

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
NATIONAL AVIATION UNIVERSITY
 Faculty of Transport, Management and Logistics
 Management of Foreign Economic Activity of Enterprises Department

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 «___» _____ 2023



Quality Management System

COURSE TRAINING PROGRAM
 on
«Fundamentals of Aviation Management»

Educational Professional Program: “Maintenance and Repair of Aircrafts and Aircraft Engines”


Field of study: 27 “Transport”

Specialty: 272 “Air transport”

Form of study	Semester	Total (hours / ECTS credits)	Lectures	Practicals	Self-study	HW/ CGP/C	TP/CP	Form of semester control
Full-time	5	120/4,0	34	17	69	–	–	Graded test – 5 s.

Index CB-1-272-1/21-3.8

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The Course Training Program on “Fundamentals of Aviation Management” is developed on the basis of the Educational Professional Program “Maintenance and Repair of Aircrafts and Aircraft Engines”, Bachelor Curriculum № CB-1-272-1/21 and Bachelor Extended Curriculum № ECB-1-272-1/21 for the Specialty 272 “Air transport” and corresponding normative documents.

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«____» _____ 2023

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INTRODUCTION

The Course Training Program (CTP) on “Fundamentals of Aviation Management” is developed based on the “Methodical guidelines for the development and design of the course training program of the subject of full-time and part-time study”, approved by the order of the rector № 249/ut. of 29.04.2021 and corresponding regulatory documents.

1. EXPLANATORY NOTES

1.1. Place, objectives, tasks of the subject

This subject is the theoretical and practical basis for a set the knowledge and skills complex that form the profile of a management specialist.

The **purpose** of teaching this discipline is to develop in future professionals a contemporary managerial mindset and a system of specialized knowledge in the field of aviation management. It aims to foster an understanding of the conceptual foundations of systematic organizational management and the acquisition of skills in analyzing the internal and external environment to make appropriate managerial decisions.

The tasks of studying the subject are:

- To study the essence of key concepts and categories in management and administration.
- To familiarize students with general principles of management.
- To study the system of management methods.
- To introduce the content of management processes and technologies.
- To study general and specific functions of management.

The objectives of this educational discipline are to:

- Acquire knowledge of theoretical principles and cause-and-effect relationships in organizations, analyze and synthesize information within a specific system, and compare facts based on knowledge from various sources.
- Plan the work of an organization, its departments, and employees.
- Understand methods of stimulating and disciplining subordinates.
- Gain knowledge of effective management methods (economic, administrative, socio-psychological).
- Understand the mechanisms of harmonizing human relations.
- Acquire knowledge of tools for improving and developing the management system of an enterprise, taking into account global experience.

1.2. The learning outcomes the subject makes its possible to achieve

As a result of studying the subject, the student must acquire the following must achieve such **learning outcomes**:


- **PLO 4.** The ability to solve complex specialized tasks and practical problems in professional activities in the field of aviation transport or in the process of further education using the principles, theories, and methods of natural, technical, information, and socio-economic sciences, characterized by complexity and uncertainty of conditions.

- **PLO 5.** Adhering to communication norms in professional interaction with colleagues, leadership, and effectively working in a team.

1.3. Competences the subject makes it possible to acquire

- **PC 9.** Ability to organize the production activities of structural units of aviation enterprises and plants, small teams of performers (brigades, sections, workshops) regarding the production, operation, repair, and maintenance of aviation transport objects, their systems and components, including substantiating the technology of production processes;

- **PC 14.** Ability to organize one's own work, the work of subordinates and subordinate units in accordance with the requirements of labor protection, safety techniques, and fire safety in aviation

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transport objects, their systems, and components, including substantiating the technology of production processes.

1.4. Interdisciplinary connections

The educational discipline "Fundamentals of Aviation Management" is based on the knowledge of such subjects as: "Fundamentals of Management," "Information Systems and Technologies," "Academic Skills of Professional Training," and serves as a basis for studying disciplines such as "Management," "Personnel Management," "Operations Management," "Logistics," and others.

2. COURSE TRAINING PROGRAM ON THE SUBJECT

2.1. The subject content

Training material is structured according to the module principle and consists of one educational module:

- Module № 1 “Theoretical Fundamentals of Aviation Management”,

that is logically complete, relatively independent, holistic part of the subject, learning of which provides module test and analysis of its performance.

