Module of Aviation Company Management

	30 ECTS credits
Aims	The aims of the Module of Aviation Company Management are: 1. to provide the students with an overview of the system of air transportation; 2. to provide the students with the knowledge of the specifics of different aviation enterprises, their purpose, functioning and operating principles; 3. to give the students an overview of company performance management; 4. to give the students an opportunity to reinforce the theoretical knowledge acquired in the classroom by doing a project of practical nature on the management of a specific aviation enterprise; 5. to give the students an opportunity to further advance and make use of their specialist English necessary for operating in an international environment.
Learning outcomes	The student having passed the Module: • has acquired a holistic and comprehensive understanding of the roles played by different aviation enterprises within the air transportation system; • has acquired in-depth knowledge of the specifics of different aviation enterprises and of their functioning and management; • knows the performance measurement tools and processes in use in aviation company management; • has focused on some issues of company management by carrying out a speciality project on an aviation enterprise being an integrated part of the whole air transportation system; • has had an opportunity to advance their knowledge of specialist English including all of the subskills: listening, reading, writing and speaking as well as expanded their specialist vocabulary; can communicate effectively at managerial and professional level; • understands the major contemporary issues and challenges pertaining to the management of air transportation enterprises partnerships concepts, theories and best practices.

Subject code	**Subject**	**Volume, ECTS**	**Year**
AM.083	Performance Management in Air Transport	3.0	III
AM.066	Organisation of Work in Air Traffic Services	3.0	IV
AM.080	Management of Airline Operations	3.0	IV
AM.065	Organisation of Airport Operations	3.0	IV
AM.036	Airport Technology and Equipment	4.0	IV

AM.084	MRO Management	3.0	IV
AM.057	Organization of CNS	3.0	IV
MT.C.061	Speciality Project	3.0	IV
LC.C.011, LC.C.022	Business English I + II	5.0	III
	Total	**30 ECTS**	

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (*in Estonian and English*)	AM.083 *Performance Management in Air Transport* Tulemusjuhtimine lennutranspordis
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018 autumn term, self-study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Elective course for Curriculum of Aviation Management (2284), Module of Specialty Studies
SCOPE OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Written test. Non-differentiated assessment
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 4 hrs; independent work – 72 hrs; practical training 0 hrs.
LANGUAGE OF INSTRUCTION	English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	–
LECTURERS	Kristian Hvass

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	To enable students to identify, develop, and maintain performance measurement indicators to allow for improved management skills and strategic oversight.
LEARNING OUTCOMES	By the end of the course students are able to: 1. Synthesize how performance measurements are used in management 2. Compare various performance measurement frameworks 3. Evaluate performance measurement information gathering methods 4. Critique performance measurement indicators 5. Construct a performance measurement dashboard
SHORT DESCRIPTION OF THE COURSE	Performance measurement allows management to better understand underlying business drivers. This course presents the following: integration of performance measurements in management, performance measurement frameworks and methodologies, and introduction to dashboard design. This course relies on video lectures.

III. GRADING SYSTEMS AND CRITERIA	
PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	Solving, submission and/or presentation of tasks (case studies) of independent work

FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Written test will 100% of the total.
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	**RESPECTIVE ASSESSMENT CRITERIA**
	Exam questions are prepared for control of theoretical knowledge with requiring of theory implementation. The exam will be positively passed if the student's results are at least minimally acceptable level of subjects (51%).

IV. SCHEDULE AND LIST OF TOPICS		
WEEK OF YEAR	**WORK FORMAT**	**TOPICS**
	Lecture 2h	Introduction to course and measurement justification
	Video lecture	Performance measurement and management
	Video lecture	Integrating performance measurement into management
	Video lecture	Integrating performance measurement into management
	Video lecture	Various performance measurement frameworks
	Video lecture	Introduction to information collection methodologies
	Video lecture	Performance measurement traps
	Video lecture	Performance measurement in aviation
	Video lecture	Performance measurement dashboard design
	Video lecture	Application of performance measurement
	Video lecture	Future of performance measurement and course review
	Seminar 2h	Consultation
	Test, 2h	Test

V. LEARNING MATERIALS

Compulsory materials:

1. Uploaded Moodle material
2. Case material TBA
3. Bryant, L., Jones, D. A., & Widener, S. K. (2004). Managing Value Creation within the Firm: An Examination of Multiple Performance Measures. Journal of Management Accounting Research, 16(1), 107–131. doi:10.2308/jmar.2004.16.1.107
4. Delbari, S. A., Ng, S. I., Aziz, Y. A., & Ho, J. A. (2016). An investigation of key competitiveness indicators and drivers of full-service airlines using Delphi and AHP techniques. Journal of Air Transport Management, 52, 23–34. doi:10.1016/j.jairtraman.2015.12.004
5. Francis, G., Humphreys, I., & Fry, J. (2005). The nature and prevalence of the use of performance measurement techniques by airlines. Journal of Air Transport Management, 11(4), 207–217. Retrieved from http://www.sciencedirect.com/science/article/B6VGP-4F05RCT-1/2/2e2472ec73ee6bd989d02f13c99b161e
6. Gimbert, X., Bisbe, J., & Mendoza, X. (2010). The role of performance measurement systems in strategy formulation processes. Long Range Planning, 43(4), 477–497. doi:10.1016/j.lrp.2010.01.001
7. Ittner, C. D., & Larcker, D. F. (2003). Coming Up Short on nonfinancial performance measurement. Harvard Business Review, 81(11), 89.
8. Lee, M. T., & Widener, S. K. (2016). The Performance Effects of Using Business Intelligence Systems for Exploitation and Exploration Learning. Journal of Information Systems, 30(3), 1–31. doi:10.2308/isys-51298
9. Micheli, P., & Manzoni, J. F. (2010). Strategic performance measurement: Benefits, limitations and paradoxes. Long Range Planning, 43(4), 465–476. doi:10.1016/j.lrp.2009.12.004
10. Yigitbasioglu, O. M., & Velcu, O. (2012). A review of dashboards in performance management: Implications for design and research. International Journal of Accounting Information Systems, 13(1), 41–59. doi:10.1016/j.accinf.2011.08.002
11. Zahra, S., & Chaples, S. (1993). Blind Spots in Competitor Analysis. The Academy of Management Executive, 7(2), 7–28. Retrieved from http://www.jstor.org/stable/4165119

Additional materials recommended:

1. Philip T. Frohne . (2008). Quantitative measurements for logistics. The International Society of Logistics. New York : McGraw-Hill.

Estonian Aviation Academy

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (in Estonian and English)	MT.C.066 Lennuliiklusteeninduse töö korraldamine *Organisation of Work in Air Traffic Services*
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
VOLUME OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 29 hrs Independent work – 49 hrs Practical training – 0 hrs
LANGUAGE OF INSTRUCTION	English/Estonian
ADDITIONAL INFORMATION (PREREQUISITE SUBJECT COURSES, RESTRICTIONS)	-
LECTURER	Tanel Kulbas, Üllar Salumäe

II. GOAL OF SUBJECT, LEARNING OUTCOMES AND SHORT DESCRIPTION OF THE COURSE	
GOAL OF SUBJECT COURSE	Development of the knowledge for Air Navigation Service Provider (ANSP) management
LEARNING OUTCOMES	The student having passed the subject: 1. Can describe the structure of air navigation services and air traffic services, and understands the objectives of these. 2. Can describe airspace structure and understands the importance of airspace management. 3. Can describe the basic operational procedures of different air traffic services units and technical devices. 4. Understands the necessity and procedures of supervision and certification of service providers and investigation procedures. 5. Knows the various business interests of ANSP general stakeholders. 6. Has acquired the knowledge related to business planning of the Air Navigation Services Provider organisation. 7. Orients in different operational development and managerial change programmes.

	8. Orients in international developments in ATM domain, particularly in Europe.
SUBJECT COURSE DESCRIPTION	The course gives an overview and basic knowledge about air traffic management organisation and operations in European operational environment

III. GRADING SYSTEMS AND CRITERIA

PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Written exam will cover 100% of the total.
OPPORTUNITIES FOR SETTLING ARREARS / INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	RESPECTIVE MARKING CRITERIA
	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	The structure and objectives of air navigation services and an overview of international and national basic regulatory documentation
	Lecture, 2h	Measurement of levels
	Lecture, 2h	Airspace related terminology, airspace structure and airspace management
	Lecture, 2h	The structure and objectives of air traffic services and air traffic management
	Lecture, 4h	Provision of air traffic services, cooperation between different units: aerodrome control, approach control, area control and aerodrome flight information service. Handling and use of aeronautical information
	Lecture, 2h	Supervision and certification of air navigation service providers
	Lecture, 2h	Non-standard situations and investigation procedures

