Organizational Behavior: A Practical, Problem-Solving Approach." 2nd ed., McGraw-Hill Education, 2018.
3. Luthans, Fred. "Organizational Behavior: An Evidence-Based Approach." 13th ed., McGraw-Hill Education, 2015.
4. Nelson, Debra L., and James Campbell Quick. "Organizational Behavior: Science, the Real World, and You." 9th ed., Cengage Learning, 2018.
5. Newstrom, John W. "Organizational Behavior: Human Behavior at Work." 15th ed., McGraw-Hill Education, 2019.
6. Greenberg, Jerald. "Behavior in Organizations." 11th ed., Pearson Education, 2017.
7. McShane, Steven L., and Mary Ann Von Glinow. "Organizational Behavior." 8th ed., McGraw-Hill Education, 2018.
8. Colquitt, Jason A., Jeffery A. LePine, and Michael J. Wesson. "Organizational Behavior: Improving Performance and Commitment in the Workplace." 6th ed., McGraw-Hill Education, 2019.
9. Schermerhorn, John R., James G. Hunt, Richard N. Osborn, and Mary Uhl-Bien. "Organizational Behavior." 13th ed., John Wiley & Sons, Inc., 2017.
10. Hitt, Michael A., C. Chet Miller, and Adrienne Colella. "Organizational Behavior." 5th ed., John Wiley & Sons, Inc.,
11. Dwivedi, R. S. (2001). Human relations and organizational behaviour. Macmillan Publishers India Limited.
12. Robbins, Stephen P., and Timothy A. Judge. "Organizational Behavior." 18th ed., Pearson Education, 2019.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1					1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Correlation Levels:

Assessment Rubrics:	Evaluation Type		Marks
		End Semester Evaluation	
	Continuous Evaluation		30
a)	Test Paper-1		10
b)	Assignment/Seminar		10
c)	Case Study		10
	Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSCAAM305	HUMAN RESOURCE MANAGEMENT AND TOURISM			
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Program	BBA AAM				
Course Code	KU6DSCAAM305				
Course Title	Human Resource Management and Tourism				
Type of Course	DSC-A14				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	<p>This course provides a comprehensive overview of Human Resource Management (HRM) with a focus on the tourism and hospitality sector. It covers the evolution of HRM, strategic HR practices, and key Indian labor laws governing employment, safety, and welfare. Students learn about recruitment, training, talent management, performance appraisal, and compensation systems. The curriculum also addresses employee relations, grievance handling, industrial disputes, collective bargaining, and participative management. Emerging trends such as the gig economy, AI in HR, and workforce reskilling are explored to prepare students for the future of work in dynamic service environments.</p>				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the evolution, scope, and strategic role of HRM, and differentiate between traditional HRM and Strategic HRM (SHRM) in the context of tourism and service industries.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Apply recruitment, selection, and talent management practices, including job analysis, onboarding, training methods, career development, and workforce planning to attract and retain skilled employees.	Ap	P	
CO3	Design and evaluate compensation and			

	performance management systems, incorporating job evaluation, pay equity, incentive plans, appraisal methods (e.g., 360-degree), and recognition strategies.	Ap	P	
CO 4	Interpret key Indian labour laws (e.g., Factories Act, PF Act, Maternity Benefit Act, Child Labour Act) and apply principles of employee relations, grievance handling, and ethical separation practices.	An	P	
CO5	Analyse industrial relations mechanisms, including trade unions, collective bargaining, dispute resolution, and participative management, and assess emerging HR trends like gig work, AI, and reskilling in the future of work.	An	P	
* Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Human Resource Management	
	1	Definition and Evolution of Human Resource Management: Scope and Functions of HRM.
	2	Strategic Human Resource Management-Features and benefits of SHRM - Barriers to HRM - Difference in traditional HRM and SHRM.
	3	The Factories Act, 1948-- The Workmen's Compensation Act, 1923-The Maternity Benefit Act, 1961.
	4	The Employee's Provident Fund and Miscellaneous Provision Act, 1952- The Payment of Gratuity Act, 1972- Trade Union Act, 1926-Child Labour (Prohibition and Regulation Act, 1986).
II	Recruitment and Selection	
	5	Job Analysis and Job Description- Recruitment Sources (Internal and External)-Selection Methods (Applications, Interviews, Tests)-Onboarding and Orientation
	6	Training and Development: Training Needs Assessment-Training Methods (On-the-Job, Off-the-Job)-Career Development and Succession Planning- Career life cycle, Process, Factors affecting Career Planning and Development.
	7	Talent Management: Workforce Planning and Forecasting-

		Talent Acquisition and Retention-Employee Engagement and Motivatio
III	Compensation Management	
	8	Job Evaluation and Pay Structures-Internal and External Equity-Incentive and Variable Pay Plans-Benefits and Perquisites.
	9	Performance Management: Performance Appraisal Methods (Ratings, 360-degree, Self- appraisal)-Performance Management Systems-Feedback and Coaching-Rewarding and Recognizing Performance.
	10	Employee Relations in Tourism: Employee Engagement and Communication-Grievance and Discipline Management- Employee Separation: Retirement, VRS, Suspension, Termination, Resignation.
	11	Future of Work and HRM in Tourism: Gig Economy and Non-traditional Work Arrangements-Artificial Intelligence and Automation-Workforce Upskilling and Reskilling.
IV	Industrial Relations	
	12	Industrial dispute: Forms and Causes, Machinery for settlement of Industrial dispute.
	13	A very brief overview of Acts: The Factories Act, 1948-- The Workmen's Compensation Act, 1923-The Maternity Benefit Act, 1961-The Employee's Provident Fund and Miscellaneous Provision -Act, 1952- The Payment of Gratuity Act, 1972- Trade Union Act, 1926-Child Labour (Prohibition and Regulation Act, 1986)
	14	Collective Bargaining: process and types- Grievance and Disciplinary Actions: Grievance: causes, Discovery of grievance, effects of grievance.
		Participative Management and employee counselling: Importance, Forms of Participative Management, Worker's Participative Management (WPM) in India-Employee Counselling: Methods and types of Employee Counselling.
	15	Industrial dispute: Forms and Causes, Machinery for settlement of Industrial dispute.
V	Teacher Specific Content (12 Hrs)	

References:

- Tripathi & Reddy, Principles of Management, Tata Mcgraw-Hill, New Delhi,2008
- Steven W. Schmidt. Training and Development for the Workplace"
- Human Resource Management by Gupta C.B (Publisher: Sultan Chand & Sons)

- Bernadin, Human Resource Management, Tata Mcgraw Hill, 8th edition 2012
- Shashi.K.Gupta and Rosy Joshi, Human Resource Management
- <https://www.accountingnotes.net/human-resource/type-of-incentive-plans/type-of-incentive-plans/17317>)
- <https://www.economicdiscussion.net/industries/industrial-relations/32249>
- <https://www.managementstudyguide.com/job-description-specification.htm>
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Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6

KU6DSCAAM306

TOURISM LAW AND ADMINISTRATION

Program	BBA AAM				
Course Code	KU6DSCAAM306				
Course Title	TOURISM LAW AND ADMINISTRATION				
Type of Course	DSC-A15				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture	Tutorial	Practical	Total Hours

		per week	per week	per week	
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides a foundational understanding of the legal and regulatory landscape governing the tourism and hospitality industry in India. It covers key national laws related to heritage, environment, wildlife, and consumer rights; procedures for business establishment, licensing, and compliance; legal duties of hoteliers concerning guest safety, food, payments, and international standards; and operational requirements for licensing, insurance, taxation, and contracts in banqueting and catering.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain key national legislations governing heritage, environment, wildlife, and consumer rights relevant to the tourism and hospitality industry in India.	U	C	Quiz/ Case study/ Seminar presentation.
CO2	Describe the legal framework for establishing and operating tourism and hotel businesses, including registration, licensing, compliance, and foreign guest regulations.	U	P	
CO3	Analyze the duties and liabilities of hoteliers toward guests, and apply legal provisions related to food safety, credit card transactions, health norms, and international hospitality standards.	An	P	
CO4	Evaluate regulatory and operational requirements for hotel licensing, insurance, taxation, and contract management in banqueting and catering services.	E	P	
* - Remember (R), understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS:

Module	Unit	Introduction to Tourism Law
I	1.	The Ancient Monuments Preservation Act 1904.
	2.	The Ancient Monuments and Archaeological Sites and Remains Act 1958.
	3.	The Wildlife (Protection) Act 1980, The Environment Act (Protection) Act 1986.
	5.	Consumer Protection Act, 1986 -Consumer Grievance Redressal Mechanism in India.
	6.	Environmental laws and their implications-CRZ- Forest Act, Wildlife Act etc.
	9.	Registration of tourism business in India.

