



University of North Texas  
G. Brint Ryan College of Business  
Department of Supply Chain Management  
LGAV 3140 Air Passenger Planning & Control  
Spring 2026 Semester

## Course Information

**Meeting Day/Time:** Tuesdays, 18:30-21:20 (6:30 p.m.-9:20 p.m.) Central time zone

**Classroom:** Business Leadership Building ("BLB") Room #065

## Course Catalog Description

*Management of air passenger operations in the aviation industry including fleet operations and passenger and crew scheduling. Topics include optimizing flight routing, flight networks and fleet diversity; scheduling air/ground crew assignments and gate assignments; understanding the impact of hub-and-spoke systems and maintenance locations on air passenger operations; and analytical tools used to effectively manage air passenger operations.*

## Instructor Contact Information

**Instructor:** Dr. Tim Kincaid, Ed.D., MBA-Aviation Management (he/him/his)

**Contact:** [timothy.kincaid@unt.edu](mailto:timothy.kincaid@unt.edu) (email and Canvas messaging are primary ways of connecting.)  
Response time is typically within 24 hours, often sooner.

**Office hours:** Office hours: Tuesdays 16:00–17:00 in the Business Leadership Building lobby and before or after class. Virtual meetings by appointment via Zoom or phone.

## Course Structure

This is a face-to-face course. We meet in-person every week of the semester on Tuesday evenings. There is one module on Canvas for each week of course.

## Required Text/Materials

There are three (3) required materials for this course. All are available from the UNT bookstore <https://unt.bncollege.com/shop/unt/page/find-textbooks> and also from other sources (prices vary). (UNT bookstore has a price-match guarantee; check details <https://unt.bncollege.com/we-price-match>)

1. Textbook: Gerald Cook, and Bruce Billig (2<sup>nd</sup> Edition) (2023). *Airline Operations and Management*. Routledge. New York, NY. ISBN10: 1032268727. ISBN 13: 9781032268729. Available from UNT bookstore and other sources.
2. Textbook: *CliftonStrengths for Students* (17<sup>th</sup> Ed) – with access code to self-assessment. ISBN10: 1595621253. ISBN 13 : 9781595621252. Available from UNT bookstore and other sources.:  
**Buy from UNT Bookstore:** Note: Buy NEW only (\$40.00). Do not buy used.  
**Buy from other sources:** Note: Buy NEW only (prices vary). Do not buy used.

**Buy directly Online:** Self-Assessment + eBook: *CliftonStrengths for Students*. The book includes online access to self-assessment to identify your Top 5 Strengths. (Buy Code: \$24.99.) Available directly from Gallup <https://www.strengthsquest.com/home.aspx>

3. Airline Simulation: Two sources from which to purchase:

**Buy from UNT Bookstore:** Once purchased, a special code is provided by the bookstore. Students will receive an email with a link from Interpretive Simulation to register for simulation access.

<https://unt.bncollege.com/shop/unt/page/find-textbooks>

**Buy directly from Interpretive Simulation:** Students will receive an email from Interpretive Simulations by first day of class, with link to register <https://www.interpretive.com/> Each student pays directly via website.

### Canvas

LGAV 3140 will use Canvas for course materials, slides, assignments, quizzes, and readings. Check Canvas regularly for updates and announcements, which are also emailed to your UNT address (or another address you set in Canvas. You must make that change on Canvas yourself.). Review online manuals to learn Canvas and see technical requirements at <https://clear.unt.edu/supported-technologies/canvas/requirements>. **If you do not regularly check your UNT email account, go on Canvas ASAP and add an email address that you check most often.**

### Teaching Philosophy

This course combines lectures, class discussion, guest speakers, quizzes, exams, and a semester-long airline simulation. Lectures and guest speakers introduce key concepts, but students are expected to prepare in advance and actively apply material in class and in the simulation. Participation, professionalism, and clear communication matter. Assignments are evaluated on both content and quality of presentation.

