

Programme on
Aviation Management
August 2-8, 2009



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Aviation industry plays a major role in today's global economy. It facilitates trade, and acts as a key interface between air and land based transportation of goods and passengers. It is a part of international supply chain networks. Worldwide, the industry is expected to grow at an annual long term rate of 5.6%. This growth is unevenly distributed between developed and emerging markets, the latter growing at a much faster rate on a lower base. The sector is very competitive. Worldwide recession, financial sector meltdown and environmental sensitivity are putting an increasing pressure on the profitability of this sector, in addition to ongoing considerations such as terrorism and competition from high-speed trains.

Aviation industry in the emerging markets has experienced rapid growth. These markets have been highly regulated for several years, which are being gradually deregulated. This has led to the emergence of a new set of customers, as well as of an aviation industry under private ownership. The established players have started to experience increasing competition from start-up service providers. These regions have also seen a series of mergers and acquisitions as airlines strive to become competitive in cost as well as in coverage. These regions are facing many growth related issues, such as pilot and other staff shortages. Airports and other aviation infrastructure are still being developed.

Indian aviation is growing rapidly. Fuelled by low cost carriers and a boom in tourism, the passenger traffic grew by 21% to reach 116.8 million in 2007-08, up from 96.4 million in 2006-07. During the same period, aircraft movement increased by 21% and freight traffic in tons by 11%.

The expectations are for a sustained annual growth of 25% in domestic and 15% in international passenger segments, and 20% in cargo over the next five years. The number of airlines offering scheduled services has increased from four in 2002 to 15 in 2008. Low cost carriers are expected to grab domestic market share of 70% by the end of 2010, from 41% in August 2008. The present fleet size of scheduled passenger airlines is over 400 and expected to grow significantly.

However, due to recession in 2008-09, the growth has slowed down to 1.5% for aircraft movement, -6.3% for passenger traffic, and 0.4% for freight traffic during April 2008-January 2009 over April 2007-January 2008. This adds the challenge of how the aviation sector should respond to the volatility.

The airport infrastructure in India has been a limiting factor for the growth of civil aviation for several years. The government, realizing this constraint, has acted to increase the capacity of several airports, or build completely new ones. Many of these projects are being managed through Public Private Partnerships. Under these initiatives, new airports at Bengaluru and Hyderabad have already become functional.

In the face of these rapid changes to the industry, the managements of various agencies are experiencing challenges that have not been encountered before, and would need novel and innovative solutions. This management program is intended to focus on these industry trends, and identify a management approach to them.

- FOR**
- Senior management (functional heads) and prospective senior managers from the airports, airlines and related logistics services within the aviation sector globally
 - Regulators: Airports Authority of India (AAI), Central Industrial Security Force (CISF), Customs, Directorate General of Civil Aviation (DGCA), Government, Immigration
 - Travel agents, freight forwarders

The programme addresses strategic concerns of airports and airlines anywhere in the world. It would be of added value to international participants since there is interest in India as a growing aviation market

- OBJECTIVES**
- To enhance strategic decision-making skills through analysis and integrated perspectives
 - To understand core general management concepts as applicable to the aviation sector

- CONTENT**
- Environment: Trends, Policy, International Benchmarking, Regulation
 - Marketing: Segmentation, Branding, Yield Management
 - Operations: Yield Management, Services Management, Logistics
 - Finance: Accounting, Investment Analysis
 - HR: Coordination, Change Management, Performance Appraisal, Retention
 - IT: Reservation System, Management Information System (MIS)
 - Strategy

- PEDAGOGY
- Case-based approach
 - Syndicate discussions and presentations
 - Management games and exercises
 - Reflections, experience sharing and integration

FACULTY

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Biju Varkkey

VENUE AND ACCOMMODATION

The programme will be held at the Indian Institute of Management Vastrapur, Ahmedabad. Participants get full board and air-conditioned, single room accommodation at the Management Development Centre.

FEE

Rs. 70,000 per participant from SAARC countries including India and US\$ 2,400 for participants from other countries. The fee covers tuition charges, teaching material, full board, and lodging. Fee for the programme can be paid by a Demand Draft, payable at Ahmedabad, India or a pan India cheque payable at par. The cheque or draft should be in favour of "Indian Institute of Management, Ahmedabad."

Fee can also be paid through Electronic fund transfer. The details are:

1. For credit to Savings Bank A/c No.032010100040460, IIM, Ahmedabad Axis Bank, Vastrapur Branch (RTGS Code: UTIB0000032)
2. Name of Remitter: _____ (Please mention the name of the sponsoring organization)
3. Purpose of Remittance: **Aviation Management**
4. IIMA Permanent Account Number (PAN): AAATI1247F

Please do inform us about the transfer with full details so that we can connect the same.