II	10.	Government regulations impacting the industry -Licensing, permits, and compliance requirements.
	12.	Hospitality Laws: Duties of a Hotelier Towards Guests -Guest Complaint-Complaints Handling in Hotel Industry.
	13.	Legal requirements in hotel operations- Foreigners Registration Act- Customs and Currency Regulations- Health Certificates.
	14.	Hotel Operation Laws: Credit Card Laws -Features of Credit Card used by Guest in Hotels -Hotels Rules in India during Guest Check-In.
	16.	International Regulations for Hotels & Guests, International Laws for Food Safety, Quality & Security.
III	Tourists and legislation	
	17.	Laws regarding Tourists in India - Citizenship Act, Passport Act, Foreigners Act, Foreigners Registration Act, Import Export Control Act, Laws and Regulation relating to Travel Agency.
	18.	Doing Hotel Business in India: Memorandum of Association- Articles of Association.
	19.	Representative Office: Foreign Exchange Management Act, 1999, Capital Account Transactions, Current Account Transactions, Foreigner 's Regional Registration Office, Local Intelligence Unit (ILU).
	20.	Regulatory Issues: Taxation – Direct Taxes, Indirect Taxes.
IV	Hotel License and regulations	
	21	Two Stages of Hotel License: Project Stage, Operational Stage: Boarding & Lodging License, Food & Beverage Operations, Personnel Department, Accounts Department.
	22	Banqueting and Catering Contracts, Hotel / Motel Safety Act.
	23	Insurance Coverage in Hotel Industry: Filing an Insurance Claim -Grievances Redressal Machinery.
V	Teacher Specific Content-(12 Hrs)	

Compulsory Learning Activity

1. Case study of Kerala tourism with special preference to tourism laws.
2. Case study of Indian tourism with special preference to tourism laws.

References

- Amitabh Devendra, Hotel laws, Oxford University press
- Jagmohan Negi, Hotel & Tourism Laws
- Govt. of India, Related Guidelines & Reports from Ministry & Tourism
- Stephen Bharath (Wiley Publication)
- Hospitality Law – Managing Legal Issues in the Hospitality Industry.
- N D Kapoor -Introduction to Law
- N D Kapoor Commercial Law
- Satyendra Singh Malik- Reserve Bank of India Guidelines Ethical, Legal and Regulatory aspect of Tourism Business.

- Indian Tourism Act 1992, (Govt. of India).

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	1	-	-	-	-	-
CO 2	2	1	-	-	-	2
CO 3	2	-	1	-	-	2

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test paper	10
b)	Case study	15
c)	Seminar	5
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSEAAM303	CREW RESOURCE MANAGEMENT
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Program	BBA AAM				
Course Code	KU6DSEAAM303				
Course Title	Crew Resource Management				
Type of Course	DSE-A16				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides students with a comprehensive understanding of Crew Resource Management (CRM) in aviation. It focuses on optimizing human performance, safety culture, leadership, and teamwork in cockpit, cabin, and ground operations. Students will learn how communication, decision-making, situational awareness, and stress management contribute to flight safety and operational efficiency. The course also addresses the role of CRM training in accident prevention, regulatory frameworks, and contemporary issues in aviation human factors.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the concept, evolution, and importance of Crew Resource Management in aviation.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Identify key human factors affecting aviation safety and performance.	U	P	
CO3	Apply CRM principles in real-world aviation contexts, including cockpit, cabin, and ATC operations.	Ap	P	
CO4	Analyze decision-making, leadership, communication, and teamwork models within aviation crews.	An	C	
CO5	Evaluate and develop strategies for managing stress, fatigue, and crisis situations in aviation environments.	E	M	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Crew Resource Management	
	1	Definition, objectives, and importance of CRM.
	2	Historical evolution of CRM – from individual performance to team-based safety.
	3	The human factors concept and its application to aviation operations.
	4	Key components of CRM – communication, teamwork, leadership, and situational awareness.
	5	Role of CRM in accident prevention and safety management systems (SMS).
	6	Global CRM regulatory framework – ICAO, FAA, EASA, DGCA perspectives.
II	Human Factors in Aviation	
	7	Human performance and limitations in aviation.
	8	Information processing, perception, attention, and decision-making.
	9	Fatigue, stress, and workload management in flight operations.
	10	Personality, attitude, and motivation in crew performance.
	11	The SHELL model and human-machine interface.
	12	Threat and Error Management (TEM) in aviation operations.
III	Communication, Leadership, and Team Dynamics	
	13	Interpersonal communication in cockpit, cabin, and ATC contexts.
	14	Barriers to effective communication and feedback loops.
	15	Leadership styles and authority gradient management in aviation teams.
	16	Conflict resolution and assertiveness in crew interactions.
	17	Building effective team coordination and synergy in multi-crew environments.
	18	Cross-cultural communication and diversity management in global aviation.
IV	CRM Applications and Training	
	19	CRM training models and methodologies – classroom, simulator, and line-oriented flight training (LOFT).
	20	Integrating CRM with Safety Management Systems (SMS) and Quality Assurance.
	21	CRM for cabin crew, maintenance personnel, and air traffic controllers.
	22	Case studies of aviation accidents highlighting CRM failures (e.g., Tenerife, Avianca 052, Air Florida 90).
	23	Best practices for implementing CRM in airline operations.
	24	CRM evaluation and continuous improvement in aviation organizations.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activity

KANNUR UNIVERSITY

- Case Study on Major Aviation Accidents: Students analyze accidents (e.g., Tenerife, Air Florida) focusing on CRM breakdowns.
- Simulation / Role Play: Simulated cockpit/cabin/ATC scenarios emphasizing teamwork.
- Field Visit/ Guest Lecture: Visit to an airline operations control center or CRM training facility; OR guest lecture by airline safety manager.

References

- MacLeod, N. (2021). Crew Resource Management Training: A Competence-based Approach for Airline Pilots. United States: CRC Press.
- Hawkins, F. H. (2017). Human Factors in Flight. United Kingdom: CRC Press.
- Human Factors for Aviation: Basic Handbook. (1996). Canada: Transport Canada.
- Kanki, B. G., Anca, J., & Chidester, T. R. (Eds.). (2019). Crew resource management (3rd ed.). Academic Press.

ICAO Doc 9683 – Human Factors Training Manual

Mapping of COs with PSOs

CO / PSO	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	1	2	–	–	–
CO2	2	3	2	1	–	–
CO3	2	2	3	1	1	–
CO4	1	2	2	3	1	2
CO5	–	1	1	3	3	2

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-2	10
b)	Assignment/Seminar	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6	KU6DSEAAM304	AIR TRANSPORTATION SAFETY AND SECURITY
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Program	BBA AAM				
Course Code	KU6DSEAAM304				
Course Title	Air Transportation Safety and Security				
Type of Course	DSE A-17				
Semester	6				
Academic Level	300-399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	None				
Course Summary	This course provides a comprehensive exploration of the foundational and evolving dimensions of aviation safety and security in the global air transportation system. It begins with a historical overview of aviation safety, tracing its evolution from reactive accident investigation to a proactive, risk-based approach grounded in international standards. Students examine the regulatory architecture established by the International Civil Aviation Organization (ICAO), including Annexes 17 (Security) and 19 (Safety Management), and explore the roles of national aviation authorities (e.g., FAA, EASA) and industry stakeholders in enforcing compliance.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the evolution, regulatory framework, and institutional mechanisms of aviation safety and security.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Apply Safety Management System (SMS) principles in aviation contexts.	Ap	P	
CO3	Analyze global aviation security systems and identify risk vulnerabilities.	An	P	
CO4	Evaluate crisis and emergency response mechanisms in air transportation.	E	P	
CO5	Integrate sustainability, technology, and ethical practices into aviation safety management.	C	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Air Transportation Safety	
	1	Concept of air transport safety – importance and scope.
	2	History and evolution of aviation safety – global and Indian perspectives.
	3	Protecting public transportation- Screening -metal detectors-X ray inspections, passive and active millimeters-trace- detection techniques-The way on drug and explosives.
	4	Safety culture and human factors in aviation, Role of IATA, FAA, and AAI in aviation safety.
	5	Hijacking-security measures-airport security programmed a step taken to contend with hijacking-cockpit doors-sky marshal program -Public law about hijacking -Air transportation security act of 2001.
II	Safety Management Systems	
	6	Introduction to Safety Management Systems (ICAO Annex 19).
	7	Principles, framework, and pillars of SMS. Safety policy, safety risk management, safety assurance, and safety promotion.
	8	Accident and incident reporting systems., Human factors and Crew Resource Management (CRM), Emergency Response Planning (ERP) in airlines and airports.
	9	Technological improvement on aviation safety and security- Introduction-microwave holographic imaging- Body or fire security scanner- new generation of video security systems- Biosimmer-biometric system.
III	Aviation Security Systems	
	10	Concept and objectives of aviation security. ICAO Annexe 17 – Security: Safeguarding International Civil Aviation.
	11	Bureau of Civil Aviation Security (BCAS) – structure and responsibilities. Airport security organisation – CISF, AAI, Airlines Security, and State Police roles.
	12	Access control, screening, baggage handling, and perimeter security. Threat assessment, hijacking, and sabotage prevention measures.
IV	Risk, Crisis, and Emergency Management	
	13	Risk management process and safety audits., Crisis management: pre-crisis, response, and recovery stages.
	14	Accident investigation procedures – ICAO Annexe 13. Fire and rescue services at airports.
	15	Cybersecurity in aviation and digital threat management. Use of AI, biometrics, and data analytics in aviation safety.
	16	Sustainable aviation safety: green airports and carbon management. Passenger rights, legal frameworks, and ethical dimensions of air security.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

