



UNSW Course Outline

AVIA3101 Airline Management - 2024

Published on the 20 May 2024

General Course Information

Course Code : AVIA3101

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : Faculty of Science

Academic Unit : School of Aviation

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

Airline Management is a vast topic – few people can become subject matter experts across the broad spectrum that encompasses airline management in its entirety within a lifetime. As such, this course instead h, focuses on providing students with a solid foundation to confidently

embark on their aviation career journey with a good understanding of the main facets of corporate airline management. The course begins with airline organisational practice, management's visions and objective setting. It proceeds with the main corporate processes of business planning, network and fleet planning, schedule planning, revenue management and consideration of key external factors, such as the prevailing regulatory environment. Financial analysis, performance benchmarking and business model options are also addressed.

Course Aims

The aim of the course is for students to obtain an appreciation of the airline industry's main drivers and to study the airline corporate planning process. The course will also place emphasis on collaboration and effective communication through the use of group activities. Assessments aim to support students' development of strong business presentation skills and the ability to deliver a superior research assignment.

Course Learning Outcomes

| Course Learning Outcomes |
|---|
| CL01 : Apply airline economics to develop robust decision making in a changing environment. |
| CL02 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management. |
| CL03 : Explain business planning and strategic planning processes from both a generic and an airline perspective. |
| CL04 : Develop an integrated business plan that combines airline network and schedule development with airline fleet planning. |
| CL05 : Explain the role of forecasting in airline management. |
| CL06 : Apply basic airline financial analysis and financial management to fleet and network decisions. |
| CL07 : Discuss the role of alliances and airline commercial agreements in airline strategy. |

| Course Learning Outcomes | Assessment Item |
|---|--|
| CLO1 : Apply airline economics to develop robust decision making in a changing environment. | <ul style="list-style-type: none"> • Quiz • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO2 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management. | <ul style="list-style-type: none"> • Quiz • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO3 : Explain business planning and strategic planning processes from both a generic and an airline perspective. | <ul style="list-style-type: none"> • Quiz • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO4 : Develop an integrated business plan that combines airline network and schedule development with airline fleet planning. | <ul style="list-style-type: none"> • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO5 : Explain the role of forecasting in airline management. | <ul style="list-style-type: none"> • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO6 : Apply basic airline financial analysis and financial management to fleet and network decisions. | <ul style="list-style-type: none"> • Individual Assignment: Schedule Planning Analysis and Report • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |
| CLO7 : Discuss the role of alliances and airline commercial agreements in airline strategy. | <ul style="list-style-type: none"> • Group Assignment: Group Simulation Report, Presentation and Peer Assessment • Final Examination |

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

Teaching comprises lectures/tutorials/guest speakers/discussion and an online simulation that provides a practical framework in which to test the subject content. Discussions on current aviation issues are integral to this course. Class interaction is an important element and is

strongly encouraged. Students are expected to be aware of current issues in aviation. It is not possible to successfully complete the subject without attending the lectures/tutorials and participating in group activities.

The material presented will take different forms, including open discussion, case studies and presentations from teams and individuals on assignments. Lectures and Tutorial sessions will also be used to have guest speakers from industry to give talks on specialist areas and to emphasise contemporary experience in the aviation industry. This emphasis helps prepare students for the transition from study to work.

Assessments

Assessment Structure

| Assessment Item | Weight | Relevant Dates |
|---|--------|--|
| Quiz Assessment Format: Individual | 5% | Start Date: Week 4 Due Date: week 4 |
| Individual Assignment: Schedule Planning Analysis and Report Assessment Format: Individual | 20% | Start Date: Week 1 Due Date: 30/06/2024 11:59 PM |
| Group Assignment: Group Simulation Report, Presentation and Peer Assessment Assessment Format: Group | 25% | Start Date: Week 2 Due Date: See assessment information below |
| Final Examination Assessment Format: Individual | 50% | Start Date: UNSW Final Exam Period Due Date: UNSW Final Exam Period |

Assessment Details

Quiz

Assessment Overview

The aim of this quiz is to assess your understanding and progress, and to identify areas for improvement.

You will be required to complete an online multiple-choice progress test during week 4. All material covered in Weeks 1-3 (inclusive) will be examined, including material presented in lectures, tutorials and required readings.

Feedback will be provided in the form of the correct answers immediately following the assessment.

Course Learning Outcomes

- CL01 : Apply airline economics to develop robust decision making in a changing environment.
- CL02 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management.
- CL03 : Explain business planning and strategic planning processes from both a generic and an airline perspective.

Assessment Length

15 MIns

Individual Assignment: Schedule Planning Analysis and Report

Assessment Overview

For this assessment, you are required to submit a maximum 500-word report on a case study provided relating to schedule planning. As part of this, you will need to complete some calculations, which will need to be supplied in an Excel spreadsheet as part of your assessment submission.

The report and spreadsheet are to be provided as one submission in Week 5. You will be assessed on your ability to research, analyse and present data in a cohesive and logical manner, providing commercial rationale for the effectiveness of the solution to the assessable task.

Details of the assignment will be made available in Week 1 of the course. Written feedback and marks will be provided within 10 working days after the submission deadline.

Course Learning Outcomes

- CL01 : Apply airline economics to develop robust decision making in a changing environment.
- CL02 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management.
- CL03 : Explain business planning and strategic planning processes from both a generic and an airline perspective.
- CL04 : Develop an integrated business plan that combines airline network and schedule development with airline fleet planning.
- CL05 : Explain the role of forecasting in airline management.
- CL06 : Apply basic airline financial analysis and financial management to fleet and network decisions.

Detailed Assessment Description

Topic – Schedule planning

Task –

You are working on the launch of a new airline to be based at Kuala Lumpur in Malaysia, and operating A320CEO aircraft with 180 seats. The airline has received traffic rights from MavCom to fly the following frequencies and city pairs:-

- KUL-SIN 3 x daily (av fare \$70 one way)
- KUL-CGK 2 x daily (av fare \$120 one way)
- KUL-DPS 2 x daily (av fare \$100 one way)
- KUL-BKI-HKG 2 x daily (av fare KUL-BKI \$70; BKI-HKG \$70; HKG-KUL \$140)
- KUL-BKK 2 x daily (av fare \$90 one way)
- KUL-HKT 1 x daily (av fare \$60 one way)

The business model is yet to be decided ie. whether the airline will be a FSC, LCC or Hybrid – this will be up to you when deciding and you will need to make it clear in your proposal (and reasons why), as it will impact on fleet size, aircraft utilisation and other aspects of the airline.

Assessable components –

1. You need to determine **how many aircraft** you believe will be required to deliver the above operating plan and clearly justify/support your decision as to why. You will also need to **calculate the daily aircraft utilisation** (hours/day) for your A320 fleet. Remember to ensure that this be consistent with your chosen airline business model and be sure to cite industry or academic references where relevant/necessary to support your plan. *This will be key to maximising your marks.*

2. Calculate the :-

- WEEKLY RPKs
- WEEKLY ASKs
- WEEKLY Revenue, and
- R/ASK if the forecast network seat factor is 80%.

NB: Please be careful and thorough with your calculations. Check and double-check them to ensure that they are correct to ensure that you maximise your marks.

3. Using the below block hour costs, what routes are profitable?

4. Lastly, draw up a spreadsheet showing a possible 1 week pattern for the A320 fleet. You must comply with any curfews. (Please do this separately to the report and submit it separately as well).

NB: Please be sure to look at the student examples loaded in Moodle to help guide you on the

expectations of what a good schedule plan looks like.