The Institute will refund the fee only if a request for cancellation is received at least 15 days ahead of the start of the programme.

Discount: Early Bird Discount: Nominations received with payments on or before July 11, 2009 will be entitled to an early bird discount of 10%. Early submission of fee and nomination does not, however, guarantee acceptance of application.

Group Discount: Any organization sponsoring five or more participants to a programme will be entitled to a discount of 10% on total fee payable, provided that at least five participants actually attend the programme. At the time of submission of nomination forms, sponsors are requested to pay the full fee. Applicable discounts will be given on completion of programme through refund cheques.

Organizations can avail themselves of both the discounts subject to a maximum overall discount of 15%.

Income-tax Exemption: The Indian Institute of Management, Ahmedabad, holds income-tax exemption certificate No. ACIT/TDS Circle/IIM/2009-10/176 dated 16/06/2009 under section 197 of the I.T. Act, 1961, issued by Assistant Commissioner of Income Tax, TDS Circle, Ahmedabad, which is valid up to March 31, 2010. Therefore, tax on professional fee paid may not be deducted at source.

NOMINATIONS AND INQUIRIES

Nominations should reach the Manager - MDP latest by July 18, 2009. Organizational sponsorship is generally required, but can be waived in case of exception, the participant is likely to gain significantly from the programme for personal improvement, or greater job effectiveness. A formal acceptance letter will be sent to selected participants subject to approval by programme faculty. For nomination forms and further information, please contact:

Manager - MDP
Indian Institute of Management,
Vastrapur, Ahmedabad 380 015
Phone: 91-79-6632 4071-7, 91-79-6544 9057 **Fax:** 91-79-2630 0352 (MDP)/2630 6896 (General)
email: mdp@iimahd.ernet.in **website:** www.iimahd.ernet.in/mdp

ALUMNI ASSOCIATION

Participants will become members of the IIMA Alumni Association on completion of the programme. The alumni enjoy certain benefits with regard to the Institute's publications, facilities, and activities.

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD (IIMA), was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting, and research facilities in management.

The Institute conducts the following major programmes:

- Two-Year Post-Graduate Programme in Management (equivalent to MBA)
- Two-Year Post-Graduate Programme in Agri-business Management (equivalent to MBA)
- Fellow Programme in Management (equivalent to Ph.D.)
- One-year Post-Graduate Programme in Management for Executives (PGPX, equivalent to MBA)
- One-year Post-Graduate Programme in Public Management and Policy (PGP-PMP, equivalent to MBA)
- Management Development Programmes (MDPs) for industry, business, agricultural and rural sectors, and public systems covering education, health, transport, and population. In the last 48 years, over 44,000 managers have participated in various MDPs.
- Faculty Development Programme for teachers in universities and colleges.

The Institute has about 91 faculty members working in the following management areas and sectors:

DISCIPLINARY AREAS ❖ Business Policy • Communications • Economics • Finance and Accounting • Marketing • Organizational Behaviour • Personnel and Industrial Relations • Production and Quantitative Methods

INTERDISCIPLINARY CENTRES AND GROUPS ❖ Centre for Innovation, Incubation, and Entrepreneurship • Centre for Infrastructure Policy and Regulation • Centre for Management in Agriculture • Centre for Management of Health Services • Centre for Retailing • Computer and Information Systems Group • Faculty Development Centre • Gender Resource Centre • IIMA-Idea Telecom Centre of Excellence • Insurance Research Centre • Public Systems Group • Ravi J. Matthai Centre for Educational Innovation.

Kasturbhai Lalbhai Management Development Centre (KLMDC) located on the IIMA main campus and **International Management Development Centre (IMDC)**, located on the new campus, provide an academic and learning environment for participants of the Management Development Programmes. All rooms at KLMDC and IMDC are air-conditioned and have internet connectivity. They have separate dining halls, a reading lounge, classrooms and auditorium (with audio-visual and computer projection facilities), syndicate rooms, computer lab. The campus is wi-fi enabled. Recreation facilities exist for indoor and outdoor games (badminton, TT, carom, chess, volleyball and cricket). Participants can also take advantage of the Institute's library.

The Centre for Infrastructure Policy and Regulation (CIPR) was set up in August 2006 at IIMA. The objective of CIPR is to promote research, training and consultancy in the field of infrastructure development, at the institute as well as outside, through teaching, conducting training programmes, undertaking project consultancy, and publication of books, journals, working papers, articles, case studies, etc.