

**Pearson Higher Nationals in
International Travel and Tourism
Management**

Unit 21 Airline Operations Management



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Higher National Diploma in International Travel and Tourism Management

Assignment Brief Cover Page

Student Name/ID Number	
Unit Number and Title	21 Airline Operations Management
Academic Year	
Unit Tutor	
Assignment Title	Commercial Airline Operations
Issue Date	
Submission Date	
IV Name & Date	
Sign Here: Declaration Of Own Work	

Submission Format

The submission must be in the form of a report which should be written in a concise, formal business style using single spacing and font size 11. You are required to make use of headings, four-section research-paper layout, paragraphs and subsections as appropriate. All work must be supported with research and in-text referenced using the Harvard referencing system. Please also provide a bibliography using the Harvard referencing system. The recommended word limit is 3000 to 4,000 words.

RECOMMENDED WORD LIMIT PER TASK

Each P: 600 - 750 Words

Each M & D: 350 -400 Words

RECOMMENDED FINDINGS IN SECTION 2: RESEARCH FINDINGS

Six (6) ***different*** sources

Always save your document as **Pdf** before submitting

Unit 21. Course Description

The global air transport industry provides services to every corner of the globe and is a major economic force generating a multibillion-dollar industry, both in terms of its own operations and its impacts on related industries such as aircraft manufacturing and tourism. Global cities, regions and emerging destinations are experiencing a phenomenal growth in aviation expansion and connectivity.

Despite the rapid growth of airlines and the aviation industry, the sector remains vulnerable. This is due to the low profit margins that govern operations, and the unforeseen circumstances, such as security concerns and climate change, that can have a dramatic effect on their business.

The aim of this unit is to give students an insight and understanding into the complexities of the industry and multi-dimensional areas of managing and running a commercial airline. It covers a range of operational and strategic management techniques used by airlines to increase their revenue, maintain sustainable growth and manage a myriad of challenges and issues that currently face the sector.

Paper 3 & 4 of 4 | Unit Learning Outcomes

LO3 Evaluate the key issues and challenges of safety management that affect airline operations

LO4 Analyse how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives.

ASSIGNMENT

Scenario | You are the Commercial Operations Manager at Spirit Airlines and you report directly to the Senior Vice President and Chief Commercial Officer Director. This position is a senior professional position with deep knowledge and highly developed technical expertise in program plans, business analytics, schedules, and budgets. The role supports strategic planning efforts, solutions for program problems, contract negotiations, government and international affairs, and managing important vendors. You are tasked with conducting external environmental study to assess the key issues, threats and challenges that face the commercial aviation industry. You will also be analysing how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives. You will present the findings to your director in both written and oral reports. The Business Report and Power Point should be neat, well-referenced, and consist of the following activities/tasks.

PAPER 3. LO3 Evaluate the key issues and challenges of safety management that affect airline operations

Compulsory Assignment: Individual Assignment – Written Report

- **P5.** Conduct a PESTLE analysis of the macro environment to assess the key issues, threats and challenges that face the commercial aviation industry

Optional Assignment For Higher Grade

- **M3.** Critically evaluate the key factors that are currently affecting the commercial airline industry

PAPER 4. Analyse how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives.

Compulsory Assignment: Group Assignment – Team Report presented orally (with PowerPoint)

- **P6.** Analyse the economic and environmental factors that are affecting the commercial airline industry
- **P7.** Appraise the measures and initiatives taken by airlines to minimise adverse impacts of economic and environmental factors.

Optional Assignment For Higher Grade

- **M4** Critically analyse the measure and initiatives employed by airlines to minimise adverse impacts to meet sustainable objectives, providing specific examples
- **D3** Provide justified recommendations based on critical reflection for future sustainable developments and strategies to minimise impacts and achieve sustainable key performance indicators

COURSE CONTENTS

LO3 Evaluate the key issues and challenges of safety management that affect airline operations

Issues and challenges:

- The importance of awareness and continual monitoring of environmental, economic and political threats.
- The relevant international and national regulations for airline and passenger safety management
- Conflicts of interest between commercial business objectives and operational constraints

Crisis management:

- Contingency planning for aircraft emergency and emergency procedures
- Emergency plans and the co-ordination of emergency services

Air broker/Private Charter operations:

- The value of an air broker in securing an alternative supply of aircraft
- The importance of client relationship management and business development in securing a repeat customer base
- B2B versus B2C operations

