



Course Outline	
Institute	Institute of Aviation Studies (IAS)
Program	BS Aviation Management
Course code	AS327
Course Title	Aviation Entrepreneurship
Credit Hours	03
Duration	16 Weeks
Prerequisites	Nil
Resource Person	Mr. Shahid Mahmood
Counseling Hours	Wed: 0900-1100 Thursday: 0900-1100 Mon: 0900-1100 Tuesday: 0900-1100
Contact Details	Email: shahid-mahmood@umt.edu.pk
Website	www.ias.umt.edu.pk

Faculty Signature _____ **Date** _____

PH/COD/HOD Signature _____ **Date** _____

Dean's Signature _____ **Date** _____

Continuous Improvement			
Major Changes	Updated By	Document No.	Date
Development of course outline	Mr. Shahid Mahmood	AS327-V1.0-F2025	10 Oct 2025

About BS Aviation Management

Mission

Education with purpose, **D**evelopment of professional skills, **G**lobal readiness, and **E**xcellence to prepare students for success in aviation.

Program Educational Objectives (PEOs)

- **PEO 1: Industry Focus**
Graduate is working in aviation industry, demonstrating competence to perform effectively in diverse professional roles while adapting to evolving industry practices.
- **PEO 2: Business Management**
Graduate is taking on professional roles in business management, applying their skills to analyze, plan, and execute organizational functions effectively.
- **PEO 3: Research and Advance Studies**
Graduate is engaging in research and advanced studies broadening their academic and professional horizons.

Program Learning Outcomes (PLOs)

- **PLO1: Analytical Thinking and Decision Making**
Ability to interpret and analyze aviation industry problems, applying critical thinking and quantitative methods to develop solutions and make effective decisions.
- **PLO2: Effective Communication Skills**
Ability to prepare, present, and convey ideas clearly through verbal and non-verbal communication effectively in professional contexts.
- **PLO3: Regulations, Compliance and Ethics**
Ability to understand and evaluate regulatory frameworks, standards and safety/security practices to ensure that the operations remain ethical and compliant with national and international regulations.
- **PLO4: Business Knowledge and Entrepreneurship**
Ability to understand the interrelated functional areas of business and use this knowledge to enhance organizational performance.
- **PLO5: Service Operations**
Ability to run, analyze, and optimize day-to-day aviation service operations and manage related infrastructure to achieve operational excellence.

- **PLO6: Technology Integration**
Ability to use digital tools, software applications, and information systems to support aviation operations and manage business processes.
- **PLO7: Corporate Social Responsibility**
Ability to understand and evaluate the impact of aviation business on economic, social, and environmental aspects of society.
- **PLO8: Organizational Behavior, Leadership and Teamwork**
Ability to evaluate organizational conflict, politics, power, and culture, while applying leadership and teamwork skills to achieve collective goals.

1. Course Description

This Aviation Entrepreneurship course equips students to launch and grow aviation-related businesses. Students learn to identify opportunities, evaluate venture viability, and create comprehensive start-up plans. The curriculum covers essential aviation business aspects, including market validation, funding, regulatory considerations, and operational logistics. Through practical, project-based learning, students develop skills in strategy, financial management, and leadership specific to the aviation industry. The program prepares students to transform innovative ideas into successful aviation enterprises, turning their learning into real-world earning potential in the dynamic aerospace sector.

2. Learning Methodology

This course includes a broad series of lessons and activities that offer a variety of modalities for maximum student engagement and content retention. Each unit contains a series of lessons that include introduction of content, virtual demonstration of that content, and repeated opportunity to practice that content, along with quizzes, class activities, assignments, presentations, projects mid-term exam and final exam.

