LGAV 3140
Air Passenger Planning & Control
(3 credit hours)

Spring 2016

Term	**Spring 2015**
Schedule	Tuesdays, 18:30-21:20 (6:30 p.m.-9:20 p.m.) Meeting in BLB 075
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; and understanding the impact of hub and spoke systems and maintenance locations on air passenger operations. Emphasis on developing analytical tools to effectively manage air passenger operations.
Professor	Dr. Tim Kincaid, Ed.D, MBA-Aviation Management Email: timothy.kincaid@unt.edu (Please use this as the primary way of connecting with me between classes.)
Office Hours	By appointment, before or after class.
Required Texts	1. Peter Belobaba, Amedeo Odoni, and Cynthia Barnhart, eds. (2009). *The Global Airline Industry*. 3rd Edition. John Wiley & Sons, Ltd. Chichester, West Sussex, U.K. ISBN: 978-0470740774 2. Mark Holt and Phillip Poyner (2006). *Air Carrier Operations*. ASA: Newcastle, WA. ISBN: 1-56027-646-0 3.
Required Course Materials	1. Airline Simulation: Each student will receive an email from Interpretive Simulations first week of class, with link to register http://interpretive.com Students pay directly via website. Cost: $39. 2. StrengthFinder online personal assessment: Student pay directly via website. Cost: $15.00, which includes online assessment and StrengthFinder 2.0 e-book . This is the url: https://www.gallupstrengthscenter.com/Purchase/en-US/Product?Path=Clifton StrengthsFinder

BLACKBOARD: Course materials, slide presentations, assignments, quizzes, and outside readings will be available on course web page via Blackboard. **Students should refer to Blackboard often throughout the course to remain current.** Students can access the course web page through the UNT course management system. The site is password protected. You can learn more about Blackboard by reviewing the on-line student manuals. **NOTE:** I use Blackboard frequently to post announcements, which also automatically sends an email to your UNT email address (the default) or to another email address of your choosing. **If you don't regularly check your UNT email address, please go on Blackboard ASAP and add an email address that you check most often.** It is each student's responsibility to receive and read class announcements.

OUTSIDE READING: Additional readings may be assigned throughout the course. Case studies, reports, articles and other topical issues may be provided from academic journals, governmental sources and other current business sources. Additionally, students will be required to cite sources of information independently using Internet- and library-based resources. Outside readings posted on Blackboard.

SOFTWARE: You will need Internet access and a web browser (Firefox is recommended for Blackboard.) Course materials, assignments, some quizzes and exams will be available online via Blackboard. You will be responsible for accessing Blackboard to obtain all course materials. Much of the printed materials for this course will be in PDF format (Adobe Acrobat), which requires Adobe Acrobat Reader to read (available free at www.adobe.com.) All assignments should be typed and saved as an MS Office file or a PDF file. If you do not have Microsoft Office, contact me to ensure your file can be opened and read for grading purposes.

Learning Outcomes

This course is designed to accomplish the following student learning outcomes:
1. Understand the basic principles of passenger airline planning, management, and operations.
2. Understand the complex dynamics and connections of the historical, regulatory, and legislative foundations of the air transportation industry, with particular emphasis on passenger airlines.
3. Explore current air transportation issues, economic trends and future challenges by reading current news articles and papers, with follow up discussion in classroom.
4. Describe the types of air carriers and aircraft involved in passenger airline operations.
5. Understand various methods of optimizing passenger airline operations including flight routing, route networks, pricing/capacity, and fleet diversity.
6. Understand how airlines manage scheduling air/ground crew assignments and gate assignments.
7. Exposure to a variety of career paths and opportunities within the airline and related industries, through coursework, readings and guest speakers.
8. Develop Information gathering and communication skills through written assignments and presentations.
9. Communicate (orally and written) more effectively and efficiently.
10. Through a personal assessment, identify your individual personal strengths and learn how to leverage them in order to be a more effective and successful professional leader.

Course Format

This course will be conducted through a combination of lectures, in-class discussion, guest speakers, homework, team projects, quizzes, and exams. The lectures will cover foundational material for each assigned topic, but often will not cover all the material as presented in the text and outside readings. You are expected to attend all classes and to be prepared to discuss and/or apply all assigned readings. Students will be called upon to discuss the topics/concepts in class.

Graded Elements

Your performance in this course will be based on the following graded elements:

GRADED ELEMENT	POINTS
Quizzes (Best 10 @ 20 pts each)	200
Exams (2 @ 100 pts each)	200
Simulation: HW1 Name Your Airline/Set Airline Strategy	50
Simulation: HW2 Annual Report	100
Simulation: Peer Evaluation #1	5
Simulation: HW3 Audit Team Presentation	100
Simulation: Peer Evaluation #2	5
Professional Development (2 @ 10 pts each)	20
Airline Pricing Exercise	10
Resume (5 pts) *and* Resume Release Form	10
Strength Finder Assessment	10
Total Possible Points	710
PD Supplemental Extra Credit (up to 3 @ 5 pts each; added to total points)	

Grade Scale	To calculate your final grade: Take the total number of points you have earned for all assignments (this information is available in your grade book in Blackboard in the Total Points column) and divide it by 710. Compare the resulting percentage with the matrix below. For example, if your total points earned are 637, the calculation is 637/710 = 0.88 which is equal to a letter grade of B.

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

Assignment Due Dates & Lateness Policy	Assignments are due on the date identified in the course schedule. Many are to be uploaded to Blackboard by 17:00 (5 p.m.) of due date, unless otherwise indicated. If hard copies are required, they must be turned it in at the beginning of class. Any assignment may be turned in early. In some instances, will also accept homework that is uploaded via email timothy.kincaid@unt.edu. Late assignments will be penalized one letter grade per day past due date. There will be no make-ups 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 Blackboard postings). All assignments must be typed.
Resume & Release Authorization Form	Continued refinement of your resume is a good practice to develop and implement throughout your career. As your career objectives and skills change, so should your resume. It is also important, particularly as you prepare for internships and job interviews to have your resume ready to send. To help in this process, submit your resume and release authorization form electronically, as separate files, via the assignment folder on Blackboard by Jan. 26 at 17:00 Central.

To receive full points for your resume and release form (**separate files, *not* combined**):
1. Upload your resume to Blackboard by the due date. Name your file using the following convention: LastName_GraduationSemester_GraduationYear.doc. For example, if Tim Kincaid were planning to graduate in May 2016, his resume' file would be named: Kincaid_Spring_2016.doc.
2. Complete the Release Authorization Form (on Blackboard). Complete, sign and scan into PDF or Word document and name it as follows: LastName_ApprovalForm_Spring_2016.doc or LastName_ApprovalForm_Spring_2016.pdf . This form will allow the logistics faculty to send your resume to companies that contact us throughout the semester. You also have the right to restrict the release of your resume. If you do ***not*** want your resume distributed to potential employers, please indicate your preference on this form. |
| **Team Airline Simulation Project** | Students will be randomly assigned to teams of up to four (4) students for an online Airline Simulation project that will run throughout the semester. This interesting, educational simulation gives students the experience of creating, operating, and expanding an airline. More details will be provided in class and via announcements at our first class meeting. You will receive an email from Interpretive.com (makers of simulation) with a link to register. The cost per student will be $39, payable directly to the simulation provider (see syllabus page 1). **Until every member of each team registers/purchases simulation, that team cannot begin.** Every week, each team will collectively make decisions and move their airline ahead in the simulation. There are four graded assignments: 1. Team report on their airline's name and strategy; 2. Annual Report; 3. Peer Evaluation #1; 4. Team Presentation to Stakeholders; and Peer Evaluation #2. Each team member will submit two peer evaluations via simulation website, to understand distribution of workload. Overall simulation grade for each student will be influenced by peer evaluations, so it is important for each individual to contribute and participate fully. |

Professional Development

"PD"

A great form of enrichment in learning about a practical discipline is to participate in activities categorized as Professional Development (PD). PD includes activities of service or learning with members of the profession. Suitable activities include attending meetings of professional organizations, attending presentations by industry leaders, working on practical projects within the scope of the discipline, and participating in other industry/profession focused learning events. **There are two categories of Professional Development to be considered: Primary PD and Supplemental PD.**