	Lecture, 4h	ANSP – organisation description, Single European Sky, SESAR, further development of European ATM (Üllar Salumäe)
	Lecture, 3h	ANSP – business plan. Business plan: calculating the ANSP service fees (Üllar Salumäe)
	Consultation 2h	
	Exam, 2 h	Written Exam

V. LEARNING MATERIALS

Compulsory materials:

1. Lecture notes in Moodle at http://eava.ee/mdle2/course/view.php?id=132
2. John Bowen and Jean-Paul Rodrigue, Air Transport, http://people.hofstra.edu/geotrans/eng/ch3en/conc3en/ch3c5en.html
3. European Commission, Mobility and Transport, http://ec.europa.eu/transport/air/index_en.htm
4. EUROCONTROL, Air Traffic Management, http://www.eurocontrol.int/articles/what-air-traffic-management

Additional materials recommended:

5. European Air Traffic Management: Principles, Practice and Research, edited by Andrew Cook, Ashgate 2007, Hampshire UK, 260 p.
6. Lecture additional materials in Moodle at http://eava.ee/mdle2/course/view.php?id=132

Estonian Aviation Academy

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJE (*in Estonian and English)*	AM.080 Lennuettevõtte töö korraldamine *Management of Airline Operations*
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

Estonian Aviation Academy

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJE (*in Estonian and English)*	MT.C.065 Lennujaama töö korraldamine *Organisation of Airport Operations*
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 – 33 hrs; independent work – 45 hrs; practical training 0 hrs.
LANGUAGE OF INSTRUCTION	English/Estonian
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER	Allan Nõmmik, Andres Lainoja

II. ÕPPEAINE EESMÄRK, ÕPIVÄLJUNDID JA LÜHIKIRJELDUS	
GOAL OF SUBJECT COURSE	The goal of the course is to provide students with the knowledge about airport management
LEARNING OUTCOMES	The student having covered the subject course: 1. understands the operational structure and working principles of an airport; 2. orients in international requirements for the development of an airport infra structure; 3. understands the role of an airport within the whole air transportation system; 4. knows the various business interests of general stakeholders of airports; 5. has the knowledge related to operational assets of airports; 6. orients in the modern methodologies of airport planning and is able to apply the knowledge gained in solving practical tasks.
SHORT DESCRIPTION OF THE COURSE	Airport Operations includes activities performed at an airport such as facility and organization management, planning of development, businesses activities at airports.

III. GRADING SYSTEMS AND CRITERIA	
PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	

FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Maximum 40% shall be awarded for 4 home/seminar tasks. Maximum 60% can be scored at the exam (TEST: MULTIPLE CHOICE QUESTIONS)
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	**RESPECTIVE MARKING CRITERIA**
	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, 3h	Introduction to airport management, airport definitions
	Lecture, 3h	Airport capacity management, critical points, ground access
	Lecture, 2h	Airport planning, ICAO Annex 14
	Lecture, 2h	ICAO Annex 14, continues
	Lecture, 2h	Airport certification regulations and procedures
	Seminar, 2h	Airport certification
	Lecture, 2h	Airport incomes, expenses, forecasting of aviation activity by airport
	Seminar, 2h	Forecasting of aviation activity by airport, airport marketing
	Lecture, 2h	Airport master plan vs business plan
	Seminar, 2h	Airport planning and development
	Lecture, 2h	Airport safety
	Seminar, 2h	Airport safety
	Lecture, 2h	Airport security
	Lecture, 2h	The future of airports, economic trends, technological developments
	Consultation, 2h	Consultation
	Exam, 2 h	Test (multiple choice questions)

V. LEARNING MATERIALS

Compulsory materials:

Lecture notes

Additional materials recommended: 1. ICAO Annex 14. 2. Neufille, R., 2003, Airport systems planning, design and management, McGraw-Hill Professional. 3. Wells, Alexander T, 2004, Airport planning & management, McGraw-Hill Professional. 4. Jarach, D., 2005, Airport Marketing: Strategies to Cope With the New Millennium Environment, Ashgate. 5. Czerny, Achim I, 2008, Airport slots, Ashgate

Estonian Aviation Academy

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJE (*in Estonian and English)*	AM.036 Lennujaama tehnika *Airport Technology and Equipment*
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018/2019 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Company Management (2284):AM
SCOPE OF SUBJECT (ECTS)	4.0 ECTS
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 26 hrs; independent work – 78 hrs
LANGUAGE OF INSTRUCTION	Estonian/English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER	Tiit Kepp, Valter Veedler

