



# **MUSLIM ARTS COLLEGE**

(Accredited by NAAC with B+ grade & Affiliated to Manonmaniam Sundaranar University,  
Tirunelveli; Recognized US 2(f) 12 (B) of UGC Act.)

Thiruvithancode, Kanyakumari District, Tamil Nadu - 629174.

## **DEPARTMENT OF BUSINESS ADMINISTRATION-AVIATION MANAGEMENT**

### **CBCS SYLLABUS**

Learning Outcome-based Curriculum Framework for

## **BUSINESS ADMINISTRATION (AVIATION MANAGEMENT)**

*Applicable for students admitted from June 2026 as per the Resolutions of the Academic Council*

*Meeting held on 01.06.2026*



## **Vision**

- To strive to develop graduates with a clear and comprehensive understanding of the aviation industry, preparing them to take responsibility across various functions in the aviation sector.

## **Mission**

- To provide a clear understanding of aviation business and its operational environment, including airports, airlines, cargo, safety, and regulations
- To enable graduates to become proficient in airline business management and technology
- To develop a strong foundation in business knowledge and apply it to real-world situations with global perspectives
- To foster students with high capability in all aspects of airline and aviation management

## **Academic and Professional Attributes of BBA Aviation Graduates**

1. **Business and Managerial Knowledge** – Demonstrate comprehensive knowledge of business, management, and organizational practices.
2. **Critical Thinking and Problem Solving** – Analyze business situations critically and develop effective solutions to organizational challenges.
3. **Effective Communication Skills** – Communicate professionally through oral, written, and digital modes in diverse business contexts.
4. **Leadership and Teamwork** – Exhibit leadership qualities and work collaboratively in multicultural and multidisciplinary teams.
5. **Entrepreneurial and Innovative Mindset** – Identify business opportunities and apply innovative approaches to create value and promote entrepreneurship.
6. **Digital and Technological Competence** – Utilize modern business technologies, digital tools, and information systems for managerial decision-making.
7. **Ethical and Social Responsibility** – Uphold professional ethics, corporate governance principles, and social responsibility in business operations.
8. **Decision-Making and Analytical Ability** – Apply quantitative and qualitative techniques to support effective managerial decisions.
9. **Global and Environmental Awareness** – Understand global business trends, cultural diversity, sustainability, and environmental concerns affecting organizations.
10. **Lifelong Learning and Professional Development** – Engage in continuous learning, adaptability, and self-development to meet evolving business and professional demands.

**PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)**

| <b>PEO</b>  | <b>Programme Educational Objectives</b>                                                                                                                                                     | <b>Mapping with Mission</b> |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>PEO1</b> | To equip graduates with comprehensive knowledge of aviation, airline, airport, cargo, safety, security, and regulatory systems required for professional practice in the aviation industry. | <b>M1</b>                   |
| <b>PEO2</b> | To develop managerial, analytical, and decision-making skills for effective planning, organizing, and managing aviation and airline operations.                                             | <b>M2, M3</b>               |
| <b>PEO3</b> | To prepare graduates to apply business management principles and emerging technologies for improving operational efficiency and service quality in aviation organizations.                  | <b>M2, M3</b>               |
| <b>PEO4</b> | To cultivate effective communication, leadership, teamwork, and interpersonal skills for successful careers in multicultural and global aviation environments.                              | <b>M3, M4</b>               |
| <b>PEO5</b> | To foster ethical values, professionalism, customer service orientation, and social responsibility while ensuring aviation safety and quality standards.                                    | <b>M1, M4</b>               |
| <b>PEO6</b> | To encourage innovation, entrepreneurship, and problem-solving abilities for creating sustainable solutions in the aviation and allied industries.                                          | <b>M2, M4</b>               |
| <b>PEO7</b> | To prepare graduates for higher education, professional certifications, research, and lifelong learning in aviation management and related disciplines.                                     | <b>M2, M3</b>               |
| <b>PEO8</b> | To enable graduates to contribute effectively to the growth of the aviation industry through competence, global outlook, and continuous professional development.                           | <b>M3, M4</b>               |

**Programme Outcomes (POs)**

| <b>PO No.</b> | <b>Programme Outcomes</b>                                                                                                                                                   | <b>Mapping with PEOs</b> |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>PO1</b>    | Demonstrate comprehensive knowledge of aviation management, airport operations, airline management, cargo, aviation safety, security, and regulatory frameworks.            | <b>PEO1, PEO2</b>        |
| <b>PO2</b>    | Apply analytical, critical thinking, and problem-solving skills to address operational and managerial challenges in the aviation industry.                                  | <b>PEO2, PEO6</b>        |
| <b>PO3</b>    | Communicate effectively in oral, written, interpersonal, and digital forms with passengers, customers, colleagues, and stakeholders in multicultural aviation environments. | <b>PEO4, PEO8</b>        |
| <b>PO4</b>    | Exhibit leadership, teamwork, professional ethics, and interpersonal skills to work effectively in aviation organizations and related service sectors.                      | <b>PEO4, PEO5</b>        |
| <b>PO5</b>    | Utilize digital technologies, aviation information systems, and emerging technologies to enhance operational efficiency and decision-making.                                | <b>PEO3, PEO7</b>        |
| <b>PO6</b>    | Demonstrate entrepreneurial competencies, innovation, and creativity to identify opportunities and develop sustainable aviation and allied business ventures.               | <b>PEO6, PEO8</b>        |

|             |                                                                                                                                                                                 |                       |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>PO7</b>  | Apply ethical principles, aviation safety standards, corporate governance, and social responsibility in professional and organizational practices.                              | <b>PEO5,<br/>PEO8</b> |
| <b>PO8</b>  | Analyze aviation business environments and make informed decisions considering economic, legal, environmental, technological, and global perspectives.                          | <b>PEO2,<br/>PEO3</b> |
| <b>PO9</b>  | Engage in lifelong learning, professional development, research, and higher education to adapt to technological advancements and evolving aviation industry requirements.       | <b>PEO7,<br/>PEO8</b> |
| <b>PO10</b> | Contribute to the sustainable growth of the aviation industry and society through responsible leadership, quality service, customer orientation, and environmental stewardship. | <b>PEO5,<br/>PEO8</b> |

