

Course Syllabus

Aerospace Company Management

Year: 2019/2020

Code: 9966001207

Coordinating professor: Antonio López -Lázaro

Degree program: Degree in Aerospace Engineering of aircrafts

School: Arquitectura, Ingeniería y Diseño

Languages: English

The mission of Universidad Europea de Madrid is to offer its students a holistic education, helping them become leaders and professionals capable of responding effectively to the needs of today's global world, adding value within their career fields, and contributing to social advancement through their entrepreneurial spirit and ethical integrity. We also strive to create and transfer knowledge through applied research, thus making our own contribution to progress and putting ourselves at the forefront of intellectual, scientific, and technological development.

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1. Basic information on the course/module

ECTS	6
Credit type	Degree requirements
Language	English
Delivery mode	Face to face
Trimester/Semester	Second semester

2. Presentation of the course/module

This course belongs to the “Business” module:

- Fundamentals of Business Organization 6 ECTS (second year)
- Aerospace Company Management 6 ECTS (second year)

The course topics are the study of aerospace market and companies, the business management concepts, lean manufacturing, Airline operations, MRO (Maintenance Repair-Overhaul), Air traffic.

3. Competencies and learning outcomes

Core competencies:

- CB2: That students can apply their knowledge to their work or vocation in a professional manner and have competences typically demonstrated through devising and sustaining arguments and solving problems within their field of study.
- CB4: To allow students to communicate information, ideas, problems and solutions both to a specialized and non-specialized audience
- CB5: That students have developed those learning skills necessary to undertake further studies with a high degree of autonomy

Cross-curricular competencies:

- CT9: Knowledge, and ability to use business management technics and labour law, taking into account principles of equality between men and women, solidarity, and peace culture.
- CT15: Compile and interpret data to make judgments that include relevant social, scientist, and ethical issues, taking fundamental rights respect into consideration, as well as the democratic principles, gender equality, solidarity, environment protection, universal accessibility and design for all, and culture of peace (consultancy).

Specific competencies:

- CE6: Adequate understanding of business concept, institutional and legal framework of the company. Business management and organization.

Notes: UNIQUE LEVEL: Competence developed at one level. Level 1 (N1): awareness about the importance of competences and basic application of it to several situations. Level 2(N2): interiorization and skillful handling of competences. Level 3 (N3): Full interiorization and handling of competences at any needed situation.

Learning outcomes:

- LO15: Given a management environment and organization, to analyze it and conceptualize it.
- LO18: To develop a basic innovation plan
- LO19: To develop a basic production plan

The table below shows the relation between the competencies developed during the course and the envisaged learning outcomes:

Competencies	Learning outcomes
CB2, CB4, CB5, CE6, CT9, CT15	LO15
CB2, CB5, CE6	LO18
CB2, CB5, CE6	LO19

The following table shows how the different types of activities are distributed and how many hours are assigned to each type:

Type of educational activity	Number of hours
Lecture-based class	20 h
Integration of team work	60 h
Self-study	50 h
Mentoring, academic monitoring and assessment	20 h
TOTAL	150 h

To develop the competencies and achieve the learning outcomes, you will have to complete the activities indicated in the table below:

[illegible]

When you access the course on the *Virtual Campus*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4. Monitoring and assessment

The following table shows the assessable activities, their respective assessment criteria, and the weight each activity carries towards the final course grade.

Assessable activity	Assessment criteria	Weight (%)
Activity 1	<ul style="list-style-type: none"> · Understanding Aerospace market through OEM's forecast • Public presentation and support decisions and arguments results are analyzed, and compared with other market visions • Understanding Concepts and use of them. Specially Costs structure 	15%
Activity 2	<ul style="list-style-type: none"> • Appropriate hypothesis has been considered. • Correct analysis and sustaining decisions. . • The decision results are analyzed and conclusions extracted to define Action Plan • Studies of state of the art are included 	15%
Activity 3	<ul style="list-style-type: none"> • Appropriate hypothesis has been considered. · Public defense of statements and discuss with other visions. · Decision are taking according to the hypothesis considered and proposed action plan • The results are analyzed and conclusions are outlined. 	15%
Activity 4	<ul style="list-style-type: none"> • Appropriate hypothesis has been considered. · Special Ideas or "out of the box" proposal has been expound 	15%

