

**Airline Management**

Code: 42871  
ECTS Credits: 6

Degree	Type	Year	Semester
4313785 Aeronautical Management	OB	0	2

**Contact**

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**Use of Languages**

Principal working language: spanish (spa)

**External teachers**

Joan Rosselló

Juan Aijón

Julien Style

Ramón Montero

Richard Clark

**Prerequisites**

None.

**Objectives and Contextualisation**

This module is intended to provide the student with the opportunity to develop an understanding of the operational considerations that concern the operation of a commercial airline, distinguishing between different types of airlines.

**Competences**

- Communicate and justify conclusions clearly and unambiguously to both specialised and non-specialised audiences.
- Continue the learning process, to a large extent autonomously
- Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
- Recognise the human, economic, legal and ethical dimension in professional practice.
- Understand the main factors affecting the operations of a commercial airline, so as to deal appropriately with these in management.
- Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.

**Learning Outcomes**

1. Communicate and justify conclusions clearly and unambiguously to both specialised and non-specialised audiences.

2. Compare and contrast the operational differences between the different kinds of airlines.
3. Continue the learning process, to a large extent autonomously
4. Describe the main management and operational problems related to commercial airline operation.
5. Discuss the main factors affecting the economy of an airline.
6. Explain in detail the training and qualifications required of air traffic controllers.
7. Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
8. Recognise the human, economic, legal and ethical dimension in professional practice.
9. Relate the different elements of international regulation to the operation of an airline.
10. Summarise and evaluate, in a professional context, future trends in an airline's operations.
11. Use acquired knowledge as a basis for originality in the application of ideas, often in a research context.
12. Write an article, making appropriate use of modern ICT, on the typical functional problems in an airline's operations.

## Content

The module deals with commercial flight operation systems from the perspectives of the ground controller, operation specialists, managers and cockpit flight equipment. Topics discussed include advanced flight planning, considerations on aircraft and cargo operation, impact of atmospheric conditions and routing priorities. Likewise, the characteristics of different types of airlines are presented in a comparative way: regular aviation, low-cost companies, executive aviation and cargo companies.

## Methodology

The general methodological approach of the subject is based on the principle of multivariety of strategies, which is intended to facilitate the active participation and construction of the learning process by the student under the principle of "learning by doing".

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Presentation of works	5	0.2	1
Seminars	12.5	0.5	2, 5, 7, 8, 9
Theory classes	20	0.8	2, 4, 8, 9
Type: Supervised			
Development of group works	59.5	2.38	5, 12, 7, 8, 10, 11
Tutorials	8	0.32	3
Type: Autonomous			
Personal study	45	1.8	3

## Assessment

For any of the evaluation elements to be considered in the calculation formula of the final mark of the module (according to their weights), their individual qualification must be greater than or equal to 4.

All activities based on written reports must be submitted within the due dates indicated by the teacher. If a

report-based activity is suspended, the student may resubmit his report in accordance with the corrections / indications provided by the teacher.

If a written exam is suspended, the student will have the opportunity to repeat it.

The dates of recovery of exams, as well as the dates of re-delivery of work reports will be communicated by the teacher at the beginning of the course.

The student may apply for recovery provided that he has submitted to a set of activities that represent at least two thirds of the total grade for the subject.

The elements evaluated in the recovery phase will obtain the qualification of: Pass (5) or Not pass.

There is no differentiated evaluation method for repetitive students.

The weights of each evaluation activity are given in the following table.

## Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Development in groups of a course work (report)	50 %	0	0	2, 4, 5, 6, 12, 7, 1, 8, 9, 10, 11
Individual problem solving	30 %	0	0	2, 4, 5, 7, 3, 8, 9
Oral presentation of the course work	20 %	0	0	1, 3

## Bibliography

### Basic

- Navas, J.E. and Guerras, L.A. (2007). The strategic direction of the company. Theory and Applications (4th ed.). Ed. Civitas, Madrid.
- Rigas Doganis. FLYING OFF COURSE: The Economics of International Airlines. Publisher: George Allen & Unwin.
- Peter S. Morrell. AIRLINES FINANCE. Publisher: Cranfield University, UK.
- Stephen Holloway STRAIGHT AND LEVEL: Practical Airline Economics. Publisher: Aviation Consultant, Dubai, UAE.
- MALAVAL, P. and LOGU, C. (2003): Aeronautical Marketing. Ed. Etas, Italy.

### Complementary

- Good and.; Morcillo, P., and Salmador, M<sup>a</sup> P. (2005). Strategic Management: New Theoretical Perspectives. Ed. Pyramid, Madrid.
- Good and.; Salmador, M<sup>a</sup> P.; Martín, J.I., and Merino, C. (2006). Strategic Management: Strategy Development and Cases. Ed. Pyramid, Madrid.
- Grant, R.M. (2006). Strategic Management: Concepts, Techniques and Applications. (5th ed.). Ed. Thompson-Civitas, Madrid.
- Hitt, M.A.; Ireland, R.D. & Hoskisson, R.E. (2003). Strategic Management Competitiveness and Globalization. 5th. Edition Ed. Mason, OH: Thompson / South-Western.
- Johnson, G.; Scholes, K., & Whittington, R. (2006). Strategic Management (7th ed.). Ed. Pearson Education, Madrid.
- REF 6. MALAVAL, P. and BÉNAROYA, C. (2002): Aerospace Marketing Management. Ed. Kluwer Academic Publisher, USA.