# AVAT13020 *Aviation Strategic Management*
## Term 1 - 2024

Profile information current as at 29/07/2024 03:15 pm

## General Information

### Overview

Aviation Strategic Management will provide you a comprehensive overview of current strategic challenges and measures required to meet those challenges in a dynamic aviation industry. It will also provide you with an opportunity to integrate various aspects of aviation management you have studied in your course into the process of developing a strategic plan for an aviation organisation such as alliance management and formation, strategic issues for air freight carriers and airport companies, as well as environmental analysis in the global aviation industry. You will learn the tools needed to perform a detailed strategic overview of an aviation-related business including strategic positioning, developing competitive strategy and managing strategy execution.

### Details

Career Level: *Undergraduate*
Unit Level: *Level 3*
Credit Points: *6*
Student Contribution Band: *8*
Fraction of Full-Time Student Load: *0.125*

### Pre-requisites or Co-requisites

Students must meet all requisites: 1. AVAT11008 Introduction to Aviation Management, AVAT12018 Air Freight Transportation, AVAT12022 Airport Management; AND 2. AVAT11013 Introduction to Aviation OR AVAT11002 BasicAeronautical Knowledge.
Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the Assessment Policy and Procedure (Higher Education Coursework).

### Offerings For Term 1 - 2024

- Cairns
- Online

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.

# Class and Assessment Overview

## Recommended Student Time Commitment
Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

## Class Timetable

### Regional Campuses
Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

### Metropolitan Campuses
Adelaide, Brisbane, Melbourne, Perth, Sydney

## Assessment Overview
1. **Online discussion forum**
Weighting: 30%
2. **Case Study**
Weighting: 30%
3. **Group Work**
Weighting: 40%

## Assessment Grading
This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the University's Grades and Results Policy for more details of interim results and final grades.

# CQUniversity Policies

**All University policies are available on the CQUniversity Policy site.**
You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the CQUniversity Policy site.

# Unit Learning Outcomes

**On successful completion of this unit, you will be able to:**

1. Critique the theories, approaches and perspectives in the field of aviation strategy
2. Explain programs adopted by airlines and airports to assist strategies of competitive advantage
3. Analyse the strategic issues associated with technology, information systems and innovation in relation to airline and airport management
4. Analyse the influence of strategy policy on the competitiveness of airlines and airports.

N/A

# Alignment of Learning Outcomes, Assessment and Graduate Attributes

| | N/A Level | | Introductory Level | | Intermediate Level | | Graduate Level | | Professional Level | | Advanced Level |
|---|---|---|---|---|---|---|---|---|---|---|---|

## Alignment of Assessment Tasks to Learning Outcomes

| Assessment Tasks | Learning Outcomes | | | |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| 1 - Online discussion forum - 30% | ● | ● | | |
| 2 - Case Study - 30% | ● | ● | ● | ● |
| 3 - Group Work - 40% | | | ● | ● |

## Alignment of Graduate Attributes to Learning Outcomes

| Graduate Attributes | Learning Outcomes | | | |
|---|---|---|---|---|
| | 1 | 2 | 3 | 4 |
| 1 - Communication | ● | ● | | |
| 2 - Problem Solving | ● | | ● | ● |
| 3 - Critical Thinking | ● | ● | ● | ● |
| 4 - Information Literacy | | | ● | |
| 5 - Team Work | | | ● | ● |
| 6 - Information Technology Competence | | | ● | ● |
| 7 - Cross Cultural Competence | | | | |
| 8 - Ethical practice | | | | |
| 9 - Social Innovation | | | | |
| 10 - Aboriginal and Torres Strait Islander Cultures | | | | |

## Textbooks and Resources

### Textbooks

**There are no required textbooks.**

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition (APA 7th edition)](#)
For further information, see the Assessment Tasks.

## Teaching Contacts

**Wen-Chun Tseng** Unit Coordinator
[w.tseng@cqu.edu.au](mailto:w.tseng@cqu.edu.au)

## Schedule

### Week 1 - 04 Mar 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Unit Introduction | | |

### Week 2 - 11 Mar 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Competition Policy in European Aviation Markets | | |

### Week 3 - 18 Mar 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Business Models in the Airline Sector – Evolution and Perspectives | | **ONLINE DISCUSSION FORUM** Due: Week 3 Friday (22 Mar 2024) 5:00 pm AEST |

### Week 4 - 25 Mar 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Low Cost Carriers in Southeast Asia: A Preliminary Analysis | | |

### Week 5 - 01 Apr 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| The Future of Continental Traffic Program: How Lufthansa Is Countering Competition from No-Frills Airlines | | |

### Vacation Week - 08 Apr 2024

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|

Term Break

**Week 6 - 15 Apr 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Cooperation and Integration as Strategic Options in the Airline Industry – A Theoretical Assessment | | **CASE STUDY** Due: Week 6 Friday (19 Apr 2024) 5:00 pm AEST |

**Week 7 - 22 Apr 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Marriages and Divorces: Strategic Alliances in the Networked Economy – the Case of Air New Zealand | | |

**Week 8 - 29 Apr 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Forces Driving Industry Change – Impacts for Airports' Strategic Scope | | |

**Week 9 - 06 May 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| The Role of Intermodal Transportation in Airport Management: The Perspective of Frankfurt Airport | | |

