MASTER IN AVIATION MANAGEMENT
LEVEL I – EDITION ONE
A.Y. 2018-2019

Presentation
The aviation business ecosystem is rapidly changing and so are the needs of the complex network of actors that operate in it. MAM is designed to offer interdisciplinary and comprehensive knowledge of the management and innovation processes to help young professionals to pursue a successful career in various sectors of the aviation industry including manufacturers, airlines, service providers, airport companies and authorities, civil aviation departments, air transport consultancies, etc.

The master MAM is designed to offer participants with heterogeneous background specific knowledge and competences to navigate the disciplines, processes, regulations and the management practices relative to the post development phases of the aircraft lifecycle. Internationally recognized university professors and top managers from the industry will bring their experience to the class. In each module participants will be asked to apply the tools to aviation case studies. Each module will also involve practitioners from qualified industry sponsors.

Aims
We expect the majority of participants to have a background in Engineering (and related fields) or Economics & Management (and related fields), plus a working experience in the aviation field. MAM will provide them advance management tools to take management positions at aviation manufacturers, airlines, service providers, airport companies and authorities, civil aviation departments, air transport consultancies.

Didactic activities

MODULE 1
Aviation Business Principles
Objective: In this opening module participants will be introduced to the aviation business “ecosystem”, including the main features characterizing demand, stakeholders, processes, the aviation value chain, cost and profit main drivers. In this module participants will familiarize with
tools and acquire management competences on airlines and other value chain actors’ business principles (e.g. maintenance Organizations, Training Organizations, spare parts distributors, Handlers, Fuel, Insurances, Airports).

MODULE 2

Strategic management of aviation business

**Objective:** The module is about how firms compete in the aviation industry, with a specific focus on the interdependences between business models and the strategies of the various actors along the value chain. Decisions concerning firms boundary decisions, partnerships, make or buy, diversification, competences development etc. will be addressed. In this module participants will familiarize with tools and acquire management competences on strategic dynamics including decisions concerning the formation of alliances, joint ventures, consortium. Students will be able to device a business strategy in the specific context of aviation management combining short-medium or long term objectives assigned to company management.

MODULE 3

Finance for Aviation

**Objective:** The module focuses on fundamental principles that guide corporate manager decisions on financing and investing. The perspective is the firm value maximization. The module is divided in 3 parts. The first part of the is asset-side oriented and looks at how business strategy gives rise to financial needs and risk. Lectures look at the determinants of cash flows and of the cost of capital, the two basic drivers for capital budgeting choices. The second part of the module is liability-side oriented and looks for the optimal debt/equity ratio and the return for the investors. The last part of the course will deal with risk management theory, with a specific focus on derivatives and hedging strategies applied to the standard issues of aviation industry. In this module participants will familiarize with tools and acquire management competences on the different typologies and financing structures in the actual aviation world also according to the operational model: financial leasing, operating leasing, export credit etc.

In this context also some market tendencies and its determining factors will be discussed, e.g. sales financing, customer, credit analysis, financing schemes.

MODULE 4

Innovation & Aviation Project Management

**Objective:** The module is about the organization of innovation and project management in the aviation context, i.e. taking into consideration the complex and heterogeneous set of actors involved in the process and the specific strategic and operational requirements of the industry. In this module participants will familiarize with tools and acquire management competences on the evolution of the aircraft product development and its life after delivery, including joint (with heterogeneous actors in the value chain) project management, value engineering and analysis techniques, integrated reporting systems in order to rapidly support the management decisions, continuous improvement and management of aircraft design and/or production defects, etc.
MODULE 5
Aviation Operations Management

Objective: The first part of the module is about the techniques for optimizing the development and manufacturing process and management. The second part of the module will delve into airport management, traffic management and ground handling issues. In this module participants will familiarize with tools and acquire management competences on lean manufacturing applied to Product and Process Maintenance, Aviation and Logistics/Warehouse environment.