2.2. Modular structuring and integrated requirements for each module

Module 1 "Theoretical Foundations of Aviation Management"

Integrated requirements to the module №1: know the basic concepts, categories and principles of management that can be applied by aviation enterprises; understand the peculiarities of planning, organization, motivating and controlling; forming an understanding of information support in the aviation enterprise’s management process, peculiarities of decision-making and leadership in aviation management; be able to identify problems and appropriate solutions, to determine the prospects for the development of aviation enterprise’s management in conditions of uncertainty.

Topic 2.2.1. Aviation Management - Essence and Key Categories.

Organization as a general management function. The essence of the organization function and its place in the management system. Concepts and components of organizational activity. The essence of management work organization and physical work organization. Delegation of authority process organization. Organizing the decision-making process. Administrative apparatus. Authority, duties, responsibility. Departmentalization. Interaction of organizational structures.

Topic 2.2.2. People as the main element of aviation industry organizations: behavior, power, leadership.


Key concepts of motivation theory. The function of motivation in management. Principles of the motivation function. Labor stimulation: goals, principles, types, forms. The concept of motivation. Psychological and physiological characteristics of employees. Theories and models of motivation processes: content and process approaches. Content theories of motivation. Process theories of motivation: expectancy theory, equity theory. Means of motivational influence.

Topic 2.2.3. Ethics and Social Responsibility in Aviation Management.

The concept of social responsibility and its place in the management system. The essence and types of responsibility in management. Responsibility deficit. Management responsibility to society. Advantages and disadvantages of social responsibility. The essence and significance of social behavior. Development of social responsibility strategies. Degree of social responsibility. Corporate social responsibility concept. Iron law of responsibility. Social responsibility brings about significant changes in organizational management: Management ethics and business ethics. Measures to ensure ethical behavior. Ethics of relationships. Reasons for adopting an ethical business conduct style. Unpleasant features of domestic business. Tools for improving ethical behavior in organizations. Modern philosophy of business. Human rights compliance concept. Justice concept. Utilitarianism. Comparison of business models.

Topic 2.2.4. Structures and Objectives of Aviation Management.

Regulation as a general function of management. The concept of regulation and its place in the management system. Principles of regulation function. Types of regulation. Stages of the regulation

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process. Characteristics of regulation processes. Stabilizing regulation. Directive regulation. Disciplinary regulation. "Operational regulation."

The essence, significance, and classification of management methods. Economic methods. Government regulation. Influence on collective interests. Methods of material influence. Administrative (organizational and managerial) methods. General organizational provisions. Organizational regulation and standardization. Organizational and methodical instruction. Social-psychological management methods. Types of social methods. Methods of managing individual group processes and phenomena. Methods of managing individual behavior. Types of psychological methods. Methods of forming and developing a work collective. Methods of humanizing relationships within the work collective. Psychological stimulation methods. Methods of professional selection and training. Interrelationship of methods.

Topic 2.2.5. Structures and Objectives of Aviation Management. Concept and general characteristics of leadership.

Authority and personal influence. Model of leader's influence on subordinates. Balancing the power of leaders and subordinates. Nature and forms of power and influence. Forms of influence that can motivate performers to active cooperation. The ability to influence through persuasion depends on a number of factors. Leadership as a social-psychological phenomenon. Its dynamics. An effective manager is not necessarily an effective leader, and vice versa. The difference between a leader and a manager is based on many positions. Leadership arises where there is a need for initiative actions. Theories of effective leadership. Personal qualities approach (great man theory). K. Lewin's classification. Characteristics of leadership styles. Blake and Mouton's managerial grid model. Matrix of applied leadership styles and their perception by subordinates. Fiedler's contingency leadership model. Four stages of follower maturity. Vroom-Jago decision-making process model.

Topic 2.2.6. Functional Composition of the Management System. Methods of Aviation Management.

Evolution of views on communications in management activities. Concept of control and its place in the management system. Principles, objectives, and functions of ethics and social responsibility. Types of management control: preliminary, current, final control. Behavioral aspects of control. Degree of control and level of responsibility for results. Types of control systems and their content. Control process. Classification-based control. Stages of the control process: formation of measurement standards, comparison of actual performance with standards, evaluation and adjustment. Information flows in the control process. Feedback during control. Characteristics of effective management control.

Topic 2.2.7. Functional Composition of the Management System. Conflict, Change, and Stress Management in an Organization.

Concepts of effect and result, their balance. Types of conflicts and stages of conflict resolution. Balancing results and effectiveness in business. Excessive emphasis on results. Excessive emphasis on efficiency. Balanced emphasis on results and productivity. General concept of organizational management effectiveness, criteria, and methods of evaluation. Specificity of managerial work results. Manager's work results.

Topic 2.2.8. Features of decision-making in management at aviation industry enterprises. Management efficiency criterion. Management efficiency indicators. Value-oriented management. The value of a firm is what it is worth.

Topic 2.2.9. Features of decision-making in management at aviation industry enterprises. Indicators of the economic efficiency of the organization as a whole. Indicators characterizing the efficiency of management processes. Defining a system of quantitative and qualitative performance indicators. Evaluating the performance of structural units in the organization's management.

Topic 2.2.10. Information support in management. Organizing the communication process in the management system of aviation enterprises.

2.3. Training schedule of the subject

№	Topic name (thematic section)	Total, hours			
		Full-time			
		Total	Lectures	Practicals	Self-study
Module № 1 “Theoretical Fundamentals of Aviation Management”					
1.	Aviation management - essence and main categories	5 semester			
		14	2 2		10
2.	People as the main element of aviation industry organizations: behavior, power, leadership	12	2 2	2	6
3.	Ethics and social responsibility in aviation management	21	2	2	13
4.			2	2	
5.	Structures and goals of aviation management	12	2 2	2	6
6.	Functional composition of the management system. Aviation management methods	18	2 2	2	12
7.					
8.	Peculiarities of making managerial decisions at enterprises of the aviation industry	22	2 2	2	10
9.			2 2	2	
10.	Information support in management. Organization of the communication process in the airline management system	16	2 2 2	2	8
11.	Module test № 1	5	-	1	4
12.	Performing homework and control work (extramural)	-	-	-	-
13.	Final semestre control work (extramural)	-	-	-	-
Total for the module № 1		120	34	17	69
Total for the subject		120	34	17	69

2.4. Homework and home control work (extramural form of study).

Homework and home control work (extramural form of study) is performed in the sixth semester, in accordance with the approved methodical guidelines, in order to consolidate and deepen the theoretical knowledge and skills of the student in the studying the subject.

Homework and home control work (extramural form of study) is performed by the student individually in accordance with the topics offered by the teachers of the department. The time required to complete homework is 8 hours.



2.5. List of questions to prepare for the examination.

The list of questions and content of tasks for preparation for the control work are developed by the leading teachers of the department in accordance with the course training program, approved at the meeting of the department and distributed among students.

3. BASIC CONCEPTS OF GUIDANCE ON THE SUBJECT

3.1. Teaching Methods

During the process of delivering course material, passive verbal methods (explanations, lectures) are used in lectures, laboratory sessions, and other types of educational activities, employing the use of chalkboards and video materials. Active practical methods (exercises) and evaluation methods are also employed.

Multimedia techniques may be utilized during lectures, while computer equipment can be used for research and analytical work, calculations, and laboratory equipment during laboratory sessions.

Lectures and practical sessions can be conducted in a distance learning mode.

3.2. Recommended literature

Basic literature

3.2.1. Lussier R. Management Fundamentals: Concepts, Applications, and Skill Development. SAGE Publications. 2020. 774 p.

3.2.2. Cohen S. Management Fundamentals / Steven Cohen ,William B. Eimicke. Columbia University Press. 2020. 224 p.

3.2.3. Chychun V., Petrunenko I., Shuprudko N. Trends in the management of global economic development in the post-pandemic period. Faculty of Business Economics and Entrepreneurship International Review. 2021. №1-2. p. 76-86.

3.2.4. Witzel M. Management: The Basics. Routledge. 2022. 222 p.

3.2.5. Vdovichen A., Vdovichena G. Management in questions and answers: study guide / V.A. Chichun and others. Chernivtsi: DTEU, 2023. 172 p.

Additional literature

3.2.6. Yuriy F. Rayisa, Valentyna V. Chernysh, Valentyna Chychun, Ivan M. Bezena, Inna V. Poznanska. Management practices in the institutions of higher education of EU countries for increasing their ratings. Revista San Gregorio. SPECIAL EDITION-2020.

3.2.7. Taranenko I., Chychun V., Korolenko O., Goncharenko I., Zhuvahina I. Management of the process of e-commerce development in business on the example of the European union. Special issue innovation in the economy and society of the digital age. Vol 39, No 5 (2021).