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	To educate (or introduce or give the knowledge?) the students about the necessity and importance of ground service, its processes and technology, and describe the processes of different ground services in depth.
LEARNING OUTCOMES	The student having covered the subject course: 1) knows the place and functions of *check-in and gate control* in the chain of ground service of aircraft; 2) knows the purpose of the technology/equipment necessary for passenger, aircraft and airfield service and able to participate in the equipment evalutation process; 3) is able to participate in the management of ground handling services; 4) orients well in the IATA Airport Handling Manual (AHM); 5) knows the modern challenges and development trends of airport ground handling.
SUBJECT COURSE DESCRIPTION	The students are introduced the processes and technology connected with ground service, and also the planning of human resources. They are also introduced how to carry out

	public procurements of special technology/machinery. The students have to do independent practical exercises.

III. GRADING SYSTEMS AND CRITERIA

PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	The student has to have passed a written test on "The influence of passenger service processes on the whole chain of services" by the 47th week of year.
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Passing the written test and the oral exam.
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	**RESPECTIVE MARKING CRITERIA**
	Percentage of correct answers: 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, 3 hrs	Introduction. Overview of passenger registration process. Different *check-in* systems. Different innovative solutions.
	Lecture, 3 hrs	Equipment/technology related to passenger service. Printers, readers, IT equipment, etc.
	Lecture, 3 hrs	Service contracts between aviation companies and servicing agencies. Service standards agreed upon, contractual penalties, etc.
	Lecture, 3 hrs	Equipment used in baggage handling area and in cargo terminals. Technology used in security assurance.
	Lecture, 3 hrs	Equipment used in aircraft service. International requirements set on technology/equipment.
	Lecture, 3 hrs	Choice of equipment used in aircraft service and conducting public procurements. Financing. Depreciation.
	Lecture, 3 hrs	In-service training of personnel in equipment and technology. Maintenance and overhaul of equipment.
	Lecture, 2 hrs	Runway service machinery. Assessment of environmental impact. Planning. Infrastructure.
	Lecture, 1 hr	Work organisation in Tallinn Airport.
	Examination, 2 hrs	Oral examination.

V. LEARNING MATERIALS

Compulsory materials:

Lecture notes

Additional materials recommended:

1. **IATA Passenger Services Conference Resolutions Manual (latest edition)**
2. **Airport Handling Manual (latest edition)**
3. **Riigihangete seadus**

Estonian Aviation Academy

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (in Estonian and English)	AM.084 *MRO Management* (Hooldusettevõtte juhtimine)
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018/2019, autumn
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Optional subject Aviation Company Management (2284): AM
SCOPE OF SUBJECT	3 ECTS
FORM OF CONTROL	Non-graded
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 17 hrs; independent work – 61 hrs.
LANGUAGE OF INSTRUCTION	English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER(s)	Peeter Pajula, Risto Mäeots

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	The aim of the subject course is to give an in-depth overview of MRO business and its main principles
LEARNING OUTCOMES	The course participant having passed the module: 1) understands the principles of MRO market; 2) knows different MRO business areas and MRO architecture; 3) understands the regulatory background of MRO operations; 4) orientates in MRO optimization techniques and tools.
SUBJECT COURSE DESCRIPTION	

III. GRADING SYSTEM AND CRITERIA	
PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	Requirements for passing the course: participation in classroom work and working through the e-learning materials as assigned
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Self-study, computer test
OPPORTUNITIES FOR SETTLING ARREARS	Examination – Pass/Fail test. Re-examination within one month
GRADING SYSTEM	**RESPECTIVE MARKING CRITERIA**
TEST (MULTIPLE CHOICE QUESTIONS)	The student shall have to score at least 51 % of the total of points.

IV. SCHEDULE AND LIST OF TOPICS		
WEEK OF YEAR	**WORK FORMAT**	**TOPICS**
	Lecture, 2h	Introduction – Maintenance, Repair and Overhaul (MRO) market and current trends in the sector
	Lecture, 3h	Introduction to the regulation
	Lecture, 6h	MRO architecture – Base/line/outstations, positions, roles
	Lecture, 1h	Typical modes of MRO contracting; Annual contracts; Blanket orders; Systems contracts; Procurement cards
	Lecture, 1h	Managing communication between involved parties – CAMO, Pilots, Mechanics, Suppliers, DOA etc
	Lecture, 1h	Leveraging electronic commerce to improve MRO; Online catalogues; planning systems, task card systems etc
	Lecture, 1h	Continuously running an effective Part-145 approval
	Seminar, 1h	Examination

