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**MOS 4406F Airline Operation and Management**  
**Course Outline: Section 001 / Fall 2014**

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**1. Course Information:**

**1.1. Class Location and Time:**

**Social Science Centre, Room 3014**  
**Fridays 8:30 – 11:30 am**

**1.2. Instructor:** Brian Morris

**Office:** Social Science Centre, Room 4434  
**Office Hours:** Fridays 11:30 am – 1:30 pm  
**Phone:** 519-619-0262  
**Email:** bmorrisis@rogers.com  
**Website Address:** <https://owl.uwo.ca/portal>

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**2. Calendar Description**

- 2.1.** Students will participate in discussions and class presentations, focussing on the functional elements of an airline from creation of organizational charts to problem solving operational issues. Students will gain an understanding of the importance and contribution of each division within the corporate structure through a culminating experience. Additionally, the course will provide students with an understanding of the organizational elements within airline divisions and how each contributes to the airline structure.

Students will be encouraged to problem solve real life, real time, business management issues and challenges, individually and through presentations and class discussions. Emphasis will be placed on the necessary management skills and competencies required for an individual to function effectively within the airline environment.

Students will be dealing with realistic scenarios as well as theoretical perspectives as a result of in-depth analysis of existing airlines. Students will also be exposed to regulatory, political, and safety management influences and the impact these elements have on the day-to-day management of an airline. The differences between the various levels of air carrier operation and corresponding management elements and structure will also be examined.

This course relies on lectures, class presentations by students, guest speakers and assigned readings. The learning process is greatly enhanced by class participation and involvement.

**Three lecture hours. Credit 0.5 course**

**2.2. Antirequisite(s):** none

**2.3. Prerequisite(s):** Enrollment in 4<sup>th</sup> year of the Commercial Aviation Management module of BMOS.

2.4. Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

### 3. Textbook

Air Transportation: A Management Perspective, John G. Wensveen 7<sup>th</sup> edition (Reference Only)

### 4. Evaluation

Students will be evaluated based on:

- 1) Culminating Experience: Business Case
  - Group Presentations and Discussion 15%
  - Written Essay 35%
  - Overall Class Participation 20%
- 2) Final Examination 30%

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#### CULMINATING EXPERINCE: BUSINESS CASE

##### Overview

As a culminating experience, students will function as managers within a specific airline department. This activity requires students to reflect upon content from previous aviation courses and apply what was learned to a real-world business case.

Students will work in teams and choose, or be assigned to, a specific department of a fictional airline. The instructor, on a first come first served basis, will approve department choices. This assignment includes a group analysis, group presentation, an individual essay, and active participation during all class presentations. The individual essay will serve as a record of personal achievement in applying knowledge gained through previous courses within this culminating experience.

All groups will present their department to the class, on predetermined dates associated with each department. Students are expected to actively participate in discussions during the presentations and seek input from other groups.

##### Group Presentation & Discussion (15%)

After a thorough analysis of their assigned department, student groups will present their findings to the class. Based on research into the operations of each department, groups will develop an oral presentation on their department. Presentations will be followed by moderation of a class discussion on key elements of the presentation. Each presentation will incorporate specific information criteria, as well as information researched and selected by the student groups. If there are any questions about the focus of the presentations, the instructor should be consulted.

The oral presentations will be made with the understanding that all students have become familiar with the issues associated with each department. Additional written guidelines for the oral presentation will be distributed in class.

Presentations are expected to be well rehearsed and professional. To a large extent, a successful presentation hinges on the questions the presenters are able to raise and the grasp of all participants of the material that is highlighted in the presentations. The questions raised should be explored in the ensuing discussions. Hence, it is very important that group presenters are well prepared and all class participants are familiar with the gist of what is to be presented.

Each group presentation will have a maximum time allotment of 25 minutes, not including class discussion

### **Individual Essay (35%)**

All students are required to write a 10-page essay (note: the 10 page minimum refers to the body of the essay and does not include additional pages such as the title or references pages). The essay will explore the interconnectedness of departments within an airline. The essay should be based on what was learned through the group analysis, combined with individual insights and research. The essay must be submitted to the instructor on the Friday after the group presentation.

Essays should be written in proper APA format, with careful consideration given to careful and proper referencing. This essay should be a combination of factual, detailed research (that demonstrates an understanding of the topic) along with the student's original perspective gained while completing the evaluation phase of the project, complete with recommendations where appropriate. Students are expected to consider knowledge gained from previous courses completed within the CAM program and apply insights as appropriate (for example, what are the implications of air regulations, human factors, etc.). All papers should be well organized, properly documented and written clearly. The paper can include charts, graphs or photographs when appropriate (note: charts and images do not count towards the 10-page writing requirement and students may want to include such materials as an appendix to the paper).

Instructor is available for consultation and assistance!

**NOTE: A late penalty of 10% deduction per day will apply to the written essay.**

### **Class Participation (20%)**

Students will be responsible to come to class prepared to participate. Participation will be demonstrated and assessed through active involvement and quality contribution to class discussion. In order to benefit from the complexity of information, which will be available through class discussion, attendance is critical. Additionally, many classes will have a guest speaker and, on those occasions, the opportunity for learning and understanding will be as a result of the level of class preparation and participation exhibited by the student. This is a clear indication of the importance of a student's commitment to attend scheduled classes as well as individual initiative to gain information as sources are presented.

