Turkish Airlines Aviation Academy is one of the biggest training centers in Europe as well as a pioneering training center in aviation sector. Turkish Airlines Aviation Academy plays a crucial role for the future of aviation through its experience and know-how.

Turkish Airlines Aviation Academy is the Regional Training Partner, Authorized Training Center and Authorized Training School of IATA. TKAA unites its experience, and strategic location as the crossroads of Europe, Middle East and Asia to offer IATA courses in the region. These courses are shaped in accordance with the needs of surrounding regions like Balkans, Africa and the Middle East.

TKAA was awarded with IATA’s best RTP in the world owing to its high performance in 2012. Both IATA and TKAA keep contributing to aviation sector with their internationally recognized and prestigious trainings and diploma programs.
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Airline Leading Practice, Cost Reduction Strategies

Course date: 18.01.2016

Review the leading practices of successful airlines from both the low cost and network carrier sectors. Learn to incorporate necessary procedures to maintain a viable cost reduction program within your organization.

Recommended level: Professional and Management
Duration: 5 days (40 hours)
Target group: Financial Cost Control Managers, Commercial, Operations and Marketing Managers, Managers seeking insight into the airline model

Course content:
- Behind airlines’ financial performance
- Benchmarking airline costs across the globe
- Low-cost carrier boost and the market’s response
- Future of airline business and evolution of low-cost and network models
- Low-cost carrier business model and principles
- Network carrier’s response: successes, failures, and lessons learned
- Innovative revenue generation
- Leading revenue management practices
- Cost management practices

Airline Contract Law

Course date: 08.02.2016

Acquire a detailed understanding of airline contractual agreements.

Recommended level: -
Duration: 4 days (32 hours)
Target group: Professional Airline Managers, Airport and other aviation professionals who deal with airline contractual issues, Legal professionals who want more knowledge in the aviation and airline fields

Course content:
- International air law
- Procurement
- Contract process and drafting
- Risk allocation
- Passenger contract of carriage
- Marketing and distribution
- Outsourcing
- Aircraft sales and purchase agreements
- Interline agreements
- Maintenance and catering agreements
- Ground handling agreements
Passenger Proration - Fundamental

Apply the rules of the Prorate Manual - Passenger (PMP) and the Multilateral Proration Agreement – Passenger (MPA-P) within your organization. Learn how proration can be a useful tool in maximizing the revenue of an airline, through proper pricing policy and fare structuring.

Recommended level: Entry-level
Duration: 5 days (40 hours)
Target group: Managers, supervisors and officers of proration, passenger sales, interline billings/rejections and disputes, Marketing, sales, pricing managers and officers, Revenue managers, Yield and tariff analysts, Internal auditors

Course content:
- Determine the amount to be prorated
- Applicable fares
- Currency conversion for passenger billings
- Surcharge/differential
- Analyze proration details
- Passenger tickets
- Correct prorate value
- Sector not travelled by air
- Change of carrying airline
- Excess baggage tickets

IATA Dangerous Goods Regulations Ctg 6

Stay up-to-date with your knowledge of the IATA/ICAO Dangerous Goods Regulations.

Recommended level: -
Duration: 3 days (24 hours)
Target group: Dangerous Goods instructors, Cargo training specialists and managers, Airlines training specialists and managers, Instructional designers

Course content:
- Detailed interpretation and overview of the latest IATA Dangerous Goods Regulations manual
- Review of the changes made to the current Dangerous Goods Regulations manual covering acceptance and carriage of air cargo in this category
- Interactive group activities and special problem-solving exercises
- Discussions and exchange of experiences concerning the implementation of DGR in the workplace
- International and intermodal requirements
Learn the Root Cause Analysis techniques that are essential for compliance with ICAO and EASA Safety Management System (SMS) requirements and conformity with IATA’s IOSA and ISAGO audit programs. RCA methods are crucial in the investigation of near-misses, accidents and incidents and in preventing recurrent audit non-conformities. This course provides instruction on problem solving and corrective action plan processes you can immediately apply within your organization to start making improvements to your operational performance.