MODULE 6
Regulatory policy, International Law, and Aviation Safety System Management

Objective: The module is about the regulatory framework in which the actors in the aviation value chain operate. Starting from the historical origin of the normative framework, the module will deepen the comparison between European and American requirement environments; scheme of the norms and related product lifecycle will be addressed. The second part of the module addresses aviation safety system issues. In the module, participants will familiarize with the ICAO principles and implementation, also through a comparative analysis of different Regulations. In this module there will be a specific focus also on “people and the Norm”.

MODULE 7
Contracts and customer support

Objective: The module is divided in three parts. In the first part, participants will learn about the role of contracts in the aviation business and their use in the value chain. In the second part, a specific attention will be devoted to the management of vertical relationship (between suppliers and customers) after a contract has been signed. The third part will be devoted to delve into business to business marketing, communication and branding. In this module participants will familiarize with the different kind of contracts and the management of the negotiation phase at different stages of the value chain. In the second part of the module, participants will learn practices for managing customer relationships after contracts is signed.

Duration and summary of didactic activities and university credits (CFU)
The Master's lasts for one year with 310 hours of didactic activities. A 250 hour internship forms an integral part of the course and represents an excellent opportunity to enter the workplace. However, for students already working professionally in the sector, the internship is optional and may be replaced by targeted project work.
The course has 72 CFU.

All. Call for Applications – Aviation management
Qualification issued
Students attending the didactic activities, completing the internship and passing the intermediate verifications and final examination will be awarded a 1st Level Master's in Aviation management.

Course period
March 2019 > March 2020

Teaching method
Classroom lectures

Language
ENGLISH, ITALIAN

Attendance
Attendance will be monitored by signing a register. Regular attendance in the classroom is obligatory to passing the individual modules. Absences must not in any case exceed 30% of teaching hours for each individual module. Credits are assigned with completion of the individual modules and internship/project work activities and passing of the final examination. Students employed in a professional activity coherent with the Master's course may ask for this to be recognised in calculating the credits allocated to internship and work placement activities.

Course location
Ca’ Foscari Challenge School - Venezia Marghera (VEGA Venice Scientific Technological Park - Porta dell’Innovazione Building)

Admission requirements
Degree in a relevant field
English Level B2
Admission application
Candidates must fill in the online admission application, the details of which are defined under article 3 of the University’s Call for Applications. Only applications accompanied by all the required documentation will be considered. The Call for Applications and relative attachments can be downloaded from the Master’s web profile.

Selection procedure
A specific Board will assess candidates based on their CVs and qualifications submitted. The main factors considered for the purposes of selection will be: qualifications, motivation, relational skills, relevant former educational and professional experiences and a willingness to respect the necessary attendance requirements.

Graduate eligibility
Students about to graduate may also be admitted to the course, provided they qualify within one month from the start of the course. In this case, enrolment on the Master’s may be finalised only after the valid qualification for admission has been awarded. Candidates without a degree may enrol as auditors and will be awarded a certificate of attendance.

Available places
/ Maximum number of available places: 30
/ The Master’s course will only be activated if at least 15 students have enrolled

Course fees: € 7,500
/ 1st instalment by 18/02/2019: € 3,765 (including € 16 stamp duty)*
/ 2nd instalment by 18/06/2019: € 3,750
* Stamp duty is not refundable.

Study support
Loans are available from the University's partner banks (for more information: http://www.unive.it/pag/8560/).
Enrolment

ADMISSION APPLICATION SUBMISSION (online procedure, Call for Applications, art. 3)
by 4 February 2019

SELECTION RESULT ANNOUNCEMENT
by 11 February 2019

ENROLMENT COMPLETION (online procedure, Call for Applications, art. 6)
by 18 February 2019

Start of course: March 2019

Course director
Prof. Francesco Zirpoli

Sito web
www.unive.it/mam

For information
/ on enrolment procedures, contact the Ca’ Foscari Challenge School Administration Office:
Tel: (+39) 041 2346853
e-mail master.challengeschool@unive.it

/ on didactic activities, internships and the calendar of lessons, contact:
e-mail tutor.mastermam@unive.it