

SYLLABUS

I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (in Estonian and English)	AM.080 Lennuettevõtte töö korraldamine <i>Management of Airline Operations</i>
ACADEMIC YEAR, TERM	2020/2021 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Aviation Management (2284): AM, ER
VOLUME OF SUBJECT (ECTS)	3
FORM OF CONTROL	Examination
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 38 hrs; independent work – 40 hrs
LANGUAGE OF INSTRUCTION	English
ADDITIONAL INFORMATION (PREREQUISITE SUBJECT COURSES, RESTRICTIONS)	-
LECTURER	Allan Suimets, Rudolf Zivcic, David Köhler

II. GOAL OF SUBJECT, LEARNING OUTCOMES AND SHORT DESCRIPTION OF THE 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.
SUBJECT COURSE DESCRIPTION	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 EXAM/ PRELIMINARY EXAM	Submission of tasks
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Tasks will cover up to 20% of the total. Oral exam will cover 80% of the total. 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 passed if student's results reach at least the minimal acceptable level of subject (70%).
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

<p>Week 37, lecture (2h) Introduction to airline operations (Allan Nõmmik)</p> <p>Week 38, lecture (2h)Airline management structure (Allan Nõmmik)</p> <p>Week 39, lecture (2h) Airline economics (Allan Nõmmik)</p> <p>Week 40, lecture (2h) Operating environment and challenges (Allan Nõmmik)</p> <p>Week 41, lecture (3h) Introduction to Airline Business Models, Regional Aviation in Europe and ACMI/Wetlease (Guest Lecturer - David Kohler)</p> <p>Week 42, lecture (3h), seminar (1h) Revenue management (RM) and pricing (P) – general principles. Airline specifics of RM&P (Guest Lecturer - Rudolf Zivcic)</p> <p>Weeks 43-44, lecture (3+3h) Airline operations: Air Operator Certificate (AOC). Manuals, logs and records. Flight safety and quality documents system. Flight time limitations. (Meelis Koovit)</p> <p>Week 45, seminar (3h) Route planning (Guest Lecturer - Allan Suimets)</p> <p>Week 46, lecture (2h) Airline finance (Guest lecturer - Viktor Trasberg)</p> <p>Week 47, lecture (2h), seminar (2h) RM&P in different types of airlines (low-cost, full service, charter). Understanding differences and implications for business (Guest Lecturer - Rudolf Zivcic)</p> <p>Week 48, lecture (2h) Non-schedule operations (Allan Nõmmik)</p> <p>Week 49, lecture (2h) Aircraft leasing: criteria and market</p> <p>Week 50, seminar (3h) European airlines operations (Allan Nõmmik)</p> <p>Week 51, consultation (2h) Consultation (Allan Nõmmik)</p> <p>Week 51, exam (2h) exam</p>
--

V. LEARNING MATERIALS

Compulsory materials: **Lecture notes**

Additional materials recommended:

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