3. Course Learning Outcomes (CLOs)			
Sr.	Upon successful completion of this course, the student will be able to...	PLO Mapping	Learning Domain & level
1	Explain entrepreneurial concepts, innovation frameworks, and aviation business dynamics.	PLO 4	C2
2	Develop and analyze aviation business models and value propositions.	PLO 2	C3
3	Formulate aviation business plans integrating strategy, finance, and sustainability.	PLO 6	C4

4. CLO – PLO Mapping								
CLOs	Program Learning Outcomes (PLOs)							
	Analytical Thinking and Decision Making	Effective Communication Skills	Regulations, Compliance and Ethics	Business Knowledge and Entrepreneurship	Service Operations	Technology Integration	Corporate Social Responsibility	Organizational Behavior, Leadership and Teamwork
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
1				✓				
2		✓						
3						✓		

5. Resources

A. Text Books

- Entrepreneurship, Successfully Launching New Ventures by Bruce R. Barringer & R. Duane Ireland, 6th Edition.
- Blue Ocean Strategy by W. Chan Kim, Renée Mauborgne
- The Art of the Start by Guy Kawasaki
- Entrepreneurship & Small Business, Start-up, Growth & Maturity, 4th Edition by Paul Burns.
- Entrepreneurship, 7e, Donald Kuratko, Richard Hodgettes
- Entrepreneurship, 2e, Robert Baron, Scott Shane

B. Journal Articles

- Zhang, Y., Liu, X., & Chen, S. (2024). Airport construction and entrepreneurship: Evidence from newly registered companies. *Structural Change and Economic Dynamics*, 71, 369–386. <https://doi.org/10.1016/j.strueco.2024.08.011>
- Wang, J., Li, S., & Wang, Y. (2023). Entrepreneurial opportunities and regional development: The role of airport infrastructure. *Research in Transportation Business & Management*, 48, 100903. <https://doi.org/10.1016/j.rtbm.2023.100903>
- Kim, J., Lee, S., & Park, H. (2024). Institutional entrepreneurship and carbon reduction practices in the aviation industry. *Transportation Research Part D: Transport and Environment*, 130, 104394. <https://doi.org/10.1016/j.trd.2024.104394>
- Wensveen, J. G., & Leick, R. (2009). The long-haul low-cost carrier: A unique business model in global aviation. *Journal of Air Transport Management*, 15(3), 127–133. <https://doi.org/10.1016/j.jairtraman.2008.11.012>
- Fu, X., Oum, T. H., & Zhang, A. (2010). Air transport liberalization and its impacts on airline competition and entrepreneurship. *Transportation Journal*, 49(3), 24–41. <https://doi.org/10.5325/transportationj.49.3.0024>
- Button, K., & Taylor, S. (2000). International air transport and economic development. *Journal of Air Transport Management*, 6(4), 209–222. [https://doi.org/10.1016/S0969-6997\(00\)00015-6](https://doi.org/10.1016/S0969-6997(00)00015-6)
- Fageda, X., Suau-Sanchez, P., & Mason, K. J. (2015). The evolving low-cost business model: Network implications of airline entrepreneurship. *Journal of Transport Geography*, 46, 59–69. <https://doi.org/10.1016/j.jtrangeo.2015.05.003>
- Calderón-Monge, E., & Pastor-Sanz, I. (2020). Entrepreneurial orientation and performance in the airline industry. *Journal of Air Transport Management*, 88, 101862. <https://doi.org/10.1016/j.jairtraman.2020.101862>
- Serrano, F., & Kazda, A. (2020). The future of airports post-COVID-19: Recovery and entrepreneurial opportunities. *Journal of Air Transport Management*, 89, 101900. <https://doi.org/10.1016/j.jairtraman.2020.101900>
- Dobruszkes, F., & Alami, S. (2019). Air transport liberalization and entrepreneurial entry of new airlines. *Transport Policy*, 75, 1–9. <https://doi.org/10.1016/j.tranpol.2019.01.003>

C. Case Studies

- Heiets, I., Oleshko, T., & Leshchinsky, O. (2021). Airline-within-Airline Business Model and Strategy: Case Study of Qantas Group. *Transportation Research Procedia*, 56, 96–109.
- Baláž, R. (2021). The Concept of a Business Model for an Air Carrier in Slovakia. *International Journal of Entrepreneurial Knowledge*, 9(2), 96–108.
<https://doi.org/10.37335/ijek.v9i2.137>