### **Programme Specific Outcomes (PSOs)**

| <b>PSO No.</b> | <b>Upon completion of the B.B.A. Aviation Management Degree Programme, students will be able to:</b>                                                                                           | <b>Mapping with POs</b>                 |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <b>PSO1</b>    | Apply knowledge of airport operations, airline management, air cargo, ground handling, aviation safety, security, and regulatory procedures to manage aviation operations effectively.         | <b>PO1, PO5,<br/>PO8</b>                |
| <b>PSO2</b>    | Demonstrate managerial, analytical, and technological competencies to plan, organize, and manage airline and aviation business operations efficiently.                                         | <b>PO1, PO2,<br/>PO5, PO8</b>           |
| <b>PSO3</b>    | Exhibit effective communication, customer relationship management, leadership, teamwork, and professional ethics while working in diverse aviation and allied service sectors.                 | <b>PO3, PO4,<br/>PO7, PO10</b>          |
| <b>PSO4</b>    | Develop innovative, entrepreneurial, critical thinking, and problem-solving skills to create sustainable business solutions and career opportunities in the aviation industry.                 | <b>PO2, PO5,<br/>PO6, PO9</b>           |
| <b>PSO5</b>    | Demonstrate global perspectives, lifelong learning, research orientation, and responsible leadership to contribute effectively to the sustainable growth of the aviation industry and society. | <b>PO4, PO7,<br/>PO8, PO9,<br/>PO10</b> |

### **Mapping of Programme Outcomes (POs) and Programme Specific Outcomes (PSOs)**

| <b>POs / PSOs</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| <b>PO1</b>        | 3           | 3           | 2           | 2           | 1           |
| <b>PO2</b>        | 2           | 3           | 2           | 3           | 2           |
| <b>PO3</b>        | 1           | 2           | 3           | 2           | 2           |
| <b>PO4</b>        | 2           | 2           | 3           | 2           | 3           |
| <b>PO5</b>        | 3           | 3           | 2           | 3           | 2           |
| <b>PO6</b>        | 1           | 2           | 1           | 3           | 2           |
| <b>PO7</b>        | 2           | 2           | 3           | 2           | 3           |
| <b>PO8</b>        | 3           | 3           | 2           | 2           | 3           |
| <b>PO9</b>        | 1           | 2           | 2           | 3           | 3           |
| <b>PO10</b>       | 2           | 2           | 3           | 2           | 3           |

●3 – High Correlation

●2 – Moderate Correlation

●1 – Low Correlation

## COURSES OFFERED

### SEMESTER I

| Part         | Course Code                | Course Title                                           | Hours / Week | Credits   |
|--------------|----------------------------|--------------------------------------------------------|--------------|-----------|
| Part I       | AGTL11 /<br>AGMY11/ AGAB11 | Language – Tamil<br>/Malayalam/Arabic                  | 6            | 3         |
| Part II      | AGEN11                     | English I                                              | 6            | 3         |
| Part III     | AMBA01                     | Core Paper I – Principles of Management                | 5            | 5         |
| Part III     | AMBA02                     | Core Paper II – Accounting for Management I            | 5            | 5         |
| Part III     | AEBA11                     | Elective Paper I – Introduction to Aviation Management | 4            | 3         |
| Part IV      | ASBA11                     | SEC 1 – Basic Digital Skills for Aviation              | 2            | 2         |
| Part IV      | AFBA01                     | Foundation Course – Managerial Communication           | 2            | 2         |
| <b>Total</b> |                            |                                                        | <b>30</b>    | <b>23</b> |

\*Students shall choose any one Elective Course offered by the Department.

## SEMESTER I

### CORE COURSE I: PRINCIPLES OF MANAGEMENT

| Subject Code | Subject Name             | Category | L | T | P | O | Credits | Instruction Hours / Week | CIA | External | Total |
|--------------|--------------------------|----------|---|---|---|---|---------|--------------------------|-----|----------|-------|
| AMBA01       | Principles of Management | Core     | 5 | - | - | - | 5       | 5                        | 25  | 75       | 100   |

#### Learning Objectives

The course aims to:

1. To provide a comprehensive understanding of the principles, functions, and evolution of management in business and aviation organizations.
2. To develop planning, organizing, staffing, directing, coordinating, and controlling skills required for effective managerial decision-making.
3. To familiarize students with organizational structures, leadership, motivation, communication, and human resource practices in service industries, particularly aviation.
4. To enhance analytical and problem-solving abilities by applying management concepts to real-world business and aviation scenarios.
5. To cultivate ethical values, corporate social responsibility, environmental awareness, and professional competence required for sustainable aviation management.

#### Course Outcomes (COs)

Upon successful completion of the course, students will be able to:

| CO No. | Course Outcomes                                                                                                                                    | BT Level |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| CO1    | Explain the concepts, principles, functions, and evolution of management and their relevance to business and aviation organizations.               | K2       |
| CO2    | Apply planning and decision-making techniques to solve managerial problems in business and aviation environments.                                  | K3       |
| CO3    | Demonstrate the principles of organizing, staffing, delegation, and authority for effective organizational management.                             | K3       |
| CO4    | Analyze the roles of leadership, motivation, communication, coordination, and control in achieving organizational objectives.                      | K4       |
| CO5    | Evaluate the importance of business ethics, corporate social responsibility, and environmental sustainability in aviation and business management. | K5       |

#### Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

#### Course Content

| Unit | Details                                                                                                                                                                                                                                                                                                   | No. of Hours |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| I    | <b>Introduction to Management:</b><br>Meaning, Definition, Importance, Nature and Scope of Management – Management Process – Functions and Roles of Managers – Levels of Management – Evolution of Management Thought – Scientific Management by F.W. Taylor – Administrative Management by Henri Fayol – | 15           |

