



**MANONMANIAM SUNDARANAR UNIVERSITY**  
**DIRECTORATE OF DISTANCE AND CONTINUING EDUCATION**  
**TIRUNELVELI – 627012, TAMIL NADU.**

**SYLLABUS AND SCHEME OF EXAMINATION**  
(For the Candidates Admitted From the Calendar Year Jan 2010 – Dec 2010)

**M.B.A. Airport Management**  
Course Code: HTG10  
Distance Education Programme, Annual Pattern

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## **M.B.A. Airport Management Regulations**

<b>Course Code</b>	HTG10
<b>Name of the Course</b>	M.B.A. Airport Management
<b>Duration of the Course</b>	Two Years (Non-semester)
<b>Eligibility for Admission to the I Year of the Course</b>	Graduate in Any Discipline (Except B.Lit.) or any other examination accepted as equivalent thereto by the Manonmaniam Sundaranar University, Tirunelveli.
<b>Eligibility for Admission to II Year under the Lateral Entry Scheme</b>	Candidates who have completed (passed) Minimum One Year Diploma in Business Administration / Post-Graduate Diploma in Business Administration (or equivalent) in regular college / distance education of a recognised university / institute will be admitted in the II Year on verification of the original certificates obtained from the institution / university last studied
<b>Eligibility for Admission to II Year under the Re-admission Scheme</b>	Candidates who have completed I Year (passed or failed) of M.B.A. (General) in regular college / distance education of a recognised university / institute and those discontinued their studies will be re-admitted in the II Year on verification of the original certificates obtained from the institution / university last studied
<b>Eligibility for Admission to II Year under the Additional Degree Scheme</b>	Post-Graduate in Any Discipline
<b>Course of Study</b>	The course of study for M.B.A. Airport Management shall consist of only the Core Subjects.
<b>Medium of Instruction</b>	The medium of instruction and examination for all the papers shall be in ENGLISH ONLY.
<b>Conduct of Theory and Practical Classes</b>	Theory classes shall be conducted at the Distance Education Study Centres as per the guidelines of the DDCE, Manonmaniam Sundaranar University.
<b>Instructional Hours for both Theory and Practical Papers</b>	Instructional Hours for Theory Papers shall be decided by the Distance Education Study Centres in consultation with the DDCE, Manonmaniam Sundaranar University.
<b>II Year Project</b>	As prescribed by the DDCE, Manonmaniam Sundaranar University, Tirunelveli at Companies / Industries / Business Establishments associated with the Distance Education Study Centres.

<b>Examinations</b>	Examination for all the subjects will be conducted at the end of each year. Date of commencement of examinations shall be 15 <sup>th</sup> May for Academic Year Batch and 15 <sup>th</sup> December for Calendar Year Batch. NOTE: Candidates who have joined the II Year under the Lateral Entry / Re-admission / Additional Degree Scheme have to appear for examinations of the previous year (I Year) papers compulsorily.	
<b>Duration of Examination</b>	Theory	3 hours / paper
	Project Viva Voce	As stipulated by the Manonmaniam Sundaranar University
<b>Passing Minimum</b>	<p>a) A candidate shall be declared to have passed in a paper, if he / she obtains not less than 50% of marks in that paper. He / she shall be declared to have passed the whole examination, if he / she passed all the papers.</p> <p>b) A candidate failing to secure the minimum marks prescribed shall be required to re-appear for the examination in that paper and obtain not less than the minimum marks required for passing the paper.</p>	
<b>Classification of Successful Candidates</b>	<p>a) A candidate who passes all the papers in the first attempt within a period of two years securing 75% of total marks or above the aggregate marks shall be declared to have passed the examination in FIRST CLASS with DISTINCTION.</p> <p>b) Successful candidates passing the examinations securing not less than 60% of total marks shall be declared to have passed in FIRST CLASS.</p> <p>c) All other successful candidates shall be declared to have passed the examinations in SECOND CLASS.</p>	
<b>Conferment of the Degree</b>	No candidate shall be eligible for conferment of the degree unless the candidate has undergone the prescribed course of study for a stipulated period of time and has passed the examinations as have been prescribed.	