Recommended level: -
Duration : 5 days (40 hours)
Target group : Safety and quality managers, Operations supervisors and personnel, Occurrence investigators
Course content:
- International requirements: ICAO-SMS framework
- Common root cause analysis errors
- Problem solving process
- Defining the problem
- Problem definition tools
- Problem cause data collection tools
- Root cause analysis cycle
- Root cause identification tools
- Five “why’s”
- Cause and effect diagram (or the fishbone diagram)
- Fault tree analysis

This course focuses on techniques and strategies to plan a robust dangerous goods training program. You will learn how to develop a training session, impart learning through active learning, sequence learning activities to ensure an effective mix and flow, and conclude a training session with an emphasis on knowledge transfer so you can apply the learning back on the job. You will practice a variety of core techniques to lead adult learning, instructional design, and facilitation techniques. In addition, ample opportunity will be available to apply these techniques and strategies during the course.

Recommended level: -
Duration : 5 days (40 hours)
Target group : Dangerous Goods instructors for category 1, 2, 3 and 6 as per Table 1.5.A of the IATA DGR, Instructional designers responsible to develop DGR training program for all categories
Course content:
- Understanding and applying adult learning theory
- Leveraging adult learner differences
- Instructional planning, methods and learning outcomes
- Producing structured lesson plans
- Designing effective examinations
- Mastering facilitation techniques and first day of class strategies
- The effective use of media and visual aids
- Classroom management
Passenger Proration - Advanced

Course date: 14.03.2016

Improve your skills and knowledge in calculating the prorate value of passenger flight and excess baggage. Assess your entitlement in accordance with the Multilateral Proration Agreements – Passenger (MPA-P).

Recommended level: Intermediate-level and Professional

Duration: 5 days (40 hours)

Target group: Revenue Accounting Managers, Prorate Agents, Yield and Tariff Analysts, Auditors

Course content:
- Presentation of provisos
- Interpretation
- Application of provisos
- E1 general rules
- E2 assumption rules
- E3 exceptions

Project Management Essentials

Course date: 21.03.2016

This course will teach you the fundamentals of project management. Learn how to apply essential project management concepts, deal with changes and challenges, and check the impact of your decisions on project outcomes. Benefit from the Harvard Business Publishing simulation to develop your skills of managing real projects.

Recommended level: -

Duration: 5 days (40 hours)

Target group: Project coordinators and managers, Project team members, Anyone who needs to perform project management activities in their role

Course content:
- Scope of project deliverables
- Identification and management of key stakeholders
- Prevent, minimize and respond to risks
- Assigning tasks and managing project teams
- Project progress and changes
- Leadership and people skills related to project management
Learn how to properly manage and control the procurement process with your suppliers.

**Recommended level:** Intermediate-level and Professional

**Duration:** 5 days (40 hours)

**Target group:** Project managers, Operational managers, Team leaders, Persons who support a company’s insurance purchasing function, Persons who support a company’s risk management program, Persons who serve in a supplier contracting position, Persons in an auditing, financing or procurement role

**Course content:**
- Common Procurement Definitions and Concepts
- Understanding the Needs of your Suppliers and Customers
- Requesting Supplier Proposals
- Creating an Effective Statement of Work
- Review of Contract Types and their Impact on your Organization

Meet the requirements of the IOSA Standard and Recommended Practice (ISARP) ORG 3.4.13 with this course, which will ensure that you have a comprehensive understanding of the training curriculum for auditors who are assigned to conduct internal auditing against the ISARPs. You will learn how to interpret IOSA Standards and Recommended Practices (ISARPs), understand quality assurance requirements and audit methodology.

**Recommended level:** -

**Duration:** 5 days (40 hours)

**Target group:** Quality, safety and operations managers, IOSA coordinators, Airline internal auditors, Quality analysts

**Course content:**
- IOSA program overview and documentation
- IOSA Standards and Recommended Practices (ISARPs) requirements
- E-IOSA introduction
- IOSA Quality Assurance requirements (ORG 3.4)
- Audit methodology and procedures
- Auditor actions
- Root cause analysis
- Auditing Organization and Management System (ORG) and ORG repeated ISARPs
- Conformance report completion
- Outsourced functions assessment
This course looks at the impact of air cargo law developments on the airline business, and provides approaches and solutions to the complex air cargo law issues.