Primary PD consists of attendance at a scheduled College of Business Distinguished Speaker, Center for Logistics Education and Research Speaker Series, or Onboarding events, or attendance at one of the DFW-area professional association meetings. These are the only activities that qualify for the Primary PD credit. Each student is expected to **PARTICIPATE IN AT LEAST TWO PRIMARY PD CATEGORY EVENTS** during the semester (each event earns 10 points, for a total of 20 points). The specific "pre-approved" Primary PD events will be posted on Blackboard. To ensure you receive credit for attending an event, register online for the executive lecture series or onboarding lecture. For the spring semester we will offer Logistics students four Logistics Onboarding Program events and six Logistics Executive Lecture Series events. Click on the following links for program information and to RSVP (required) to attend:
Onboarding Program http://www.cob.unt.edu/logisticscenter/students/onboarding/onboarding.php
Executive Lecture Series http://www.cob.unt.edu/logisticscenter/students/lectureseries/speakers.php

We have been assigned the large classroom, BLB 080, for all our events this semester. As a result, space will not be an issue as it has in the past, but we still require RSVPs to attend. It's a good professional practice for the students to learn and helpful to us to assess audience size. Occasionally our presenters will bring handouts, gifts, or prizes, and like to know how many students to expect.

Many students are still not familiar with our Onboarding Program. Dean Wiley is mandating that ALL CoB students attend sessions (to be hosted by the Career Center or CoB) including professional dress and resume reviews prior to them attending any recruiting events such as the Business Career Fair. We have incorporated these into our spring Onboarding Program sessions on February 5th and 12th prior to the Business Career Fair, so our students will be covered/certified and ready to attend, without having to go to additional sessions hosted by other entities. In essence it's a "double-dip" for your Logistics professional development credit and the CoB's requirements and will save them time! This is the exception, however, a student may not attend one event and count it for two LGAV or LSCM classes. Note: For students in this course, our guest speakers in LGAV 3140 cannot be counted toward PD.

Supplemental PD category of events is somewhat broader. You can get credit for up to three (3) Supplemental PD activities, worth up to five (5) points each.

There are four (4) ways to earn Supplemental PD:
1. Supplemental PD may include attending an additional Primary PD event over the two (2) required.
2. Attendance at the UNT student chapter of American Association of Airport Executives (AAAE), Alpha Eta Rho, Logistics Student Association (LogSA), or Institute for Supply Management (ISM) Student Chapter meetings when: 1) an industry speaker is present; or, 2) a tour of industry operations is planned. You may also earn supplementary credit for any leadership positions held in one of the student organizations related to aviation logistics. This would include either an elected position or heading up an event committee.
3. Visit one of two DFW-area aviation museums: American Airlines C.R. Smith Museum (near DFW Airport) or Frontiers of Flight Museum (Dallas Love Field). If you attend a museum, scan and submit your paid admission ticket in the Supplement PD folder on Blackboard to confirm the visit.
4. Attending a local meeting of "Toastmasters," an international organization that provides attendees

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the opportunity to collaboratively improve public speaking and communication skills. Check www.toastmasters.org for convenient meeting times and locations.

If you have other activities that you believe qualify for consideration for supplemental professional development credit (e.g., interviewing/shadowing an industry professional at their workplace) please seek approval from the instructor AHEAD OF TIME or your event might not qualify for credit.

Post each Primary PD and Supplemental PD in the appropriate file folders on Blackboard. Include: 1. Name of the speaker, event host and organization, plus the date and location of event; 2. Summarize in two-to-five sentences topics discussed, and what your biggest take-aways were (i.e. what did you learn/like/didn't like about the presentation). Spelling and grammar count, poor writing costs points.

Participation & Class Environment

I believe in "learning together" through collaboration. Participation in class not only helps you understand the material but also makes the class more enjoyable for all. Preparation for class, frequency of participation, quality of participation, organization, and conciseness all demonstrate the level of commitment and engagement. Make sure that you are making your presence known through positive class contributions!