## **M.B.A. Airport Management Syllabus**

<b>Year I</b>				
<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Marks</b>	
			<b>Min</b>	<b>Max</b>
1	HMA11	Management Process and Behaviour	50	100
2	HMA12	Managerial Economics	50	100
3	HMA13	Accounting for Managers	50	100
4	HMA14	Business Environment	50	100
5	HMA15	Business Law	50	100
6	HMA16	Managerial Communication	50	100
7	HMA17	Computer Applications in Management	50	100
8	HMA18	Research Methodology	50	100
<b>Total</b>				<b>800</b>

I Year Syllabus is Common for All MBA Courses

<b>Year II</b>				
<b>Sl. No.</b>	<b>Paper Code</b>	<b>Paper Name</b>	<b>Marks</b>	
			<b>Min</b>	<b>Max</b>
1	HMA21	Human Resource Management	50	100
2	HMA22	Air Transport Management	50	100
3	HMA23	Airport Economics	50	100
4	HMA24	Airport Planning and Design	50	100
5	HMA25	Aviation Law	50	100
6	HMA26	Airline Marketing and Management	50	100
7	HMA27	Entrepreneurship Development	50	100
8	HMA28	Project Report and Viva Voce	50	100
<b>Total</b>				<b>800</b>

<b>Paper Code: HMA21 Human Resource Management</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Nature and scope human resource management	Concept and Nature, Human Resource Management as a profession, objectives and importance, functions and scope of Human Resource Management.
		Organization of personnel department, Qualities of Personnel Manager role of Personnel Manager, Status of Personnel Manager.
		Characteristics of Hospitality Industry for a Human Resource Manager, HRD as responsibility of all managers
2	Procurement of Human Resources	Human Resource Planning – Concept and objectives, importance, process of Human Resource Planning, problems and guidelines for Human Resource Planning.
		Job Analysis and Job Design – Concept of job analysis, process of job analysis, job description and job specification, concept of job design, approaches and methods of job design.
		Recruitment and Selection – Meaning and process of recruitment, recruitment policy and organization, sources and techniques of recruitment, meaning and process of selection.
3	Training and Development	Concept and need of training, importance and objectives of training
		Identifying training needs, designing a training programmes
		Methods of training, evaluating training effectiveness, retraining.
4	Job Evaluation	Concept, process and objectives of job evaluation, advantages and limitations, essentials of successful job evaluation, methods of job evaluation.
		Wage and Salary Administration.
		Objectives and principles, essentials of sound wage structure, factors affecting wages, methods of wage payment, and wage policy in India, executive compensation.
5	Performance Appraisal	Concept and objectives, uses and process, problems in performance appraisal
		Essentials of effective appraisal system, methods and techniques of appraisal, appraisal of managers, appraisal, interview, appraisal of potential.

**REFERENCE BOOKS:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Author</b>	<b>Publisher</b>
1	Human Resource Management	Gary Dessler	Prentice Hall (2007)
2	Personnel/Human Resource Management	David A. DeCenzo & Stephen P.Robbins	PHI/Pearson
3	Human Resource Management: Text and cases	VSP Rao	Excel Books, New Delhi - 2000
4	Human Resources Management	Gurpreet Randhawa	Atlantic Publishing, India (2008)
5	Human Resource Management	S.K. Bhatia	Deep & Deep Publications, India (2006)
6	Human Resource Management	Biswajeet Pattanayak	Prentice-Hall of India Pvt.Ltd; (2005)

<b>Paper Code: HMA22      Air Transport Management</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Overview of Aviation	Means and Modes of Transport, Definition & Scope. Role of Transport in the economic development of country. Air Transport. Advantages & Limitation of Air Transport.
		The Aerospace industry. The Air Transportation Industry Organization and structure of civil aviation industry, Concepts and Types of Aviation, History of Civil Aviation Industry, Aviation Technology Transformation, Scope of Aviation
2	Aviation Management Structure	Aviation Operational Management, Open Skies Policies, New Economic Model for Airline Business Infrastructure Management, Airport Planning Management
		Overview of Airline Industry, International and Domestic Air Traffic, Air Traffic Control
3	Airport Infrastructure	Airport Capacity Management, Terminal Management, Apron Management
		Size of Airport Infrastructure, Airports and their Economics in National Economic Growth and Development.
		Indian Scenario, Global Emerging Trends of Airport Infrastructure Industry, Global Study on Airport Performance, Modern Aviation Infrastructure Business Trend, Airspace Management, Airports and Airspace Congestion Issues, Regulatory Management.
4	Air Transportation: Regulators and Associations	International Civil Aviation Organization (ICAO)
		International Air Transport Association (IATA)
		World Trade Organization
		World Tourism Organization
		Federal Aviation Administration (FAA)
		Civil Aviation Authority (CAA)
Director General of Civil Aviation (DGCA)		
5	Liberalization and Privatization in Air Transport	Trade Agreements, Major Factors that Converge Private Sector Initiatives
		Modern Airline Trends, Liberalization in Air Transport, Potential Paths to Further Liberalization
		Privatization in Indian Civil Aviation Industry, Deregulation in Indian Air Pocket, Airport Privatization, Forms of Airport Privatization, Airport Privatization in India
		Road Map for the Civil Aviation Sector

## REFERENCE BOOKS:

Sl. No.	Title of the Book	Author	Publisher
1	Trends in Indian Transport Systems	D. Panduranga Rao	Inter-India Publications
2	Air Transportation: A Management Perspective	J. G. Wensveen	Ashgate Publishing, Ltd.
3	Fundamentals of Air Transport Management	P.S. Senguttuvan	Excel Books
4	Introduction to Air Transport Economics	Bijan Vasigh, Thomas Tacker, and Ken Fleming	Ashgate
5	Introduction to Civil Aviation	Nawal K. Taneja	Lexington Books in Lexington, Mass .



<b>Paper Code: HMA23</b>		<b>Airport Economics</b>
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Principles of Economics	Fundamentals of economics, The economic way of thinking, The economics of Government.
		Financial condition of the airline industry, Factors affecting world air traffic growth.
		Economics of Aviation Infrastructure in India, Economics of Airport Optimization, Economics of Congestions & Delays, Airport Slot Mechanism, ICAO Air Transport Policy
2	Airport Pricing Strategy	Airport Pricing Strategy, Objectives, Principles Airport Costs, Structure & Control of Airport Charges Airport Cost Structure, ICAO Policies on Airport & Air Navigational Services, Prices Determination, Aero / Non Aero Business, ICAO's Policies on Charges for Air Navigator Services.
		Airport Performance Systems, Importance User, Airport Performance Measures, Units of Airport Measurement, Quality of Airport Services, Ground Access System Capacity.
3	Market Demand Analysis	Basics of demand, demand schedule, demand curve, demand function, determinants and characteristics of demand for air transportation
		Source of demand, elasticity of demand, supply of airline services, factors and characteristics of supply for airline services.
		Cost and Production Analysis: Cost classifications, Cost functions, Economics of scale, scope and density
		Airline industry cost structure, Airline break-even analysis, Operating leverage, Airline Operating Leverage.
4	International Economics and Aviation	International economics and trade, The logic of production possibility, absolute advantage, comparative advantage and free trade.
		Trade protections and trade barriers
		Foreign currency and exchange rates
		Market Structure and monopolistic markets
		Hybrid Market Structure and the Aviation Industry
		Aviation forecasting and regression analysis
		Pricing policy and Revenue Management
5	Economics of Aviation Safety and Security	History of Aviation Safety and Security
		Incentives for aviation safety
		Causes of aviation accidents
		Classification of accidents by phase of flight, by region
		Basic economics of safety. Safety prevention.