**Recommended level:** Intermediate  
**Duration:** 5 days (40 hours)  
**Target group:** Airline in-house counsel, Government officials involved in the air transport sector, Aviation lawyers in private practice, Lawyers in related fields seeking an understanding of international air cargo law

**Course content:**  
- Warsaw 1929  
- The Hague 1955  
- Guadalajara 1961  
- Montreal protocol 4  
- Montreal Convention 1999  
- IATA Cargo Services Conference on interlining  
- The air waybill and resolution 600b  
- Recommended practice 1601 – conditions of carriage for cargo  
- IATA Cargo Agency conference  
- Agent versus forwarder liability  
- E-freight and the e-airway bill  
- Attorney role  
- Original document issues

Transform the human resources function to be an essential and effective partner in developing and executing your organizational strategy.

**Recommended level:**  
**Duration:** 5 days (40 hours)  
**Target group:** HR Professionals, Business owners, Managers

**Course content:**  
- Strategic HR  
- HR information systems  
- Resourcing and assessment  
- Performance management  
- Remuneration management
Study the key factors affecting airline performance and the revenue management methods used to measure and control them. Through a series of practical exercises, this course prepares you to make accurate forecasts and implement the right approach in your organization.

**Recommended level:** Entry-level  
**Duration:** 3 days (24 hours)  
**Target group:** Revenue Optimization Managers, Revenue Management Systems Analysts and Officers, Route and Control Analysts, Space Controllers

**Course content:**  
- Revenue management controls  
- Overbooking  
- Discount and cabin allocation  
- Group management  
- Forecasting  
- Optimization  
- Expected marginal seat  
- Pricing strategies  
- Overbooking

Gain a competitive advantage with this expert insight into airline revenue management. Learn how to maximize your revenue by achieving a balance between demand, reservation scheduling and variable pricing. Evaluate the different revenue management systems currently available, and analyze inventory control, pricing issues and recent trends.

**Recommended level:**  
**Duration:** 3 days (24 hours)  
**Target group:** Revenue management and pricing, Network planning and scheduling, Reservations and sales, Finance

**Course content:**  
- Revenue management principles  
- Airline demand characteristics  
- Airline pricing strategies  
- Fare integrity through booking class assignment  
- Seat inventory control: determination of optimal seat allocations  
- Point-to-point versus connecting traffic  
- Revenue management process  
- The right system environment  
- Revenue management system  
- Forecast and optimization  
- Application and limitation  
- Group revenue management  
- Revenue management performance measurement  
- The revenue management organization
Passenger Fares and Ticketing - Basic

Course date: 25.04.2016

With the abundance and complexity of today’s fare options, your clients expect you to provide a service that is accurate, faster and more affordable than the competition. This course teaches the language of fare construction and fare rules so you can provide your customers with the best advice and the lowest fare for their air itinerary and needs. You will develop new skills through practical exercises and with the support of reference materials to become the travel professional your customers trust.

Recommended level:
Entry-level

Duration:
5 days (40 hours)

Target group:
Airline call center, reservation and ticket agents, Travel agents and consolidators, wholesalers, Airline tariff and pricing analysts, Interline billing auditors

Course content:
IATA geography
Traffic conference areas
Sub-Areas
Fare construction formula
Mileage system
IATA fare formula
Fare types
Normal unrestricted and restricted fares
Special and promotional fares
Journey pricing
One ways
Round and circle trips
Open jaws

ISAGO for Ground Service Providers

Course date: 02.05.2016

This workshop will teach you how to apply the tools and skills of the ISAGO Program to prepare your organization for a successful audit. Review the ISAGO standards and recommended practices as per the IATA Ground Operations Standards manual.

Recommended level:

Duration:
4 days (32 hours)

Target group:
Quality staff, Safety officers, Operations staff

Course content:
ISAGO program overview
ISAGO documentation requirements
Audit preparation
Safety Management System
GOSM organization and management
GOSM sections (LOD, PAB, HDL, AGM, CGM)
Audit follow up activities
Provider responsibilities
Root cause analysis and action plan
Final corrective action
Root cause analysis toolkit
Electronic Audit System (EAS) QSAIMS
The Air Mercury simulation program used in this course was developed with leading academic institutions Cranfield University and Delft University of Technology. The program provides a series of exercises to help airline management teams understand competitive market dynamics and improve problem solving and decision-making skills.