V. LEARNING MATERIALS

Compulsory materials: e-learning course at http://moodle.eava.ee/

Additional materials recommended: ICAO Annex 18 and Annex 18 Technical instructions, Haguma, T., 2016. Fundamentals of Aircraft Maintenance Management, Notion Press, Inc. Kinnison, A. H., 2012. Aviation Maintenance Management, McGraw-Hill Education

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJE (*in Estonian and English)*	AM.057 Sidetehnilise teenuse korraldamine *Organisation of CNS (Communication, Navigation, Surveillance)*
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Company Management (2284): AM
SCOPE OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 21 hrs; independent work – 54 hrs; practical training 2 hrs; examination 1 hrs.
LANGUAGE OF INSTRUCTION	Estonian/English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER	Mati Tarlap

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	Give the students an overview of the organisation of communication service (technical support), the components relating to it and of the processes of quality management.
LEARNING OUTCOMES	The student having covered the subject course: 1) Knows the organisational systems for offering technical support; 2) Has obtained the understanding of the interconnection between the quality and safety system and the procedures of offering technical maintenance service; 3) Is able to apply different methods for organising technical support; 4) Is aware of the necessity for evaluating the competence of the technical personnel and knows the methods of evaluation; 5) Has got an overview of the life cycles of technical systems, and the related procedures and documentation; 6) Is able to evaluate the necessity for evidence; 7) Has obtained knowledge of planning the management of technical equipment and devices.

SUBJECT COURSE DESCRIPTION	The subject course covers the topics related to the management and structure of the components of technical support. The subject course deals with the following technical support components: organisation, personnel, processes/procedures, and the quality and safety management system. In addition to covering the components in depth, the different cycles of systems are dealt with beginning from the vision and ending with their dismounting.

III. METHODS AND CRITERIA OF EXAMINATION

PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	1. Participation in team work for at least 75% of the time 2. Participation in the lectures for at least 75% of the time
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Written examination – 100% of the ECTS credits. Test is a multiple choice test.
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be retaken.
GRADING SYSTEM	1. Test is a multiple choice test. 2. Evaluation criteria: ”A” (perfect) – 10 (9 high activity during team work)/10 ”B” (very good) – 9 (8 high activity)/10 ”C” (good) – 8 (7 high activity)/10 ”D” (satisfactory) – 7 (6 a high activity)/10 ”E” (poor) – 6/10 ”F” (failure) – 0-5/10

IV. SCHEDULE AND LIST OF TOPICS

WEEK OF YEAR	WORK FORMAT	TOPICS
	Lecture, 3h	Overview of the course & Introduction to Organization of CNS
	Lecture, 3h	Organization of technical support
	Lecture, 3h	Personnel. The role of human factor in service provision. ATSEP competence system, technical experts ratings
	Lecture, 3h	Procedures. Data security assurance. Change management
	Lecture, 3h	Quality Management System in CNS. Overview and main elements
	Lecture, 3h	Safety Management for Organisation of CNS

	Lecture, 3h	System's lifecycles. Preparation and planning, implementation, maintenance
	Seminar, 2h	Summary of the course
	Exam, 1 h	Written test

V. DESCRIPTION OF COURSE

GOAL OF SUBJECT COURSE	The course consists of lectures and team work. At the beginning of the course the expectations of students are gathered. At the end of the course the students will give feedback on the course and express their opinion to what extent their expectations were fulfilled. The course subject is split into 7 main modules and is accompanied by introduction. Presentations of the modules are available in the Moodle environment. Every module starts with the introduction and is completed with the executive summary. Lectures are accompanied by team work. Team work consists of classroom work and homework performed by the team developed voluntarily. Team work consists of 5 chained exercises. The team work scenario and expected result is explained by the lecturer. Every team shall present their work result in the lecture room to the other teams. Work format: 1. introduction + module 1 2. modules 2–3 (organisation; personnel) 3. team work 1–2 4. modules 4–5 (procedures; quality system) 5. team work 3 6. modules 6–7 (safety management; system lifecycles) 7. team work 4 8. course summary 9. team work 5 10. examination. Additional information and answers to questions could be obtained at mati.tarlap@eans.ee The course is completed with the pass of a written examination. A visit to ATCC is a part of the course.