|            |                                                                                                                                                                                                                                                                                                                                            |           |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|            | Behavioural and Modern Approaches to Management.                                                                                                                                                                                                                                                                                           |           |
| <b>II</b>  | <b>Planning and Decision Making:</b><br>Meaning, Nature and Importance of Planning – Types and Steps in Planning – Objectives, Policies, Procedures, Methods and Strategies – Decision Making: Meaning, Importance, Process and Types of Decisions – Techniques for Effective Decision Making.                                             | 15        |
| <b>III</b> | <b>Organizing and Staffing:</b><br>Meaning and Importance of Organizing – Types of Organization Structures – Span of Control – Departmentalization – Committees – Informal Organization – Authority, Responsibility and Accountability – Delegation and Decentralization – Authority versus Power – Introduction to Staffing.              | 15        |
| <b>IV</b>  | <b>Directing, Coordination and Controlling:</b><br>Meaning and Importance of Directing – Leadership and Motivation – Communication in Management – Coordination: Need, Types and Techniques – Requisites of Effective Coordination – Controlling: Meaning, Importance, Process and Techniques of Control.                                  | 15        |
| <b>V</b>   | <b>Business Ethics and Social Responsibility:</b><br>Meaning and Importance of Business Ethics – Types of Ethical Issues in Business – Ethical Values and Corporate Behaviour – Internal and External Ethics – Corporate Social Responsibility – Environmental Protection – Responsibilities of Business towards Society and Stakeholders. | 15        |
|            | <b>Total</b>                                                                                                                                                                                                                                                                                                                               | <b>75</b> |

| <b>S. No.</b> | <b>Text Book</b>                                                                                                                     |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 1             | Stoner, James A. F., R. Edward Freeman, and Daniel R. Gilbert Jr. <i>Management</i> . 6th ed., Pearson Education, 2004.              |
| 2             | Griffin, Ricky W. <i>Management</i> . Houghton Mifflin Company, Boston, 2014.                                                        |
| 3             | Robbins, Stephen P., David A. DeCenzo, and Mary Coulter. <i>Fundamentals of Management</i> . 7th ed., Pearson Education, 2011.       |
| 4             | Stoner, James A. F., R. Edward Freeman, and Daniel R. Gilbert Jr. <i>Management</i> . 6th ed., Prentice Hall India, New Delhi, 2014. |
| 5             | Robbins, Stephen P., Mary Coulter, DimaJamali, and Yusuf Sidani. <i>Management: Arab World Edition</i> . Pearson Education, 2014.    |

| <b>S. No.</b> | <b>Reference Book</b>                                                                                                              |
|---------------|------------------------------------------------------------------------------------------------------------------------------------|
| 1             | Tripathi, P. C., and P. N. Reddy. <i>Principles of Management</i> . 6th ed., Sultan Chand & Sons, 2017.                            |
| 2             | Prasad, L. M. <i>Principles and Practice of Management</i> . 8th ed., Sultan Chand & Sons.                                         |
| 3             | Robbins, Stephen P., and Mary Coulter. <i>Management</i> . 13th ed., Pearson Education, 2017.                                      |
| 4             | Gupta, C. B. <i>Principles of Management</i> . 3rd ed., Sultan Chand & Sons.                                                       |
| 5             | Koontz, Harold, Heinz Weihrich, and A. RamachandraAryasri. <i>Principles of Management</i> . 2nd ed., McGraw Hill Education, 2015. |

| S. No. | Web Resource                                                                                                                                      |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 1      | <a href="https://www.toolshero.com/management/14-principles-of-management/">https://www.toolshero.com/management/14-principles-of-management/</a> |
| 2      | <a href="https://open.umn.edu/opentextbooks/textbooks/693">https://open.umn.edu/opentextbooks/textbooks/693</a>                                   |
| 3      | <a href="https://open.umn.edu/opentextbooks/textbooks/34">https://open.umn.edu/opentextbooks/textbooks/34</a>                                     |
| 4      | <a href="https://openstax.org/subjects/business">https://openstax.org/subjects/business</a>                                                       |
| 5      | <a href="https://blog.hubspot.com/marketing/management-principles">https://blog.hubspot.com/marketing/management-principles</a>                   |

### Mapping with Programme Outcomes

| CO / PO                                           | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
|---------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| CO1                                               | 3   | 2   | 1   | 1   | 1   | 1   | 1   | 2   | 1   | 1    |
| CO2                                               | 3   | 3   | 2   | 2   | 2   | 2   | 1   | 3   | 1   | 1    |
| CO3                                               | 3   | 3   | 2   | 3   | 2   | 2   | 1   | 2   | 1   | 1    |
| CO4                                               | 3   | 3   | 3   | 3   | 2   | 2   | 2   | 2   | 2   | 2    |
| CO5                                               | 2   | 2   | 2   | 2   | 1   | 1   | 3   | 2   | 2   | 3    |
| Weightage                                         | 14  | 13  | 10  | 11  | 8   | 8   | 8   | 11  | 7   | 8    |
| Weighted Percentage of Course Contribution to POs | 2.8 | 2.6 | 2.0 | 2.2 | 1.6 | 1.6 | 1.6 | 2.2 | 1.4 | 1.6  |

3 – Strong, 2 – Medium, 1 – Low

### Mapping with Programme Specific Outcomes

| CO / PSO                                           | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------------------------------------------|------|------|------|------|------|
| CO1                                                | 3    | 3    | 2    | 2    | 1    |
| CO2                                                | 3    | 3    | 2    | 3    | 2    |
| CO3                                                | 3    | 3    | 3    | 2    | 2    |
| CO4                                                | 2    | 3    | 3    | 3    | 2    |
| CO5                                                | 2    | 2    | 3    | 2    | 3    |
| Weightage                                          | 13   | 14   | 13   | 12   | 10   |
| Weighted Percentage of Course Contribution to PSOs | 2.6  | 2.8  | 2.6  | 2.4  | 2.0  |

3 – Strong, 2 – Medium, 1 – Low

## FIRST YEAR - SEMESTER I

### CORE II - ACCOUNTING FOR MANAGEMENT I

| Subject Code | Subject Name                | Category | L | T | P | O | Credits | Instruction Hours / Week | CI A | External | Total |
|--------------|-----------------------------|----------|---|---|---|---|---------|--------------------------|------|----------|-------|
| AMBA02       | Accounting for Management I | Core     | 5 | - | - | - | 5       | 5                        | 25   | 75       | 100   |

#### Learning Objectives

The course aims to:

1. To provide a strong foundation in the principles and practices of financial accounting for managerial decision-making.
2. To develop the ability to record, classify, summarize, and interpret business transactions using accounting principles.
3. To familiarize students with the preparation of accounting records and financial statements of business organizations.
4. To enhance analytical skills in identifying and rectifying accounting errors and applying accounting techniques to practical business situations.
5. To equip students with accounting knowledge and problem-solving skills required for effective financial management in business and aviation organizations.

