

The Hong Kong Polytechnic University

Subject Description Form

Subject Code	LGT5162
Subject Title	Airline Strategic Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite	Nil
Role and Purposes	To provide an advanced understanding of the core concepts of strategic management and develop the student's ability to design effective strategies for airlines in a competitive environment.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: a. Understand key theories and approaches in strategic management. b. Apply analytical tools in strategic management to the airline industry. c. Develop strategies for airlines in response to changing market environment. d. Evaluate the effectiveness of different strategies in airline management.
Subject Synopsis/ Indicative Syllabus	<ul style="list-style-type: none">• Core concepts of strategic management• Key analytical tools in strategic analysis• Core competence• Low cost business model• Airline finance and aircraft purchase• Network airlines• Airline Alliances• Gaining competitiveness through mergers and acquisitions• Strategic evaluation
Teaching/Learning Methodology	A combination of lectures, seminars, case studies, group discussions and students-directed learning activities will be included in this subject.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	
	Coursework	50%	✓	✓	✓	✓	
	Examination	50%	✓	✓	✓	✓	
	Total	100 %					
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p><i>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Exam components.</i></p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures / Tutorials						39 Hrs.
	Other student study effort:						
	▪ Self study						87 Hrs.
	Total student study effort						126 Hrs.
Reading List and References	<p>Books</p> <ul style="list-style-type: none"> • Andrew R. T. (2011) <i>Soft landing airline industry strategy, service, and safety</i>, Apress • Abingdon, B.J. (2015) <i>Foundations of airline finance: methodology and practice</i>, Routledge, Second edition • Bitzan J.D., Peoples J. H. Wilson W.W. (2016) <i>Airline efficiency</i>, Emerald Group • Delfmann, W., Baum, H., Auerbach, S. and Albers, S. (2005) <i>Strategic Management in the Aviation Industry</i>, Ashgate. • Doganis, R. (2010) <i>Flying Off Course – Airline Economics and Marketing</i>, 4th Edition, Routledge, London. • Flouris, T. and Oswald, S. (2006) <i>Designing and Executing Strategy in Aviation Management</i>, Ashgate. • Holloway, S. (2008) <i>Straight and Level: Practical Airline Economics</i>, 3rd Edition, Ashgate: Aldershot, UK. • Johnson, G., Scholes, K. and Whittington, R. (2008) <i>Exploring Corporate Strategy</i>, 8th Edition, Prentice hall. • Morrell, P.S., (2013), <i>Airline finance</i>, Surrey, England; Burlington, VT : Ashgate 4th ed • Shaw, S. (2011) <i>Airline Marketing and Management</i>, 7th Edition, 						

	<p>Ashgate, Aldershot, UK.</p> <ul style="list-style-type: none"> • Lin, CK.,(2010), <i>Low cost carrier-airport relationship development in Southeast Asia</i>, Hong Kong Polytechnic University. School of Hotel and Tourism Management. • Gross, S. (2013), <i>The low cost carrier worldwide</i>, Ashgate • <p><i>Journal</i></p> <ul style="list-style-type: none"> • Journal of Air Transport Management <p><i>Trade magazines</i></p> <ul style="list-style-type: none"> • Air Transport World • Airline Business
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