**Week 10 - 13 May 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Airfreight Development Supporting the Strategy of Global Logistics Companies | | |

**Week 11 - 20 May 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| The Impact of Airports on Economic Welfare | | |

**Week 12 - 27 May 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Presentation | | **GROUP WORK** Due: Week 12 Monday (27 May 2024) 11:45 pm AEST |

**Review/Exam Week - 03 Jun 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| | | |

**Exam Week - 10 Jun 2024**

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| | | |

# Assessment Tasks

## 1 ONLINE DISCUSSION FORUM

**Assessment Type**
Online discussion forum

**Task Description**
**Word Count:** 1,500 words (+/- 10%) Course Value: 30%
**Discussion Task:** Each student will be responsible for participating in an online discussion of Airline Alliance Strategy with supporting articles.

**Assessment Due Date**
Week 3 Friday (22 Mar 2024) 5:00 pm AEST

Upload into Moodle

**Return Date to Students**
Week 5 Friday (5 Apr 2024)
Upload into Moodle

**Weighting**
30%

**Assessment Criteria**
This assessment will be marked out of 30 points as follows:
1. Discussion & Analysis (20 points)
2. Specifications (15 points)
3. Professional Standards (5 points)

**Referencing Style**

- American Psychological Association 7th Edition (APA 7th edition)

**Submission**
Online

**Submission Instructions**
Submit through Moodle

**Learning Outcomes Assessed**

- Critique the theories, approaches and perspectives in the field of aviation strategy
- Explain programs adopted by airlines and airports to assist strategies of competitive advantage

# 2 CASE STUDY

**Assessment Type**
Case Study

**Task Description**
**Word Count:** 1,500 words (+/- 10%) Course Value: 30%
**Report Task:** Each student will be responsible for submitting a case study(1,500 words) of selected topic. Students will have to take care to edit the final document to ensure that it has consistent voice, grammar, and writing style. The essay should be submitted through Moodle.
**Basic Structure:** This report must contain a Title Page, List of Abbreviations/Acronyms, List of Tables & Figures, Table of Contents, Executive Summary, Introduction, Main Body, and Conclusion. The case study report should be thoroughly referenced using in-text references (APA referencing is advised and preferred).
**Referencing:** A List of References should be provided on a separate page, and containing all sources used in the report.

**Assessment Due Date**
Week 6 Friday (19 Apr 2024) 5:00 pm AEST
Upload into Moodle

**Return Date to Students**
Week 8 Friday (3 May 2024)
Upload into Moodle

**Weighting**
30%

**Assessment Criteria**
This assessment will be marked out of 30 points as follows:
1. Discussion & Analysis (20 points)
2. Specifications (15 points)
3. Professional Standards (5 points)

**Referencing Style**

- American Psychological Association 7th Edition (APA 7th edition)

**Submission**
Online

**Submission Instructions**
Submit through Moodle

**Learning Outcomes Assessed**

- Critique the theories, approaches and perspectives in the field of aviation strategy
- Explain programs adopted by airlines and airports to assist strategies of competitive advantage
- Analyse the strategic issues associated with technology, information systems and innovation in relation to airline and airport management
- Analyse the influence of strategy policy on the competitiveness of airlines and airports.

# 3 GROUP WORK

**Assessment Type**
Group Work

**Task Description**
**Task A: Group Report Course Value: 25%**
**Word Count:** 3,000 words (+/- 10%)
**Report Task:** Each group will be responsible for submitting a group report (3,000 words) of selected topic. Students will have to take care to edit the final document to ensure that it has consistent voice, grammar, and writing style. The essay should be submitted through Moodle.
**Basic Structure:** This group report must contain a Title Page, List of Abbreviations/Acronyms, List of Tables & Figures, Table of Contents, Executive Summary, Introduction, Main Body, and Conclusion. The report should be thoroughly referenced using in-text references (APA referencing is advised and preferred).
**Referencing:** A List of References should be provided on a separate page, and containing all sources used in the report.
**Task B: Group Presentation Course Value: 15%**
**Report Task:** Each group will be responsible for a in-class group presentation (Max 15 mins).

**Assessment Due Date**
Week 12 Monday (27 May 2024) 11:45 pm AEST
TBA

**Return Date to Students**
Exam Week Friday (14 June 2024)
TBA

**Weighting**
40%

**Assessment Criteria**
This assessment will be marked out of 40 points as follows:
1. Group Report (25 points)
2. Group Presentation (15 points)

**Referencing Style**

- American Psychological Association 7th Edition (APA 7th edition)

**Submission**
Offline Online Group

**Submission Instructions**
Both On-line and In-class

**Learning Outcomes Assessed**

- Analyse the strategic issues associated with technology, information systems and innovation in relation to airline and airport management
- Analyse the influence of strategy policy on the competitiveness of airlines and airports.

# Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the **Student Academic Integrity Policy and Procedure**. This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

**What is a breach of academic integrity?**
A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

**Why is academic integrity important?**
A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

**Where can I get assistance?**
For academic advice and guidance, the Academic Learning Centre (ALC) can support you in becoming confident in completing assessments with integrity and of high standard.

**What can you do to act with integrity?**



**Be Honest**
If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**
If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**
Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem