

**AVSC 3321-110 Airline Management  
Texas A&M University - Central Texas  
Summer 2023**

**COURSE DATES, MODALITY, AND LOCATION**

June 05, 2023, to August 11, 2023.

This is a 100% online course and uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com/>].

**INSTRUCTOR AND CONTACT INFORMATION**

**Instructor:** V. Carson Pearce

**Office:** 302M Beck Family Heritage Hall

**Phone:** 254-519-5776

**Email:** *carson.pearce@tamuct.edu*

**Office Hours:**

Readily accessible through Canvas Message, which is checked daily during the week and once a day on weekends. Will respond within 24-36 hours during the week and within 36 hours on the weekend. Be sure to allow plenty of lead time prior to a due date if you are asking about an assignment.

**Mode of instruction and course access:** This course uses the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com/>]. It is 100% online.

**Student-instructor interaction:** All contact and assignment submissions will be made via Canvas. Mail is checked several times during a day. Weekend response may take longer, so allow extra time for me to reply to your emails.

**Emergency Warning System for Texas A&M University-Central Texas**

**SAFEZONE.** SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

- Download the SafeZone App from your phone store using the link below:
  - [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [https://apps.apple.com/app/safezone/id533054756]
  - [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)  
[https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
- Launch the app and enter your myCT email address (e.g. [{name}@tamuct.edu](mailto:{name}@tamuct.edu))
- Complete your profile and accept the terms of service.

## COURSE INFORMATION

### Course Overview and description:

A detailed study and inside look at how airlines operate in today's highly competitive marketplace. From the days of United States government regulation by the Civil Aeronautical Board to today's unregulated mega merger airlines, this course provides a closer look at the many challenges airlines face economically and how quickly profits can turn into losses. This comprehensive study allows for greater understanding of the methodologies and considerations airlines take to improve service and profitability.

### Course Objective:

#### Student Learning Outcomes (SLOs)

Upon completion of this course, the student will be able to:

1. Integrate and apply the fundamentals of several management disciplines.
2. Describe how airlines determine the profitability of routes (load factors, cost per seat, yields per seat, etc.) and discuss what that has to do with attracting an airline to an airport.
3. Discuss the role of deregulation of airlines and how it continues to impact airline business in today's market.

### Competency Goals Statement (Certifications and Standards):

The course will be considered successfully completed when the student has demonstrated through posted written assignments and exams that they have developed an increased knowledge of the major operational background components of Airline Management and the history of its evolution in the marketplace.

**Required Reading and Textbook(s):**

Airline Operations and Management

ISBN 978-1-138-23753-7

**Suggested Course Materials:** Publication Manual of American Psychological Association (7th ed.). American Psychological Association. ISBN 1433805618. It is highly advisable that that you keep this text following the course, as APA citations are the required citation method.

**COURSE REQUIREMENTS/SPECIFICATIONS**

**Weekly Discussion Post:** There will be one weekly discussion post to be submitted over topics presented by instructor. **Check in daily for instructor notes, updates, and the posting of audio/video topics.** Posts will be graded for writing ability, original content, and APA formatting. Required responses will use a minimum of two hundred words in your well composed paragraph response.

**AVSC 3321 Discussion Post Rubric**

Points	10	7	3	0
<b>Quality of Post</b>	Appropriate comments; is thoughtful, reflective, and respectful of other’s postings. Proper citing of references and APA style; proper punctuation, sentence structure and spelling. No editing or revisions required.	Appropriate comments and responds respectfully to other's postings. Follows APA format with few errors but sentence structure could be improved. Editing would improve the assignment.	Responds, with minimum effort. Does not follow APA format. Many errors in both mechanics and sentence structure. Very poorly written. Needs major overhaul. Posts are less than 200 words and responses are less than 100 words to classmates.	No posting.
<b>Relevance of Post</b>	Posts positions related to discussion topic; prompts further	Begins to address areas that are somewhat	Posts positions which do not relate to the discussion	No posting.

	discussion of topic. Takes clear position that captures the issue. Supports position with well-articulated arguments.	related to the discussion content. Position, and argument for that position is plausible, but not totally clear.	content; makes short or irrelevant remarks. Off-topic.	
<b>Contribution to the Learning Community</b>	Aware of needs of community; attempts to motivate the group discussion; presents creative approaches to topic.	Attempts to direct the discussion and to present relevant viewpoints. Concepts integrate partially, but not completely.	Does not make effort to participate in the learning community with relevancy; position, concepts, and responses are vague.	No feedback provided to fellow student.

**Research Paper:**

You will research a comparison of airline management styles between differing airlines. This APA formatted paper will focus on one of any of three key areas: personnel benefits, hiring practices, aircraft selection, route structure or regional airline partners.