A320 (based on typical industry block hour values)

| | |
|-----------------|---|
| Crew | \$428 |
| Fuel | \$2,378 |
| Aircraft | \$530 (lease or ownership cost) |
| Distribution | \$433 (sales/marketing/commissions etc) |
| Insurance | \$33 |
| Other | \$45 |
| TOTAL/HR | \$3,847 |

The finalised report and spreadsheet is be submitted via Moodle Turn-it-in, no later than **2359h, Sunday June 30**. The Report must be done individually and requires:

- a brief analytical **report of 500 words** to cover all facets of the assessment requirements(+/- 10%).
- the preparation of an excel spreadsheet showing the proposed 1 week flying pattern

IMPORTANT NOTE:

*Given that this is a report rather than an essay, students **MUST** submit their assignment in the style of a report (as opposed to a long academic style of narrative) with **4 specific sections/headings dedicated to each part of the assignment task**. This way, you will be sure to cover each section and it will make the marking task simpler and easier, than would be the case if it was one long narrative. **You will not score maximum marks if you do not stick to this format ie. a report with 4 sections addressing each part of the assignment questions separately.***

As an academic paper, it is still critical to ensure that you make use of a bibliography and use of referencing (where relevant) throughout the report. This will also demonstrate the extent of your research.

Make use of and be sure to incorporate tables – especially with the calculations you will need to

undertake in Parts 1 and 2 of the assignment and to then provide relevant / necessary commentary making reference to the tables.

The report must be **DEVELOPED FROM YOUR OWN ANALYSIS**. Evidence of critical thinking and analysis is the key driver of good marks for this assignment.

A generic paper on airline schedule planning will **NOT** be adequate. You must apply your knowledge to the specific schedule question. Papers that do not integrate theory and analysis will not maximise their marks.

*In order to complete this assignment, it is important to make use of the **GREAT CIRCLE MAPPER** resource online (www.gcmap.com) . This will allow you to calculate distances between city pairs (remember to use km's **NOT** miles), as well as block times. You should also use current information from any carriers flying these routes to support any assumptions regarding block times vs flying time.*

Assessment Length

500 words

Submission notes

Assignments will be submitted through Moodle.

Assessment information

IMPORTANT NOTE:

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*In order to complete this assignment, it is important to make use of the **GREAT CIRCLE MAPPER** resource online (www.gcmap.com) . This will allow you to calculate distances between city pairs (remember to use **km's NOT miles**), as well as block times. You should also use current information from any carriers flying these routes to support any assumptions regarding block times vs flying time.*

Group Assignment: Group Simulation Report, Presentation and Peer Assessment

Assessment Overview

For this assignment, you are required to work in a randomly allocated group of 5-6 students to manage an airline startup within an online simulation involving a pre-set scenario. You will be provided with detailed assignment instructions and the ability to familiarise yourself with the simulation software prior to Week 2.

The simulation will commence in Week 2 and finish in Week 9. Active weekly contributions to the simulation will be required, as well as scheduled weekly group meetings with meeting minutes recorded in alignment with the assignment instructions.

At the end of the simulation, you will be required to prepare and present a 10-minute PowerPoint presentation as a group. The presentations will be held in Week 10.

In addition, your group will be required to submit a minimum 2500 word (excluding appendices and references) detailed report on the learnings from the simulation, with a focus on evaluating key strategic fleet and business issues for the future of their airline. Your group will also be required to submit the minutes of your weekly group meetings and a summary of how many meetings each member attended. The report is also due in Week 10.

Written feedback and marks will be provided within 10 working days after the submission deadline.

Course Learning Outcomes

- **CL01 : Apply airline economics to develop robust decision making in a changing environment.**

- CL02 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management.
- CL03 : Explain business planning and strategic planning processes from both a generic and an airline perspective.
- CL04 : Develop an integrated business plan that combines airline network and schedule development with airline fleet planning.
- CL05 : Explain the role of forecasting in airline management.
- CL06 : Apply basic airline financial analysis and financial management to fleet and network decisions.
- CL07 : Discuss the role of alliances and airline commercial agreements in airline strategy.

Detailed Assessment Description

See Assessment Overview on Moodle.

Submission notes

Assignments will be submitted through Moodle.