Your UNT College of Business faculty's assumption is that you want to have a successful career in the professional world. To help prepare for your career, classroom norms will be consistent with what you can expect as an employee in industry. You are expected behave consistently with an aviation professional in the workplace. Behavior detrimental to class discussion and progress will be addressed. It is particularly important to treat the professor, fellow classmates, and guests with respect (keyword: Golden Rule)**.** Failure to be prepared, attend class regularly, and actively participate in the class discussion will diminish your experience of LGAV 3140. And it also will adversely impact your grade.

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.dos.unt.edu/conduct .

Current Events

As extension of class participation, class each week will begin with a quick review of recent events from 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. The UNT Library is a great resource. I highly recommend subscribing to free online airline news updates: Airlines For America (A4A) "smart brief" delivered via email each weekday. http://airlines.org ; Air Transport World online http://atwonline.com ; Aviation International News alerts http://www.ainonline.com/ ; The *Dallas Morning News* aviation blog http://aviationblog.dallasnews.com/

Quizzes

This course includes numerous quizzes and you can expect a quiz nearly every week, after our class meets. Quizzes will cover the material assigned and covered in class for that week. This makes preparation, attendance, and class participation even more critical! Exceptions to the weekly quiz will be noted in the syllabus or announced in class and/or on Blackboard. All assigned material (text, lecture slides, outside reading, guest speaker presentations) and classroom discussions are "fair game" for each quiz. Quizzes are "open notes/open book," but individual effort.

Quizzes will typically be administered via Blackboard and are timed. Once you begin taking the quiz on Blackboard you will have a limited time with which to complete. Therefore, you should be familiar with

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the material prior to attempting the quiz, rather than strictly relying on your notes or the course textbook. You will have a second opportunity to take each quiz, with highest score counting. The quizzes are designed to prepare you for the course exams and you will see similar questions on the quizzes and the exams. Quizzes may include a combination of multiple choice, true/false, fill-in-the-blank, and short answer. Deadline for regular weekly quiz completion is 23:30 (11:30 p.m., Central) each Monday. Each quiz is worth up to 20 points each. The best of 10 quiz scores will count toward final grade. Often there will be an in-class "pop" quiz, providing those who are present with the opportunity to earn bonus points (remember, *you must be present to win*).

Examinations This course will include two (2) exams which may be either in-class or via Blackboard. The exams will consist of questions drawn from the text, outside readings, lectures, discussions, and out-of-class assignments. You are responsible for the material even if is not emphasized or covered during the lecture. The final exam will be comprehensive in nature. Exams will include a combination of multiple-choice, true/false, and short answer. There will be no makeup exams except in extraordinary situations that are approved by me **prior** to the scheduled exam. **EXAM PREPARATION:** Students who keep up with the reading, attend and participate in class, and study for the quizzes, so that you do not have to refer to your book/notes, perform better on exams. I will post weekly objectives and PowerPoint deck slides/notes on Blackboard to coincide with the lecture and reading material.

Writing The written requirements in this course consist of your resume, team reports, and any short answer/essay questions on the exams. Your written assignments and exam responses should be neat, clear, and concise. Proper college level English grammar, spelling, and punctuation are expected (including *all* Blackboard postings). Electronic files of your assignments are preferred in Microsoft Word or PDF format. All assignments must be typed unless otherwise expressly noted**.** The oral communication requirements of this course include an in-class presentation and daily class discussion/participation. Students are expected to provide well-reasoned and concise discussions or arguments.

Attendance *You must be present to win!* Class attendance is expected and required to ensure that you are successful in this course, and will impact quiz and exam grades. **Roll is taken each class.** A good portion of class will be devoted to discussion. Just one student's absence can negatively impact the entire class dynamic. Quizzes and exams draw directly from class discussion, guest speaker presentations, and lectures. *Missing a class means missing out.* Lecture slides are posted on Blackboard, but they often will be much less detailed than those presented in class, so students who do not attend and rely on PowerPoint slides will be disadvantaged. Missing these opportunities will affect your grade and cannot be made up without a valid medical excuse, an absence approved by the Dean of Students, or a bona fide family emergency. Students are responsible for all material covered in class, including changes to the syllabus, course schedule, and course materials. I will not supplement missed lecture material, even with excused absences. If you miss a class, you should arrange with your classmates for any supplementary material or class notes.