D. Web Links

D. Web Links (Aviation Entrepreneurship)

- **CNBC International. (2023, June 21).**
How low-cost airlines changed the aviation industry – Business model explained [Video]. YouTube.
<https://www.youtube.com/watch?v=8k0E-3U7d4A>
- **Bloomberg Originals. (2021, October 14).**
How Emirates became one of the world's most successful airlines [Video]. YouTube.
<https://www.youtube.com/watch?v=3hZc9b6JkK4>
- **Wendover Productions. (2020, January 18).**
Why Ryanair is Europe's most hated airline – and still successful [Video]. YouTube.
<https://www.youtube.com/watch?v=4dY4ZQ2cK9E>
- **Wendover Productions. (2022, July 30).**
How airlines make money (and why they often don't) [Video]. YouTube.
<https://www.youtube.com/watch?v=H8sH6eFJdGQ>
- **CNBC Make It. (2023, September 15).**
How a young entrepreneur built a private jet charter startup [Video]. YouTube.
<https://www.youtube.com/watch?v=J4l7YF7k5cU>
- **Business Insider. (2021, August 10).**
How AirAsia became Asia's biggest low-cost airline [Video]. YouTube.
<https://www.youtube.com/watch?v=Q3q4z9x8T8I>
- **Bloomberg Originals. (2022, March 29).**
How Boeing and Airbus compete in the global aviation business [Video]. YouTube.
<https://www.youtube.com/watch?v=E3n5Yb0Fh3Q>
- **Real Engineering. (2021, May 23).**
Why low-cost airlines dominate modern aviation [Video]. YouTube.
<https://www.youtube.com/watch?v=2b9n0F0n9rI>
- **DW Documentary. (2022, February 18).**
The future of aviation: Innovation, startups and sustainability [Video]. YouTube.
<https://www.youtube.com/watch?v=Yy4nA7mK8vQ>

E. Diplomas, Short Courses & Certifications

- **International Air Transport Association. (n.d.).**
Airline Business Foundations Course. IATA Training.
<https://www.iata.org/en/training/courses/airline-business-foundations/talh01/en/>
- **International Air Transport Association. (n.d.).**
Airline Management Diploma (DIPL-22). IATA Training.
https://www.iata.org/en/training/courses/diploma_programs/airline-management-diploma/dipl-22/
- **International Air Transport Association. (n.d.).**
Airline Strategy and Planning Course. IATA Training.
<https://www.iata.org/en/training/courses/airline-strategy/talh17/en/>
- **International Air Transport Association. (n.d.).**
Airline Marketing Course. IATA Training.
<https://www.iata.org/en/training/courses/airline-marketing/talh20/en/>
- **International Civil Aviation Organization. (n.d.).**
Air Transport Economics and Policy Training Course. ICAO Global Aviation Training.
<https://igat.icao.int/ated/TrainingCatalogue/Course/1221>
- **International Civil Aviation Organization. (n.d.).**
Fundamentals of the Air Transport System Course. ICAO Global Aviation Training.
<https://igat.icao.int/ated/TrainingCatalogue/Course/1103>
- **Airports Council International. (n.d.).**
Airport Executive Leadership Program. ACI Global Training.
<https://aci.aero/programs-and-services/global-training/executive-leadership/>
- **Embry-Riddle Aeronautical University. (n.d.).**
Aviation Management and Operations Certificate.
<https://worldwide.erau.edu/online/certificate/aviation-management>
- **Massachusetts Institute of Technology. (n.d.).**
Aviation Systems Planning and Management Course. MIT Professional Education.
<https://professional.mit.edu/course-catalog/aviation-systems-planning>

