



UNSW Course Outline

AVIA5009 Airline Corporate Management - 2024

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General Course Information

Course Code : AVIA5009

Year : 2024

Term : Term 1

Teaching Period : T1

Is a multi-term course? : No

Faculty : Faculty of Science

Academic Unit : School of Aviation

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

Airline Corporate Management is a key component and driver of the airline industry, and consequently the aviation industry as a whole. This fully online course provides an insight into the complex and interconnected nature of the airline business and gives a picture of the prime

drivers, which differentiate airlines. The course explores the structure of the aviation industry, formation of airline strategies and the range of airline business models, and introduces concepts core to airline corporate management including airline economics, airline planning and finance, schedule planning, fleet planning, forecasting, marketing, and commercial agreements and government affairs.

Through a combination of case-based learning, readings, practical checkpoint exercises, and assessments, the course will expose students to the various stages of planning that underpin airline management. Students will also have the opportunity to test their understanding and skills throughout the course and develop skills transferrable to their own careers in the aviation industry.

This course is complementary to course AVIA5005 - Airline Operational Management.

Course Aims

The aim of this course is to introduce students to the structure of the aviation industry and to explain how the industry's history shapes its structure today. This course provides an integrated background and understanding of the main airline corporate management tasks, with a particular focus on analysis and corporate planning. This is achieved using contemporary examples and exercises.

The course provides an introduction to the formation of current airline strategies, and a context for the study of business model innovation. Concepts explored throughout the course will form a strong foundation for students to undertake other complementary courses within their aviation program and support growth and development within their aviation careers.

The content of the course is written by aviation experts from various backgrounds within the aviation industry, and a cross section of disciplines at UNSW, to ensure all perspectives pertaining to the airline corporate management space are captured. Students are provided with course material to work through in a self-paced manner, and practical exercises are integrated throughout to test and consolidate knowledge and skills learnt, and consider how these can translate to their own careers in aviation. In addition to individualised assessment feedback, general academic review and feedback is provided to the entire cohort in this course to ensure consistent and collaborative learning and closing of the feedback loop.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Describe the main airline corporate management tasks conducted across the airline sector.
CLO2 : Apply airline economics principles for decision making, forecasting, market analysis, and analysing cost within airline corporate management scenarios.
CLO3 : Plan and implement a schedule for a small fleet of aircraft with appropriate consideration of critical airline scheduling factors.
CLO4 : Discuss fleet planning theory and practice from a corporate management perspective.
CLO5 : Analyse the business planning process for an airline, and consider its impact on financial management.
CLO6 : Explain key issues, effective strategies and critical elements of airline marketing management.

Course Learning Outcomes	Assessment Item
CLO1 : Describe the main airline corporate management tasks conducted across the airline sector.	<ul style="list-style-type: none">• Assignment 1• Assignment 2• Assessment 3
CLO2 : Apply airline economics principles for decision making, forecasting, market analysis, and analysing cost within airline corporate management scenarios.	<ul style="list-style-type: none">• Assignment 1• Assignment 2• Assessment 3
CLO3 : Plan and implement a schedule for a small fleet of aircraft with appropriate consideration of critical airline scheduling factors.	<ul style="list-style-type: none">• Assignment 1• Assignment 2• Assessment 3
CLO4 : Discuss fleet planning theory and practice from a corporate management perspective.	<ul style="list-style-type: none">• Assignment 1• Assignment 2• Assessment 3
CLO5 : Analyse the business planning process for an airline, and consider its impact on financial management.	<ul style="list-style-type: none">• Assignment 1• Assignment 2• Assessment 3
CLO6 : Explain key issues, effective strategies and critical elements of airline marketing management.	<ul style="list-style-type: none">• Assessment 3

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course provides an integrated background and understanding of the main airline corporate management tasks, with a particular focus on analysis and corporate planning. This is achieved

using contemporary examples and exercises.

The content of the course is written by aviation experts from various backgrounds within the aviation industry, and a cross section of disciplines at UNSW, to ensure all perspectives pertaining to the airline corporate management space are captured. Students are provided with course material to work through in a self-paced manner, and practical exercises are integrated throughout to test and consolidate knowledge and skills learnt, and consider how these can translate to their own careers in aviation. In addition to individualised assessment feedback, general academic review and feedback is provided to the entire cohort in this course to ensure consistent and collaborative learning and closing of the feedback loop.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Assignment 1 Assessment Format: Individual	20%	Start Date: Week 1 Due Date: Week 5 : 17/03/2024 11:59PM
Assignment 2 Assessment Format: Individual	40%	Start Date: Week 1 Due Date: Week 8 : 07/04/2024. 11:59PM
Assessment 3 Assessment Format: Individual	40%	Start Date: 26/04/2024 12:00AM Due Date: 30/04/2024 11:59PM

Assessment Details

Assignment 1

Assessment Overview

You will be provided with a scenario for which you will need to research and analyse the schedule and capacity for the respective markets. You will be required to complete a 900 word report detailing your analysis. You will be assessed on your critical thinking, research, referencing and analysis skills, and ability to communicate findings. You are expected to make use of the University's online library resources, and access the BITRE database and download the necessary files from the Aviation section. You may choose to include tables or charts in your paper to clarify and present your analysis, but these should not replace a good written argument.

Details of the assessment will be released in Week 1. You must submit the assignment by Week 5. Marks and written feedback will be provided via Moodle within 10 working days following submission.

Course Learning Outcomes

- CLO1 : Describe the main airline corporate management tasks conducted across the airline sector.
- CLO2 : Apply airline economics principles for decision making, forecasting, market analysis, and analysing cost within airline corporate management scenarios.
- CLO3 : Plan and implement a schedule for a small fleet of aircraft with appropriate consideration of critical airline scheduling factors.
- CLO4 : Discuss fleet planning theory and practice from a corporate management perspective.
- CLO5 : Analyse the business planning process for an airline, and consider its impact on financial management.

Assessment Length

900 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Assignment 2

Assessment Overview

You are required to read a journal article provided. You will be given three scenarios to analyse and report on the relative cost structures using formula from the journal article. You will then be required to complete a 1500-word report by analysing and explaining the variances in unit cost among various schedule options.

Details of the assessment (including the journal article, which will be accessible via Leganto) will be released in Week 1. You must submit the assignment by Week 8. Marks and written feedback will be provided via Moodle within 10 working days following submission.

Course Learning Outcomes

- CLO1 : Describe the main airline corporate management tasks conducted across the airline sector.
- CLO2 : Apply airline economics principles for decision making, forecasting, market analysis, and analysing cost within airline corporate management scenarios.
- CLO3 : Plan and implement a schedule for a small fleet of aircraft with appropriate consideration of critical airline scheduling factors.
- CLO4 : Discuss fleet planning theory and practice from a corporate management perspective.
- CLO5 : Analyse the business planning process for an airline, and consider its impact on financial management.

Assessment Length

1500 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Assessment 3

Assessment Overview

This online examination will assess your understanding of content covered across the entire course. The examination contains a series of short answer questions and a scenario-based question related to a route economics study requiring you to use data provided to answer. The examination will be made available to complete in Moodle at the start of the UNSW Final Examination Period and will remain open for a total duration of 5 working days. Once you start your examination attempt, you will be given 2 hours to complete the examination and one attempt. You cannot return to an incomplete attempt. Feedback is available through inquiry with the course convenor.

Course Learning Outcomes

- CLO1 : Describe the main airline corporate management tasks conducted across the airline sector.
- CLO2 : Apply airline economics principles for decision making, forecasting, market analysis, and analysing cost within airline corporate management scenarios.
- CLO3 : Plan and implement a schedule for a small fleet of aircraft with appropriate consideration of critical airline scheduling factors.
- CLO4 : Discuss fleet planning theory and practice from a corporate management perspective.
- CLO5 : Analyse the business planning process for an airline, and consider its impact on financial management.
- CLO6 : Explain key issues, effective strategies and critical elements of airline marketing management.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

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.

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Formative assessments:

You will be provided with an opportunity to test your understanding of material covered early in the AVIA5009 course through the completion of a formative quiz. The quiz comprises of multiple-choice questions on material covered in Weeks 1 to 3 (inclusive) of the course. It is to be completed by the start of Week 4.

Feedback will be provided immediately upon completion of the quiz, allowing you to self-assess your understanding and areas for improvement in the course.

You will also be provided with opportunities to test your knowledge weekly with questions that complement the Unit material and answers to self-assess your performance.