I sincerely care about you, and worry when you are not present. **If you must miss a class, tell me either in person before-hand or send an email timothy.kincaid@unt.edu** . Note: This is not to ask for my permission to be absent! Attendance is ultimately up to you, as an adult student. But if you are absent, your faculty gets concerned. So let me know when you will miss class. It is your responsibility to find out what was covered in a missed class from classmates and Blackboard files.

Academic Integrity Students caught cheating or plagiarizing will receive a zero (0) for that particular assignment or exam [or specify alternative sanction, such as course failure]. Additionally, the incident will be reported to the Dean of Students, who may impose further penalty. According to the UNT catalog, the term "cheating" includes, but is not limited to: a. use of any unauthorized assistance in taking quizzes, tests,

or examinations; b. dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; c. the acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university; d. dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s); or, e. any other act designed to give a student an unfair advantage. The term "plagiarism" includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and, b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

Any work on the graded material (quizzes, abstracts, case study, individual presentation, etc.) is to be treated identically to an in-class exam: the work must be entirely your own with no outside help or assistance. When working on individual assignments, you must not discuss your work with anyone (other faculty or other students) unless specifically approved by me. Headphones are prohibited during exams.

For written assignments: Borrowed ideas and summaries of portions of the articles should also be in your own words AND must be fully cited. Any idea, concept, or material that was not generated by you should be fully documented with citations. All sources may be cited using numbered footnotes/endnotes or using the in-line (author year) format. Footnotes and endnotes should include the fully bibliographic information. If you prefer the (author year) format, a full bibliography, in alphabetical order, should be included at the end of the written assignment. If you quote material, you must also include you source through proper citations. Large-scale "cutting and pasting" from other sources, even when properly cited, does not meet the criterion of submitting your own work and will result in a failing grade. According to University policy, if you become aware of any misconduct related to academic integrity, you should inform me or another proper authority, such as department chair or associate dean.

Americans with Disabilities Act	The University of North Texas 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 you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations 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 Office of Disability Accommodation website at http://www.unt.edu/oda. You may also contact them by phone at 940.565.4323.
Exam & 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. Appeals without supporting rational and specific reference(s) to the course will be returned without consideration. Grades will not be lowered due to an appeal.
Course 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

Personal Technology Use in Classroom	Multi-tasking is a myth! Research shows that you cannot be fully present if you are using smart phone, tablets, iPads, or laptops for activities unrelated to class. Using technology for unrelated activities during class is disruptive, rude, and unprofessional. We assume you are preparing yourself for a career in aviation management and thus will create class norms for behavior that align with what one can expect in the workplace. Get into the habit of acting like/being a professional now – your transition into that first (or next) job will be smoother. Therefore, please adhere to the following class norms: All communications devices, like mobile phones/devices are to be turned off or muted during class. Laptops and other devices in the classroom may not be used for web browsing, email, or activity not directly related to the course. There will be a break approximately half way through each class that will enable you to check email and voicemail.
Emergency Notification Procedures	UNT uses a system called Eagle Alert to quickly notify you 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). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at www.my.unt.edu. Some helpful emergency preparedness actions include: 1. Know the evacuation routes and severe weather shelter areas in the buildings where your classes are held; 2. Determine how you will contact family and friends if phones are temporarily unavailable; and. 3. Identify where you will go if you need to evacuate the Denton area suddenly. In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.
Retention of Student Records	Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted and unreturned during the duration of the course are kept for at least one calendar year after course completion. Coursework completed via the Blackboard on-line system, including grading information and comments, is also stored in a safe electronic environment. You have a right to view your individual record; however, information about your records will not be divulged to other individuals without the proper written consent. You are encouraged to review the Public Information Policy and FERPA (Family Educational Rights and Privacy Act) laws and UNT's policy in accordance with mandates: http://essc.unt.edu/registrar/ferpa.html

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