### Student Learning Outcomes

At the successful completion of this course, students will be able to:

1. Apply airline operations concepts, metrics, and terminology by demonstrating fluency in common airline operational, financial, and performance metrics and acronyms (e.g., ASM, RPM, CASM, RASM, load factor, yield) and explain how they are used to evaluate airline performance and inform managerial decisions.
2. Analyze airline network, fleet, and capacity decisions by evaluating decisions related to network structure, fleet composition, scheduling, capacity, pricing, and service levels while accounting for operational, economic, regulatory, and competitive constraints.
3. Explain the regulatory, industry, and stakeholder context of airline operations by describing how regulation, labor relations, safety oversight, airport and airspace constraints, and industry structure influence airline strategy and day-to-day operations.

4. Demonstrate strategic judgment under uncertainty by assessing tradeoffs, risks, and consequences of airline management decisions in a dynamic and competitive environment using data, operational results, and evolving market conditions.

5. Demonstrate professional communication, teamwork, and leadership awareness by working effectively in teams to manage a simulated airline, communicating analysis and recommendations clearly in written and oral formats, reflecting on leadership development and decision-making, and incorporating peer feedback.

These outcomes are reinforced throughout the course through quizzes, exams, simulation assignments, guest speakers, and reflective activities.

### **Student Learning Outcome Primary Assessments**

1: Systems & Metrics	Weekly Quizzes, Exams
2: Network & Capacity	Simulation HW #1–3, Weekly Quizzes/Exams
3: Regulation & Industry	Weekly Quizzes, Guest Speaker Reflections
4: Strategic Decision-Making	Simulation HW #2 Annual Report, HW #3 Presentation
5: Teamwork & Leadership	Peer Evaluations, CliftonStrengths, PD

---

### **Assessment & Grading**

Grades in this course are based on a point system. You earn points by demonstrating concept mastery, applying airline management judgment in the simulation, and engaging professionally with guest speakers and development activities. Final grades are determined by the percentage of total points earned.

Grading Categories:

#### **Concept Mastery (420 pts)**

- Weekly quizzes
- Midterm & final exams

#### **Applied Airline Management – Simulation (550 pts)**

- Strategy paper
- Annual report
- Stakeholder presentation
- Team performance
- Peer evaluations

#### **Professional Engagement & Development (170 pts)**

- Guest speaker questions & reflections
- PD activities
- CliftonStrengths

GRADED ELEMENTS	POINTS
Quizzes: Weekly (11 @ 20 pts each)	220
Exams: Mid-term & Final (2 @ 100 pts each)	200
Simulation: Homework 1-Name Your Airline/Set Airline Strategy	50
Simulation: Homework 2-Annual Report	150
Simulation: Homework 3-Management Presentation to Stakeholders	150
Simulation: Peer Evaluations (2 @ 25 pts each)	50
Simulation: Team Performance	50
Professional Development (PD): Primary/Required (2 @ 10 pts each)	20
<i>CliftonStrengths</i> (StrengthsFinder) Personal Assessment	50
Guest Speaker presentation <b>questions</b> (10 @ 10 pts each)	100
Guest Speaker presentation <b>reflections</b> (10 @ 10 pts each)	100
<b>Total Possible Points</b>	<b>1,140</b>
PD Supplemental Extra Credit (up to 2 @ at up to 10 pts each; added to total points)	

Final grades are calculated based on the percentage of total points earned. Canvas displays your running total and current percentage throughout the semester. Letter grades are assigned according to the following scale:

Grade	% Range
A	90-100
B	80-89
C	70-79
D	60-69
F	0-59

### Airline Simulation

The Airline Simulation is the primary integrative learning experience in this course, where students apply concepts from lectures, readings, and guest speakers to manage a simulated airline over time. The simulation emphasizes learning, reasoning, and adaptation rather than “winning.”

Simulation setup details, registration instructions, and weekly decision deadlines will be provided during the first class meeting and via Canvas announcements. All team members must complete registration before simulation play can begin.

Each week, teams will collectively make operational and strategic decisions and advance their airline in the simulation. Teams are expected to coordinate outside of class as needed.

There are six graded components associated with the Airline Simulation (see Canvas and course calendar for details and due dates):

1. Homework #1 – Airline Strategy & Naming  
Team short paper outlining the airline's mission, strategy, branding, and name choice, plus completion of the required online simulation worksheet and airline logo.
2. Homework #2 – Airline Annual Report  
Team written analysis of airline performance, strategic decisions, and learning over time.
3. Peer Evaluation #1
4. Homework #3 – Management Presentation to Stakeholders  
Team presentation delivered during the final class meeting.
5. Peer Evaluation #2 (*may influence individual simulation grades within the peer evaluation point allocation.*)
6. Simulation Team Performance  
Based on end-of-simulation performance using a weighted average.