**Recommended level:** Professional and Management

**Duration:** 5 days (40 hours)

**Target group:** Mid to senior level management, Attendees from original Airline Management Integration: Air Mercury course, Senior managers in related fields seeking to understand aviation industry challenges

**Course content:**
- Network planning
- Pricing and revenue management
- Marketing and branding
- Distribution and sales
- Loyalty programs and CRM
- Interlining and alliances
- Crew and aircraft scheduling

Leveraging IATA know-how look deeper into economic and policy developments affecting the global air transport industry. Examine Financial Forecasts, Industry Outlooks, profitability, regulations.

**Recommended level:** Professional and Management

**Duration:** 5 days (40 hours)

**Target group:** ANS providers, Civil Aviation Authorities, Airline managers, Airport managers

**Course content:**
- Transportation regulation and public policy: regulatory frameworks
- ICAO, ACI and IATA relationships
- The value chain concept
- Air cargo economics
- Deregulation and Low Cost Carriers (LCC)
- Economic impact studies
Gain up-to-date knowledge of the Revenue Accounting Manual (RAM) and its resolutions. This course helps you to understand and apply RAM resolutions so that you will receive the appropriate entitlement, and achieve cost-effectiveness by eliminating unnecessary rejections and disputes.

**Recommended level:** Entry-level and Professional  
**Duration:** 5 days (40 hours)  
**Target group:** Managers, supervisors and officers dealing with interline billings, rejections and disputes, Finance officers, Revenue accounting managers, Senior revenue analysts, Interline accountants and auditors

**Course content:**  
- How to apply the RAM chapter A12  
- Quick reference guide to identify the applicable currency of clearance and billing  
- Rerouting billing rules  
- Billing for inadmissible passengers  
- Billing for lost documents  
- Refund billing rules  
- Sales agents commission and interline service charge  
- Multilateral Interline Traffic Agreement (MITA)  
- Revenue Accounting Manual (RAM)  
- Multilateral Proration Agreement -Passenger (MPA-P)  
- IATA Resolutions

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Essential training for Station Managers working for ground service providers and self-handling airlines. This course helps you examine ground handling functions, from marshaling to pushback, check-in to deicing. Analyze the management responsibilities on the ramp and in the passenger and cargo terminals.

**Recommended level:**  
**Duration:** 5 days (40 hours)  
**Target group:** Airline station managers, Ground handling managers and supervisors, Airport authorities

**Course content:**  
- Cooperation between airlines and service providers  
- Duties of the station manager  
- Principles of customer service  
- Facilitation and simplifying passenger travel  
- Ramp, cargo and terminal activities  
- Service Level Agreements (SLA)  
- Resources and GSE management  
- ULD handling  
- Aviation security awareness  
- Baggage handling  
- Emergency response planning
Gain up-to-date knowledge of the challenges faced by airlines operating to, from or within the European Union (EU).

**Recommended level:** Professional and Management

**Duration:** 3 days (24 hours)

**Target group:** Aviation lawyers, Government officials, Representatives of international organizations, Lawyers working in private practice, including law firms, insurance and the manufacturing industry

**Course content:** Introduction to EU air law, Liberalization, The third package, Ground handling, Competition rules, Mergers, State aid, External aviation relations, Chicago convention, Bilateral service agreements, NDC (New Distribution Capability) initiative, What, why, who, Developing the standards, Consumer and agent benefits, Activities

In an industry where almost every business depends on IT systems and the confidentiality and reliability of its data, cyber security is a fast emerging threat to operation. This course will help your organization determine where to start in what can seem like a never-ending effort to protect your information and systems.