1. Case studies: Air India Express Mangalore Crash, MH370, 9/11 attacks. / Ahmedabad Plane Tragedy

2. Airport Visit / Virtual Tour: Observe security screening, emergency response, and safety procedures.

References

1. Wells, A. T., & Rodrigues, C. C. (2019). Commercial Aviation Safety (6th ed.). McGraw Hill Education.
2. Stolzer, A. J., Halford, C. D., & Goglia, J. J. (2017). Safety Management Systems in Aviation (2nd ed.). Ashgate.
3. Sweet, K. M. (2018). Aviation and Airport Security: Terrorism and Safety Concerns (2nd ed.). CRC Press
4. Hopkins, A. (2019). Safety, Culture, and Risk: The Organisational Causes of Disasters. Routledge.
5. Doganis, R. (2019). Flying Off Course: Airline Economics and Marketing (6th ed.). Routledge.
6. ICAO Annexes 13, 17, and 19 – Safety, Security, and Safety Management.
7. DGCA (2022). Civil Aviation Requirements (CARs) – Series on Safety & Security
8. BCAS (2021). National Civil Aviation Security Programme (NCASP).
9. AAI (2023). Airport Emergency and Safety Manual.
10. MoCA (2023). National Aviation Policy Documents and Safety Guidelines.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 6

KU6INTAAM301

INTERNSHIP

Internships provide students with the opportunity to apply theoretical and practical knowledge in the tourism industry. This course allows students to sharpen their skills while entering industry and students will be able to acquire transferable skills such as communication and leadership. teamwork etc. Every student of the program must undergo an internship for a minimum period of 4-6 weeks during the summer vacation. Students may choose to undergo internships in any of the organizations in tourism & hospitality sector such as hotels, airports, tour operators, event management organizations, DMOs, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism organizations, tourism NGOs etc. Students must inform them of their choice of area and obtain consent from the Head of the Department. Students, in case, want to arrange internship themselves, should obtain permission/ NOC from HoD. Students who abstain from internship will be considered as absent and no marks shall be awarded for the paper.

COURSE OUTCOMES(COs)

- CO 1: To bridge the gap between real-life business and academics.
- CO2: To develop practical skills and gain a realistic idea of the managerial functions in organizations.
- CO3: Demonstrate professional working attitude and aptitude.
- CO4: Develop teamwork and leadership skills.

On the completion of internship, every student is required to present the following:

- Internship Report cum Logbook
- Internship Certificate in original.

The Internship Report should include FIVE (5) chapters.

- ✓ Chapter- 1: Introduction of the organization includes - Inception, SWOC analysis, nature of business, profile, Organizational Structure, Functional Areas, etc.
- ✓ Chapter -2: Objective of study, methodology adopted-source of data -technique, limitation of the study etc.
- ✓ Chapter -3: Discussion/Analysis and Interpretation/Findings of the study, and suggestions.
- ✓ Chapter -4: Learning Experience like Work profile and job responsibilities handled by the students during internship, their contribution and learning experience. Weekly report of work done etc.
- ✓ Chapter-5 : Conclusion

Evaluation of the Report: Internship Report shall be valued by Examiners of BOE for 35 Marks and the internal mark will be 15 marks (Total marks = Report (35 marks) + internal (15 marks) = 50 Marks).

Presentation of the Report:

1. Typing should be done on one side of the A-4 size paper.
2. The margin on the left side 1.75 inches, the right, top and bottom margin should be 1 inch each.
3. Font size: Chapter heading: 16; Sub-heading: 14 (Bold) and text of the running matter: 12.
4. Fonts to be used are Times New Roman.
5. The text of the report should have 1.5 line spacing; quotations and foot notes should be in single-line space
6. The total of the report is to be in the range of 85 to 100 pages.
7. The report should be presented in hardbound/ Spiral (Normal binding) for report evaluation
8. The students should also submit the hard & PDF Soft copy of the report to the HOD, and the department concerned should keep the record.

SEMESTER 6**KU6SECAAM302****INFORMATICS FOR HOSPITALITY INDUSTRY**

Program	BBA AAM				
Course Code	KU6SECAAM302				
Course Title	Informatics for Hospitality Industry				
Type of Course	SEC-3				
Semester	6				
Academic Level	300 – 399				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	3	3			45
Pre-requisites					
Course Summary	This course explores the intersection of Information Technology with modern business and service sectors, emphasizing cyber safety, digital finance, e-commerce, and IT applications in tourism, hospitality, and aviation—including GDS, biometrics, and self-service airport systems. It also covers digital marketing fundamentals and aligns with India’s evolving regulatory landscape (IT Act, DPDP Act). The syllabus integrates real-world platforms (UPI, OTAs, Amadeus) and emerging trends like AI-driven security and contactless travel.				

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain core concepts of cyber ethics, security, privacy, and Indian cyber laws (including the DPDP Act, 2023), and apply guidelines for responsible digital usage.	R	C	Quiz/ Practical Assignment /Observation / Industrial Visits/ Seminar Presentation / Technology-based assessment
CO2	Describe the architecture and operations of Global Distribution Systems (GDS) and assess the impact of digital technologies on guest experience and security in tourism, hospitality, and aviation.	U	P	
CO3	Implement foundational digital marketing strategies using SEO, SEM, SMO, and integrated media frameworks (owned, earned, paid) for service industries.	E	P	
CO4	Identify contemporary challenges in digital transformation, including cybersecurity risks, data privacy dilemmas, and inclusivity issues across sectors, especially in aviation and travel and tourism.	E	P	

* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C)
 # - Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P)
 Metacognitive Knowledge (M)

DETAILED SYLLABUS:

Module	Unit	Content
I	Overview of Information Technology and Digital Well-being	
	1	Introduction to Information Technology in the Contemporary Digital Era.
	2	Cyber Ethics: Ethical dilemmas in digital spaces, professional codes of conduct, digital citizenship.
	3	Cyber Threats: Malware, ransomware, phishing, social engineering, DDoS attacks, zero-day exploits, and insider threats.
	4	Security and Privacy Issues: Data encryption, firewalls, multi-factor authentication, privacy policies, data anonymization, and user consent
	5	Cyber Laws in India: Information Technology Act, 2000 (as amended in 2008)-Key sections on cyber offences, digital signatures.
	6	Cyber Addictions and Health Issues: Internet, gaming, and social media addiction-Physical impacts (eye strain, repetitive strain injury, sedentary lifestyle)-Mental health concerns (anxiety, depression, FOMO)-Guidelines for Responsible and Safe Use of Computers and Digital Devices.
II	Drivers of Digital Business and Financial Technologies	
	7	Social media: Platforms as business tools- Internet of Things (IoT): Smart devices, sensor networks.
	8	Digital Banking: Online banking, mobile banking, tele-banking, Automated Clearing House (ACH), Unified Payments Interface (UPI), BHIM app, digital wallets (Paytm, PhonePe, Google Pay)-Credit/debit cards, e-cheques- RBI guidelines, NPCI standards, fraud prevention mechanisms.
	9	E-Commerce: E-business models: B2B, B2C, C2C, C2B, D2C--E-commerce Sales Life Cycle (ESLC) Model- Electronic Payment Systems: Payment interfaces and gateways, Digital payment methods (net banking, UPI, BNPL), Smart cards and contactless payments- Popular systems: Visa, Mastercard, RuPay, PayPal Risks in Electronic Payment Systems: Fraud, data breaches, chargebacks, phishing
III	IT in Tourism, Hospitality, and Aviation	
	10	Digital Security in Tourism, Hospitality & Aviation: CCTV surveillance and AI-based video analytics-Smart cards for room access and loyalty programs-Biometric security systems: facial recognition, fingerprint, iris scanning-Biometric passports (e-passports).
	11	Online Travel Ecosystem: Online Travel Agencies (OTAs): MakeMyTrip, Expedia, Booking.com-Aggregators and meta-search engines (Google Flights, Skyscanner, Kayak)- Online selling platforms: Airbnb, OYO, Uber, Swiggy (hospitality-adjacent services)- Travel portals and dynamic packaging.

	12.	Search Engine Marketing (SEM)-Search Engine Optimization (SEO): On-page, off-page, technical SEO-Search Engine Marketing (paid search) and keyword strategies- Social Media Optimization (SMO).
	13	Digital Media Framework: Owned Media: Corporate websites, blogs, email newsletters, mobile apps-Earned Media: Social media mentions, online reviews (TripAdvisor, Google Reviews), influencer endorsements- Paid Media: Search ads (Google Ads), display advertising, social media ads (Meta, LinkedIn).
IV	Digital Guest Experience	
	14	Digital Guest Experience: Online reservations (flights, hotels, tours), Mobile check-in/check-out, digital room keys, Virtual front office and AI-powered chatbots Self-service kiosks at airports: check-in, bag drop, immigration (e-gates), biometric boarding.
	15.	Major GDS providers-GDS functions.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activity

Learn any one GDS/CRS (Computer Reservation Systems)

References

Eloise Coupey, Digital Business Concepts and Strategy. Pearson

Stephanie Diamond, Digital Marketing All-in-One for Dummies, John Wiley and Sons

A textbook on E-commerce - Publisher: Neha Publishers & Distributors

Cyber Laws & DPDP Act, India

Ministry of Electronics and Information Technology (MeitY):

<https://www.meity.gov.in/>

Digital Personal Data Protection Act, 2023 (Full Text):

<https://www.meity.gov.in/writereaddata/files/Digital%20Personal%20Data%20Protection%20Act,%202023.pdf>

CERT-In Guidelines & Cyber Security

Indian Computer Emergency Response Team (CERT-In):

<https://www.cert-in.org.in/>

Digital Payments & RBI/NPCI Frameworks

National Payments Corporation of India (NPCI):

<https://www.npci.org.in/>

Reserve Bank of India – Payment Systems:

https://www.rbi.org.in/Scripts/BS_PaymentSystem.aspx

GDS & Aviation IT (Amadeus, Sabre, Travelport)