Each student will complete two peer evaluations during the semester to help assess team dynamics and individual contribution. Peer evaluations may influence individual simulation grades, reinforcing accountability and discouraging "freeloading."

Simulation team performance points are awarded as follows:

- 90–100 → 50 points
- 80–89 → 40 points
- 70–79 → 30 points
- 60–69 → 20 points
- 50–59 → 10 points
- Below 50 → 5 points

### Bring and Share Current Airline Events Each Class

As an extension of class participation, class each week will begin with a quick review of recent events from the media concerning the airlines and related topics. So, watch news media of all types for airline news and be prepared to discuss in class. Media sources can include print, online, TV, and radio. (UNT Willis Library <https://library.unt.edu/willis/> is a great resource.) Current events should be from a reputable news source, and students must provide a coherent and accurate brief description of the event, including why it is interesting or relevant to the course. This activity is part of expected class participation and is not separately graded.

Recommended sources for free online airline news updates/blogs:

- Airlines for America (A4A) daily "smart brief" email, <https://airlines.org>
- Air Transport World online, <https://atwonline.com>
- Aviation International News alerts, <https://www.ainonline.com/>

- Airlines Confidential podcast, <https://airlinesconfidential.com/>
- The Cranky Flier blog, <http://crankyflier.com/>
- Flight24 Blog and Podcast, <https://www.flightradar24.com/blog/>
- FlightAware daily news brief email, <https://flightaware.com/>
- AvWeb daily news brief email, <https://www.avweb.com/>
- The Points Guy, <https://thepointsguy.com/news/airlines/>
- View From the Wing, <https://viewfromthewing.com/>
- American Airlines news feed, <http://news.aa.com/home/default.aspx>
- Southwest Airlines news feed, <https://www.swamedia.com/>
- AirlineGeek.com website news feed, <https://airlinegeeks.com/>

### Weekly Quizzes, a Mid-Term Exam, and a Final Exam

This course includes 11 weekly quizzes, worth 20 points each. Quizzes are typically assigned weekly unless otherwise noted in class or on Canvas. Weekly quizzes are designed to reinforce shared terminology, metrics, and conceptual foundations used later in exams and the airline simulation.

The weekly quiz will be available on Canvas by Thursday (or sooner). Quizzes must be completed before 23:30 (11:30 p.m.) on the following Monday. Weekly quizzes cover all assigned material (textbook, lecture slides, study notes, outside reading, guest speaker presentations) and classroom discussions. Exceptions to the weekly quiz will be noted in the syllabus or announced in class and/or on Canvas.

Weekly quizzes are open-book/open-note via Canvas, and require individual effort (i.e., no collaboration). Once you begin taking the quiz on Canvas you will have a limited time in which to complete it. Therefore, you should be familiar with the material prior to attempting the quiz. You will have a second opportunity to take each quiz and keep the highest score. The quizzes are designed to prepare you for the two course exams – a mid-term and a final. There also may be an in-class “pop” quiz, providing those who are present to earn bonus points. *(You must be present to win!)*

This course will include two (2) exams – mid-term and final – taken via Canvas. The exams are worth 100 points and will consist of questions drawn from the weekly quizzes. The final exam will be comprehensive in nature. There will be no makeup exams except in extraordinary situations. If you must miss a quiz or exam, inform me as soon as you know you will miss.

Students perform better on the exams who keep up with the reading, attend and participate in class, and study for/take the quizzes, so that you do not have to refer to your book/notes. I will post PowerPoint lecture notes on Canvas to coincide with the class meeting content and readings. Some (but not all) guest speaker presentations may also be shared on Canvas.

---

## Professional Development (PD)

Professional development (PD) is an important component of this course and of the aviation **profession**. PD activities are designed to expose students to industry perspectives, networking opportunities, and career development resources beyond the classroom. Approved PD opportunities may include events or instructor-approved assignments, as specified in the PD module on Canvas.