#### Course Outcomes

Upon successful completion of the course, students will be able to:

| CO No. | Course Outcomes                                                                                                              | BT Level |
|--------|------------------------------------------------------------------------------------------------------------------------------|----------|
| CO1    | Explain the fundamental concepts, principles, conventions, and accounting process used in business organizations.            | K2       |
| CO2    | Prepare journals, ledgers, subsidiary books, cash books, and trial balances by applying accounting principles.               | K3       |
| CO3    | Prepare financial statements with necessary adjustments for sole proprietorship and other business organizations.            | K3       |
| CO4    | Analyze accounting problems relating to bank reconciliation, rectification of errors, depreciation, and inventory valuation. | K4       |
| CO5    | Evaluate accounting information for managerial decision-making and financial control in business and aviation organizations. | K5       |

#### Bloom's Taxonomy Levels

K1 – Remember, K2 – Understand, K3 – Apply, K4 – Analyse, K5 – Evaluate, K6 – Create

#### Course Content

| Unit | Contents                                                                                                                                                                                                                                       | No. of Hours |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| I    | <b>Introduction to Accounting:</b><br>Meaning and Scope of Accounting; Basic Accounting Concepts and Conventions; Objectives of Accounting; Accounting Transactions; Double Entry Book Keeping; Journal; Ledger; Preparation of Trial Balance. | 15           |
| II   | <b>Subsidiary Books and Error Rectification:</b><br>Subsidiary Books; Preparation of Cash Book; Bank Reconciliation Statement; Rectification of Errors; Suspense Account.                                                                      | 15           |

|            |                                                                                                                                                                                                                                                                                       |           |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>III</b> | <b>Final Accounts:</b><br>Preparation of Final Accounts; Adjustments – Closing Stock, Outstanding Expenses, Prepaid Expenses, Accrued Income, Depreciation, Bad Debts, Provision for Doubtful Debts, Discount on Debtors and Creditors, Interest on Drawings and Interest on Capital. | <b>15</b> |
| <b>IV</b>  | <b>Hire Purchase and Installment System:</b><br>Hire Purchase System; Default and Repossession; Hire Purchase Trading Account; Installment System.                                                                                                                                    | <b>15</b> |
| <b>V</b>   | <b>Single Entry System:</b><br>Meaning, Features and Defects of Single Entry System; Difference between Single Entry and Double Entry System; Statement of Affairs Method; Conversion Method.                                                                                         | <b>15</b> |
|            | <b>Total</b>                                                                                                                                                                                                                                                                          | <b>75</b> |

| <b>S. No.</b> | <b>Text Book</b>                                                                                                           |
|---------------|----------------------------------------------------------------------------------------------------------------------------|
| 1             | Goel, D. K., and Shelly Goel. <i>Financial Accounting</i> . 2nd ed., Arya Publications, 2018.                              |
| 2             | Jain, S. P., and K. L. Narang. <i>Financial Accounting</i> . Kalyani Publishers, Ludhiana, 1999.                           |
| 3             | Shankar, R. Rakesh, and S. Manikandan. <i>Financial Accounting</i> . 3rd ed., Scitech Publications.                        |
| 4             | Shukla, M. C., T. S. Grewal, and S. C. Gupta. <i>Advanced Accounting</i> . 15th ed., Sultan Chand & Sons, New Delhi, 2002. |
| 5             | Tulsian, P. C. <i>Financial Accounting</i> . Pearson Education, 2006.                                                      |

| <b>S. No.</b> | <b>Reference Book</b>                                                                                                             |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1             | Ganesan, K., and S. UshenaBegam. <i>Accounting for Managers – Volume I</i> . Charulatha Publications, Chennai.                    |
| 2             | Reddy, T. S., and A. Murthy. <i>Financial Accounting</i> . 6th ed., Margham Publications, Chennai, 2019.                          |
| 3             | Kolitz, David. <i>Financial Accounting</i> . Taylor & Francis Group, 2017.                                                        |
| 4             | Arora, M. N. <i>Accounting for Management</i> . Himalaya Publishing House, Mumbai, 2019.                                          |
| 5             | Maheshwari, S. N. <i>Financial Accounting</i> . Vikas Publishing House, New Delhi, 2018.                                          |
| 6             | Horngren, Charles T., Gary L. Sundem, and John A. Elliott. <i>Introduction to Financial Accounting</i> . Pearson Education, 2017. |

| <b>S. No.</b> | <b>Web Resource</b>                                                                                                                                         |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1             | <a href="https://biz.libretexts.org/Bookshelves/Accounting/Financial_Accounting">https://biz.libretexts.org/Bookshelves/Accounting/Financial_Accounting</a> |
| 2             | <a href="https://www.accountingtools.com/articles/basic-accounting-principles">https://www.accountingtools.com/articles/basic-accounting-principles</a>     |
| 3             | <a href="https://www.accountingcoach.com">https://www.accountingcoach.com</a>                                                                               |
| 4             | <a href="https://corporatefinanceinstitute.com/resources/accounting/">https://corporatefinanceinstitute.com/resources/accounting/</a>                       |
| 5             | <a href="https://www.profitbooks.net/what-is-depreciation/">https://www.profitbooks.net/what-is-depreciation/</a>                                           |

### Mapping with Programme Outcomes

| CO / PO                                                  | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PO9        | PO10       |
|----------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CO1                                                      | 3          | 2          | 1          | 1          | 2          | 1          | 1          | 2          | 1          | 1          |
| CO2                                                      | 3          | 3          | 2          | 1          | 2          | 1          | 1          | 2          | 1          | 1          |
| CO3                                                      | 3          | 3          | 2          | 2          | 2          | 1          | 1          | 3          | 1          | 1          |
| CO4                                                      | 3          | 3          | 2          | 2          | 2          | 1          | 2          | 3          | 1          | 1          |
| CO5                                                      | 3          | 3          | 2          | 2          | 3          | 2          | 2          | 3          | 2          | 2          |
| <b>Weightage</b>                                         | <b>15</b>  | <b>14</b>  | <b>9</b>   | <b>8</b>   | <b>11</b>  | <b>6</b>   | <b>7</b>   | <b>13</b>  | <b>6</b>   | <b>6</b>   |
| <b>Weighted Percentage of Course Contribution to POs</b> | <b>3.0</b> | <b>2.8</b> | <b>1.8</b> | <b>1.6</b> | <b>2.2</b> | <b>1.2</b> | <b>1.4</b> | <b>2.6</b> | <b>1.2</b> | <b>1.2</b> |

3 – Strong, 2 – Medium, 1 – Low

### Mapping with Programme Specific Outcomes

| CO / PSO                                                  | PSO1       | PSO2       | PSO3       | PSO4       | PSO5       |
|-----------------------------------------------------------|------------|------------|------------|------------|------------|
| CO1                                                       | 2          | 3          | 1          | 2          | 1          |
| CO2                                                       | 2          | 3          | 2          | 2          | 1          |
| CO3                                                       | 2          | 3          | 2          | 2          | 2          |
| CO4                                                       | 2          | 3          | 2          | 3          | 2          |
| CO5                                                       | 3          | 3          | 2          | 3          | 2          |
| <b>Weightage</b>                                          | <b>11</b>  | <b>15</b>  | <b>9</b>   | <b>12</b>  | <b>8</b>   |
| <b>Weighted Percentage of Course Contribution to PSOs</b> | <b>2.2</b> | <b>3.0</b> | <b>1.8</b> | <b>2.4</b> | <b>1.6</b> |

## FIRST YEAR - SEMESTER I

### ME 1– ELECTIVE - I: INTRODUCTION TO AVIATION MANAGEMENT

| Subject Code | Subject Name                        | Category              | L | T | P | O | Credits | Inst. Hours | CIA | External | Total |
|--------------|-------------------------------------|-----------------------|---|---|---|---|---------|-------------|-----|----------|-------|
| AEBA 11      | Introduction to Aviation Management | Generic Elective (GE) | 3 | – | – | – | 3       | 4           | 25  | 75       | 100   |

#### Learning Objectives (LOs)

The course aims to:

1. To provide a comprehensive understanding of the aviation industry, its structure, growth, and contribution to the global economy.
2. To familiarize students with the fundamentals of airport, airline, cargo, and aviation support services.
3. To develop knowledge of aviation regulations, safety, security, and the roles of national and international aviation organizations.
4. To enhance analytical and managerial skills required to understand aviation operations and address industry-related challenges.
5. To prepare students for professional careers in aviation by developing ethical values, customer service orientation, and awareness of emerging trends in aviation management.

#### Course Outcomes

Upon successful completion of the course, students will be able to:

| CO No. | Course Outcomes                                                                                                                             | BT Level |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------|----------|
| CO1    | Explain the concepts, structure, scope, and significance of the aviation industry and aviation management.                                  | K2       |
| CO2    | Describe the functions and operations of airports, airlines, air cargo, and aviation support services.                                      | K2       |
| CO3    | Apply the principles of aviation regulations, safety, security, and customer service in aviation operations.                                | K3       |
| CO4    | Analyze the roles of national and international aviation organizations and evaluate current trends and challenges in the aviation industry. | K4       |
| CO5    | Evaluate aviation management practices and recommend appropriate strategies for efficient, safe, and sustainable aviation operations.       | K5       |

#### Bloom's Taxonomy Levels

**K1** – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

#### Course Content

| Unit | Contents                                                                                                                                                                                                                               | No. of Hours |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| I    | <b>Introduction to Aviation:</b><br>Meaning and Scope of Aviation – History and Growth of Aviation – Types of Aviation (Civil, Military and General Aviation) – Importance of Aviation in Economic Development – Aviation Terminology. | 12           |

|            |                                                                                                                                                                                                                                                        |           |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>II</b>  | <b>Airlines and Airports:</b><br>Introduction to Airlines – Types of Airlines – Airport Structure and Facilities – Airport Services – Passenger Journey – Ground Handling Services.                                                                    | <b>12</b> |
| <b>III</b> | <b>Aviation Industry and Regulations:</b><br>Structure of the Aviation Industry – National and International Aviation Organizations – Aviation Safety and Security – Aviation Rules and Regulations – Customer Service in Aviation.                    | <b>12</b> |
| <b>IV</b>  | <b>Aviation Business and Career Opportunities:</b><br>Airline Business Models – Air Cargo Services – Tourism and Hospitality Linkages – Aviation Marketing – Career Opportunities in the Aviation Industry – Professional Skills for Aviation Careers. | <b>12</b> |
| <b>V</b>   | <b>Future of Aviation:</b><br>Digital Technology in Aviation – Artificial Intelligence and Automation – Sustainable Aviation – Smart Airports – Emerging Trends and Challenges in the Aviation Industry.                                               | <b>12</b> |
|            | <b>Total</b>                                                                                                                                                                                                                                           | <b>60</b> |

| <b>S. No.</b> | <b>Text Book</b>                                                                                                                                                 |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1             | Godhuli Raman. <i>Introduction to Airline Industry</i> . Notion Press, 2025. (Designed specifically for BBA Aviation Management students.                        |
| 2             | Dr.SumeetSuseelan. <i>Introduction to Airline Industry</i> . Himalaya Publishing House, 2024.                                                                    |
| 3             | BijanVasigh, Ken Fleming, and Thomas Tacker. <i>Introduction to Air Transport Economics: From Theory to Applications</i> . 3rd ed., Routledge/McGraw-Hill, 2018. |
| 4             | Alexander T. Wells and Seth Young. <i>Airport Planning and Management</i> . 7th ed., McGraw-Hill Education, 2019.                                                |
| 5             | Peter Belobaba, AmedeoOdoni, and Cynthia Barnhart. <i>The Global Airline Industry</i> . 2nd ed., Wiley, 2016.                                                    |

| <b>S. No.</b> | <b>Reference Book</b>                                                                                         |
|---------------|---------------------------------------------------------------------------------------------------------------|
| 1             | RigasDoganis. <i>Flying Off Course: Airline Economics and Marketing</i> . 5th ed., Routledge.                 |
| 2             | Anne Graham. <i>Managing Airports: An International Perspective</i> . 6th ed., Routledge.                     |
| 3             | N. C. Singhal. <i>Aviation Law in India</i> . YS Books International.                                         |
| 4             | Andreas Wald, Christoph Fay, and Ronald Gleich (eds.). <i>Introduction to Aviation Management</i> . Springer. |
| 5             | S. K. Gupta. <i>International Airfare and Ticketing: Methods and Techniques</i> .                             |

| <b>S. No.</b> | <b>Resource</b>                                                                                   |
|---------------|---------------------------------------------------------------------------------------------------|
| 1             | <a href="https://www.britannica.com/topic/aviation">https://www.britannica.com/topic/aviation</a> |
| 2             | <a href="https://simpleflying.com">https://simpleflying.com</a>                                   |
| 3             | <a href="https://skybrary.aero">https://skybrary.aero</a>                                         |
| 4             | <a href="https://www.airindia.com">https://www.airindia.com</a>                                   |
| 5             | <a href="https://nptel.ac.in">https://nptel.ac.in</a>                                             |