V. LEARNING MATERIALS	
COMPULSORY	Materials and examples available in the Moodle
ADDITIONAL	www.eurocontrol.int

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJE (*in Estonian and English)*	MT.C.061 Erialaprojekt *Speciality project*
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018/2019 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Management (2284)
SCOPE OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 15 hrs; independent work – 63 hrs
LANGUAGE OF INSTRUCTION	English/Estonian
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	-
LECTURER	Allan Nõmmik, Kristian Hvass

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	Throughout working with this case study students will reinforce the theoretical knowledge obtained during the course.
LEARNING OUTCOMES	The student having passed the subject course: 1) has acquired conceptual understanding of the roles played by different aviation enterprises within the air transportation system; 2) understands the various business interests of general stakeholders of an aviation enterprise; 3) has acquired practical knowledge related to operational assets of main aviation enterprises – airports, ANSPs, airlines, MRO; 4) has gained a realistic understanding of the factors having an impact on planning and decision-making necessary to operate an aviation enterprise as a successful and contemporary business in European Union regulatory environment; 5) understands the major contemporary issues and challenges pertaining to the management of air transportation enterprises.
SUBJECT COURSE DESCRIPTION	The objective of the case study is to allow the students to organize and function as an aviation enterprise management team, making decisions and justifying recommendations concerning the management of that particular enterprise. The case study exercises are designed

	to provide the students with the opportunity to apply the principles and concepts of aviation enterprise management to typical civil aviation situations arising during the operation (1) of the air navigation services provider or (2) of the airport or (3) of the airline or (4) of the maintenance repair and overhaul organization as the business enterprises. Management teams of these particular enterprises have to interact between themselves as commercial partners as well as with national regulatory and supervisory authorities, also to get useful advisory support from recommended consultants if possible.

III. SCHEDULE AND LIST OF TOPICS

WEEK OF YEAR	WORK FORMAT	TOPICS
	Lecture, 2h	Subject introduction
	Levture, 2h	iPlanner.NET software introduction
	Lecture, 2h	Airlines, ANSPs, Airports and MRO. Operational environment in Europe
	Lecture, 2h	Forecasting of Aviation Activities
	Lecture, 2h	Consultation
	Lecture, 2h	Consultation
	Exam, 3 h	

IV. GRADING SYSTEMS AND CRITERIA

PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/PRELIMINARY EXAMINATION	
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	The criteria taken into account in assessment of the project: 1) compliance with the task content; 2) practical understanding of the operational structure and functioning of an aviation enterprise; 3) use of the material learned in speciality subject (airline or airport or ANSP or MRO); 4) how realistic the solution is; 5) input of the student to the project.
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	**RESPECTIVE MARKING CRITERIA**
	Non-differentiated assessment

I. GENERAL	
COURSE CODE AND TITLE: (*in English and Estonian*)	LC.C.011 **BUSINESS ENGLISH 1**
COURSE IS OFFERED:	2018, fall semester
COURSE IS FOR:	Aviation Management (2284)
CREDITS (ECTS):	3.0
GRADE OPTION:	Non-Graded Exam
COURSE TIMEFRAME:	Contact hours 40 (4 per each week of classes) Working individually 38 hrs (estimated)
LANGUAGE OF INSTRUCTION:	English
PREREQUISITES FOR ENROLMENT:	Required core (freshman and sophomore) English courses passed; knowledge or parallel studying of a Business course (at EAVA) would definitely be a plus
INSTRUCTOR(s):	Hans Künka

II. OBJECTIVES, EXPECTED OUTCOMES, AND ABSTRACT	
OBJECTIVE	To enable the undergraduates to further improve / train their conversational / communication, informative reading, and writing skills. Also, the students embark on preparing for the internationally acknowledged BEC exam, so as by earning a high score they may definitely have an edge on the job market.
EXPECTED OUTCOME	The students having successfully worked at this course will have: 1. acquired vocabulary range and accuracy sufficient to communicate effectively on various topics of business; 2. honed their critical listening skills through business-related discussions and BEC listening assignments; 3. learned to use essential informative reading techniques; 4. familiarized themselves with essential writing and document composition skills.

ABSTRACT	Throughout this course, the participants: 1. prepare for using professional English in ACM careers, and 2. acquire the skills needed for earning a high score at the internationally acknowledged BEC (Higher level) exam, which confirms the candidate's English proficiency that is a plus when searching for career opportunity in international setting. This is the first part of the two-part course. First, it focuses on acquisition of business terminology and getting used to the business jargon in English. Though being mostly interactive, the course involves plenty of reading and, also, writing.
	The writing skills trained for, include the structure and composition of several professional documents. The presentation and writing skills trained for, will be improved further at the BEC prep course in upcoming spring semester.

