



ST. FRANCIS DE SALES COLLEGE

A FRANSALIAN INSTITUTE OF HIGHER EDUCATION **AUTONOMOUS**

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END SEMESTER EXAMINATION – APRIL/MAY 2026

BUSINESS ADMINISTRATION – IV SEMESTER BBA

AVIATION MANAGEMENT

25BBA44B: AVIATION HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

Max. Marks: 80

Instruction: *Answer should be written completely in English*

SECTION – A

1. Answer any **SEVEN** questions. Each question carries **TWO** marks. **(7X2=14)**

- Briefly explain the importance of Human Resource Management (HRM) in aviation.
- State two key developments in the history of HRM in aviation.
- Mention two ways effective communication contributes to aviation safety.
- How does crew coordination contribute to aviation safety?
- Mention two ways to maintain situational awareness during all phases of flight.
- State two risks associated with complacency when using automation.
- Mention two common causes of fatigue in airline crew.
- What is the purpose of the PACE model in assertiveness?
- Explain the meaning of Just Culture in aviation safety.
- Mention two practices that support employee safety in the aviation industry.

SECTION – B

Answer any **THREE** questions. Each question carries **EIGHT** marks. **(3X8=24)**

- Evaluate how leadership styles can influence the development of a safety-oriented environment in airlines.
- Define followership in aviation crew resource management. Discuss how effective followership complements leadership in ensuring smooth operations.
- Critically analyze how crew debriefings after flights contribute to continuous improvement in safety and operational efficiency.
- Explain how Threat and Error Management (TEM) contributes to aviation safety. Illustrate with examples of threats and errors in cockpit operations.
- Describe how Crew Resource Management (CRM) enhances cabin crew interaction and supports safety culture.



SECTION – C

Answer any **THREE** questions. Each question carries **FOURTEEN** marks. (3X14=42)

7. Examine the four pillars of aviation HRM—communication, teamwork, situational awareness, and decision- making. Illustrate with detailed examples how each pillar contributes to safety, efficiency, and passenger satisfaction in airport operations.
8. Examine the causes of conflict among crew members and evaluate HRM strategies for effective conflict resolution. Discuss how strong crew coordination can prevent misunderstandings and enhance overall aviation safety.
9. Discuss the role of automation in modern aviation. Critically assess how over-reliance on automation can lead to complacency, and propose HRM and training measures to prevent such risks.
10. Evaluate the effectiveness of structured communication models (such as PACE) in preventing accidents, and highlight cultural or organizational barriers that may hinder assertiveness.
11. Critically evaluate the importance of crew briefings and debriefings in aviation safety culture. How do these practices contribute to continuous improvement, error reduction, and team cohesion? Provide examples from airline operations.