Assessment information

Group Presentation will be made on **Friday, Aug 2**

Group Report – due by **2359 on Sun, Aug 4**

Peer Assessments – due by **2359 on Sun, Aug 4**

Final Examination

Assessment Overview

The final examination will be held during the official UNSW final examination period. The examination will be in-person and invigilated, with the actual examination being conducted through an online safe exam browser. The examination is designed to test your knowledge of all topics covered throughout the term. The examination format consists of multiple-choice questions covering the entire lecture and subject material presented. The final exam is 2 hours duration.

Feedback is available through inquiry with the course convenor.

Course Learning Outcomes

- CL01 : Apply airline economics to develop robust decision making in a changing environment.
- CL02 : Demonstrate knowledge of airline industry business models, including an understanding of the important macro and micro decisions made by airline management.
- CL03 : Explain business planning and strategic planning processes from both a generic and an airline perspective.

- CL04 : Develop an integrated business plan that combines airline network and schedule development with airline fleet planning.
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General Assessment Information

UNSW Aviation's decision for Short Extension Policy

The School of Aviation has carefully reviewed its range of assignments and projects to determine their suitability for automatic short extensions as set out by the UNSW Short Extension Policy. After careful consideration of our course offerings and our current structure, we have determined that our current deadline structures already accommodate the possibility of unexpected circumstances that may lead students to require additional days for submission. **Consequently, the School of Aviation has decided to not adopt the Short Extension provision for all its courses and has reassured that flexibility is integrated into our assessment deadlines.** The decision is subject to revision in response to the introduction of new course offerings. Students may still apply for Special Consideration via the usual procedures.

Grading Basis

Standard

Course Schedule

| Teaching Week/Module | Activity Type | Content |
|----------------------------|---------------|---|
| Week 1 : 27 May - 2 June | Lecture | <p>AM Lecture (online): Review of the Airline Industry and Current Trends / Discussion of Regulatory Environment</p> <p>Guest Lecturer: Dr Ian Douglas – review of the airline industry / current trends and forecasts, as well as an overview of the regulatory frameworks that impact on airlines</p> <p>Pre-reading from the suggested textbooks :-</p> <ul style="list-style-type: none"> 1. Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 1 – Aviation Law and Regulation 2. The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 1 – The Global Airline Industry |
| | Tutorial | <p>PM Tutorial (online): Initial workshop with SIMULATE.AERO to review the AIRLINEOnline Simulation software</p> <ul style="list-style-type: none"> • Introduction to AIRLINE online simulation • Group allocation • Scenario analysis <p>1st TRIAL INPUT to the simulation – load by 1900h, Fri 31 May.</p> <p>After the introductory session with SIMULATE.AERO, you should quickly meet with your group members to have your first formal meeting to discuss and agree how you will tackle the simulation. One of the first decisions should be to allocate roles within your team and to then minute your discussions. This will be the first of your group meetings, which will require you to minute your discussions and to then submit these minutes (and each subsequent meeting minutes over the duration of term) to me by email, no later than 1900h today</p> |
| Week 2 : 3 June - 9 June | Lecture | <p>AM Lecture (online): Strategic & Business Planning</p> <p>Lecturer - Dane Kondic (Senior Lecturer and course convenor)</p> <ul style="list-style-type: none"> • Setting a strategy, building a plan, and the importance in managing its implementation. FSNC vs LCC business models – Fleet and Schedule impacts • The impact of operational issues on the Business Plan. • Considerations of what to include when pulling together a ‘Strategic Business Plan’ • What does a Strategic Business Plan look like in the real world ? <p>Pre-reading from the suggested textbooks :-</p> <ul style="list-style-type: none"> 1. Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 7 – Airline Business Models 2. The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 8 – Evolving Airline and Airport Business Models • Chapter 9 – Airline Business Strategy |
| | Tutorial | <p>PM Tutorial (online / Lawrence Theatre): AIRLINEOnline Simulation follow-up workshop with SIMULATE.AERO.</p> <p>After the Q&A with SIMULATE.AERO, continue to work within your groups on your 1st live decision input – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>2nd TRIAL INPUT to the simulation – load by 1900h, Tue 4 Jun</p> <p>1st input to the simulation – load by 1900h, Fri 7 Jun</p> |
| Week 3 : 10 June - 16 June | Lecture | <p>AM Lecture (online): Airline Finance, Analysis and Performance Benchmarking.</p> <p>Guest Speaker – Dimitri Courtelis (former CFO Air Berlin and Air Serbia)</p> <ul style="list-style-type: none"> o Reading a balance sheet and profit and loss statement. o Airline financial structures and key metrics to assess performance – revenue / costs / productivity o The importance of forecasting and budgeting o Pressures on Profit <p>Pre-reading from the suggested textbooks :-</p> <ul style="list-style-type: none"> • Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 11 – Airline Finance • The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 11 – Airline Economics and Finance |
| | Tutorial | <p>PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>2nd input to the simulation – load by 1900h, Fri 14 Jun</p> |
| Week 4 : 17 June - 23 June | Lecture | <p>AM Lecture (online): Network Planning</p> <p>Guest Speaker – Scott Zeglin (Qantas Airways),</p> <ul style="list-style-type: none"> • Understanding Network Strategy and what drives this. • The planning cycle and the impact of route studies |