**Recommended level:**

**Duration:** 3 days (24 hours)

**Target group:** Airline and airport security management, IT developers and management, Government and regulator staff, IT service provider staff

**Course content:** The current cyber threat landscape, Common methods of attack, including sniffer attacks, insider threat, trojan horse, identity spoofing, and upstream attacks, Airline systems and vulnerabilities, Lessons learned from real cyber security incidents, International regulation and legislation, including ICAO Annex 17 and EU Common Securit and Defense Policy, Cyber threat assessment and risk management, Cyber security management system as per the IATA Aviation Cyber Security Toolkit.
Each 1% improvement in fuel efficiency across the industry can lower fuel costs by $2 billion per year out of a total of $208 billion for the IATA airlines alone. Want to save 3% to 5% on your fuel bill? Perform a fuel efficiency audit of your own organization and undertake a structured implementation and cultural change program.

**Fuel Efficiency and Conservation**

Course date: 27.06.2016

- **Recommended level:**
- **Duration:** 3 days (24 hours)
- **Target group:** Flight operations managers, Flight dispatchers, Pilots, Operations control personnel, Ground Operations managers, Air traffic controllers and ATM management, Finance Managers

**Course content:**
- Efficient fuel management and operational costs
- Tracking fuel: Fuel Management Information System
- Developing your fuel cost calculator and track improvement of each initiative
- The role of the Dispatcher in fuel conservation
- Minimizing operational costs using dynamic cost index optimization

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This course answers your questions about API, Interactive API (IAPI) and PNR data, as well as the many standards currently used to transmit them. Working from the API-PNR Toolkit, the practical exercises in this course will also help you understand the steps to building a data program in alignment with international standards.

**Passenger Data Program**

Course date: 11.07.2016

- **Recommended level:**
- **Duration:** 3 days (24 hours)
- **Target group:** Government/border control offices, Airlines, Airports, IT service providers

**Course content:**
- Key topics include:
  - Passenger data definitions
  - API, IAPI, PNR and their characteristics
  - Data elements and where they can be found
  - Data transmission methods
  - Messaging standards
  - Regulatory constraints
- In-class activities:
  - Team exercises
  - Identification drills
  - Final examination
It takes more than technical competence for you to successfully deliver aviation training. This course will develop your knowledge, attitudes, and skills required to effectively develop, conduct and evaluate a course. Learn how to use the skills needed to conduct an effective training program to create a positive learning environment, coach and motivate trainees, handle difficult participants, and much more.

Recommended level: -
Duration: 5 days (40 hours)
Target group: Instructors, Training specialists and managers, Subject matter experts with little instructional experience

Course content:
- Adult learning principles
- Role of the instructor and instructor attributes
- Working with lesson plans, objectives, learning outcomes
- Handling classroom questions and problems
- Use of games, exercises and visual aids
- Course evaluation and feedback

This course provides a clear overview and interpretation of the EU Regulation 261/2004 that will improve how you handle passenger claims when applicable. You will also gain insight into other EU air passenger protection rules for fare transparency, passengers with reduced mobility, as well as similar rules in other regions.

Recommended level: -
Duration: 3 days (18 hours)
Target group: Airline staff working in legal, station management, customer care, strategy and others, Civil aviation authority and government officials, Lawyers in private practice, Consumer protection specialists, Airport staff

Course content:
- Current EU air passenger rights legislation and case law
- Proposed revision of EU air passenger rights legislation
- EU legislation on passengers with reduced mobility
- Non-EU passenger protection regulations
- Pricing, advertising regulations, and other passenger protection provisions
- Liability for passenger injury, baggage and delay under the Montreal and Warsaw Convention
- Revised package travel directive
- Handling passenger claims
- Procedural law aspects
Airline Marketing - Introduction

Course date: 27.07.2016

Learn the fundamentals of airline marketing and stay ahead of the competition!

Recommended level: Entry-level
Duration: 3 days (24 hours)
Target group: Sales managers, Marketing officers, Customer program coordinators, General sales agents

Course content:
- Conducting market research audits
- Identifying efficient marketing segmentations
- Developing an annual marketing plan
- Setting up control procedures to monitor results
- Advantages and disadvantages of various distribution channels

Airline Marketing - Advanced

Course date: 02.08.2016

Growing uncertainty and competition in the global airline industry is forcing airlines to reinvent their marketing strategies. This course looks at the latest airline marketing and commercial trends to help you revamp your marketing practices. As the customer becomes the central focus of airline marketing strategy, this course also provides insight into tools for assessing your target markets and developing a long-term relationship with your customer.

Recommended level: Professional and Management
Duration: 4 days (32 hours)
Target group: Airline marketing and sales personnel, Managers in other business units, Support staff who work in sales and marketing departments

Course content:
- 5-Factors Analysis of the airline industry
- Airline industry financial outlook
- Business models: legacy versus low cost carriers
- Trends and opportunities
- Planning process
- PEST (political, economic, socio-cultural, technological factors)
- SWOT analysis (strengths, weaknesses, opportunities, threats)
- Market research methods and outcomes
- Analysis of findings
- Segmentation and targeting
International Negotiation Skills

Sign better deals by improving your tactics and techniques.

Recommended level: -

Duration: 5 days (40 hours)

Target group: Managers, Account managers, Directors

Course content:
- Positional bargaining
- Principled negotiation
- Four phases of negotiations (Preparation/Planning, Presenting/Proposing, Packaging/Bargaining, Close/Agree)
- Negotiation tactics
- Non-verbal communication, Questioning & listening

Train the Trainer - Advanced

This course will help you build on your existing instructional skills, giving you multiple opportunities to evaluate and improve the way you design, conduct, and evaluate a training event. With a strong focus on presentation skills and training best practices, you will gain valuable feedback from experienced facilitators in this practical and constructive learning environment.

Recommended level: Professional and Management

Duration: 4 days (32 hours)

Target group: Instructors, Learning and development, and human resources professionals

Course content:
- Principles of adult learning
- Lesson planning techniques
- Course design and development process
- Key instructor skills
- Presentation, communication, and facilitation techniques
Acquire a general understanding of aviation law relevant to air navigation services, airlines, civil aviation authorities and airports. This course was developed in partnership with EUROCONTROL Training Institute.

**Recommended level:**

**Duration:** 5 days (40 hours)

**Target group:** Senior executives and managers (non-lawyers) from Airlines, Airports, Air Navigation Services Providers (ANSPs), Civil Aviation Authorities (CAAs) and aviation-related organizations

**Course content:**
- International legal and regulatory framework
- Government regulation
- Bilateral and multilateral air services agreement
- Technical regulation of airports and airlines
- Cooperation agreements between airlines
- Liability in air transport

People are the backbone of commercial aviation, and people management is crucial for ensuring business performance. With this course, you will gain the knowledge needed to bring out the best in the people you manage. You will have the opportunity to assess your strengths and development areas, to make you better at communicating and giving feedback, motivating the varying personalities in your team, and managing change.

**Recommended level:**

**Duration:** 5 days (40 hours)

**Target group:** Anyone with management responsibility will benefit from this course.

**Course content:**
- Your role as a people manager
- Human factors in people management
- Performance objectives
- Staff development and motivation
- Coaching, conflict resolution, and handling difficult people
- Team management
- Performance management and feedback
- Compensation strategy and alignment with the organization
Maximizing Revenues From Frq. Flyer Programs

Unlock the potential of your frequent flyer program and change customer behavior while maximizing revenues and profits.

**Recommended level:** Entry-level and Professional

**Duration:** 3 days (24 hours)

**Target group:** Frequent flyer and partnership marketing specialists, Airline marketing staff, Members of commercial teams responsible for revenue enhancement programs

**Course content:** Membership effectiveness and customer reaction
Changing customer behavior
Industry leading practices and competitive mechanisms
Integrating your FFP with other marketing activities
Applying the principles of CRM to your FFP

Course date: 24.08.2016

NDC for Finance

The New Distribution Capability (NDC) Program is a travel industry-supported program launched by IATA for the development and market adoption of a new, XML-based data transmission standard (NDC Standard). The NDC Standard will enhance the capability of communications between airlines and travel agents and will be open to any third party, intermediary, IT provider or non-IATA member, to implement and use.