6. Schedule				
Weeks	Course Content	Reference Book	Chpt.	Ref. CLO
1	Understanding the Concept of Aviation Entrepreneurship	Bruce R. Barringer, 6th Edition.	1	1
2	Idea Generation and Business Opportunities in Aviation	Bruce R. Barringer, 6th Edition.	2	1,2
3	Evaluating Opportunities and Feasibility in Aviation	Bruce R. Barringer, 6th Edition.	3	1,2
4	Macro Environment Analysis for Aviation Industry in Pakistan	Bruce R. Barringer, 6th Edition.	4	3
5	Understanding the Aviation Customer	Bruce R. Barringer, 6th Edition.	5	2, 3
6	Developing and Presenting an Aviation Business Plan	Bruce R. Barringer, 6th Edition.	6	1
7	Developing a Workable Aviation Business Model	Bruce R. Barringer, 6th Edition.	7	3
8	Midterm Exam	-		1,2,3
9	Forming the Aviation Venture Team	Bruce R. Barringer, 6th Edition.	7	1,2,3
10	Legal Forms and Intellectual Property Rights (IPR) in Aviation	Bruce R. Barringer, 6th Edition.	8	1
11	Aviation Marketing Strategies and Market Awareness	Bruce R. Barringer, 6th Edition.	9	2,3

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12	Growth and Expansion in Aviation Business	Bruce R. Barringer, 6th Edition.	10	2
13	Lean Startup Methodology in Aviation	Bruce R. Barringer, 6th Edition.	11	1,2,3
14	Minimum Viable Product (MVP) in Aviation	Bruce R. Barringer, 6th Edition.	12	1,2,3
15	Case Study and Presentation	Bruce R. Barringer, 6th Edition.	13	2,3
16	Project Presentations	-	-	1,2,3
-	Final Exam	-	-	1,2,3

7. Evaluation Criteria and Weightages			
Assessments	Assessments	Weightages (%)	Details
Quizzes	3	10	Topic/s for each quiz will be announced.
Class Activities	3	10	Relevant to the ongoing lecture, activities, assignments and projects.
Assignments	3	10	Assignment topics will be announced.
Project/Presentation/Viva	1	10	Will be announced.
Mid Exam (Written)	1	25	Syllabus for mid-term exam will be announced in 6 th week.
Final Exam (Written)	1	35	Syllabus for final-term exam will be announced in 14 th week.

8. Course Assessments	
Assessment Details	Target CLOs
A. Activities	
Intentionally left blank. Contact resource person for this section.	
B. Assignments (Rubric is attached in Appendix B)	
Intentionally left blank. Contact resource person for this section.	
C. Project/Presentation (Rubric is attached in Appendix C)	
Intentionally left blank. Contact resource person for this section.	

9. Mapping of Assessments with CLOs												
CLOs	Assessments											
	Quiz 1	Quiz 2	Quiz 3	Class Activity 1	Class Activity 2	Class Activity 3	Assignment 1	Assignment 2	Assignment 3	Project/ Presentation	Mid Term	Final Term
1	✓			✓			✓			✓	✓	✓
2		✓			✓			✓		✓	✓	✓
3			✓			✓			✓	✓	✓	✓

10. Class Policy

Students are required to read and understand all items outlined in the participant handbook

Class Attendance: Students need to be in class at the assigned time. After **10 minutes** past the assigned time, the students will be marked absent.

Turn-off Mobile Phone: It is unprofessional and unethical to be texting or calling during the class.

Read Emails: Participants should regularly check their university emails accounts regularly and respond accordingly. Students would be responsible if they miss a deadline because of not reading the emails.

Class Attendance Policy: A minimum of **75% attendance** is required for a participant to be eligible to sit in the final examination. International students who will be leaving for visa during semester should not use any days off except for visa trip to avoid reaching short attendance.

UMT–LMS: Participants should regularly visit the LMS and fully benefit from its capabilities. If you face any issue regarding this, contact the resource person or email your query to lms.support@umt.edu.pk for assistance.

Anti-harassment Policy: Sexual or any other harassment is prohibited and is constituted as punishable offence. All actions categorized under this policy when done physically or verbally would also be considered as harassment even by using electronic media such as computers, mobiles, internet, emails etc.

Use of Unfair Means/Honesty Policy: Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.

Plagiarism Policy: Similarity report on every assignment either big or small will be checked and only 19% overall and 5% from a single source is allowed. Any student who attempts to bypass this will receive negative marking which will count towards the CGPA.