### PD at a Glance

- Two (2) required PD events (10 points each)
- Up to two (2) optional PD events for extra credit
- Registration and attendance verification required
- Submission on Canvas is required (See PD module on Canvas)
- LGAV 3140 guest speakers do not count as PD for this or any course

Acceptable PD activities may include:

- Industry conferences or panels
- Career fairs
- Airline or aviation-related workshops
- Approved student organization events (e.g., AAAE)

Events must be attended in full and must be clearly related to aviation, transportation, supply chain management, or professional development.

The G. Brint Ryan College of Business offers many opportunities for students to connect with business experts and executives to acquire useful insights beyond the classroom.

- Distinguished Speaker Series <https://cob.unt.edu/dss/>
- SCM Speaker Series
- Group Tours with local supply chain companies are scheduled throughout the semester. Attendees will be responsible for securing their own ride to and from the tour locations; transportation will not be provided. Dates, times, and locations will be posted on the registration website: <https://cob.unt.edu/logistics-center/group-tours>

### PD Submission Requirements

For each required PD event, students must submit a brief written reflection addressing the nature of the event or assignment, what was learned and why the event was valuable. Reflections should be concise and specific, focusing on professional relevance rather than event description. Late PD submissions will not be accepted. Students may attend up to two additional approved PD events or submit two additional PD assignments for extra credit outlined in Optional PD file in PD module on Canvas. If you have other activities that you believe qualify for consideration for professional development credit (e.g., interviewing an industry professional) please seek approval from the instructor ahead of time or your event might not qualify for credit. Extra credit PD points are added to total points earned but do not change the total possible points (1,140).

### Guest Speakers in LGAV 3140

LGAV 3140 features **distinguished guest speakers** representing a range of airline and aviation-related organizations, including Southwest Airlines, American Airlines, Envoy Air, JSX, and others. Several speakers are University of North Texas alumni. Guest speaker content may appear in quizzes and exams. The purpose of guest speakers is to connect concepts to airline operations and professional practice.

Speaker presentations are not recorded. Students are expected to attend, listen actively, take notes, and participate respectfully. (Note: LGAV 3140 guest speakers do not count for Professional Development credit in this or any other course.)

There are two graded components associated with each LGAV 3140 Guest Speaker Presentation: Guest Speaker Questions and Guest Speaker Reflections. Guest speaker questions assess preparation and industry research prior to each visit. Reflections assess active listening, synthesis, and application of insights gained from the speaker's experience.

#### 1. Guest Speaker Questions (10 points per speaker presentation)

Prior to each presentation, students are expected to research each guest speaker's background and role (e.g., LinkedIn, company website) and submit at least two well-considered questions via Canvas by midnight on the Monday before class. Overly broad or generic questions that could apply to any professional will not receive full credit. Students are not required to ask their prepared questions in class but should be ready to do so. This assignment is designed to build skills relevant to professional meetings and interviews.

Questions should:

- Be specific to the speaker
- Demonstrate preparation and genuine curiosity
- Reflect understanding of the speaker's role and organization

#### 2. Guest Speaker Reflection (10 points per speaker presentation)

Following each presentation, students will submit a brief Canvas reflection addressing:

- Key takeaways or insights
- Lessons learned
- Potential implications for airline management or their own professional development

Responses should be concise, thoughtful, and specific. This assignment assesses active listening, synthesis, and application of ideas, not summary alone.



---

**Assignments Policy**

A separate course calendar/schedule with due dates is provided on Canvas. Assignments are due on the date identified in the course schedule to be submitted to Canvas by 23:30 (11:30 p.m.) of the due date, unless otherwise indicated. Most assignments may be turned in early. Late assignments will be penalized with one letter grade per day past due date. There will be no make-up for missed quizzes or exams without a valid reason and prior approval from the professor. Correct spelling, grammar, and punctuation are expected on all graded material (including Canvas postings).

**Writing**

Grading is based on content and form. Written work—including team reports, exam essays, and Canvas posts—must be neat, clear, concise, using standard Business English, with proper college-level grammar, spelling, and punctuation. Submit assignments on Canvas typed in Microsoft Word, PowerPoint or PDF unless otherwise noted. Provide well-reasoned, concise discussions and arguments.

