



**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**

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|--|---|
| <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.)<br>or<br>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.   |

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| <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:

| Sl. No. | Title of the Book                         | Author                                | Publisher                              |
|---------|---|---------------------------------------|--|
| 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.<br>Role of Transport in the economic development of country.<br>Air Transport. Advantages & Limitation of Air Transport.   |
|  |   | The Aerospace industry.<br>The Air Transportation Industry<br>Organization and structure of civil aviation industry,<br>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<br>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<br>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,<br>V.Babkov,         | Mir Publuisers, 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</b> |                            | <b>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<br>Autonomy of Air Law, Sources of Air Law.<br>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.<br>National Airports Authority Act, 1985.<br>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.<br>The International Air Services Transit Agreement.<br>The International Air Transport Agreement.<br>The Warsaw Convention.<br>The Hague Protocol.<br>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<br>Philepina Diederiks-<br>Verschoor | Kluwer Law International,<br>2006 |
| 2       | Fundamentals of Aviation<br>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<br>The Air Freight Product   |
|  |   | Pricing and Revenue Management<br>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<br>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<br>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       |         |