It is expected that you engage with all of the material in a sequenced way to maximise your learning and consolidation of material, and complete each Unit by the end of the respective week.

Summative assessments:

Assessments are designed in alignment with the course content, and are an opportunity for you to identify strength areas and areas for improvement.

Unless otherwise specified, the following criteria will be applied in assessing your written work:

- evidence of understanding of the concepts, theories and ideas developed in the course;
- ability to apply those concepts to situations from your own experience;
- capability to structure an assignment logically and limit it to the length required;
- the degree to which the material submitted for assessment addresses the specified or negotiated assignment requirements; and
- the proper use of grammar, spelling, style, and academic referencing, together with an appropriate mix of research and original thought.

The examiner is looking for interesting and innovative answers and not a 'model answer' derived

from the text. Answers that consist of a succession of “quotes” will not attract high marks.

Students are referred to the University’s rules on academic conduct, which are contained within the Student Handbook. Specifically, **plagiarism** is absolutely unacceptable and may lead to failure of the course, or in extreme cases exclusion from the University. Students are referred to the University’s Student Handbook for full details on academic regulations.

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Topic	Unit 1 Introduction to the Aviation Industry, Past and Present
Week 2 : 19 February - 25 February	Topic	Unit 2 Aviation Statistics
Week 3 : 26 February - 3 March	Topic	Unit 3 Airline Economics - Demand
Week 4 : 4 March - 10 March	Topic	Unit 4 Airline Economics - Costs
Week 5 : 11 March - 17 March	Topic	Unit 5 Airline Planning and Finance
Week 6 : 18 March - 24 March	Topic	Unit 6 Schedule Planning
Week 7 : 25 March - 31 March	Topic	Unit 7 Fleet Planning
Week 8 : 1 April - 7 April	Topic	Unit 8 Forecasting
Week 9 : 8 April - 14 April	Topic	Unit 9 Marketing
Week 10 : 15 April - 21 April	Topic	Unit 10 Commercial Agreements and Government Affairs

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

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.

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Students should be familiar with the information contained in myUNSW and Moodle regarding expectations of students, assignment submission, equity and diversity and other policies that affect you. Students are expected to check their UNSW email and the course Moodle website on a frequent basis as updates and announcements will be communicated via these platforms.

Students are expected to keep up with the class schedule through the term.

Course Resources

Prescribed Resources

There are no set textbooks for this course but there are some books that are useful references in airline management and are available through the library as e-books. Links can be found via the Course Reading List in the AVIA5009 Moodle Course Site.

These are:

- Rigas Doganis, Flying Off Course - The Economics of International Aviation. Available as an ebook in UNSW library
- Stephen Holloway, Straight and Level- Practical Airline Economics. 3rd edition 2008.
- Budd and Ison (ed), Air Transport Management: An international perspective. Taylor and Francis 2016
- Peter Morrell, Airline Finance 3rd edition 2008.
- Stephen Shaw, Airline Marketing and Management 7th edition Ashgate 2012
- Bijan Vasigh, Ken Fleming, Thomas Tacker. Introduction to Air Transport Economics 2nd edition 2013

Mandatory/Required Readings

Each Unit is accompanied by readings. A list of these can be found via the Course Reading List in Moodle.

Recommended Resources

Online Resources

Most of the necessary background reading material can be sourced through the library's extensive journal databases online. Suggested reading material directs students to useful websites, but self-directed research well beyond the recommended reading is an important part

of the learning process. Wider reading adds a variety of opinions, richer content to the subject, and the opportunity to contrast theoretical and practitioner views of the industry.

Instructions for using the databases are available on the UNSW library website. This page includes a links to various library services. Industry journals Air Transport World and Airline Business can both be accessed using the UNSW Library electronic access.

Course Evaluation and Development

UNSW Aviation highly value student feedback as a way to constantly improve course offerings, teaching excellence and the student experience. In AVIA5009, students are provided with opportunities, both informal feedback, via direct correspondence with the course convenor, forums, and survey questions in the Reflect and Review activities; and formal feedback, via myExperience Surveys. The availability of this feedback 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				via email and/or Moodle forums	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](#).

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](#),
- The [ELISE training site](#), and
- The [Use of AI for assessments](#) 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](#)

School Contact Information

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