LO4 Analyse how air transport operators minimise economic and environmental impacts to meet sustainable business growth and objectives

Economic and environmental impacts of aircraft operations:

- Positive and negative impacts of aircraft operations

Sustainable management:

- Sustainable management approaches/initiatives e.g. carbon footprint offsetting, biodegradable fuels, new fuel aircraft design
- Sustainable management plans and use of indicators to monitor sustainability

INSTRUCTIONS

- ❖ Learning Outcome 3 is individual assignment. This should be submitted in the four-section research report format. Given it's a Business Report, it should also meet conventional standard of a format report with to, from, roles of the parties, date and company name.
- ❖ P5 and M3 can be combined into ONE task of 1,000 – 1,200 Words BUT you MUST use the headers as given to clearly differentiate the tasks. You should include at least six (6) distinct findings (answers) from separate sources in section 2 of the paper.
- ❖ Learning Outcome 4 is Team-working. The team shall consist of no more than six (6) members. Each Team Member must fully contribute to the research and development of the Power Point. Each Team member has five (5) minutes to answer a question posed by the assessor. The contribution of each team member to the oral presentation is 10%. The PowerPoint itself is assessed at 40% of the assignment grade. The oral presentation is 60% of the grade.
- ❖ P6, P7, M4 and D3 should be combined into a single Power Point BUT you MUST use headers as given to clearly differentiate the different tasks that you are discussing. There is no specific word requirement for the slides. Font size should be 32-point for the header and the 26-28 point for the body. The slides should cover only the definitions of key term, diagrams, research findings and bibliography. The discussion of the research findings will be orally presented by the team-member whom the assessors will select randomly at the presentation. You should include at least six (6) distinct findings (answers) from separate researched sources.
- ❖ Fully complete the **Assignment Cover Page** and use same as the front sheet/cover of your assignment.
- ❖ **Conduct research** to generate knowledge which will form the basis for analysis of the scenario and context given in the Case Study. You need to reference figures, statistics and tables copied into your work. For all other information, paraphrase and summarise and provide the references correctly in the bibliography using the Harvard referencing system.
- ❖ **Word Limits For Research Reports:** The recommended word requirement for each P task is 600 - 750 words with minimum of six (6) in-text referencing sources in section 2, the research findings section. M and D tasks are usually 350-400 words each.
- ❖ You may reuse the same reference sources in the Ps for the M and D tasks. You can also draw from new sources. You DO NOT need to use the four-section layout for the M and D tasks, use same for the P tasks requiring research essay or research report.
- ❖ You **MUST** use the headers same as given e.g. P1, M1, P2. Do not reword them from the original.
- ❖ Use page numbers.
- ❖ Font Style is Arial & Font Size is 11 AND Line Spacing is 1 & Paragraph Spacing is 2
- ❖ Include the full plagiarism report after the reference page, and not just the score.
- ❖ Save the work as PDF before submitting.
- ❖ Use www.citethisforme.com for referencing and www.grammarly.com for grammar and editing.

Further Guidance To Students. You should read this information before starting:

- 1) Read the brief and think about what the assignment brief is asking. Make sure you understand the assessment criteria and nature of the evidence that must be produced. If you are not clear seek guidance from the tutor on the unit.
- 2) Guided by what the subject areas and issues in the task, you will conduct literature review to produce research findings that provide valid answers to the problem/subject/issues that you are inquiring.
- 3) Produce an appropriate assessment action plan that includes relevant research resources and timeframes. Submit this to the tutor for additional support or clarification if required.
- 4) You must be clear on the requirements to develop an appropriate specification to produce and communicate your work to the intended audience e.g. for written essays or reports you will organise the paper in sections:
 - 4.1. SECTION 1: Introduction – In a short opening statement you will outline what the task is asking and the aim/s of the paper. Further, you will briefly define the key terms in the assignment.
 - 4.2. SECTION 2: **Research Findings** - you will research the subject area/s and find answers and generate the knowledge to correctly investigate the issues raised. To carry out the research, apply a range of secondary research sources to elucidate the scope of the subject and support the requirements set out in the task. The research findings that you produce must be valid. This means that the findings must be relevant, and the sources used are appropriate. You will apply the research findings to your work to support, compare, analyse and validate the ideas and arguments. All arguments and ideas discussed must be credited to the source. That is, you must correctly state the name of the Author or source that you obtained the information from e.g. (Brown, 2016). The required referencing style is Harvard Referencing.

RESEARCH SOURCES: Secondary research sources that you can use to gather information for your work may include textbooks, journal articles, magazine articles (not factual accounts) and newspapers. Other sources that you may collect information from are *primary research sources* which include original first-hand accounts, legal and historical documents, results of experiments and market research data collection.

RESEARCH METHODS: You will further apply *qualitative and/or quantitative research methods* to evaluate the research findings from the primary sources. Qualitative is reasoning with arguments while quantitative is numbers and figures.

AVOID PLAGIARISING: You must reference all the sources in the body of your work (in-text). Further, create a reference page to list all these in-text sources that you cited in the work. Failure to reference your work in-text and on the reference page will result in a fail grade for the unit, as this is plagiarism (cheating/academic misconduct).
 - 4.3. SECTION 3: **Discussion** - this is substantive discussion of the research findings. Here you will carry out the command verb in relations to the task you are assigned. E.g. you may be asked to analyse, explain, assess, apply, justify, compare etc. These are different commands and will require different approaches. Also, if the research findings are not relevant to the task, no matter the quality and rigor of the discussion, the criteria will not be met because your discussion should be an expansion of the research findings. Hone your discussion to meet all criteria set out in the task.
 - 4.4. Section 4: Conclusion. Draw conclusions to form the basis for recommendations. Conclusions are summary of the main points in the work. Recommendations are future actions needed based on the conclusion/outcome.
- 5) Submit a pdf copy of your work on or before the published deadlines. Work past due is not acceptable under any circumstances except in extenuating circumstances which must be approved before the deadline expires.
- 6) Submit your work using the correct portal on iTutor. Work sent to incorrect portal will not be marked.
- 7) Students will be awarded either Pass, Merit, Distinction, Referred, Incomplete, or Fail grade. In practice, this means that a student must achieve all the required learning outcomes to be awarded pass grade or higher. Thus, for students to achieve Pass, they must achieve all the requirements that define the Pass. To achieve a Merit, students must achieve all the requirements that define Pass and Merit. For Distinction, the student must achieve all Pass, Merit and Distinction requirements. Referred Grade is where one or more tasks does not achieve a Pass Grade. You will be given feedback and the opportunity to submit the corrections at a future time agreed with your Supervisor.
- 8) Failure to submit any part of an assignment will result in the work marked In-Complete. In-complete then changes to Fail. Avoid fail grade at all cost. In-complete (IC/NC) and Fail Grade (F) mean that you must pay to take over this unit/course. Here are the ways to fail: 1) not doing the working at all; 2) not attempting all the tasks listed as P (e.g. P1, P2 etc), 3) getting over 60% of the tasks as referred grade; and 4) plagiarising. Historically, less than 5% of the class will Fail.

For Review And Reading

❖ Future Of The Airline Industry

LINK: <https://www.iata.org/policy/Documents/iata-future-airline-industry.pdf>

❖ PESTLE Analysis of the Global Aviation Industry

Link: <https://www.managementstudyguide.com/pestle-analysis-of-global-aviation-industry.htm>

❖ Must-know: External factors that influence the airline industry

Link: <https://marketrealist.com/2014/09/pestel-framework-analyzes-industrys-external-environment/>

❖ Must-know: Pestle Analysis of Emirates Airlines

LINK: <http://marketingdawn.com/pestle-analysis-of-emirates-airlines/>

❖ PESTLE Analysis of Airline Industry

LINK: <https://www.marketingtutor.net/airline-industry-pestle-analysis/>

Textbooks

- BUDD, L. and ISON, S. (2016) Air Transport Management. An International Perspective. New York: Routledge.
- COOK, G. and BILLIG, B. (2017) Airline Operations and Management: A Management Textbook. Oxford: Routledge.
- DEMPSEY, P.S. and GESELL, L.E. (2012) Airline Management: Strategies for the 21st Century. 3rd ed. Chandler, Arizona: Coast Aire Publications.
- HOLT, M. and POYNER, P. (2016) Air Carrier Operations. 2nd ed. Newcastle, Washington: Aviation Supplies and Academics Inc.
- SHAW, S. (2011) Airline Marketing and Management. 7th ed. Oxford: Routledge.

Websites

- www.atwonline.com Air Transport World (Research)
- www.caa.co.uk Civil Aviation Authority (General Reference)
- www.iata.org International Air Transport Association (General Reference)
- www.icao.int International Civil Aviation Authority (General Reference)