Amadeus Learning Center (Public Resources):

<https://amadeus.com/en/insights>

IATA's Introduction to GDS (Free Overview):

<https://www.iata.org/en/programs/accreditation/travel-agent/gds/>

Digital Marketing & SEO Basics

Google Digital Garage (Free Courses on SEM, SEO, Online Marketing):

<https://learndigital.withgoogle.com/digitalgarage>

Moz Beginner's Guide to SEO:

<https://moz.com/beginners-guide-to-seo>

Aviation Digital Initiatives (Digi Yatra, e-Passports)

Digi Yatra Foundation:

<https://digiyatra.org/>

Bureau of Immigration, India – e-Gates & Biometric Entry:

<https://boi.gov.in/>

Assessment Rubrics:

Correlation Levels:

Evaluation Type		Marks
End Semester Evaluation		50
Continuous Evaluation		25
a)	Test Paper- 1	10
b)	GDS/ CRS Familiarization and reporting	15
Total		75

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	2	2	2	-	2
CO 2	1	2	-	4	-	2
CO 3	1	2	2	-	-	-
CO 4	1	2	2	-	-	-

SEMESTER 7

SEMESTER 7	KU7DSCAAM401	SUSTAINABLE DEVELOPMENT AND CRISIS MANAGEMENT
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Program	BBA AAM
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Course Code	KU7DSCAAM401				
Course Title	Sustainable Development and Crisis Management				
Type of Course	DSC-A18				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides a focused understanding of crisis management in the tourism and hospitality sector. It covers the identification of potential crises, including natural disasters (e.g., floods, pandemics), human-induced incidents (e.g., terrorism, accidents), technological failures (e.g., cyberattacks, system outages), and operational breakdowns (e.g., food safety lapses, fire hazards). Learners develop a proactive pre-preparedness plan through risk assessment, resource planning, and protocol design. The course builds practical skills to activate and implement crisis response plans during real emergencies, ensuring guest safety and operational resilience.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Illustrate types of crises that could arise in tourism.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Create a pre-preparedness plan anticipating likely problems.	U	P	
CO3	Develop skills to use crisis management plans during the actual disaster.	E	P	
CO4	Develop a communication plan for the media and public during the crisis.	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Tourism Risk Management	
	1.	Tourism Risk Management: concept, issues, phases.
	2.	Culture and Practical Process of Risk Management, Risk Encounter, Risk Contextualization, Phases of Risk Management, Safety guidelines.
	3.	Types and characteristics of disaster management, pre-disaster plan,

		limitations of disaster management.
	4.	Sustainable development: The role of stakeholders, Central Government, State Government, District Administration.
	5.	Sustainable development: Armed Forces, Paramilitary Forces, Fire Services.
II	Tourism Crisis	
	6	Tourism Crisis: Types, causes, and Consequences, Vulnerability of Tourism Industry to Crisis.
	7	Types of Crisis in Tourism: Economic, Environmental and Political, Socio-Cultural Conflicts, Terrorism, global warming, and its impacts.
	8	Tourism and Health Crisis, Technological Failure, Disaster Response Mechanism in India.
	9	legislation: National Disaster Management Act -2005 National Policy on Disaster Management – 2009, National Plan on Disaster Management – 2016.
III	Disaster and Risk Preparedness	
	10	Tourism Disaster and Risk Preparedness and Planning: Disaster Preparedness.
	11	Emergency Planning, Contingency Plans and Simulation Exercises.
	12	Hazard mapping, Development of Crisis Plans, Crisis management systems and tools.
	13	Tourism Crisis Planning and Preparation.
IV	Recovery and rebuilding	
	14	Recovery and rebuilding strategies of tourism, Case Study.
	15	Disaster and risk response: Coordination, Control and Resource Allocation.
	16	Crisis Communication in the Emergency, Long-term Recovery, and Resolution, Master Plan for Future.
V	Teacher Specific Content (12 Hrs)	

References:

- Piekarz, M., Jenkins, I., & Mills, P. (2015). *Risk and safety management in the leisure, events, tourism, and sports industries*. CABI.
- Alexander, D. (2018). *Natural disasters*. Routledge.
- Ritchie, B. W. (2009). *Crisis and Disaster Management for Tourism*. Channel View Publications: United Kingdom
- Tourism Crisis and Disaster Management in the Asia-Pacific. (2014). CABI: United Kingdom
- Ritchie, B. W. (2009). *Crisis and disaster management for tourism*. Channel View Publications.
- Henderson, J. C. (2007). *Managing tourism crises*. Routledge.
- Pforr, C., & Hosie, P. J. (2008). *Crisis management in tourism: Preparing for recovery*.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Level

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7**KU7DSCAAM402****AIR TRAFFIC CONTROL**

Program	BBA AAM				
Course Code	KU7DSCAAM402				
Course Title	Air Traffic Control				
Type of Course	DSC A-19				
Semester	7				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	Basic knowledge of air transport and tourism operations.				
Course Summary	This course provides a foundational and theoretical understanding of global Air Traffic Control (ATC) systems, covering regulatory frameworks				

BBA AAM SYLLABUS (2024)

(ICAO, national authorities like AAI), airspace classification (A–G), and the structure of Flight Information Regions (FIRs) and Area Control Centres (ACCs). It explores aerodrome design standards, visual aids (VASI, PAPI, lighting), and navigation infrastructure critical to safe operations. Students learn to apply ATC procedures for VFR/IFR flights, manage separation standards, and use radar and communication protocols—including emergency response. The course also addresses modern challenges such as human factors, CNS/ATM modernization, drone integration, AI, and SMS implementation, emphasizing safety, efficiency, and sustainability in air traffic management.

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Explain the purpose, structure, and global regulatory framework of Air Traffic Control (ATC), including the roles of national (e.g., AAI in India) and international bodies (e.g., ICAO), and differentiate between controlled/uncontrolled airspace, FIRs, ACCs, and ICAO airspace classes (A–G).	U	C	Quiz/ Practical Assignment /Observation / Industrial Visit/ Case studies/Seminar Presentation / Technology-based assessment
CO2	Describe aerodrome infrastructure and visual/navigation aids, including runway design standards, obstacle marking, lighting systems (e.g., VASI, PAPI, approach lighting), and aerodrome reference data, and evaluate their impact on flight safety and operational efficiency.	U	C	
CO3	Describe air traffic management procedures for VFR and IFR operations, including flight planning, ATC clearances, separation standards (vertical, lateral, longitudinal), radar identification, and coordination across ATC units (tower, approach, area control).	U	C	
CO4	Demonstrate proficiency in ATC communication protocols, emergency phraseology, surveillance systems (primary/secondary radar), and support services (FIS, Alerting, Advisory), while integrating meteorological data and navigation fundamentals (e.g., RNAV, RNP, great circle routes).	E	P	
CO5	Analyze human, technological, and environmental factors in modern ATC operations, including human performance limitations, CNS/ATM modernization, drone integration, AI applications, delay management, and the implementation of Safety Management Systems (SMS) to enhance system resilience and sustainability.	An	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)
 # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
 Metacognitive Knowledge (M)

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to ATC	
	1.	Definition, objectives, and need for Air Traffic Control (ATC)- Structure of ATC organizations in India and abroad.
	2.	Parts of ATC service-VFR & IFR operations – classification of ATS air spaces – various kinds of separation- Meteorological support- Providing ATS – division of responsibility of control.
	3.	Aerodrome data: basic terminology – aerodrome reference code- Aerodrome reference point – aerodrome reference temperature instrument.
	4.	Runway: physical characteristics; length of primary/secondary runway width of the runways – minimum distance between parallel runways etc- obstacles- Visual aids for denoting obstacles; object to be marked and lighter.
	5	Aerodrome Beacon, Identification Beacon-simple approach lighting system and various lighting systems-VASI & PAPI.
II	Airspace Structure and Classification	
	6	Airspace types: Controlled, Uncontrolled, Restricted, Prohibited, and Danger Zones.
	7	Airspace classification: ICAO Classes A–G.
	8	Flight Information Regions (FIRs) and Area Control Centres (ACCs).
	9	Air traffic services- Area control service, assignment of rising levels minimum flight altitude- ATS routes & significant points – RNAV and RNP – Vertical, lateral and longitudinal separations based on time\distance- ATC clearance – flight plans – position report.
	10	ATS routes, airways, and flight corridors- Traffic flow management and coordination between ATC units.
III	Air Navigation, Communication, and Surveillance	
	11	Basics of air navigation – latitude, longitude, great circle, rhumb line
	12	Visual aids for navigation; wind direction indicator-landing direction indicator-Location and characteristics of signal area-making general requirement – various markings – lights, general requirements
	13	ATC communication phraseology and standard radio procedures-emergency phraseology.
	14	Radar types: Basic radar terminology, identification procedures using primary /secondary radar- performance checks-Use of radar in area and approach control service – issuance control and coordination between radar /non radar control.
	15	Emergencies – flight information and advisory service – altering service – coordination and emergency procedure – rules of the air.
	16	Flight data processing and coordination with pilots.
IV	ATC Operations, Procedures	
	17	Air Traffic Services (ATS) – Flight Information Service, Alerting Service, Advisory Service. Flight Plan (FPL) format and handling.
	18	ATC procedures: clearance delivery, ground control, tower control, approach, and area control.
	19	Visual Flight Rules (VFR) and Instrument Flight Rules (IFR). Coordination

		between tower, approach, and en-route controllers. Emergency handling, SAR (Search and Rescue) operations, and incident reporting
	20	Human factors in ATC – workload, stress, and communication barriers. Safety Management Systems (SMS) in ATC.
	21	Air traffic congestion and delay management. CNS/ATM modernisation and automation. Remote towers, UAV (drone) traffic management, and AI in ATC. Environmental and sustainability considerations in ATC.
V		Teacher Specific Content (12 Hrs)

Compulsory Learning Activities

1. Field Visit: Visit to an ATC tower, AAI control room, or airport operation center (if permitted).
2. Mini Project: Analyze a recent air traffic incident and recommend preventive strategies.

References

1. Nolan, M. S. (2019). Fundamentals of Air Traffic Control (6th ed.). Cengage Learning.
2. Kervin, R. (2020). Air Traffic Control: Principles and Practices. Routledge.
3. Hopkin, V. D. (2018). Human Factors in Air Traffic Control. CRC Press.
4. Nolan, M. S. (2016). Aviation Safety and Control Systems. Cengage Learning.
5. Civil Aviation Authority of India (AAI/DGCA). Manual of Air Traffic Services (MATS).
6. DGCA (2023). Civil Aviation Requirements (CARs) – Series C: Air Traffic Services.
7. AAI (2022). Air Navigation Services Procedures Manual.
8. ICAO (2021). Global Air Navigation Plan (GANP) 2021–2030.
9. FAA (2020). Air Traffic Control Handbook (JO 7110.65Y).
10. Eurocontrol (2022). Future Air Traffic Management Concepts and Automation.
11. IATA (2021). Air Traffic Management Safety Reports.
12. UNWTO (2023). Aviation Connectivity and Tourism Growth.
13. Air traffic control: -airport systems-planning, design and management by Richard de Neufville/ Amedeo Odoni
14. P.S. Senguttuvan, Fundamentals of air transport management by
15. Barry Strauch, investigating human error -Ashgate publishing Ltd
16. Graham Edkins and peter Pfister, Innovation and consideration in aviation – Ashgate Publishing Ltd.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

BBA AAM SYLLABUS (2024)
Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Industrial Visit	15
c)	Case Study	5
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7	KU7DSCAAM403	ENTREPRENEURSHIP DEVELOPMENT
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Program	BBA AAM				
Course Code	KU7DSCAAM403				
Course Title	Entrepreneurship Development				
Type of Course	DSC-A20				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course aims to provide a comprehensive understanding of finance management and entrepreneurship, particularly for new tourism entrepreneurs, focusing on planning, execution, and resource utilization in the tourism industry.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level *	Kn. Catg.	Evaluation Tools used
CO1	Understand the foundational concepts, theories, and significance of entrepreneurship in economic and social development.	R	C	Lectures, case studies, guest talks (entrepreneurs), field visits (SHGs/MS
CO2	Identify and analyze the personal, psychological, and environmental factors that influence entrepreneurial behavior and motivation.	U	P	

BBA AAM SYLLABUS (2024)

CO3	Examine the structure, role, and regulatory framework of Micro, Small, and Medium Enterprises (MSMEs) in India, including legal, financial, and operational aspects.	E	P	ME units), group projects
CO 4	Evaluate emerging models of entrepreneurship—including social, women, rural, and tourism entrepreneurship—and assess their relevance in inclusive and sustainable development	An	P	
CO 5	Develop practical competencies to design a tourism business project by integrating entrepreneurial skills, resource mobilization strategies, and awareness of government schemes.			
<p>* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)</p>				

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Entrepreneurship	
	1	Meaning and Importance--Skills of an entrepreneur-Characteristics of an entrepreneur - role of entrepreneurship in economic development.
	2	Theories of Entrepreneurship (McClelland's Need for Achievement, Schumpeter's innovation theory).
	3	Types of entrepreneurs: According to Type of Business, According to Use of Technology, According to Motivation, According to Growth, According to Stages-Intrapreneur.
	4	Factors influencing entrepreneurship: Psychological factors, social factors, Economic factors, Environmental factors.
	5	Assistance to an entrepreneur: New Ventures Industrial Park (Meaning, features, & examples) Special Economic Zone (Meaning, features & examples)-Financial assistance by different agencies.
	6	Entrepreneurial Motivation-Barriers to entrepreneurship.
II	MSMEs, Policy Framework & Institutional Support	
	7	Micro, Small and Medium Enterprises – Definition, nature, and characteristics. Micro enterprises – definition as per MSME Act, nature, characteristics, scope, and types of micro business.
	8	Seedbed of entrepreneurship-role of micro business in Indian Economy-

	problems and prospects of micro entrepreneurship-MSME Act and its implications on micro business.
9	MSME Act- Small Scale Industries-Carry on Business (COB) license- Environmental Clearance- National Small Industries Corporation (NSIC)- Government Stores Purchase scheme (e-tender process) - Excise exemptions and concession -Exemption from income tax - Quality Standards with special reference to ISO.
10	Financial assistance to MSME- Modernization assistance to small scale unit-banks, NBFCs, CGTMSE, Mudra Loans-Non-Financial support: training, mentorship, incubators.
11	Export oriented units- Incentives and facilities to exports entrepreneurs - Export oriented zone Export-Import Bank of India.
III	Inclusive & Emerging Entrepreneurship
12	Social entrepreneurship, Edupreneurship, Health entrepreneurship, Women entrepreneurship, Edupreneurship: innovation in education.
13	Woman Entrepreneurship: Problems faced by Women Entrepreneurs; Role of Self-Help Group in Women Empowerment. Financial and non-financial support to women enterprises in India Rural Entrepreneurship (Government schemes: Stand-Up India, Mudra Yojana, MSME support).
14	Rural Entrepreneurship- Linkages with agriculture, handicrafts, and local resources- Problems faced by Rural Entrepreneurs- Entrepreneurship development in rural area- Special Schemes for Rural Entrepreneurs. Support through SFURTI, PMEGP, and NRLM.
15	Tourism entrepreneurship: sustainable and experiential models-Ethical and social responsibility challenges for entrepreneurs in tourism.
16	Entrepreneurship opportunities in Tourism, Tourism entrepreneurial competencies-Financing by UNWTO, ITDC, and MOT towards different projects.
IV	Business Planning
11	Role of MSME Development Institutes (MSME-DIs) and District Industries Centers (DICs).
12	State Industrial Development Corporation (SIDC)- State Financial Corporation (SFCs)-The Small Industries Development Bank of India (SIDBI)- The State Small Industries Development Corporation (SSIDC).
13	Industrial Infrastructure for Startups: Industrial Parks, Incubation Centers,

		and New Venture Facilities, objectives, and key features- Common facilities: plug-and-play infrastructure, testing labs, R&D support. Examples: STPI, T-Hub, KSUM, RIICO parks.
		Single-window clearance systems and Udyam Registration.
V		Teacher Specific Content (12 Hrs)

References:

- Poornima M. Charantimathv. (2006). Entrepreneurship Development and Small Business Enterprises, Dorling Kindersley (India) Pvt. Ltd, New Delhi.
- Sanjay, Anshuja Tiwari. (2007). Entrepreneurship Development in India, sarup & Son's publications, New Delhi.
- Ramachandran. (2009). Entrepreneurship Development, Tata McGraw –Hill Education Pvt.Ltd. New Delhi.
- Pawan Kumar Sharma. (1991). Development banks and Entrepreneurship Promotion in India, Mittal publications, New Delhi.
- C.P. Yadav. (2000). Encyclopedia of Entrepreneurship Development, Anmol Publications, New Delhi.
- Vasant Desai. (2003). Small Scale Industries and Entrepreneurship, Himalaya Publishing House.
- Poornima M Charanthimath. (2006). Entrepreneurship Development Small Business Enterprises, Pearson publications.
- Paul Burns & Jim Dew Hunt. (2010). Small Business Entrepreneurship, Palgrave Macmillan publishers.
- Suman Kalyan Chaudhury. (2013). Micro Small and Medium Enterprises in India Hardcover, Raj Publications.
- MSME Act -2022.
- Pandey, I.M, "Venture Capital –The Indian Experience", Prentice Hall of India, 2003.
- Tandon B.C., "Environment and Entrepreneur", Chug Publications, Allahabad.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type	Marks
End Semester Evaluation	70

Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7	KU7DSCAAM404	TOURISM PROJECT MANAGEMENT
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Program	BBA AAM				
Course Code	KU7DSCAAM404				
Course Title	Tourism Project Management				
Type of Course	DSC-A21				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	To discuss the project life cycle and build a successful project from pre- implementation to completion. To introduce different project management tools and technique				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Appraise the selection and initiation of individual projects and their portfolios in an enterprise.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Analyze the project planning activities that can predict projects costs, time schedule, and quality.	U	P	
CO3	Develop processes for successful resource allocation, communication, and risk management.	E	P	
CO4	Evaluate effective project execution and control techniques that result in successful project completion	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)				