**Requirements:**

- 10 pages minimum (not including title page, abstract, references and appendices) Double-space. Full APA format (7<sup>th</sup> Edition) with page numbers and section headings.
- Well-developed topic, with introduction, literature review, findings, and conclusion.
- Must have at least three high-quality, scholarly references.

**AVSC 3321 Research Rubric**

Points	10	7	3	0
<b>Quality of Case Research</b>	Full use of APA formatting, clearly communicated, thoughtful detail	Partial use of APA formatting with some detail and some support	Does not follow APA formatting criteria. Many errors in both	No paper.

	and points. Proper citation and attribution. Proper punctuation, sentence structure and spelling. No editing or revisions required.	material. Sentence structure could be improved. Editing would improve the assignment.	mechanics and sentence structure. Very poorly written. Needs major overhaul. Does not meet required page count or format guidelines.	
<b>Relevance of Case Research Conclusions</b>	Submitted case materials and narrative shows logical linkage to the topic. Captures the issue. Supports positions with well-articulated insights.	Submitted case materials and narrative are somewhat linked to the research paper topic. Position, and argument for that position is plausible, but not totally clear.	Submitted case materials and narrative shows little to no linkage to the research topic. Unclear direction and conclusion.	No paper. If a paper is late, the grade will be reduced per the posted research paper guidelines in the course.

**Required Reading and Textbooks:**

Airline Operations and Management  
 ISBN 978-1-138-23753-7

**VIDEO LINKS:** There are many posted video links throughout your weekly course modules. They correspond directly with the readings in your textbook and will bring to life the many colorful aspects of aviation history. These are a small sample of documentaries and many other historical aviation movies that are available on You Tube. Others can be found for sale in DVD formats, Blu-ray and streaming video that are available commercially. I will be monitoring the number of times these are accessed, as they are an integral part of your course objectives on learning aviation history.

**Two Quizzes:** There will be two tests during the semester. Each test covers only the material presented during the previous weeks.

**Point based grade components:**

Two Quizzes	30% (SLOs 1-3)
Research Paper	30% (SLOs 1-3)
Weekly Discussion Posts	40% (SLOs 1-3)

**Total**  
**100%**

**Grading scheme**

- A 4.00 (90 +) Achievement that is outstanding relative to the level necessary to meet course requirements.
- B 3.00 (80-89%) Achievement that is significantly above the level necessary to meet course requirements.
- C 2.00 (70–79%) Achievement that meets the course requirements in every respect.
- D 1.00 (60–69%) Achievement that is worthy of credit even though it fails to meet fully course requirements.
- F 0.00 (<60%) Represents failure and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an “I” (incomplete).
- “I” (Incomplete). The “I” shall be assigned at the discretion of the instructor when, due to extraordinary circumstances, the student was prevented from completing the work of the course on time. The assignment of an “I” requires a written agreement between the instructor and student specifying the time and way the student will complete the course requirements. In no event may any such written agreement allow a period of longer than one year to complete the course requirements. For graduate and professional students, an “I” is to remain on the transcript until changed by the instructor or department. For all other students, work to make up an “I” must be submitted within one year of the last day of final examinations of the term in which the “I” was given; if not submitted by that time, then the “I” will automatically change to an F. To obtain an incomplete you must have been doing passing work in the course.

## Posting of Grades

All student grades will be posted on the Canvas Grade book and students should monitor their grading status through this tool. I will attempt to post grades for all assignments and discussions within one week after the due date, unless I let you know otherwise. Grades on exams will be available immediately (unless essays must be graded as well).

## Grading Policies

**Individual Performance:** It is vital that you are active in the course and complete all work in a professional fashion. One of the biggest issues with student success in online courses is simply not submitting work on time. You are expected to read the chapters as assigned in the syllabus as well as read or view any supplemental resources that may be found in the Module content folders for that period.

**Quality Work:** All work submitted for grading shall be of upper-level quality: Depth of analysis, grammatical structure, etc. **Your work will be checked for plagiarism using online plagiarism assessment programs. Plagiarism will not be tolerated and will result in significant point deductions.**

**Identifying Submissions:** Submissions must clearly identify the student, course, and the title of the assignment (Last Name, Course Name, and Assignment) or (Smith\_GBK301\_Essay1).

**Written Assignment Requirements:** Submissions will be in accordance with The Publication Manual of the American Psychological Association, 6th Ed. All written work must be submitted utilizing Microsoft Word in either a .doc or .docx format. **Students whose assignment includes plagiarism will receive a 0 on the assignment and possible referral to Student Affairs.** However, I reserve the right to reduce the penalty if I believe plagiarism was unintentional or very minor in impact.

