

Estonian Aviation Academy
SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT <i>(in Estonian and English)</i>	AM.080 Lennuettevõtte töö korraldamine <i>Management of Airline Operations</i>
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018/2019 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Management (2284): AM, ER
SCOPE OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 38 hrs; independent work – 40 hrs; practical training 0 hrs.
LANGUAGE OF INSTRUCTION	English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER	Allan Nõmmik, Sven Kukemelk, Kristian Hvass, Meelis Koovit

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	The goal of the course is to develop the students' knowledge about airline operations.
LEARNING OUTCOMES	The student having passed the subject course: 1) knows the basics of managing an airline; 2) understands and is able to use the commercial leverage of an airline; 3) knows the specifics of sales, marketing and revenue management principles of an airline; 4) understands the basics of route network planning.
SHORT DESCRIPTION OF THE COURSE	The subject deals with the steering wheels of an airline's commercial department. The focus is on key functions of commerce, and how these functions are implemented in practice in line with the operating regulations of an airline. Students learn specific aspects of airline commercial operations: sales, marketing, revenue management, basics of routes network planning. They have to be able to explain the current development trends in European aviation on the basis of the cause-and-effect scheme.

III. GRADING SYSTEMS AND CRITERIA

PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	At least 40% of points from tasks
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Tasks will cover up to 40% of the total. Oral exam will cover 60% of the total. The oral exam consists of three questions the answers to which shall be assessed. Exam questions control the theoretical knowledge while the students have to know how to implement theoretical knowledge in practice as well. The exam will be a pass if the student's results reach at least the minimal acceptable level of subject (50%).
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	VASTAVAD HINDAMISKRITEERIUMID
	Percentage for final evaluation: 91–100% grade A 81–90% grade B 71–80% grade C 61–70% grade D 51–60% grade E

IV. SCHEDULE AND LIST OF TOPICS		
WEEK OF YEAR	WORK FORMAT	TOPICS
	Lecture, 2h	Introduction to Airline Operations
	Lecture, 2h	Airline economics
	Lecture, 2h	Network planning, fleet planning
	Lecture, 3h Seminar, 1h	Revenue management and pricing – general principles. Airline specifics of RM&P
	Lecture, 6h	Airline operations: Air Operator Certificate (AOC). Manuals, logs and records. Flight safety and quality documents system. Flight time limitations.
	Lecture, 2h Seminar, 2h	RM&P in different types of airlines (low-cost, full service, charter). Understanding differences and implications for business
	Lecture, 3h	Non-schedule operations
	Seminar, 2h+2h	Airline operations in practice
	Lecture, 3h Seminar, 3h	Monitoring and analysis of trends in European air transportation
	Consultation, 2h	
	Exam, 3h	

V. LEARNING MATERIALS

Compulsory materials:

Lecture notes

Books:

1. Clark, Paul (2010), *Stormy Skies: Airlines in Crisis*, Farnham: Ashgate.
2. Clark, Paul (2007), *Buying Big Jets*, Farnham: Ashgate
3. Doganis, Rigas (1992), *Airport Business*, Routledge: New York
4. Doganis, Rigas (2001), *The Airline Business in the Twenty-First Century*, Routledge: New York
5. Holloway, Stephen (2003), *Straight and Level Airline Business*, Farnham: Ashgate
6. EU-OPS stands for EASA Operations Regulations