DETAILED SYLLABUS

Module	Unit	Content
I	An Introduction to Project Management	
	1.	Different types of projects, Project Features, Project Life Cycle.
	2.	Project Selection: Project Identification and Screening.
	3.	New ideas, Vision, Long-term objectives, SWOT Analysis (Strength, Weakness, Opportunities, Threats).
	4.	Project Appraisal – Market Appraisal, Technical Appraisal, Economic Appraisal, Ecological Appraisal, and Financial Appraisal.
II	Project Appraisal	
	5	Appraisal – Payback, Net Present Value (NPV), Internal Rate of Returns (IRR).
	6	Project Selection – Decision Matrix, Technique for Order Preference using Similarity to Ideal Solution (TOPSIS), Simple Additive Weighting (SAW)
	7	Gant Chart, Critical Path Method (CPM), Project Evaluation & Review Technique (PERT).
III	Execution of the projects	
	9	Linear time cost trade-offs in project – Direct cost, indirect cost
	10	Project crashing Resource Consideration – Profiling, Allocation, Levelling.
	11	Project Execution: Monitoring control cycle, Earned Value Analysis (EVA)
IV	Project Management	
	17	Project Control – Physical control, Human control, financial control.
	18	Organizational and Behavioral Issues: Organizational Structure, Selection-Project Manager, Leadership Motivation, Communication, Risk Management
	19	Project Termination: Extinction, Addition, Integration, Starvation.
	Teacher Specific Content (12 Hrs)	
V		

References:

- Jack R. Meredith and Samuel J. Mantel, Jr. – ‘Project Management- A Managerial Approach’ Eighth Edition – John Wiley & Sons Inc – 2012.
- Arun Kanda – ‘Project Management-A Life Cycle Approach’ PHI Learning Private Limited – 2011
- ‘A Guide to Project Management Body of Knowledge’ PMBOK GUIDE, Sixth

edition, Project management Institute – 2017

- Ted Klastorin – ‘Project Management, Tools, and Trade-Offs’ – John Wiley – 2011
- <https://www.amrita.edu/course/project-managemen>

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment/Seminar	10
c)	Case Study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 7	KU7DSCAAM405	BUSINESS ETHICS AND CORPORATE GOVERNANCE
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Program	BBA AAM				
Course Code	KU7DSCAAM405				
Course Title	BUSINESS ETHICS AND CORPORATE GOVERNANCE				
Type of Course	DSC-A22				
Semester	7				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites					
Course Summary	This course explores the foundations of business ethics, ethical challenges in finance, accounting, and IT, and the role of ethics in effective corporate governance. It critically examines Corporate Social Responsibility (CSR) as a strategic tool for sustainable development.				

Through case studies, seminars, and field exposure, students integrate ethical theory with real-world practice to become responsible, governance-aware professionals.

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the nature, need, and philosophical foundations of business ethics	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Examine ethical challenges in finance, accounting, and information technology	An	P	
CO3	Assess the principles and practices of corporate governance and demonstrate the role of ethics in shaping good governance	E	P	
CO4	Critically appraise the concept of Corporate Social Responsibility (CSR) as a strategic tool for sustainable development	E	P	
CO5	Integrate theoretical insights with practical learning through case studies, seminars, and field exposure	Ap	P	
* - Remember (R), Understand (U), Apply (Ap), Analyze (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
I	Business Ethics: An Overview	
	1.	Nature - Need - Importance, Sources of Ethics: Religion, Philosophical System.
	2.	Ethical Concepts: Values - Moral Standards – Principles of Rights – Justice – Equality- Care – Virtue- Agency – Prisoner's Dilemma - Types and codes of ethics.
	3.	Cognitivism and noncognitivism; consequentialism versus non-consequentialism.
	4.	Utilitarianism; Religion and ethics; Kantianism versus Utilitarianism.
II	Ethical issues in Marketing Management	
	5	Marketing Strategy, Marketing Mix –Pricing and Distribution- Advertising and its Impact. Product Safety - Due Care theory - Contractual theory –

		Strict Liability Theory.
	6	Ethical issues in Human Resource Management – Nature of employment contracts, Ethical hiring, equality of opportunity, Ethics, and Remuneration.
	7	Ethics in Retrenchment, Individualism versus collectivism in Human resource management practices.
III	Ethical issues in Finance and Accounts	
	9	Importance of Financial Statements, Importance of Transparency in Disclosure, Ethical Issues in Mergers and Acquisitions, Insider trading, Money Laundering.
	10	Banking Ombudsman Scheme- Right to Information Act.
	11	Ethics and Information Technology: Ethical issues relating to computer applications; security threats– computer crime- computer viruses- software piracy- hacking – computer crime prevention – ethical dilemmas and considerations.
IV	Corporate Governance	
	17	Meaning – Definition- Significance - Principle of Corporate Governance Issues- Strategies and Techniques to Sound Corporate Governance- Indian Model.
	18	Corporate Social Responsibility: Definition – importance – Scope – Advantages –Steps.
	19	Theoretical Justification for CSR - CSR as a Business strategy for sustainable Development.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

3. Case Study Analysis: Examine real-world ethical dilemmas in business to understand ethical decision-making frameworks.
4. Marketing Ethics Simulation: Develop an ethically sound marketing plan addressing advertising and product safety issues.

References

1. Ferrell, O.C., Fraedrich, John, and Ferrell, Linda (2008). Business Ethics, Ethical Decision Making & Cases, Seventh Edition. Boston, MA: Prentice Hall.
2. Manuel G. Valasquez, Business Ethics – Concepts and Cases, Pearson Education, 2002.
3. John R. Boatright., & Bibhu Prasan Patra., Ethics and conduct of Business, sixth edition, Pearson, 2011.
4. Parthasarathy S, Rangarajan P, Concepts and realities in Business Ethics, Sadagopan Publishers, 2003.

5. Bhatia SK, Business ethics and managerial values, Deep and Deep Publications, 2001

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8

SEMESTER 8	KU8DSCAAM406	RESEARCH METHODOLOGY
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Program	BBA AAM				
Course Code	KU8DSCAAM406				
Course Title	Research Methodology				
Type of Course	DSC-A23				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course provides students with the skills to conduct research in social sciences, covering topics, literature review, and strategy selection. It introduces various research philosophies, strategies, and techniques, helping students develop research proposals, analyze data, and solve managerial problems through applied research and project writing.				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Learn research methodologies and get involved in areas such as data handling and novel research processes so that they can mold their future scholarly endeavors.	R	C	Quiz/Practical Assignment /Observation of Practical Skills/ Seminar Presentation /Technology-based assessment
CO2	Demonstrate the stages of the research process, and the principal activities, skills and ethics associated with this process.	U	P	
CO3	Involvement in social development through research activities on the socio-economic and political domains.	E	P	
CO4	Identify research problems and questions, keeping in mind the social and ethical issues in business.	An	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)				

- Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)
Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	An Introduction to Research	
	1.	Research: Meaning, Objectives and Significance of Research- Types of research – Philosophical considerations of research(brief).
	2.	Research process, Criteria of good research.
	3.	Social Science Research - Ethics in Social Science Research.
	4.	Research Process: Identifying the problem/gap in knowledge -Writing the problem statement.
	5.	Formulating the research questions and objectives.
II	Review of Literature	
	6.	Review of Literature, Research Hypothesis-research design- Basic features of a good design, Types of Research Designs.
	7.	variables and constructs - Sampling, types of sampling, sampling errors.
	8.	Methods of data collection, Difference between Questionnaires and Schedules - development of schedules and questionnaires.
	9.	Quantitative vs. qualitative research techniques- mixed methods.
	10.	Grounded Theory, Ethnography, Case studies, Content Analysis, Phenomenology, Narrative research, Bibliometric analysis.
III	Data Collection	
	11.	Collection of Primary Data, methods, Collection of Secondary data - Data Processing, Editing, Coding.
	12.	Academic writing:(Discussion on conceptual and empirical papers published in SCOPUS/ UGC listed journals).
	13.	Plagiarism- Paraphrasing, quoting, and writing summary, vocabulary, conciseness, correct paper formatting.
	14.	Referencing styles- Paragraph Structure -Report writing, types of report- Structure and steps of preparing research proposal.
	15.	Types of project proposals, difference between proposal and report (Emphasize on practical sessions).
IV	Statistical Analysis	
	16.	Statistics: Measures of central tendency- mean, median, mode; measures of

		dispersion- range, standard deviation, variance, etc.
	17.	Skewness and kurtosis; Distributions- discrete and continuous; Normal distribution - correlation and regression- scatter plots, lines of best fit.
	18.	Pearson and Spearman correlation coefficients; Regression- bivariate and multivariate. - multiple regression.
	19.	Hypothesis testing – parametric vs. non-parametric tests, t-tests, ANOVA, Chi-square tests, Run Test, sign tests, Wald- Wolfowitz Test, Kruskal Wallis Test, Komogrov- Smirnov Test, Factor analysis, discriminant analysis, conjoint analysis (Introduce analysis using SPSS).
V	Teacher Specific Content- Content (12 Hrs)	

Compulsory Learning Activity

1. Each student must prepare a research paper and present it in seminars/ conferences and produce certificates

References:

- Veal, A. J. (2006). *Research Methods for Leisure and Tourism: A Practical Guide* Essex.
- Kothari, C. (2017). *research methodology methods and techniques* by CR Kothari. *Published by New Age International (P) Ltd., Publishers, 91.*
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Cooper, D. R., Schindler, P. S., Cooper, D. R., & Schindler, P. S. (2003). *Business research methods*.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-

Assessment Rubrics:

Evaluation Type	Marks
End Semester Evaluation	70

Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8	KU8DSCAAM407	ACADEMIC WRITING AND PUBLISHING
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Program	BBA AAM				
Course Code	KU8DSCAAM407				
Course Title	ACADEMIC WRITING AND PUBLISHING				
Type of Course	DSC-A24				
Semester	8				
Academic Level	400-499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Course Summary	The course will emphasize philosophical reasoning, and the ability to articulate and justify philosophical stances in research. Research proposals, analyzing data, attending conferences and seminars, preparing and presenting research papers and solving managerial problems through applied research and project writing are the expected outcomes				