III. ABOUT GRADES AND GRADING	
REQUIREMENTS FOR SUCCESSFULLY COMPLETING THE COURSE	95-100 % participation in classes; reading up the materials, successfully completing all the verbal and writing assignments, and doing successfully at the 2 exams.
GRADING AND GRADE DEVELOPMENT	The grade option that can be chosen for this course, is P/F. The result for studying in this course can be earned according to the following grading plan: (1) Professional resume = 15 % (2) Statement of Purpose = 15 % (3) Summary of Major Project = 10 % (4) 3 presentations = 3x10% = 30 % (5) EXAM 1 = 15 %

IV. TIME, TOPICS, ACTIVITIES

Week 1 / Topics:
Academia as an organization: its structure, activities, management and administration.
Company types, their organizational structure, Board and management;
How to compose a Summary of a Major Project

Week 2 / Topics:
Summary of a Major Project submitted.

Week 3 / Topics:
Making a company presentation (based on an aviation company / an aviation related company) (presentation # 1);
Hiring and recruiting in companies;
How to compose a professional resume;

Week 4 / Topics:
Incentives, promotions, transfers;
Composing and submitting a professional Resume.

Week 5 / Topics:
Conducting a job interview (Presentation #2);

Week 6 / Topics:
SWOT Analysis: expectations and how-to;
EXAM 1

Week 7 / Topics:
Financial Statements I;

Week 8 / Topics:
Financial Statements I (continued);
Presentation # 3

Week 9 / Topics:
Financial Statements II;
Reading about composition of Statement of Purpose

Week 10 / Topics:
Financial Statements II (continued)
Statement of Purpose composed and submitted.
EXAM 2

The course wraps up.

V. COURSE TEXTS

1. Business English Handbook (Advanced), by Paul Emmerson, Macmillan Publishers;
2. Excellence in Business Communication, by John V. Thill and Courtland L. Bovée; Pearson Publishers:
https://vk.com/doc102945518_369795835?hash=482615ad90a01169cc&dl=07f60485ffdc015990;
3. The Essential Handbook for Business Writing, by Desmond A. Gilling
http://essentialbusinessenglish.com/EBE/the_EBE_method_files/TheHandbook-Sampler.pdf
4. For all business topics to be discussed, materials can be searched and accessed online (with essential cues and references also provided, once the topic comes up)

Additional resources suggested:

a) Business in Action by Courtland L. Bovee and John V. Thill

b)

1. AVIATION BUSINESS JOURNAL
http://www.nata.aero/Products-and-Services/Aviation-Business-Journal.aspx
2. AIRPORT BUSINESS
http://www.airport-business.com/2014/06/compelling-connectivity-cities-regions-europe/
3. LIST OF AVIATION MAGAZINES
http://www.thirtythousandfeet.com/magazine.htm
4. JOURNAL OF APPLIED LEADERSHIP AND MANAGEMENT
http://www.journal-alm.org/
5. JOURNAL OF AIRLINE AND AIRPORT MANAGEMENT
http://www.jairm.org/index.php/jairm/issue/view/7
6. UNIVERSITY OF ST.GALLEN PUBLICATIONS (on Management and Business)
https://www.alexandria.unisg.ch/publications/223737/L-en
7. WRITING BUSINESS MESSAGES
http://www.e-bookspdf.org/view/aHR0cDovL3dwcy5wZWFyc29uY3VzdG9tLmNvbS93cHMvbWVkaWEvb2JqZWN0cy
8. ANY AVIATION BUSINESS AND COMPANY RELATED WEBSITE OR ONLINE JOURNAL THAT THE STUDENTS VISIT AND/OR PREFER TO USE;
9. CONVENTIONALLY PUBLISHED AVIATION BUSINESS AND ECONOMICS JOURNALS;

ACCESSIBLE IN THE ACADEMY LIBRARY;

10. English Language sections of students' national business newspapers, e.g.;

BUSINESS IN FRANCE
http://www.french-property.com/news/french_business/
LITHUANIA BUSINESS NEWS
http://world.einnews.com/news/lithuania-business
THE NETHERLANDS BUSINESS NEWS
http://www.iamsterdam.com/en-GB/business/setting-up-your-business/News/The-Netherlands
BIZPOLAND.PL
http://www.bizpoland.pl/
SLOVAKIA BUSINESS NEWS
http://world.einnews.com/news/slovakia-business
TURKEY BUSINESS NEWS
http://world.einnews.com/news/turkey-business
ESTONIA BUSINESS NEWS
http://world.einnews.com/news/turkey-business