**REFERENCE BOOKS:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Author</b>	<b>Publisher</b>
1	Introduction to Air Transport Economics: From Theory to Applications	Bijan Vasigh, Tom Tacker, Thomas Tacker, Ken Fleming	Ashgate Publishing, Ltd.,
2	Principles of Airport Economics	P.S. Senguttuvan	Excel Books
3	Airport Economics Manual		International Civil Aviation Organization

<b>Paper Code: HMA24      Airport Planning and Design</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Airports and Airport Systems	Introduction to Airports and Airport Systems
		Organization and Administration
		A Historical and Legislative Perspective
2	The Components of the Airport	The Airfield
		Airspace and Air Traffic Control
		Airport Terminals and Ground Access
3	Airport Operations and Financial Management	Airport Operations Management
		Airport Security
		Airport Financial Management
4	Airport Public Administration and Planning	The economic, political and social role of airports
		Airport planning
		Airport capacity and delay
5	Airport Design	Geometric Design of the Airfield
		Structural Design of Airport Pavements
		Airport Lighting, Marking, and Signage
		Airport Drainage
		Planning and Design of Terminal Area

**REFERENCE BOOKS:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Author</b>	<b>Publisher</b>
1	Planning and Design of Airports	Robert Horenjeff	McGraw Hill Book Co
2	Airport Planning & Management	Wells, Alexander T	McGraw-Hill
3	Airport Engineering	G. Glushkov, V.Babkov,	Mir Publublishers, Moscow
4	Airport Planning and Design	Khanna, Arora and Jain	Nem Chand and Bros
5	Drainage of Airfield pavements	Harry.R.Cedergern	John Wiley and Sons
6	Airport Planning and Design	Virender Kumar and Satish Chandra	Galotia Publication Press
7	Airport Engineering	Rangwala	Charotar Publishing House

<b>Paper Code: HMA25      Aviation Law</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Introduction to Air Law	Origin of Air Law, Reasons for studying Air Law Autonomy of Air Law, Sources of Air Law. Law of Treaties
		Introduction to Aircraft Rules 1937, Basic Definitions and Interpretation
		Indian Aircraft Rules
2	Air Corporation Act	Air Corporations Act 1953.
		Air Corporations Act and Ordinance 1994 for transfer of undertakings and repeal
		Aviation Labour Law
3	Airports Authority Act	International Airports Authority Act, 1971. National Airports Authority Act, 1985. Airports Authority Act, 1994.
		Carriage by Air Act, 1972.
		Anti Hijacking Act, 1982
4	International Aviation Law	Fundamentals and origins of International Law.
		Public International Aviation Law.
		The Chicago Convention. The International Air Services Transit Agreement. The International Air Transport Agreement. The Warsaw Convention. The Hague Protocol. The Suppression of Unlawful Acts Against Safety of Civil Aviation Act.
5	Insurance	Insurance and risk evaluation
		Aviation Hull Insurance
		Carrier's Liability Insurance
		Flying Personal Insurance
		Hijacking

## REFERENCE BOOKS:

Sl. No.	Title of the Book	Author	Publisher
1	An introduction to air law	Isabella Henrietta Philepina Diederiks- Verschoor	Kluwer Law International, 2006
2	Fundamentals of Aviation Law	Raymond C. Speciale	McGraw-Hill Professional
3	Aircraft Manual (India) Vol I	SBH	Sterling Book House
4	Aircraft Manual (India) Vol II	SBH	Sterling Book House

<b>Paper Code: HMA26    Airline Marketing and Management</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Introduction to Airline Marketing	Introduction to Marketing, The Marketing Mix, The Marketing Environment, The Marketing Management Cycle.
		Stages in the Application of Marketing Principles to Airline Management
		The Market for Air Transport Services
		The Marketing Environment
2	Airline Business and Marketing Strategies	Porter's "Five Forces" and their Application to the Airline Industry
		Strategic Families
		"Focus" Strategies
3	Product Analysis in Airline Marketing	The Theory of Product Analysis and its Application to the Airline Industry
		Fleet and Schedules-Related Product Features
		Customer Service-Related Product Features
		Controlling Product Quality The Air Freight Product
		Pricing and Revenue Management
		Distributing the Product
4	Brands Management in Airline Marketing	"Brands" and "Commodities", Brand-Building in the Airline Industry, Brand Strategies
		Relationship Marketing, Components of a Relationship Marketing Strategy
		Frequent Flyer Programmes
5	Airline Selling, Advertising and Promotional Policies	The Anatomy of a Sale
		Sales Planning
		Marketing Communication Techniques
		Airline Advertising
		Selling in the Air Freight Market
		The Future of Airline Marketing

