

The Hong Kong Polytechnic University

Subject Code	HTM4319
Subject Title	Airline Management
Credit Value	3
Level	4
Pre-requisite / Co-requisite/ Exclusion	Nil
Objectives	The aviation industry faces major challenges, with record financial losses and bankruptcies, resulting in massive organizational restructuring. This subject aims to provide students with a broad understanding of the airline industry and the major management functions within an airline. The topics cover the basic concepts and problems facing the industry. This subject also encourages students to explore the challenges facing the airline industry in the 21 st century.
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <p>A. Professional Competence</p> <ul style="list-style-type: none"> • <i>develop</i> an understanding of the historical background and the characteristics, scope and economic significance of the airline industry. • <i>describe</i> the different levels of management within an airline along with their functions of management and the interrelationships between them. <p>B. Critical Thinkers</p> <ul style="list-style-type: none"> • <i>synthesize</i> and <i>apply</i> creative solutions to current aviation issues and problems. <p>C. Effective Communicator</p> <ul style="list-style-type: none"> • <i>communicate</i> their knowledge and ideas clearly both orally and in writing, and actively share their learning with their fellow classmates through teamwork and discussion. <p>D. Innovative Problem Solvers</p> <ul style="list-style-type: none"> • <i>explain and deliberate</i> the economic and operational characteristics of airline management. • <i>discuss</i> current issues associated with the management of airlines and the implications on the aviation industry in Hong Kong and/or in the region.

Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none"> a. The aviation industry and its history b. Airline management, organization and labour relations c. Economic characteristics of the airlines d. The structure of airline costs and financing e. Airline pricing, demand & output determination f. Principles of airline scheduling g. Airline passenger marketing and forecasting h. Airline fleet planning i. The changing environment of the aviation industry 																																																						
Teaching/Learning Methodology	<p>I. Interactive lectures will be used to transfer to students core subject concepts supported by real-life examples and illustrations</p> <p>II. Tutorials will be conducted by directing students to selected course materials and topics followed by class group discussion will be used to provide students with the opportunity to develop critical thinking on specific subject topics</p> <p>III. Guest presentation by prominent industry practitioners will be arranged to give students update information on current industry issues.</p> <p>IV. Group project's intention is to be an analysis of the real world issues involving air transportation from supplemental resources or references. The focus of the assignment is to relate and analyze current issue(s) to basic concepts and principles of airline management covered in this subject.</p>																																																						
Assessment Methods in Alignment with Intended Learning Outcomes	<table border="1" data-bbox="467 1125 1419 1686"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> </tr> </thead> <tbody> <tr> <td>i. Class Participation</td> <td>15%</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td></td> <td></td> </tr> <tr> <td>ii. Business Case Study</td> <td>10%</td> <td></td> <td>√</td> <td>√</td> <td></td> <td></td> <td></td> </tr> <tr> <td>iii. Group Project</td> <td>35%</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td></td> <td></td> </tr> <tr> <td>iv. Open-book Examination</td> <td>40%</td> <td>√</td> <td>√</td> <td>√</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>100%</td> <td colspan="6"></td> </tr> </tbody> </table> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Class Participation: Students' ability to think independently and share their own understanding and point of view on each specific subject topic with their fellow classmates and their contributions to class discussions and activities will be assessed.</p> <p>Business Case Study: Students' ability to apply the learning and to use</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						A	B	C	D	E	F	i. Class Participation	15%	√	√	√				ii. Business Case Study	10%		√	√				iii. Group Project	35%	√	√	√				iv. Open-book Examination	40%	√	√	√				Total	100%						
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	<p>independent thinking, creativity and analytical skills in developing solutions to real-world business problems will be assessed.</p> <p>Group Project: Group Project consists of an individual brief report and a group written report. Writing skills, organization of thoughts, reading and research of relevant literature and apply knowledge to address current issues will be assessed.</p> <p>Examination: An open-book examination will be employed to evaluate students' ability to apply knowledge and thinking skills to address real airline industry problems and make informed decisions.</p>	
<p>Student Study Effort Required</p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> ▪ Lectures 	<p>26 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Tutorials 	<p>13 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> ▪ Self-study/preparation 	<p>42 Hrs.</p>
	<ul style="list-style-type: none"> ▪ Group project 	<p>42 Hrs.</p>
	<p>Total student study effort</p>	<p>123 Hrs.</p>
<p>Indicative Reading List and References</p>	<ol style="list-style-type: none"> 1. Wensveen, J. G. (2007). <i>Air Transportation: A Management Perspective</i> (6th ed.). Hampshire: Ashgate Publishing Company. 2. Hanlon, P. (2007). <i>Global Airlines: Competition in a Transnational Industry</i> (3rd ed.). Oxford: Butterworth-Heinemann. 3. Doganis, R. (2006). <i>The Airline Business</i> (2nd ed.). Oxon: Routledge. 4. Shaw, S. (2007). <i>Airline Marketing and Management</i> (6thed.). Hampshire: Ashgate Publishing Company. 5. Doganis, R. (2002). <i>Flying Off Course: The Economic of International Airlines</i> (3rd ed.). London and New York: Routledge. 6. Wells, A., & Wensveen, J. G. (2004). <i>Air Transportation: A Management Perspective</i> (5th ed.). Belmont: Thomson. 7. Holloway, S. (2002). <i>Airlines: Managing to Make Money</i>. Burlington: Ashgate Publishing Company. 	