| | | |
|----------------------------|------------|---|
| | | <ul style="list-style-type: none"> • The importance of analysis. • The need to overlay market and competitive realities. <p>Pre-reading from the suggested textbook :-</p> <ul style="list-style-type: none"> • The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 15 – Airline Capacity Planning and Management • Chapter 19 – Patterns and Drivers of Demand for Air Transport |
| | Tutorial | <p>PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>3rd input to the simulation – load by 1900h, Fri 21 Jun</p> <p>15min Multiple Choice Online Quiz (covering lecture/reading material from Weeks 1 to 3 inclusive) – 1305h on Fri, Jun 21</p> <p>CENSUS DATE: 23 June</p> |
| Week 5 : 24 June - 30 June | Lecture | <p>AM Lecture (online): Scheduling 1</p> <p>Guest Speaker - Seena Sarram (formerly with Qatar and Qantas Airways)</p> <p>Introduction to Scheduling – Manual Schedule diagrams for basics (taking also into consideration curfews, slots, maintenance time and other constraints).</p> <p>Pre-reading from the suggested textbooks :-</p> <ul style="list-style-type: none"> • Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 10 – Airline Scheduling and Disruption Management • The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 15 – Airline Capacity Planning and Management |
| | Tutorial | <p>PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>4th input to the simulation – load by 1900h, Fri 28 Jun</p> <p>NB: Individual Assignments are due for submission by 2359h, Sun, 30 Jun</p> |
| Week 6 : 1 July - 7 July | Group Work | <p>AIRLINEOnline Simulation group work</p> <p>No lectures this week, but continue with your group simulation and remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>5th input to the simulation – load by 1900h, Fri 5 July</p> |
| Week 7 : 8 July - 14 July | Lecture | <p>AM Lecture (online): Scheduling 2</p> <p>Guest Speaker - Seena Sarram (formerly with Qatar and Qantas Airways),</p> <p>Scheduling software can optimize the network– but you need to understand the underlying processes.</p> <p>Pre-reading from the suggested textbooks :-</p> <ul style="list-style-type: none"> • Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 10 – Airline Scheduling and Disruption Management • The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- • Chapter 15 – Airline Capacity Planning and Management |
| | Tutorial | <p>PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>6th input to the simulation – load by 1900h, Fri 12 July</p> |
| Week 8 : 15 July - 21 July | Lecture | <p>AM Lecture (online): Revenue Management</p> <p>Guest Lecturer – Kym Clarke (Revenue Management Consultant)</p> <ul style="list-style-type: none"> • What is revenue and yield management ? • Why and how do airlines revenue manage ? • Importance of recognising that no two passengers are alike, so how do airlines discriminate between different passenger segments in order to protect revenue and at the same time, generate incremental revenue ? <p>Pre-reading from the suggested textbook :-</p> <ul style="list-style-type: none"> • Air Transport Management: An International Perspective by Lucy Budd:- • Chapter 2 – Aviation Economics and Forecasting • Chapter 8 – Airline Pricing Strategies |
| | Tutorial | <p>PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h.</p> <p>7th input to the simulation – load by 1900h, Fri 19 July</p> |
| Week 9 : 22 July - 28 July | Lecture | <p>AM Lecture (online): Fleet Planning - Forecasting and Analysis</p> <p>Guest Speaker – Scott Zeglin (Qantas Airways),</p> <ul style="list-style-type: none"> • Understanding Fleet Strategy drivers. • Aircraft orders are heavily focused on narrow-body aircraft. What does this mean for network structure and airport congestion? • Focus on understanding business information, making sense of competitor data, and project planning. <p>Pre-reading from the suggested textbook :-</p> <ul style="list-style-type: none"> • The Routledge Companion to Air Transport Management by Nigel Halpern & Anne Graham:- |