**Due Dates and Late Submissions:** The assignment instructions and deadlines are clearly laid out in the syllabus. Your assignments are fairly involved, so please stay ahead, and stay engaged with the material. As such, it is expected that all work will be submitted on time, as timeliness is an important aspect of professional communications and behavior. If you encounter an issue, please let me know as soon as possible. ***Ask for an extension as soon as you see you may need one prior to the due date.*** Late work is not accepted.

**Changes to Syllabus:** This syllabus serves as an instructional and study planning document. Although every effort will be made to maintain the schedule and activities presented herein, it may become necessary during the semester to make changes to the syllabus. In such events, changes will be announced, and students will receive written notice as soon as possible.

## COURSE OUTLINE AND CALENDAR

### Complete 10 Week Summer Semester Course Calendar:

#### Week 1: June 05 - 11

- Assigned Textbook Reading - Chapter 1, Introduction; Goal of Airline Management and Operations; Historical Perspective
- Read Lesson 1
- Research Paper Introduction
- Discussion Post (Introduction)

#### Week 2: June 12-18

- Assigned Textbook Reading – Chapter 2, Supply and Demand for Air Transportation
- Read Lesson 2
- Discussion Post
- Submit Research Paper **Topic** (Only the topic, for instructor approval)

#### Week 3: June 19 - 25

- Assigned Textbook Reading – Chapter 3, Route Structure
- Read Lesson 3
- Discussion Post
- Review for Test 1

#### Week 4: June 26 – July 02

- Assigned Textbook Reading – Chapter 4, Product Offering
- Read Lesson 4
- Discussion Post
- Test 1

#### Week 5: July 03 – July 09

- Assigned Textbook Reading – Chapter 5, Flight Schedule Development and Control
- Read Lesson 5
- Discussion Post

#### Week 6: July 10 - 16

- Assigned Textbook Reading – Chapter 6, Economics and Finance
- Read Lesson 6



- Discussion Post

#### **Week 7: July 17 - 23**

- Assigned Textbook Reading - Chapter 7, Pricing and Revenue Management
- Read Lesson 7
- Discussion Post

#### **Week 8: July 24 – July 30**

- Assigned Textbook Reading – Chapter 8, Distribution
- Read Lesson 8
- Discussion Post

#### **Week 9: July 31 – August 06**

- Assigned Textbook Reading – Chapter 9; International Air Transportation and Public Policy / Looking Ahead – Chapter 10
- Read Lesson 9
- Discussion Post
- Test 2 Review

#### **Week 10: August 07 - 11**

- Test 2
- Research paper submittal

#### **Important Dates:**

June 5, 2023	Classes Begin for First 5-, 10-, and 8-Week Session
June 19, 2023	Juneteeth (University Closed)
June 21, 2023	Deadline to Drop 10-Week Classes with No Record
July 4, 2023	Independence Day (University Closed)
July 7, 2023	Deadline for Graduation Application for Ceremony Participation
July 21, 2023	Deadline to Drop 10-Week Classes with a Quit (Q) or Withdraw (W)
August 11, 2023	Classes End for 10- and Second 5-Week Sessions

#### **Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system. We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

### **Online Proctored Testing**

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

### **Other Technology Support**

For log-in problems, students should contact Help Desk Central

24 hours a day, 7 days a week

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

*Please let the support technician know you are an A&M-Central Texas student.*

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## **UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**

### **Academic Accommodations**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Warrior Center for Student Success, Equity and Inclusion is responsible for ensuring that students with a disability receive equal access to the university’s programs, services, and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our [Access & Inclusion](#) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

### **Academic Integrity**

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the student conduct process](#), [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a referral](#), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=0].

### **Drop Policy**

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdId=https://eis-prod.ec.tamuct.edu:443/samlSso&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

### **Important information for Pregnant and/or Parenting Students**

Texas A&M University-Central Texas supports students who are pregnant, experiencing pregnancy-related conditions, and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](#) [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would

like to read more about these [requirements and guidelines](#) online, please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination based on sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas can provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

### **Tutoring**

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing [WarriorCenter@tamuct.edu](mailto:WarriorCenter@tamuct.edu).

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](#) [<https://tutormatchingservice.com/TAMUCT>] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

### **University Library & Archives**

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 631,525 eBooks and 75,149 journals, in addition to the 97,443 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams, or in-person at the library. [Schedule an appointment here](#) [<https://tamuct.libcal.com/appointments>]. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group workspaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and

laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/index) [https://tamuct.libguides.com/index]

### **University Writing Center**

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University—Central Texas (A&M—Central Texas) is a free service open to all A&M—Central Texas students. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WCOonline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

### **OTHER POLICY STATEMENTS**

#### **A Note about Sexual Violence at A&M-Central Texas**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

### **Behavioral Intervention**

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](#) online

[[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=2](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2)].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](#) website for more information [<https://www.tamuct.edu/bit>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.

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### **Copyright Notice**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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