	<ul style="list-style-type: none"> · Decision are taking according to the hypothesis considered and proposed action plan • The results are analyzed and conclusions are outlined. • Students cooperate to accomplish common proposals 	
Activity 5	<ul style="list-style-type: none"> • Appropriate hypothesis has been considered. · Special Ideas or "out of the box" proposal has been expound · Decision are taking according to the hypothesis considered and proposed action plan · Students cooperate to accomplish common proposals 	15%
Activity 6	<ul style="list-style-type: none"> • Explanation is clear and concise • Presentation contents are correct • Presentation time is adjusting to required duration • Student can answer the questions of audience 	15%
Activity 7	<ul style="list-style-type: none"> • Student attends the class · Student attitude is proactive 	5%
Activity 8	<ul style="list-style-type: none"> • The format of the report is correct • All contents are included in the report • Technical conclusions are included, by using theoretical concepts · Special Ideas or "out of the box" proposal has been expound 	5%

When you access the course on the *Campus Virtual*, you'll find a description of the activities you have to complete, as well as the deadline and assessment procedure for each one.

4.1. First exam period

To pass the course in the second exam period you should obtain a minimum mark of 5 over 10 in every evaluation method:

- 1. Exam – 20%
- 2. Decision practice (Case Studies) – 35%
- 3. Final Project – 35%
- A class attendance of 50% is required.

Additional 10% base on class participation, competencies and soft skills.

4.2. Second exam period

To pass the course in the second exam period you should obtain a minimum mark of 5 over 10 in every evaluation method:

- 1. Exam – 30%
- 2. Decision practice (Case Studies) – 35%
- 3. Final Project – 35%

5. Bibliography

Here is the recommended bibliography:

- Aviation Week: www.aviationweek.com
- Flight International: www.flightglobal.com
- Air & Cosmos: www.air-cosmos.com
- Leeham News www.leehamnews.com
- Airframer www.airframer.com
- Airbus www.airbus.com
- Boeing www.boeing.com
- Embraer www.embraer.com
- Bombardier www.bombardier.com
- COMAC www.english.comac.cc
- IATA www.iata.org
- ATAG www.atag.org
- SPACE X www.spacex.com
- ICAO www.icao.int
- LLM Aviation www.llmaviation.com
- Euroairlines www.euroairlines.es
- Iberia www.iberia.com
- Summerwind GSA www.summerwindgsa.com
- United Aircraft Corp www.uacrussia.ru

6. How to communicate with your professor

Whenever you have a question about the content or activities, don't forget to post it to your course forum so that your classmates can read it.

You might not be the only one with the same question!

If you have a question that you only want to ask your professor, you can send him/her a private message from the *Campus Virtual*. And if you need to discuss something in more detail, you can arrange an advisory session with your professor.

It's a good idea to check the course forum on a regular basis and read the messages posted by your classmates and professors, as this can be another way to learn.

7. Study recommendations

When you study at university, you need to plan and be consistent from the first week. It's very useful to exchange experiences and opinions with professors and other students, as this will help you develop core competencies such as flexibility, negotiating skills, teamwork, and, of course, critical thinking.

To help you, we recommend using a general method of study based on the following points:

- Study systematically and at a steady pace.
- Attend class and regularly check the course forum on the *Campus Virtual* so that you keep up to date with what's happening.
- Participate actively in the course by sharing your opinions, doubts and experiences relating to the topics covered and/or suggesting new topics of interest for discussion.
- Read the messages posted by your classmates and/or professors.

Active participation in physical and virtual classroom activities is of special interest and academic value. You can participate in many different ways: asking questions, giving your opinion, doing all the activities your professor suggests, taking part in collaborative activities, helping your classmates, etc. This way of working requires effort, but it will help you get better results as you develop your competencies.

INSTITUTIONAL ASSESSMENT OF LEARNING OUTCOMES PLAN

Covid-19

TEMPLATE TO ADAPT TEACHING AND EVALUATION ACTIVITIES

Course/Module Aerospace Company Management
Degree Program Degree in Aerospace Engineering of aircrafts
Year (1 ^º -6 ^º)
Group (s)
Professor: Antonio López Lázaro
Coordinating professor (Degree Coordinator, Internship coordinator, End of Degree Project, Master's Degree Program)

In the following chart you should include the **teaching activities** described in the course syllabus of your course/module and the alternative ones that you have implemented in this new scenario of virtual teaching and learning. If you are using an equivalent activity, it still needs to be included in the right column as well. Keep in mind, that the teaching activities and evaluation mechanisms that you had planned in your course, Will need to be adapted to distance learning. Students should receive clear instructions which Will facilitate the activity and self-study, thus preparing evaluation for the course.