| | | |
|------------------------------|--------------|---|
| | | <ul style="list-style-type: none"> • Chapter 15 – Airline Capacity Planning and Management • Chapter 19 – Patterns and Drivers of Demand for Air Transport |
| | Tutorial | PM Tutorial (Lawrence Theatre): AIRLINEOnline Simulation - work within your groups on your decision making inputs – remember to keep minutes of your meeting and to submit your meeting minutes by email to me, no later than 1900h. 8th (and last) input to the simulation – load by 1900h, Fri, 26 July |
| Week 10 : 29 July - 4 August | Presentation | <p>Group Power Point Presentations – Aug 2</p> <p>Today, each group will be presenting their Powerpoint presentations, covering requirements as outlined in Assignment 2 which is detailed in the course outline. Each group will have a maximum of 10 mins (Note: Time limit will be strictly applied). The day will be long as there will be upwards of 25 presentations for me to sit through. Therefore, you will need to keep the entire day free until you are advised of the timing for your group's timeslot.</p> <p>NB:</p> <ul style="list-style-type: none"> • Powerpoint Presentations are due for submission via email by 2359h on Wed, 31 Jul • Group Report and Peer Evaluation for Assignment 2, due for submission by 2359h Sun, 4 Aug |

Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

General Schedule Information

UNSW Aviation's decision to not release Lecture Recordings:

The School of Aviation prides itself on offering education that supports students in their personalised learning journey. This involves providing opportunities for students to engage with academics and key aviation experts to identify and address learning gaps, develop core skills and knowledge, and foster an environment of collaboration and meaningful discussion with the UNSW Aviation community. To support this vision, UNSW Aviation has decided to require students to attend all synchronous lectures (in-person or online) and not release class recordings to the student cohort. If students cannot attend a class and require learning support due to unforeseen circumstances, they should contact their Course Coordinator or Program Coordinator to discuss options for support and making up for missed class time.

Course Resources

Recommended Resources

SUGGESTED TEXTS THAT WILL BE USED AND REFERENCED THROUGHOUT THIS COURSE:

1. Budd, L 2017 (ed) Air Transport Management: An International Perspective (<https://www.taylorfrancis.com/books/air-transport-management-lucy-budd-stephen-ison/e/10.4324/9781315566351>)

2. Halpern, N and Graham, A (Routledge, 2018) - The Routledge Companion to Air Transport Management (<https://www.routledge.com/The-Routledge-Companion-to-Air-Transport-Management/Halpern-Graham/p/book/9780367656140>)

Relevant articles and links will also be posted within Moodle to assist students in deepening their understanding of weekly subject matter presented. Of these readings and videos, some will be denoted as “readings to focus on” (and therefore subject to examination), while the remainder will be for “interest purposes only” (and not in scope for examination)

Course Evaluation and Development

The myExperience Survey aims to boost student feedback which creates a culture of continuous improvement by identifying, responding to, and acting on student feedback.