**Mapping of Course Outcomes (COs) with Programme Outcomes (POs)**

| <b>CO / PO</b>                                           | <b>PO1</b> | <b>PO2</b> | <b>PO3</b> | <b>PO4</b> | <b>PO5</b> | <b>PO6</b> | <b>PO7</b> | <b>PO8</b> | <b>PO9</b> | <b>PO10</b> |
|----------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| <b>CO1</b>                                               | 3          | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2          | 2           |
| <b>CO2</b>                                               | 3          | 2          | 2          | 2          | 2          | 2          | 2          | 3          | 2          | 2           |
| <b>CO3</b>                                               | 3          | 3          | 2          | 2          | 2          | 2          | 3          | 3          | 2          | 2           |
| <b>CO4</b>                                               | 3          | 3          | 2          | 2          | 2          | 2          | 2          | 3          | 2          | 2           |
| <b>CO5</b>                                               | 3          | 3          | 2          | 3          | 2          | 2          | 3          | 3          | 2          | 3           |
| <b>Weightage</b>                                         | <b>15</b>  | <b>13</b>  | <b>9</b>   | <b>10</b>  | <b>9</b>   | <b>7</b>   | <b>11</b>  | <b>14</b>  | <b>7</b>   | <b>9</b>    |
| <b>Weighted Percentage of Course Contribution to POs</b> | <b>3.0</b> | <b>2.6</b> | <b>2.8</b> | <b>2.0</b> | <b>2.8</b> | <b>2.4</b> | <b>2.2</b> | <b>2.8</b> | <b>2.4</b> | <b>2.8</b>  |

**Mapping of Course Outcomes (COs) with Programme Specific Outcomes (PSOs)**

| <b>CO / PSO</b>                                           | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|-----------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>                                                | 3           | 2           | 2           | 2           | 2           |
| <b>CO2</b>                                                | 3           | 3           | 2           | 2           | 2           |
| <b>CO3</b>                                                | 3           | 3           | 2           | 2           | 2           |
| <b>CO4</b>                                                | 3           | 3           | 2           | 3           | 3           |
| <b>CO5</b>                                                | 3           | 3           | 3           | 3           | 3           |
| <b>Weightage</b>                                          | <b>15</b>   | <b>14</b>   | <b>10</b>   | <b>11</b>   | <b>11</b>   |
| <b>Weighted Percentage of Course Contribution to PSOs</b> | <b>3.0</b>  | <b>2.8</b>  | <b>2.0</b>  | <b>2.2</b>  | <b>2.2</b>  |

**FIRST YEAR – SEMESTER I**  
**SEC I- BASIC DIGITAL SKILLS FOR AVIATION**

| Subject Code | Subject Name                      | Category                       | L | T | P | O | Credits | Inst. Hours | CIA | External | Total |
|--------------|-----------------------------------|--------------------------------|---|---|---|---|---------|-------------|-----|----------|-------|
| ASBA11       | Basic Digital Skills for Aviation | Skill Enhancement Course (SEC) | 2 | – | – | – | 2       | 2           | 25  | 75       | 100   |

**Learning Objectives**

The course aims to:

1. To introduce students to digital technologies, information systems, and emerging tools used in the aviation industry.
2. To develop practical skills in using digital productivity, communication, and collaboration tools for aviation operations and business management.
3. To familiarize students with aviation-specific digital applications, online reservation systems, e-services, and digital customer support.
4. To create awareness of cyber security, digital ethics, data privacy, and safe digital practices in aviation environments.
5. To prepare students to utilize digital technologies and innovative solutions for efficient, secure, and customer-oriented aviation services.

**Course Outcomes**

Upon successful completion of the course, students will be able to:

| CO No. | Course Outcomes                                                                                                                                        | BT Level |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| CO1    | Explain the concepts of digital technologies, information systems, and emerging technologies used in the aviation industry.                            | K2       |
| CO2    | Demonstrate the use of digital productivity, communication, and collaboration tools for aviation and business operations.                              | K3       |
| CO3    | Apply digital platforms and aviation information systems to support airline, airport, and customer service operations.                                 | K3       |
| CO4    | Analyze cyber security risks, digital ethics, and data protection practices in aviation organizations.                                                 | K4       |
| CO5    | Evaluate the role of digital transformation, automation, and emerging technologies in enhancing aviation business performance and customer experience. | K5       |

**Bloom's Taxonomy Levels**

**K1** – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

**Course Content**

| Unit      | Details                                                                                                                                                                                       | No. of Hours |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>I</b>  | <b>Introduction to Digital Technology:</b><br>Basics of Computers – Digital Devices – Internet and Web Browsing – Email Basics – Digital Literacy – Importance of Digital Skills in Aviation. | <b>6</b>     |
| <b>II</b> | <b>Digital Productivity Tools:</b><br>Word Processing – Creating and Editing Documents – Presentation Software (Basics) – File Management – Cloud Storage (Introduction).                     | <b>6</b>     |

|            |                                                                                                                                                                                                                     |          |
|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <b>III</b> | <b>Digital Communication:</b><br>Professional Email Writing – Video Conferencing – Online Meeting Etiquette – Social Media for Professional Use – Digital Communication Skills.                                     | <b>6</b> |
| <b>IV</b>  | <b>Cyber Safety and Digital Ethics:</b><br>Safe Internet Practices – Password Security – Online Privacy – Cyber Threats (Basic) – Digital Ethics and Responsible Use of Technology.                                 | <b>6</b> |
| <b>V</b>   | <b>Digital Applications in Aviation:</b><br>Online Flight Information – Airline and Airport Websites – Mobile Applications for Travel – Digital Ticketing (Introduction) – Future Digital Technologies in Aviation. | <b>6</b> |