**REFERENCE BOOKS:**

<b>Sl. No.</b>	<b>Title of the Book</b>	<b>Author</b>	<b>Publisher</b>
1	Airline Marketing and Management	Shaw Stephen	Ashgate Publishing
2	General Aviation Marketing and Management	Alexander T. Wells, Bruce D. Chadbourne	Krieger Pub.
3	Principle of Marketing	Kotler, Philip and Armstrong Philip	Prentice-Hall India



<b>Paper Code: HMA27 Entrepreneurship Development</b>		
<b>Unit No.</b>	<b>Topic</b>	<b>Contents</b>
1	Introduction to Entrepreneurship	Definition, Concept and Need for entrepreneurship.
		Types of entrepreneurs: Spontaneous, Motivated and Induced.
		Kinds of Entrepreneurship: Proprietary, Partnership and Group Entrepreneurship
		Qualities of a good entrepreneur Problems of entrepreneurs.
2	Entrepreneurial Assets	Entrepreneurial Values and attitudes.
		Entrepreneurial Qualities.
		Role demands and Requirements of Entrepreneurs
		Barriers to entrepreneurship.
3	Entrepreneurial Motivation	Definition and Meaning of Achievement Motivation.
		Need for Achievement Motivation
		Motivating Factors: Internal and External
4	Entrepreneurial Ideas	Creativity and Idea Generation
		Searching and selecting Entrepreneurial Ideas.
		Dynamics of project Identification.
		Matching Project and enterprise.
		Gather Information on what works, How to succeed and mistakes to avoid
5	Project Proposal	Proposal format and content - steps in its preparation, feasibility, testing,
		SWOT analysis.

## REFERENCE BOOKS:

Sl. No.	Title of the Book	Author	Publisher
1	Entrepreneurs: Talent, Temperament, Technique	Bolton, B. and Thompson, J	Replika Press Private Ltd, Delhi, (2001)
2	Entrepreneurship Development, New Venture Creation	Taneja, S. and Gupta, S.L	Galgotia Publishing Company, New Delhi, (1992)
3	Entrepreneurship	David H. Moll	Prentice Hall of India, New Delhi, 1999
4	Entrepreneurship Development in India	Gupta C.B, and Srinivasan N.P	Sultan Chand and Sons, New Delhi
5	Entrepreneurship: Starting, Developing and Managing a New Enterprise	Hisrich, R.D. and Peters, M.P	Richard, D. USA, Irwin, INC.
6	Entrepreneurial Development	Desai, V.	Himalaya Publishing House. Mumbai.
7	Project Management and Entrepreneurship	Vasant Desai	Himalaya Publishing House, New Delhi, (2000).

<b>Paper Code: HMA28 Project Report and Viva Voce</b>				
<b>Objectives</b>	Application of theoretical and practical knowledge gained through the curriculum in real time environment.			
<b>Procedure</b>	During the second year, the student has to do a case study or carry out a research under the supervision of a Guide.			
	At the end, the student has to prepare a Project Report and submit the same for university evaluation with the approval of the Guide.			
	<p>The Project Report should consist of the following:</p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Review of Literature</li> <li>• Objective of the Case Study / Research</li> <li>• Research Methodology</li> <li>• Data Analysis, Results and Interpretation</li> <li>• Conclusion and Recommendation</li> <li>• Bibliography</li> </ul>			
<b>Evaluation</b>	Examiners, one external, appointed by the university and another one internal, appointed by the Distance Education Study Centre shall evaluate the Project Report and award marks.			
	Student has to appear before the examiners for viva voce. The viva voce will have questions from the curriculum as well as from the Project Report.			
	Distribution of Marks	Maximum		Minimum
		External	Internal	
	Project Report	40	40	50
Viva Voce	10	10		
Total	100		50	