Course Outcomes (COs):

CO	CO Statement	Cog. Level*	Kn. Catg.	Evaluation Tools used
CO1	Understand the purpose, importance, and characteristics of academic writing.	R	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation /Technology-based assessment
CO2	Identify and differentiate between various types of academic writing.	U	P	
CO3	Develop a clear and concise writing style suitable for academic contexts.	E	P	
CO4	Effectively use academic vocabulary and maintain an appropriate tone.	An	P	
CO5	Apply philosophical concepts to evaluate and justify research methodologies and methods.	An	P	

* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C)

- Factual Knowledge (F) Conceptual Knowledge (C) Procedural Knowledge (P)

Metacognitive Knowledge (M)

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to Research Philosophy(brief)	
	1.	Definition and significance of research philosophy-The role of philosophy in research.
	2.	Ontology: The nature of reality and existence- Ontological positions: realism, idealism, and relativism- Implications of ontological assumptions for research
	3.	Epistemology: The nature and sources of knowledge- Epistemological positions: objectivism, constructionism, and subjectivism- The relationship between the knower and the known.
	4.	Axiology: The role of values and ethics in research-Axiological considerations: value- free vs. value-laden research- Ethical principles and guidelines in research.
	5.	Philosophical Paradigms and Research Approaches: Positivism, post-positivism, empiricism, Interpretivism and constructivism- Critical theory and transformative paradigms- Pragmatism and mixed methods.
II	Introduction to Academic Writing	
	6.	The Importance of Academic Writing- Types of Academic Writing (Research Papers, Literature Reviews, Essays, etc.).
	7.	Developing an Academic Writing Style-Using Academic Vocabulary and Tone- Organizing Ideas and Constructing Arguments.
	8.	Plagiarism and Academic Integrity- Software to check plagiarism.
	9.	Artificial intelligence in academic writing- popular tools and applications.
III	Presenting Literature Review	
	10.	Presenting literature review in academic writing (Brief): Conducting Literature Searches- Critical Analysis and Evaluation of Literature- Synthesizing Information and Identifying Research Gaps-Formulating Research Questions and Hypotheses-Writing a Literature Review- Presenting Research Methodology.
	11.	Presenting Quantitative and Qualitative Data Analysis in academic writing (Brief): Interpreting and Reporting Statistical Results- Qualitative Data Analysis Methods (Coding, Thematic Analysis, etc.).
	12.	Presenting and Discussing Research Findings-Addressing Limitations and

		Future Research.
IV	Writing and Publishing Academic Papers	
	13.	Structuring and Formatting Academic Papers (IMRAD Format)
	14.	Writing an Effective Abstract.
	15.	Writing an Engaging Introduction and Compelling Conclusion-Using Figures, Tables, Reference Management.
	16.	Adhering to Journal Guidelines and Conventions- Responding to Peer Review and Revising Manuscripts.
V	Teacher Specific Content- Content (12 Hrs)	

Compulsory Learning Activity

1.Preparation of manuscripts for publication- Attending and presenting seminar/ conference papers.

References:

- Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), 9-16.
- Slife, B. D., & Williams, R. N. (1995). *What's behind the research? Discovering hidden assumptions in the behavioral sciences*. SAGE Publications.
- Swales, J. M., & Feak, C. B. (2012). *Academic writing for graduate students: Essential tasks and skills* (3rd ed.). University of Michigan Press.
- Craswell, G., & Poore, M. (2012). *Writing for academic success* (2nd ed.). SAGE Publications.
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- Booth, W. C., Colomb, G. G., & Williams, J. M. (2008). *The craft of research* (3rd ed.). University of Chicago Press.
- Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications.
- Saldaña, J. (2016). *The coding manual for qualitative researchers* (3rd ed.). SAGE Publications.
- Belcher, W. L. (2009). *Writing your journal article in twelve weeks: A guide to academic publishing success* (2nd ed.). SAGE Publications.
- Gastel, B., & Day, R. A. (2016). *How to write and publish a scientific paper* (8th ed.). Cambridge University Press.

Rosenfeldt, F. L., Dowling, D. A., Pepe, S., & Fullerton, M. J. (2019). How to get your academic papers published: Navigating the publication process. *British Journal of Surgery*, 106(9), 1082-1085.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	3	-	-	-	-	-
CO 2	2	1	-	2	-	1
CO 3	2	2	-	2	-	1
CO 4	2	2	-	1	-	-
CO 5	-	-	-	2	1	1

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Case Study	15
c)	Seminar/ Assignment	5
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8

KU8DSCAAM408

AIRLINE FINANCE AND INSURANCE

Program	BBA AAM				
Course Code	KU8DSCAAM408				
Course Title	Airline Finance and Insurance				
Type of Course	DSC A-25				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	Basic understanding of airline operations, economics, and management principles.				

Course Summary	This course provides a comprehensive overview of the financial dynamics of airline operations, covering revenue generation (passenger, cargo, ancillary), cost structures (fuel, crew, maintenance, leasing), and key performance indicators (RPK, ASK, Load Factor, Yield, CASK). It explores financial reporting under IFRS 16, break-even analysis, and revenue management principles—including IATA’s BSP, dynamic pricing, and code-share economics. The curriculum also addresses aircraft financing (leases, sale-and-leaseback, securitization), financial risk management (fuel, forex, interest rates), and the role of aviation insurance under international liability conventions. Contemporary topics include ESG integration, sustainable financing, post-pandemic recovery, and the financial implications of alliances and fleet strategy—equipping students with the analytical tools for strategic decision-making in airline finance.
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Course Outcomes (CO):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Analyze the financial structure and performance of airlines using key metrics such as RPK, ASK, Load Factor, Yield, and CASK, and interpret financial statements in compliance with relevant accounting standards (e.g., IFRS 16).	An	C	Quiz/ Practical Assignment / Observation / Industrial Visits/ Seminar Presentation / Technology-based assessment
CO2	Evaluate airline revenue streams and cost structures, including passenger, cargo, and ancillary income, and classify costs (fixed/variable, direct/indirect) to conduct break-even load factor analysis and support strategic pricing decisions.	E	P	
CO3	Apply principles of revenue management and IATA accounting procedures, including dynamic pricing, fare optimization, BSP operations, and interline settlement, while assessing the financial impact of alliances and code-sharing agreements.	Ap	P	
CO4	Assess financial risks and financing strategies in aviation, including fuel and currency volatility, aircraft leasing models (operating vs. finance lease), securitization, and sources of internal/external capital, with consideration of ESG and sustainability-linked financing.	E	P	
CO5	Explain the role of aviation insurance and regulatory frameworks, including hull and liability coverage, international conventions (Montreal, Warsaw), risk mitigation practices, and the function of insurers, brokers, and regulators (e.g., IRDAI, Lloyd’s) in managing operational and financial exposure	C	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS

Module	Unit	Content
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I	Introduction to Airline Finance	
	1	Nature and objectives of airline financial management.
	2	Key performance indicators (RPK, ASK, Load Factor, Yield, CASK).
	3	Sources of airline revenue and capital – passenger, cargo, ancillary services.
	4	Financial statements – balance sheet, income statement, and cash flow overview.
	5	Role of accounting standards (IAS 17, IFRS 16 for leases).
II	Airline Costing and Budgeting	
	6	Valuation of the airline as a whole- Rating agencies-sources of internal and external finance-institutions involved in airline finance- Term loan payments, book profit and manufacturer's prepayment.
	7	Classification of airline costs: fixed, variable, direct, and indirect-Cost elements: fuel, crew, maintenance, handling, distribution, and leasing. Break-even load factor analysis and cost–revenue relationships.
	8	Financial risk factors: fuel price volatility, exchange rate fluctuations, interest rate exposure.
	9	Airline cost-reduction and efficiency strategies.
III	Revenue Management and Accounting	
	10	Principles of revenue management and dynamic pricing.
	11	Passenger and cargo revenue accounting.
	12	IATA revenue accounting procedures and ticket refund systems
	13	Yield management and fare optimisation.
	14	Financial implications of airline alliances and code sharing.
	15	Billing and Settlement Plan (BSP) and Clearing House operations.
IV	Aviation Insurance	
	16	Introduction to aviation insurance – nature, need, and principles. Types of insurance: hull, liability, passenger, crew, cargo, and third-party. Underwriting, claims, and reinsurance - basic terminologies in general insurance- aviation business property insurance and transport insurance
	17	International conventions (Warsaw, Montreal) and liability frameworks. Risk management in aviation operations – safety, legal, and environmental risks. Role of insurance brokers and regulatory bodies (IRDAI, Lloyd's, ICAO).
	18	Aircraft financing models: operating vs. finance lease, sale and leaseback. Fleet acquisition, depreciation, and residual value management. Financial implications of mergers, alliances, and privatisation- Securitization of aircraft-meaning, advantage- airline traffic and financial forecasts- Airline capital expenditure projections and airline financial requirement forecasts.
	19	ESG (Environmental, Social, Governance) factors in airline finance. Carbon offsetting, sustainable fuel investments, and green financing. Contemporary issues: post-COVID financial recovery, government bailouts, and profitability challenges.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

1. Industrial Visit: Observation visit to airline finance back office.
2. Case Study: Post-pandemic airline financial recovery analysis.