| <b>S. No.</b> | <b>Text Book</b>                                                                                                            |
|---------------|-----------------------------------------------------------------------------------------------------------------------------|
| 1             | Sinha, P. K., and Priti Sinha. <i>Computer Fundamentals</i> . BPB Publications, New Delhi.                                  |
| 2             | Rajaraman, V., and Neeharika Adabala. <i>Fundamentals of Computers</i> . PHI Learning Pvt. Ltd., New Delhi.                 |
| 3             | Joan Lambert and Curtis Frye. <i>Microsoft Office Step by Step (Office 2021 and Microsoft 365)</i> . Microsoft Press, 2022. |
| 4             | Peter Weverka. <i>Microsoft Office 2021 All-in-One For Dummies</i> . Wiley, 2023.                                           |
| 5             | Henry Emery and Andy Roberts. <i>Aviation English</i> . Macmillan Education, 2008.                                          |

| <b>S. No.</b> | <b>Reference Book</b>                                                                                             |
|---------------|-------------------------------------------------------------------------------------------------------------------|
| 1             | Kenneth C. Laudon and Jane P. Laudon. <i>Management Information Systems: Managing the Digital Firm</i> . Pearson. |
| 2             | Dave Chaffey. <i>Digital Business and E-Commerce Management</i> . Pearson.                                        |
| 3             | Mike Tooley. <i>Aircraft Digital Electronic and Computer Systems</i> . 3rd ed., Routledge, 2022.                  |
| 4             | Peter Norton. <i>Introduction to Computers</i> . McGraw-Hill Education.                                           |
| 5             | Alex Leon and Mathews Leon. <i>Fundamentals of Information Technology</i> . Leon Tech World.                      |

| <b>S. No.</b> | <b>Web Resource</b>                                                                                               |
|---------------|-------------------------------------------------------------------------------------------------------------------|
| 1             | <a href="https://support.microsoft.com/training">https://support.microsoft.com/training</a>                       |
| 2             | <a href="https://learndigital.withgoogle.com/digitalgarage">https://learndigital.withgoogle.com/digitalgarage</a> |
| 3             | <a href="https://www.aai.aero">https://www.aai.aero</a>                                                           |
| 4             | <a href="https://www.dgca.gov.in">https://www.dgca.gov.in</a>                                                     |
| 5             | <a href="https://www.iata.org">https://www.iata.org</a>                                                           |

**MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)**

| CO / PO                                           | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 | PO9 | PO10 |
|---------------------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|
| CO1                                               | 3   | 2   | 2   | 1   | 3   | 1   | 1   | 2   | 2   | 1    |
| CO2                                               | 3   | 2   | 3   | 2   | 3   | 2   | 1   | 2   | 2   | 1    |
| CO3                                               | 3   | 3   | 3   | 2   | 3   | 2   | 1   | 3   | 2   | 2    |
| CO4                                               | 2   | 3   | 2   | 2   | 3   | 2   | 3   | 3   | 2   | 2    |
| CO5                                               | 3   | 3   | 2   | 3   | 3   | 3   | 2   | 3   | 3   | 2    |
| Weightage                                         | 14  | 13  | 12  | 10  | 15  | 10  | 8   | 13  | 11  | 8    |
| Weighted Percentage of Course Contribution to POs | 2.8 | 2.6 | 2.4 | 2.0 | 3.0 | 2.0 | 1.6 | 2.6 | 2.2 | 1.6  |

**Mapping Scale**

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

**MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)**

| CO / PSO                                           | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------------------------------------------|------|------|------|------|------|
| CO1                                                | 3    | 3    | 2    | 2    | 2    |
| CO2                                                | 3    | 3    | 3    | 2    | 2    |
| CO3                                                | 3    | 3    | 3    | 3    | 2    |
| CO4                                                | 2    | 3    | 2    | 3    | 3    |
| CO5                                                | 3    | 3    | 2    | 3    | 3    |
| Weightage                                          | 14   | 15   | 12   | 13   | 12   |
| Weighted Percentage of Course Contribution to PSOs | 2.8  | 3.0  | 2.4  | 2.6  | 2.4  |

**Mapping Scale**

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

## FIRST YEAR – SEMESTER I

### FOUNDATION COURSE - MANAGERIAL COMMUNICATION

| Subject Code | Subject Name             | Category               | L | T | P | O | Credits | Inst. Hours | CIA | External | Total |
|--------------|--------------------------|------------------------|---|---|---|---|---------|-------------|-----|----------|-------|
| AFBA01       | Managerial Communication | Foundation Course (FC) | 2 | – | – | – | 2       | 2           | 25  | 75       | 100   |

#### Learning Objectives (LOs)

The course aims to:

1. To develop effective oral, written, interpersonal, and digital communication skills required in aviation and business organizations.
2. To familiarize students with business correspondence, professional documentation, report writing, and communication etiquette.
3. To enhance presentation, interview, group discussion, and customer service communication skills for aviation professionals.
4. To provide practical knowledge of modern communication technologies, digital platforms, and professional networking tools.
5. To cultivate confidence, professionalism, ethical values, and effective communication practices required in the global aviation industry.

#### Course Outcomes

Upon successful completion of the course, students will be able to:

| CO No. | Course Outcomes                                                                                                                        | BT Level |
|--------|----------------------------------------------------------------------------------------------------------------------------------------|----------|
| CO1    | Explain the principles, methods, barriers, and etiquette of effective managerial communication in aviation and business organizations. | K2       |
| CO2    | Prepare professional business correspondence, reports, and official documents for aviation and business environments.                  | K3       |
| CO3    | Demonstrate effective presentation, interview, group discussion, interpersonal, and customer service communication skills.             | K3       |
| CO4    | Analyze the role of communication technologies and digital platforms in professional and aviation business communication.              | K4       |
| CO5    | Evaluate communication strategies and professional ethics for effective managerial decision-making and organizational success.         | K5       |