Should an appropriate adaptation of the activities that you had planned in your syllabus for the course not be possible, please provide a brief description of the alternative you have designed (this may be especially relevant in practical laboratory sessions)

Teaching Activity described in the syllabus	Adapted activity in distance learning
Lecture-based classes (classroom attendance)	Lecture-based classes (online)
Integration of team work (classroom attendance)	Integration of team work (online)
Reports / Project and Business decision practice (classroom attendance)	Reports / Project and Business decision practice (online)
Project Presentation supporting business decision and arguments (classroom attendance)	Project Presentation supporting business decision and arguments (online)
Mentoring (classroom attendance)	Mentoring (online)
Exams (classroom attendance)	Exam (online)

Similarly, if any of the **evaluation activities** that you had in place is in any way adapted to distance learning, this needs to be reflected in the chart below. You may copy the chart as many times as needed, one section for each activity.

Evaluation Activity that was planned in the Syllabus for face to face instruction		NEW virtual evaluation activity (adapted)	
Description of original face to face evaluation activity	Reports / Project and Business decision practice (classroom attendance)	Description of new activity	Reports / Project and Business decision practice (online)
Content to be assessed	The content to be addressed in each evaluation activity should be the same. Case Study 1. Aerospace Market Case Study 2. Marketing of Aerospace Companies Case Study 3. Cost management Case Study 4. Operations Management		
Learning Outcomes to be assessed (Please check Syllabus of the course/module)	The Learning Outcomes that are addressed are the same: specify: LO15: Given a management environment and organization, to analyze it and conceptualize it.		
Duration	30h	Approximate duration	30h
Weight in evaluation	30%	Weight in evaluation	35%
Please note:			

Evaluation Activity that was planned in the Syllabus for face to face instruction		NEW virtual evaluation activity (adapted)	
Description of original face to face evaluation activity	Project Presentation supporting business decision and arguments (classroom attendance)	Description of new activity	Project Presentation supporting business decision and arguments (online)
Content to be assessed	The content to be addressed in each evaluation activity should be the same. Project: Basic Innovation and Production Plan		
Learning Outcomes to be assessed (Please check Syllabus of the course/module)	The Learning Outcomes that are addressed are the same: specify: LO15: Given a management environment and organization, to analyze it and conceptualize it. LO18: To develop a basic innovation plan		
Duration	30h	Approximate duration	30h
Weight in evaluation	20%	Weight in evaluation	35%
Please note:	TBC		

Evaluation Activity that was planned in the Syllabus for face to face instruction		NEW virtual evaluation activity (adapted)	
Description of original face to face evaluation activity	2 Exams (classroom attendance)	Description of new activity	1 Exam (online)
Content to be assessed	The content to be addressed in each evaluation activity should be the same. Unit 1. Aerospace Market Unit 2. Marketing of Aerospace Companies Unit 3. Cost management Unit 4. Operations Management Unit 5. Innovation		
Learning Outcomes to be assessed (Please check Syllabus of the course/module)	The Learning Outcomes that are addressed are the same: specify: LO15: Given a management environment and organization, to analyze it and conceptualize it. LO18: To develop a basic innovation plan LO19: To develop a basic production plan		
Duration	4h	Approximate duration	4h
Weight in evaluation	30%	Weight in evaluation	20%
Please note:	Reduced the number of exams for simplifying the online processes		

IMPORTANT!

The Course/Module Coordinator Will unify all professor's suggestions from the same course and Will send the adaptation template properly filled out to the Degree Coordinator/Director so it may be discussed in the CCT/CEAT (Quality and Assessment Degree Committees) that Will be held as an extraordinary measure.

Once approved in the CEAT- CCT, the Course/Module coordinator Will attach it to the syllabus and make it available to students in virtual campus, Assessment-SharePoint and in the syllabus platform to be uploaded in the university's website.