

Course Title	<b>Airline Commercial Operations</b>				
Course Code	AVM230				
Course Type	Compulsory				
Level	Bachelor (1 <sup>st</sup> cycle)				
Year / Semester	2 <sup>nd</sup> Year / 1 <sup>st</sup> Semester				
Instructor's name	TBA				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Airline Commercial Operations course is to provide the student with a broad understanding of the airline industry with reference to its competitive environment. It aims to provide information that will assist the student in understanding the variety of commercial operations an airline is involved in order to successfully manage its resources (aircraft and crew), schedule flights, liaise with external partners and gain competitive advantage.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>• Describe the main aspects of the airline industry and its forecasted growth and demand</li> <li>• Describe the main types of route structures and their suitability for different purposes</li> <li>• Explain the characteristics of the different types of air carriers</li> <li>• Analyse the issues relating to flight scheduling and apply improvement techniques</li> <li>• Describe the main aspects that affect profit and cost within the operations of an airline</li> <li>• Apply revenue management techniques</li> <li>• Explain a variety of air transportation related policies</li> </ul>				
Prerequisites	None	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> <li>• <b>Introduction:</b> A historical perspective, economic regulation, advances in aircraft technology, the airline industry today.</li> <li>• <b>Supply and demand:</b> Air transportation growth, air cargo, forecasting demand. Route example case study.</li> <li>• <b>Route structure:</b> Point-to-point routes, linear routes, hub-and-spoke routes, hybrid systems, hub airports. Route systems case studies.</li> </ul>				

	<ul style="list-style-type: none"> <li>• <b>Product offering:</b> Strategic choices, industry evaluation – porter’s five forces model, Comprehensive Network Carriers (CNC), Regional Airlines, Low-Cost Carriers (LCC), Hybrid Airlines, Cargo Airlines.</li> <li>• <b>Flight schedule development and control:</b> Strategic planning, Flight Schedule development, Asset assignment: Aircraft assignment, crew assignment. Tactical management, air ops centre, disruptions and irregular operations, dynamic scheduling, continuous improvement.</li> <li>• <b>Economics and finance:</b> Profit history, earning profits, revenue generation: yield history, fares, ancillary revenue. Cost structure: labour, fuel, ownership and rental expenses, taxes. Fleet selection: range and payload, aircraft operating costs. Fleet financing.</li> <li>• <b>Pricing and revenue management:</b> regulated prices, objective of revenue management, revenue management components, pricing, revenue management product characteristics, network allocation.</li> <li>• <b>Distribution:</b> Ticketing, travel agencies, Sabre, Global Distribution System, Use of the Internet, Online travel agencies.</li> <li>• <b>International air transportation and public policy:</b> air service agreements: US Open Skies, EU Open Skies. State-Owned Airlines, Global alliances, Mergers and Acquisitions.</li> <li>• <b>Recent and future developments:</b> Cyclical profits, Environmental regulation and cost, Complex airline structures, Governance, Evolving airline strategies.</li> </ul> <p>Where applicable specialised software will be used to demonstrate the commercial operations described above. Such software may include:</p> <ul style="list-style-type: none"> <li>• SABRE and Internet Booking Systems for reservations (<a href="https://www.sabre.com/">https://www.sabre.com/</a>)</li> <li>• AirRM for revenue management (<a href="http://ww1.revenuemanagement.com/airrm">http://ww1.revenuemanagement.com/airrm</a>)</li> <li>• Fare scrapers</li> <li>• And more</li> </ul>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> <li>• <b>Gerald, N. Cook, Bruce, G. Billig.</b> Airline Operations and Management: A Management Textbook. 1<sup>st</sup> Edition. Routledge.2017. ISBN 978-1-138-23753-7</li> <li>• <b>Cannon R. James, Richey D. Franklin.</b> <i>Practical Applications in Business Aviation Management.</i> Government Institutes. 2012. ISBN. 978-1-60590-770-3.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Stephen Shaw.</b> <i>Airline Marketing and Management</i>. 7th Edition. Ashgate Publishing Ltd. 2011. ISBN 978-1-4094-0149-0.</li> <li>• <b>Mark J. Holt, Phillip J. Poynor.</b> <i>Air Carrier Operations</i> 2nd Edition. Aviation Supplies and Academics, Inc.; 2 edition (2016) ISBN 978-1619543171</li> <li>• <b>James Alan Albright.</b> <i>International Operations Flight Manual</i>. Code7700 LLC, 1<sup>st</sup> edition (2016). ISBN 978-0986263040</li> <li>• <b>Peter J. Bruce.</b> <i>Understanding Decision-making Processes in Airline Operations Control</i>. Routledge, 1<sup>st</sup> edition (2016). ISBN 978-1409411482.</li> <li>• <b>Massoud Bazargan.</b> <i>Airline Operations and Scheduling</i>, 2nd Edition, Routledge, 2016. ISBN 978-0754679004.</li> </ul>								
Assessment	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="border: 1px solid black; text-align: center;">70%</td> </tr> <tr> <td>Assignments / Report</td> <td style="border: 1px solid black; text-align: center;">20%</td> </tr> <tr> <td>Participation</td> <td style="border: 1px solid black; text-align: center;">10%</td> </tr> <tr> <td></td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	70%	Assignments / Report	20%	Participation	10%		100%
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Language	English								