References

1. Doganis, R. (2019). *Flying Off Course: Airline Economics and Marketing* (6th ed.). Routledge.
2. Alexander. T.Wells & Bruce.D, *Aviation Insurance and Risk Management*, Krieger
3. Vasigh, B., Fleming, K., & Tacker, T. (2018). *Introduction to Air Transport Economics: From Theory to Applications* (3rd ed.). Routledge.
4. Wells, A. T., & Wensveen, J. G. (2016). *Air Transportation: A Management Perspective* (8th ed.). Ashgate.
5. IATA (2023). *Revenue Accounting and Billing & Settlement Plan (BSP) Manual*. IATA Publications.
6. Rodwell, P. (2017). *Aviation Insurance and Risk Management*. Air Law Publications.
7. Button, K., & Stough, R. (2019). *Handbook of Transport Strategy, Policy, and Institutions*. Elsevier.
8. IATA (2022). *Aviation Risk Management and Safety Manual*. IATA, Montreal.
9. ICAO (2021). *Manual on Aviation Safety Risk Management (Doc 9859)*. ICAO Publications.
10. Amedeo, C. (2020). *Airline Finance* (5th ed.). Routledge.
11. International Civil Aviation Organization (ICAO) (2023). *Financial Governance and Sustainability Reports*.
12. Gail F Butler & Martin R Keller, -Airline Finance, McGraw Hill

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Assignment/Seminar	10
c)	Case study	10
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8	KU8DSEAAM401	STRATEGIC MANAGEMENT
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Program	BBA AAM
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Course Code	KU8DSEAAAM401				
Course Title	Strategic Management				
Type of Course	DSE				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	No prerequisites needed for the course				
Course Summary	This course explores strategic management—its concepts, processes, and critical role in driving organizational success. It covers strategy formulation (vision, mission, environmental scanning), development of corporate, competitive, and functional strategies, and effective implementation through leadership, structure, culture, and controls. Emphasis is placed on strategic thinking and analytical skills to craft innovative, sustainable solutions in dynamic business environments.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level	Kn. Catg.	Evaluation Tools used
CO1	Explain the concepts, nature, scope, and significance of strategic management and its role in organizational success.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation / Technology-based assessment
CO2	Illustrate the process of strategy formulation, including vision, mission, goals, and environmental scanning.	An	P	
CO3	Formulate competitive, corporate, and functional strategies to achieve sustainable organizational growth.	E	P	
CO4	Evaluate the implementation of strategies through leadership, structure, culture, and control systems	E	P	
CO5	Integrate strategic thinking and analytical skills to develop innovative and sustainable solutions for dynamic business challenges.	Ap	P	
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P)				

DETAILED SYLLABUS

Module	Unit	Content
I	Introduction to strategic Management	
	1.	Concepts in Strategic Management, Strategic Management as a process.
	2.	Developing a strategic vision, Mission, Objectives, Policies.
	3.	Factors that shape a company's strategy.
	4.	Drafting a strategy - Industry and Competitive Analysis.
II	Environmental Scanning and Leadership	
	7	Environmental Scanning and Leadership: Methods. SWOT Analysis, PESTEL, TOWS.
	8	Strategies and competitive advantages in diversified companies and its evaluation.
	9	Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style.
III	Strategy Formulation	
	10	Strategy Framework for Analysing Competition, Porter's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers.
	11	Formulation of strategy at corporate, business and functional levels.
	12	Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.
	13	Functional strategies: marketing, finance, human resources, operations, and R&D.
IV	Strategy Implementation	
	14	Strategy and Structure, Leadership, culture connection.
	15	Strategies for competing in Globalising markets and internet economy.
	16	Organisational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.
	17	Strategic control and evaluation – benchmarking, balanced scorecard.
	V	Teacher Specific Content (12 Hrs)

Compulsory Learning Activities

5. Group discussion on "Difference between Policy, Strategy, and Tactics"
6. Mini project: Sustainability strategy of an Indian or multinational enterprise.

References

1. Vijaya Kumar P, Hitt A: Strategic Management, Cengage learning, New Delhi,2010
2. John A. Pearce II, Amita Mital: "Strategic Management", TMH, New Delhi, 2012.
3. Sanjay Mohapatra: "Cases Studies in Strategic Management", Pearson, New Delhi,2012
4. Adrian Haberberg&Alison: Strategic Management, Oxford University Press, New Delhi,2010
5. P.Subba Rao: "Business Policy and Strategic Management" Text and Cases, Himalaya Publishing House, New Delhi, 2011
6. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: "Strategic Management and Business Policy", Excel Books, New Delhi, 2012
7. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic Management and Business Policy: Globalization, Innovation, and Sustainability. Pearson Education.
8. Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2020). Strategic Management: Theory – An Integrated Approach. Cengage Learning.
9. Pearce, J. A., & Robinson, R. B. (2019). Strategic Management: Planning for Domestic & Global Competition. McGraw Hill Education.

Mapping of COs with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper-1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Correlation Levels:

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High

SEMESTER 8**KU8DSEAAM402****BUSINESS ANALYTICS**

Program	BBA AAM				
Course Code	KU8DSEAAM402				
Course Title	Business Analytics				
Type of Course	DSE				
Semester	8				
Academic Level	400 – 499				
Course Details	Credit	Lecture per week	Tutorial per week	Practical per week	Total Hours
	4	4			60
Pre-requisites	Basic understanding of statistics and tourism systems.				
Course Summary	This course introduces business analytics in tourism, covering key concepts, data management, and visualization tools. It emphasizes statistical analysis, predictive modeling for demand forecasting, and decision analytics to support sustainable, data-driven strategies in the tourism industry.				

Course Outcomes (CO):

CO	CO Statement	Cog. Level*	Kno. Cat g.	Evaluation Tools used
CO1	Explain key concepts, processes, and tools of business analytics relevant to tourism.	U	C	Quiz/ Practical Assignment /Observation of Practical Skills/ Seminar Presentation /
CO2	Manage and visualize tourism data using appropriate analytical tools.	Ap	P	
CO3	Use descriptive and inferential statistics to analyze tourism phenomena.	An	P	
CO4	Develop predictive models for tourism demand and market trends.	E	P	

CO5	Apply decision analytics for sustainable and competitive tourism strategies.	C	P	Technology-based assessment
* - Remember (R), Understand (U), Apply (Ap), Analyse (An), Evaluate (E), Create (C) # - Factual Knowledge(F) Conceptual Knowledge (C) Procedural Knowledge (P) Metacognitive Knowledge (M)				

DETAILED SYLLABUS:

Module	Unit	Content
I	Introduction to Business Analytics in Tourism	
	16.	Definition, scope, and evolution of business analytics.
	17.	Data-driven decision-making in the tourism value chain.
	18.	Tourism data ecosystem: government data (MoT, UNWTO), big data, social media, IoT.
	19.	Descriptive, predictive, and prescriptive analytics overview. Role of analytics in destination management and tourism policy.
II	Data Management, Cleaning & Visualization	
	20.	Data types, structures, and sources (primary, secondary, digital).
	21.	Data collection tools in tourism (surveys, CRM, web scraping, Google Trends).
	22.	Data preprocessing: missing values, outliers, normalisation., Data visualisation principles—charts, dashboards, infographics. Tools: Microsoft Excel, Power BI, Tableau (demonstrations).
III	Descriptive and Inferential Analytics	
	23.	Measures of central tendency and dispersion. Correlation and regression (simple & multiple).
	24.	Hypothesis testing (t-test, chi-square, ANOVA).
	25.	Sampling methods for tourism surveys. Data interpretation and report writing.
IV	Predictive Analytics and Forecasting in Tourism	
	26.	Time-series analysis and demand forecasting. Regression-based forecasting models.
	27.	Introduction to machine learning concepts (classification & clustering). Sentiment analysis of online reviews for tourism image assessment.
	28.	Ethical considerations and data privacy.
	29.	Revenue and pricing analytics in airlines and hotels. Customer segmentation and loyalty analytics. IS and spatial analytics for tourism planning. Sustainable tourism indicators and carbon footprint analytics.
V	Teacher Specific Content (12 Hrs)	

Compulsory Learning Activities

Mini-Project: Analyze a tourism dataset (arrivals, reviews, or spending) using Excel/SPSS/Tableau. **Visualisation Task:** Create an interactive tourism dashboard.

References

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- Li, X., & Law, R. (2022). Tourism Data Analytics and Forecasting. Routledge
- Buhalis, D. (2020). Technology and Smart Tourism Destinations. Springer.
- Gursoy, D., Chi, C. G., & Dyer, P. (2023). Analytics in Tourism and Hospitality: Concepts and Applications. Emerald Publishing.
- Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart Tourism: Foundations and Developments. Springer.
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- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). Sage.
- UNWTO (2022). Tourism Statistics and Big Data Reports. UNWTO Publications.

Mapping of cos with PSOs

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO 1	2	1	-	-	-	2
CO 2	1	-	-	-	-	1
CO 3	2	-	1	-	-	1
CO 4	2	-	-	2	1	1
CO 5	2	1	-	-	2	3

Assessment Rubrics:

Correlation Levels:

Evaluation Type		Marks
End Semester Evaluation		70
Continuous Evaluation		30
a)	Test Paper- 1	10
b)	Assignment	5
c)	Case Study	15
Total		100

Level	Correlation
-	Nil
1	Slightly / Low
2	Moderate / Medium
3	Substantial / High