The course survey will open towards the end of Term. Students are encouraged to participate in the survey via Moodle, myUNSW, or through the direct myExperience link.

Please provide constructive feedback and focus on your learning experience in relation to the course material. While the survey is confidential, it is not anonymous. Comments that breach the Student Code of Conduct, that are hurtful, racist, sexist or ill natured, may lead to disciplinary action.

Staff Details

| Position | Name | Email | Location | Phone | Availability | Equitable Learning Services Contact | Primary Contact |
|----------|-------------|-------|----------|-------|--------------|-------------------------------------|-----------------|
| Convenor | Dane Kondic | | | | | No | Yes |

Other Useful Information

Academic Information

Upon your enrolment at UNSW, you share responsibility with us for maintaining a safe, harmonious and tolerant University environment.

You are required to:

- Comply with the University’s conditions of enrolment.
- Act responsibly, ethically, safely and with integrity.
- Observe standards of equity and respect in dealing with every member of the UNSW

community.

- Engage in lawful behaviour.
- Use and care for University resources in a responsible and appropriate manner.
- Maintain the University's reputation and good standing.

For more information, visit the [UNSW Student Code of Conduct Website](https://student.unsw.edu.au/conduct).

Academic Honesty and Plagiarism

Referencing is a way of acknowledging the sources of information that you use to research your assignments. You need to provide a reference whenever you draw on someone else's words, ideas or research. Not referencing other people's work can constitute plagiarism.

Further information about referencing styles can be located at <https://student.unsw.edu.au/referencing>

Academic integrity is fundamental to success at university. Academic integrity can be defined as a commitment to six fundamental values in academic pursuits: honesty, trust, fairness, respect, responsibility and courage. At UNSW, this means that your work must be your own, and others' ideas should be appropriately acknowledged. If you don't follow these rules, plagiarism may be detected in your work.

Further information about academic integrity, plagiarism and the use of AI in assessments can be located at:

- The [Current Students site](https://student.unsw.edu.au/current-students),
- The [ELISE training site](https://student.unsw.edu.au/elise), and
- The [Use of AI for assessments](https://student.unsw.edu.au/use-of-ai) site.

The Student Conduct and Integrity Unit provides further resources to assist you to understand your conduct obligations as a student: <https://student.unsw.edu.au/conduct>

Submission of Assessment Tasks

Penalty for Late Submissions

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessments where a penalty applies,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Any variations to the above will be explicitly stated in the Course Outline for a given course or assessment task.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

Special Consideration

If circumstances prevent you from attending/completing an assessment task, you must officially apply for special consideration, usually within 3 days of the sitting date/due date. You can apply by logging onto myUNSW and following the link in the My Student Profile Tab. Medical documentation or other documentation explaining your absence must be submitted with your application. Once your application has been assessed, you will be contacted via your student email address to be advised of the official outcome and any actions that need to be taken from there. For more information about special consideration, please visit: <https://student.unsw.edu.au/special-consideration>

Important note: UNSW has a “fit to sit/submit” rule, which means that if you sit an exam or submit a piece of assessment, you are declaring yourself fit to do so and cannot later apply for Special Consideration. This is to ensure that if you feel unwell or are faced with significant circumstances beyond your control that affect your ability to study, you do not sit an examination or submit an assessment that does not reflect your best performance. Instead, you should apply for Special Consideration as soon as you realise you are not well enough or are otherwise unable to sit or submit an assessment.

Faculty-specific Information

Additional support for students

- [The Current Students Gateway](#)
- [Student Support](#)
- [Academic Skills and Support](#)
- [Student Wellbeing, Health and Safety](#)
- [Equitable Learning Services](#)
- [UNSW IT Service Centre](#)
- Science EDI Student [Initiatives](#), [Offerings](#) and [Guidelines](#)

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