3.2.8. Moshek G., Fedorenko V., Solomko A. Management of the organization. Theory and practice: education. manual 21st century; in general ed. Mosheka G. E. Nats. Acad. state example under the President of Ukraine, N.-d. Center of Forensic Expertise on Intellectual Matters. property Kyiv: Lira-K, 2020. 419 p


3.2.9. Kary O. I. Management and innovations: theory and practice: teaching. Manual National Lviv University. polytechnic". Lviv: Rastr-7, 2020. 297 p.

3.2.10. Adizes I. Styles of good and bad management. trans. from English Valeria Clay Kyiv: Nash format, 2020. 222 p.

3.3. Internet information resources

3.3.1. Air Code of Ukraine [Electronic resource] - Access mode: <http://zakon2.rada.gov.ua/laws/show/3393-17/page> - Title from the screen.

3.3.2. Aviation rules of Ukraine [Electronic resource] - Access mode: <http://www.avia.gov.ua/documents/Lotna-pridatn/aviation-rules-ukraine/24333.html>

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3.3.3. The importance of air transport to Ukraine. URL: <https://www.iata.org/en/iatarepository/publications/economic-reports/ukraine--value-of-aviation/>

3.3.4. Aviation Benefits Report 2020. URL: <https://aviationbenefits.org/downloads/aviationbenefits-beyond-borders-2020/>

3.3.5. Liberalization of Air Transport Services and Passenger Traffic. URL: https://www.wto.org/english/res_e/reser_e/ersd200806_e.pdf

3.3.6. Aviation transport strategy of Ukraine for the period until 2030. [Electronic resource]. Access mode: https://mtu.gov.ua/files/Dok_PROEKT/ua.

3.3.7. ICAO. International Civil Aviation Organization website. Access mode - <http://www.icao.int>.

3.3.8. IATA. Official website of the International Air Transport Association: Access mode - <http://www.iata.org/>

4. RATING SYSTEM OF KNOWLEDGE AND SKILLS ASSESSMENT

4.1. Grading of different kinds of academic activities performed by a student and obtained knowledge and skills are realized in values in line with Table 4.1.

Table 4.1

Kind of Academic Work	Maximum Grade Values
	Full-time
	5 semester
Module № 1 “Theoretical Fundamentals of Aviation Management”	
Completing tasks for knowledge of theoretical material	40 (total)
Execution and protection of practical works	36 (total)
Performing homework and control work (extramural)	-
<i>For admission to complete module test № 1, a student must receive not less than</i>	46
Carrying out Module Test № 1	24
Final semestre control work (extramural)	-
Total by the Module №1	100
Total by the subject	100

The credit rating is determined (in points and on a national scale) based on the results of all types of educational work during the year.

4.2. The completed curricular activity is accounted enrolled student if the student received for them a positive rating.

4.3. The sum of grades received by the student for certain types of completed educational work is the Current Module Grade, which is entered into the Module Register.

4.4. The Total Semester Grade is entered into the Examination Register, educational cards and into a student’s record book in values, National Scale grades, and ECTS Scale grades, for example: **92/Ex/A, 87/Good/B, 79/Good/C, 68/Sat/D, 65/Sat/E**, etc.

4.5. The Total Grade is equaled the Total Semester Grade. The Total Semester Grade is entered into the Diploma Supplement.

(Ф 03.02–01)

АРКУШ ПОШИРЕННЯ ДОКУМЕНТА

№ прим.	Куди передано (підрозділ)	Дата видачі	П.І.Б. отримувача	Підпис отримувача	Примітки

(Ф 03.02–02)

АРКУШ ОЗНАЙОМЛЕННЯ З ДОКУМЕНТОМ

№ пор.	Прізвище ім'я по-батькові	Підпис ознайомленої особи	Дата ознайомлення	Примітки

(Ф 03.02–04)

АРКУШ РЕЄСТРАЦІЇ РЕВІЗІЇ

№ пор.	Прізвище ім'я по-батькові	Дата ревізії	Підпис	Висновок щодо адекватності

(Ф 03.02–03)

АРКУШ ОБЛІКУ ЗМІН

№ зміни	№ листа (сторінки)				Підпис особи, яка внесла зміну	Дата внесення зміни	Дата введення зміни
	Зміненого	Заміненого	Нового	Анульованого			

(Ф 03.02–32)

УЗГОДЖЕННЯ ЗМІН

	Підпис	Ініціали, прізвище	Посада	Дата
Розробник				
Узгоджено				
Узгоджено				
Узгоджено				



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