**Use of Generative AI**

In this course, you can use Generative Artificial Intelligence (GenAI) tools (e.g., ChatGPT, CoPilot, Gemini, etc.) to support your learning and develop skills for a GenAI-oriented workforce. This use will help us stay technically proficient and ethically grounded. However, GenAI should complement, not replace, your critical thinking or our course materials. If something seems unclear, please seek clarification. In line with the UNT Honor Code, all work you submit must be your own. Using GenAI tools without attribution or relying on AI to complete assignments violates academic integrity and will be addressed according to university policy.

**Exam and Assignment Grade Appeals**

If you disagree with how any assignment or examination was graded, you must submit a written appeal to me by email or letter within one (1) week after the grade was awarded or the graded work was returned. The written appeal should include your concern or question about your grade, an explanation about why you believe your answer is correct, AND documentation or evidence supporting your belief. Appropriate documentation includes references from the text, course lecture slides, or outside reading from the course syllabus. Grades will not be lowered due to an appeal.

**Class Rules of Engagement**

- Respect all classmates and the instructor, in person and online—especially across differences in opinion or identity. Discriminatory or derogatory language will not be tolerated.
- Use correct names and pronouns. Speak from personal experience (“I” statements) and challenge ideas, not people.
- Communicate clearly: avoid all caps, be mindful with humor or sarcasm, and avoid “text-talk.”
- Proofread, fact-check, and remember online posts can be permanent.

## Attendance Policy

**LGAV 3140 is an in-person class.** Students are expected to attend class meetings regularly in person and to abide by the attendance policy established for the course. Attending class via Zoom is not an option unless there is a certified medical reason the student cannot be present in the classroom or if due to some unforeseen circumstance requiring attendance using Zoom. (This requires advance arrangement.) Zoom attendance does not replace in-person attendance unless explicitly approved in advance. We care about you and worry when you are out. I take a roll at each class meeting. Seating will be assigned to support discussion and participation.

Occasionally work commitments, a family emergency, or illness means a student cannot attend a class in person or must miss a class entirely. ***If you must be absent:*** Please let me know by Canvas message or email before class that you will miss and the reason. You will be responsible for keeping up. Also, inform your simulation team so that you can catch up on the week's simulation decision-making. If a class is missed it is up to the student to catch up and there may be a make-up assignment to be sure the material missed is understood. Class materials are posted on Canvas.

## Minimum Technology Requirements

- Computer
- Reliable internet access
- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (<https://clear.unt.edu/supported-technologies/canvas/requirements>)

## Use of Personal Technology in Classroom

To support learning, students are expected to remain fully engaged during class. Stay fully present—no unrelated use of phones, tablets, or laptops during class. Devices should be muted or put away unless used for course-related work. A break midway through each class meeting allows time to check messages.

## LGAV 3140 Course and Syllabus Disclaimer

The schedule, policies, and assignments contained in the course syllabus are subject to change in the event of extenuating circumstances, or to accommodate class progress. Also, changes may occur to provide more in-depth focus or discussion where warranted, to take advantage of a guest speaker opportunity, or by mutual agreement between the instructor and students. Changes will be announced in class and posted on Canvas. This syllabus may be updated from time to time as necessary, and revisions will be posted on Canvas.

---

**COVID-19 & Flu**

COVID 19 is still a “thing.” If you are experiencing any COVID 19 or flu symptoms (<https://www.cdc.gov/covid/signs-symptoms/index.html> ; <https://www.cdc.gov/flu/index.html> ) please seek medical attention from the Student Health and Wellness Center (<https://studentaffairs.unt.edu/student-health-and-wellness-center/index.html> (940-565-2333) or your health care provider PRIOR to coming to campus.

**Face Coverings**

Face coverings are not required but may be worn. Please respect the choices of others who do or do not wear face coverings. Face covering guidelines could change based on community health conditions.

**UNT Policies****Academic Integrity Policy**

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale “cutting and pasting” from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote. Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual’s exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in

ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student's participation.

### **ADA Policy**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodation at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website <https://disability.unt.edu/>.

### **Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)**

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigations and takes remedial action when appropriate.

### **Emergency Notification & Procedures**

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials. <https://www.unt.edu/eaglealert.html>

###