The sharing of ideas and perspectives is an integral part of learning in this course.

### **FINAL EXAMINATION (30%)**

The exam is designed to demonstrate students' comprehension of material and concepts presented in class, including material shared by guest speakers and student presentations. The exam will require the student to apply the knowledge and insights they have gained, and to problem solve airline management challenges as well as present information regarding the principals of all aspects of airline management. (2 hours short essay).

The final exam will be scheduled during the December exam period.

## **Lecture and Examination Schedule**

Week 1

**Introduction to Course**

Readings: pages 17-41

- Welcome
- Review of Course Outline
- Clarification of Expectations
- Gaining Perspective

**Employment Preparation**

- Resume Guidance
- Interview preparation
- How do you enhance a company?

**Getting Started**

- Setting the context
- A brief history of airline development
- Effects of deregulation on ownership, mergers and consolidations

**Corporate Strategy Development**

- Safety at the core of each decision
- The value of a Board of Directors
- Mission, vision and values
- Corporate culture - where does it come from?

**Organizational Development**

Readings: pages 161-172

- Basic organizational structure
- Importance of communications
- The requirement to model leadership
- The significance of organizational charts and reporting structure

Review airline mission/  
vision statements

Week 2

**Business Case Review**

- Understanding the scenario
- General Department Discussion/Input

**Flight Operations**

- Role of Director of Flight Operations and Chief pilot
- Flight Standards
- Training and evaluation
- COM / SOP
- Flight safety
- Dispatch
- Internal relationships
- CRM communications
- Emergency response, security

### In-Flight Service

- Where does it fit? Customer contact vs. operational
- Role of manager, in flight standards
- Delivery of on board product
- The value of customer contact

Week 3

### Commercial Division

Readings: pages 273-290, 359-384

#### Marketing

- Understanding the difference between hard and soft marketing
- Route analysis and schedule development
- The Frequency Game
- Capacity and yield management
- Planning, pricing and revenue management

#### Business Strategy Development

- Potential markets/route analysis
- Choosing equipment
- Partnerships and Alliances
- Setting Targets for Operational Performance
- Where is the Competitive Advantage?
- The value of Customer surveys to monitor satisfaction and identify areas for improvement

#### Sales

- Revenue generation and market share
- Distribution and Commercial Relationships
- Internet, agency and corporate markets
- Customer relations and advocacy
- Customer relations recovery initiatives in creating a competitive advantage

Week 4

### Technical Operations

- Airworthiness
- Heavy and line maintenance locations, strategy and management
- Maintenance Quality Assurance Programs
- Operations Control
- Inventory and Stores
- Propulsion
- Records and parts tracing and tracking
- Impact of human error

Week 5

### Airport Operations

- Customer Service
- How to deliver the product
- The customer experience; reservations, airports, in flight
- Customer focussed employees make the difference
- Airport Standards, ramp and passenger handling
- Call centres and reservations systems
- Branding Strategy
- Marketing communications (external communications)
- Advertising, brand identity and image

Week 6	<b><u>SOC: Systems Operations Control</u></b> <ul style="list-style-type: none"> <li>• The pulse of the airline</li> <li>• Structure and roles- duty manager / dispatcher</li> <li>• Planning, day of ops, future ops</li> <li>• Creating interdisciplinary teams to promote operational improvement</li> <li>• Schedule review process</li> <li>• The value of operational review - weekly operational review meetings</li> </ul>
Week 7	<b><u>Captain Cal Purves - Flight Operations</u></b>
Week 8	<b>BUSINESS CASE PREPARATION</b>
Week 9	<b>BUSINESS CASE: ALL DEPARTMENT MEETING</b>
Week 10	<b><u>Leadership</u></b> <ul style="list-style-type: none"> <li>• Corporate</li> <li>• Team</li> <li>• Individual</li> </ul>
Week 11	<b>BUSINESS CASE: PRESENTATIONS</b>
Week 12	<b>BUSINESS CASE: PRESENTATIONS</b>

## **5. University Policy Regarding Illness**

### **5.1. Illness**

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

## **5.2. Make Up Examinations**

**5.2.1.** The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

## **6. University Policy on Cheating and Academic Misconduct**

**6.1.** Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

**6.2.** Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

**6.3.** The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 7. Procedures For Appealing Academic Evaluations

- 7.1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## 8. Student Responsibilities

- 8.1. Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 9. Support Services

### 9.1. Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>  
Student Support Services (*including the services provided by the USC listed here*) can be reached at:  
<http://westernusc.ca/services/>

Student Development Services can be reached at:

- 9.2. Students who are in emotional/mental distress should refer to Mental Health@Western  
<http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help."

## 10. Other Issues

### 10.1. Grade Policy

The DAN Program has a grade policy which states that for courses in the 3300-4499 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

### 10.2. Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### 10.3. Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.



#### **10.4. Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

#### **10.5. Important Dates:**

September 2, 2013 Labour Day  
September 9, 2013 Fall Term classes begin  
October 14, 2013 Thanksgiving Holiday  
December 6, 2013 Fall Session classes end  
December 7, 2013 Study Day  
December 8-19 Mid-year examination period

#### **11. Other Information**

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>**