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (IN ESTONIAN AND ENGLISH)	**LC.C.0.22** **Inglise ärikeel II /Business English II**
ACADEMIC YEAR, TERM, FORM OF STUDIES	2018 fall semester, full-time
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Management (2284)
SCOPE OF SUBJECT (ECTS)	2.0 credits
FORM OF CONTROL	Non-graded exam
WORKLOAD AND FORMAT OF STUDIES	26 contact hours, 26 hours of individual work
LANGUAGE OF INSTRUCTION	English is the language of instruction at this course
Additional Information (Prerequisite Subject Courses, Restrictions On Participating In The Course, etc)	Prerequisites: Having completed BuE 1; OR: being interested in Business, having a reasonably good knowhow/overview of some discipline of Business and being able to discourse on it; OR: being interactive in English and willing to hone one's skills via focusing on Business-related topics, texts, listening episodes and writing assignments.
LECTURER(S)	Hans Künka

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	To enable students: 1) to consolidate – through practice -- the essential terminology of business already studied; 2) to focus on acquiring the informative reading and text composition techniques; 3) to become prepared for the BEC Higher exam that will follow (compulsory for EAVA students).

LEARNING OUTCOMES	The students having successfully worked at this course will have: 1) expanded their business terminology, through the listening, reading, speaking and writing assignments scheduled; 2) acquired the informative reading and text composition skills needed; 3) prepared themselves skills-wise and mentally for successfully taking a BEC Higher exam.
SUBJECT COURSE DESCRIPTION	Course abstract This course is a sequel to Business English 1. Its primary intent, however, is on gearing one's knowledge and skills of BuE toward earning an expectedly high score at an internationally recognized exam (BEC Higher). With that in view, the training at this course is focused on learning to comply with the exam's requirements, so that the desired positive scores could be earned.

III. GRADING SYSTEM AND CRITERIA	
PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/ PRELIMINARY EXAMINATION	95-100 % attendance and participation in classes; reading up the materials as assigned, and successfully completing all the speaking and writing assignments.
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	<u>Breakdown of course final result percentage for assignments:</u> (1) 4 reading assignments, 10 % each (2) 4 writing assignments, 5 % each (3) 4 writing assignments in classes, 10 % total (4) Participation in class discussions, 10 % (5) BEC Higher trial Exam, 20 %
OPPORTUNITIES FOR SETTLING ARREARS	By appointment with the instructor

WEEK	FORM OF WORK	TOPICS
		Week 1 – 3 Induction into BEC Higher Listening parts 1-2-3 of Test 1 Reading Part (tryout, to be done by class of week 2) Composition and structure of Writing Part 1 (to be completed by class of week 3 and submitted via the email); Part 2 practiced in class. Discussion topics: *Customer Relations; Staff Development; Business Strategy.* **Week 4 – 6** Writing Part 1 edited and returned in week 4 Listening parts 1-2-3 of Test 2 Reading Part (to be done by classes of weeks 5 and 6) Writing assignment 1 of test 2 (to be completed by class of week 3 and submitted via the email); Part 2 practiced in class. Discussion topics: *Quality Control; Information Management; Financial Planning.* **Week 7 – 9** Writing Part 1 edited and returned in week 7 Listening parts 1-2-3 of Test 3 Reading Part (to be done by classes of weeks 8 and 9) Writing assignment 1 of test 3 (to be completed by class of week 9 and submitted via the email); Part 2 practiced in class. Discussion topics: *Staff Relations; Technology; Strategic Planning.* **Week 10 – 12**
		Writing Part 1 edited and returned in week 10 Listening parts 1-2-3 of Test 4 Reading Part (to be done by classes of weeks 11 and 12) Writing assignment 1 of test 4 (to be completed by class of week 12 and submitted via the email); Part 2 practiced in class. Discussion topics: *Customer Service; Purchasing; Reducing Staff Turnover.* **Week 13** Writing Part 1 edited and returned in week 13 Full-format BEC Higher trial exam. The papers are edited and the course wraps up!

V. Study Materials

1. BEC Higher sample tests (in handouts)
2. BEC Higher CD for listening (available in the Academy's Library)
3. Tools for skills reinforcement (provided by the instructor whenever the need arises)
4. Templates for writing assignments (developed by the instructor, and distributed online)