#### Bloom's Taxonomy Levels

**K1** – Remember, **K2** – Understand, **K3** – Apply, **K4** – Analyse, **K5** – Evaluate, **K6** – Create

#### Course Content

| Unit     | Details                                                                                                                                                                                                                                 | No. of Hours |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>I</b> | <b>Introduction to Managerial Communication:</b><br>Definition, Meaning and Importance of Communication; Methods and Types of Communication; Principles of Effective Communication; Barriers to Communication; Communication Etiquette. | <b>6</b>     |

|            |                                                                                                                                                                                                                                                                             |           |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>II</b>  | <b>Business Correspondence:</b><br>Business Letter – Layout and Essentials; Types of Business Letters – Application, Offer, Acceptance/Acknowledgement and Promotion Letters; Business Development Letters – Enquiry, Reply, Order, Sales, Circulars and Grievance Letters. | <b>6</b>  |
| <b>III</b> | <b>Professional Communication Skills:</b><br>Interviews – Direct, Telephonic and Virtual; Group Discussion Techniques; Presentation Skills; Body Language and Professional Etiquette.                                                                                       | <b>6</b>  |
| <b>IV</b>  | <b>Business Reports and Documentation:</b><br>Report Writing; Agenda; Minutes of Meeting; Resume and Curriculum Vitae Preparation.                                                                                                                                          | <b>6</b>  |
| <b>V</b>   | <b>Modern Communication Tools:</b><br>Podcasts; Email Communication; Virtual Meetings; Business Websites and Their Applications; Social Media for Business; Professional Networking Platforms.                                                                              | <b>6</b>  |
|            | <b>Total</b>                                                                                                                                                                                                                                                                | <b>30</b> |

| <b>S. No.</b> | <b>Text Book</b>                                                                                                                  |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------|
| 1             | Mohan, Krishna, and Meera Banerji. <i>Developing Communication Skills</i> . 2nd ed., Macmillan India Ltd., New Delhi.             |
| 2             | Nawal, Mallika. <i>Business Communication</i> . Cengage Learning India Pvt. Ltd., New Delhi.                                      |
| 3             | Bovee, Courtland L., John V. Thill, and Barbara E. Schatzman. <i>Business Communication Today</i> . Pearson Education, New Delhi. |
| 4             | Brown, Michael. <i>Making Presentations Happen</i> . Allen & Unwin, Australia.                                                    |
| 5             | Sundar, K. A. <i>Business Communication</i> . Vijay Nicole Imprints Pvt. Ltd., Chennai.                                           |

| <b>S. No.</b> | <b>Reference Book</b>                                                                                                           |
|---------------|---------------------------------------------------------------------------------------------------------------------------------|
| 1             | Pal, Rajendra, and J. S. Korlahalli. <i>Essentials of Business Communication</i> . Sultan Chand & Sons, New Delhi.              |
| 2             | Gupta, C. B. <i>Basic Business Communication</i> . Sultan Chand & Sons, New Delhi.                                              |
| 3             | Sharma, R. C., and Krishna Mohan. <i>Business Correspondence and Report Writing</i> . McGraw Hill Education (India), New Delhi. |
| 4             | Gallagher, Kevin. <i>Skills Development for Business and Management Students</i> . Oxford University Press, New Delhi.          |
| 5             | Bhatia, R. C. <i>Business Communication</i> . Ane Books Pvt. Ltd., New Delhi.                                                   |

| <b>S. No.</b> | <b>Web Resource</b>                                                                                                                                                                                     |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1             | <a href="https://www.managementstudyguide.com/business_communication.htm">https://www.managementstudyguide.com/business_communication.htm</a>                                                           |
| 2             | <a href="https://www.oercommons.org/curated-collections/469">https://www.oercommons.org/curated-collections/469</a>                                                                                     |
| 3             | <a href="https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/">https://www.scu.edu/mobi/business-courses/starting-a-business/session-8-communication-tools/</a> |
| 4             | <a href="https://open.umn.edu/opentextbooks/textbooks/8">https://open.umn.edu/opentextbooks/textbooks/8</a>                                                                                             |
| 5             | <a href="https://businessjargons.com/business-communication.html">https://businessjargons.com/business-communication.html</a>                                                                           |

**MAPPING OF COURSE OUTCOMES WITH PROGRAMME OUTCOMES (POs)**

| CO / PO                                                  | PO1        | PO2        | PO3        | PO4        | PO5        | PO6        | PO7        | PO8        | PO9        | PO10       |
|----------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CO1                                                      | 2          | 2          | 3          | 2          | 2          | 1          | 2          | 2          | 2          | 1          |
| CO2                                                      | 2          | 2          | 3          | 2          | 2          | 1          | 2          | 2          | 2          | 1          |
| CO3                                                      | 2          | 3          | 3          | 3          | 2          | 2          | 2          | 2          | 2          | 2          |
| CO4                                                      | 2          | 3          | 3          | 2          | 3          | 2          | 2          | 2          | 3          | 2          |
| CO5                                                      | 2          | 3          | 3          | 3          | 3          | 2          | 3          | 2          | 3          | 2          |
| <b>Weightage</b>                                         | <b>10</b>  | <b>13</b>  | <b>15</b>  | <b>12</b>  | <b>12</b>  | <b>8</b>   | <b>11</b>  | <b>10</b>  | <b>12</b>  | <b>8</b>   |
| <b>Weighted Percentage of Course Contribution to POs</b> | <b>2.0</b> | <b>2.6</b> | <b>3.0</b> | <b>2.4</b> | <b>2.4</b> | <b>1.6</b> | <b>2.2</b> | <b>2.0</b> | <b>2.4</b> | <b>1.6</b> |

**Mapping Scale**

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation

**MAPPING OF COURSE OUTCOMES WITH PROGRAMME SPECIFIC OUTCOMES (PSOs)**

| CO / PSO                                                  | PSO1       | PSO2       | PSO3       | PSO4       | PSO5       |
|-----------------------------------------------------------|------------|------------|------------|------------|------------|
| CO1                                                       | 2          | 2          | 3          | 2          | 2          |
| CO2                                                       | 2          | 3          | 3          | 2          | 2          |
| CO3                                                       | 2          | 3          | 3          | 2          | 2          |
| CO4                                                       | 2          | 3          | 3          | 3          | 2          |
| CO5                                                       | 2          | 3          | 3          | 3          | 3          |
| <b>Weightage</b>                                          | <b>10</b>  | <b>14</b>  | <b>15</b>  | <b>12</b>  | <b>11</b>  |
| <b>Weighted Percentage of Course Contribution to PSOs</b> | <b>2.0</b> | <b>2.8</b> | <b>3.0</b> | <b>2.4</b> | <b>2.2</b> |

**Mapping Scale**

3 – Strong Correlation, 2 – Moderate Correlation, 1 – Low Correlation