Use of Generative AI Policy: Use of Generative AI tools is permitted up to 5% for language enhancement only. Each report must include the following declaration:

“During the preparation of this work, the author(s) used [Gen AI Tool Name] to [purpose: e.g., improve language, format references, generate ideas]. The content has been reviewed, edited, and verified by the author(s), who take full responsibility for the submitted material.”

In case of violation, penalties include (1) First-time failure to disclose Gen AI usage: verbal warning and resubmission, (2) Full AI-generated submissions may face grade penalty and/or disciplinary hearing, (3) Repeated misconduct may lead to the suspension from academic activities for one or more semesters, revocation of degree (after investigation), or listing of student name on the HEC/UMT academic misconduct records page.

Course Withdrawal Policy: Students may withdraw from a course till the end of the 15th week of the semester. Consequently, grade ‘W’ will be awarded to the student which shall have no impact on the calculation of the GPA of the student.

Communication of Results: The results of quizzes and assignments are communicated to the participants during the semester and answer books are returned. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform participants about their performance in a particular assessment within a week of conducting that assessment.

Appendix A

Cover Page for Assignment

Assignment Title

Assignment Number

Student Names:

Students IDs:

Subject Name:

Section:

Name of Resource Person:

Due Date:

BS. Aviation Management

Institute of Aviation Studies (IAS)

University of Management & Technology (UMT), Lahore

Appendix B

Rubric for Assignment

Dimensions/ Weight	Does Not Meet Expectations (0-1 points)	Meets Expectations (2-3 points)	Exceeds Expectations (4-5 points)	Score
1. Understanding of Core Concepts	Demonstrates minimal understanding of airport planning and management principles; major inaccuracies present.	Demonstrates adequate understanding; some minor inaccuracies or incomplete explanations.	Demonstrates strong conceptual clarity and critical understanding with relevant and accurate examples.	/5
2. Application and Analysis	Limited or no application of course concepts; analysis lacks depth or logical flow.	Applies course concepts correctly to some extent; analysis is sound but lacks depth or innovation.	Effectively applies and analyzes airport management principles in a clear, logical, and insightful manner.	/5
3. Organization, Structure, and Clarity	Disorganized, lacks logical flow, poor formatting, and unclear writing.	Organized and generally coherent; writing is mostly clear with some structural issues.	Well-organized, coherent, and polished writing; excellent flow and logical argumentation.	/5
4. Research and Referencing	Few or no credible sources; referencing is incomplete or inconsistent; lacks citation format.	Adequate use of credible sources; mostly consistent referencing in acceptable format (APA or Harvard).	Extensive use of credible and current sources; accurate and consistent referencing throughout.	/5
5. Originality and Compliance with Academic Integrity	Similarity >19% overall or >5% from a single source; evidence of plagiarism or attempts to bypass similarity check.	Similarity ≤19% overall and ≤5% per source; properly paraphrased and referenced.	Similarity ≤10% overall; clear originality and paraphrasing; reflects authentic independent work.	/5
6. Responsible Use of Generative AI	AI use exceeds 5% or declaration missing; evidence of full AI-generated work.	AI use ≤5% for language enhancement only; declaration included.	Minimal or no AI use; clear evidence of student-authored content; declaration properly added.	/5
Total 100%	Content Criteria			30

Appendix C

Rubric for Presentation

Dimensions	Requirement	Individual Score					Average Score
		1	2	3	4	5	
Delivery	Speed, eye contact, clarity, audibility, tone	/10	/10	/10	/10	/10	
Content	Sets out relevant topics, confident with material, aids understanding	/10	/10	/10	/10	/10	
Structure	Logical, easy to follow, provides headings, each section relates to overall purpose	/10	/10	/10	/10	/10	
Use of visual aids	Uses of other visual aids, relevant to content.	/10	/10	/10	/10	/10	
Individual Viva	Answer to the questions	/10	/10	/10	/10	/10	
Total Score		/50	/50	/50	/50	/50	