**Recommended level:** -

**Duration:** 2 days (12 hours)

**Target group:** Airline sales managers and executives, Airline sales executives, Airline commercial revenue managers, Airline distribution functions

**Course content:** NDC overview
Product differentiation and presentation
Time to market
Shopping vs. End-to-end scenario
NDC financial simulator for airlines
NDC Deployment Strategies
Building an NDC business case

Course date: 05.09.2016
Due to the growth of air traffic, the discrepancy between airport capacity demand and capacity allocation has grown significantly. The increasing demand for airline slots is becoming a major concern for airports that do not have the capacity to sustain this growth.

**Recommended level:** Professional and Management

**Duration:** 3 days (24 hours)

**Target group:**
- Airline slot managers and network staff
- Airport slot coordination staff
- Civil aviation staff
- Handling agents
- Airport staff

**Course content:**
- IATA Worldwide Slot Guidelines
- Principles of slot allocation
- Policy, demand and capacity
- Process of airport coordination
- Airport levels and their procedures
- International rules and regulations
- Capacity constraints and the slot process
- Complaints and rights of appeal
- SSIM Chapter 6
- Slot monitoring and coordination procedures
- Slot Historic List (SHL)

Contribute to your company’s success by developing a profitable network fleet plan and an effective flight schedule. Improve your planning and management skills and understand scheduling process and tactics.

**Recommended level:** Entry-level and Professional

**Duration:** 5 days (40 hours)

**Target group:**
- Network planning personnel
- Market planning staff
- Marketing and sales staff
- International relations staff

**Course content:**
- Consider processes involved in optimizing an actual route network
- Airline economics and costs; supply and demand dynamics; passenger traffic demand and market estimation
- Route profitability
- Passenger traffic flow; point-to-point versus true origin-destination Route and network determinants
- Schedule design and planning
- Airline capacity and route
- Network strategies and optimization
- Fleet planning and management; operational constraints in the planning process
- Strategic and operational analysis related to fleet
Examine competitive advantage, government and economic changes, global reach, and strategic agility from successful business leaders.

**Recommended level:** Entry-level

**Duration:** 3 days (24 hours)

**Target group:** Negotiators, Directors, Managers

**Course content:**

Through case studies, classroom discussions, and small group exercises, you will examine topics such as country selection, product adaptation, political risk, managing diverse country institutions, strategic cross-border arbitrage, multinational financial management, and global leadership.

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Learn how to use the IATA Standard Ground Handling Agreement to its fullest potential as a commercial agreement and services description document for line maintenance services. This course covers the respective sections of the SGHA and shows you how to write the Annex B according to regulatory requirements for line maintenance.

**Recommended level:** -

**Duration:** 3 days (24 hours)

**Target group:** Airline sales managers and executives, Airline sales executives, Airline commercial revenue managers, Airline distribution functions

**Course content:**

Standard Ground Handling Agreement
Legal framework for the SGHA
Versions overview: 1993-2008
Liability, as in Article 8 of the main agreement
Article 11 of the main agreement
Operations safety
Duration and termination terms
Review of Annex A and B
Interpretation of all sections and paragraphs
MRO Topics
European Aviation Safety Agency (EASA) Appendix XI to AMC 708 © - contract requirements
EASA part M
EU regulation for access to EU Community Airports
Drawing from the experience of IATA’s instructors and experts, this course addresses the common challenges to implementing a Quality Management System in an airline. Learn how to bring the necessary discipline and control to your operations with a strategy to identify problems, assign resources, and evaluate the effectiveness of your system.

**Quality Management System (QMS) Implementation**  
Course date: 28.09.2016

**Recommended level:** -  
**Duration:** 3 days (24 hours)  
**Target group:** Airline Quality and operations managers, Airline Internal Auditors, Airline Compliance monitoring staff

**Course content:**  
- Quality concept  
- Dimensions of quality  
- Aviation quality regulatory requirements  
- Accountable manager responsibilities  
- Quality manual: structure and content  
- Quality assurance program  
- Gap analysis benefits  
- Corrective action requirements  
- Practical implementation: baseline measurement, root cause analysis and action plan

**Passenger Fares and Ticketing - Advanced**  
Course date: 03.10.2016

**Recommended level:** Professional  
**Duration:** 10 days (80 hours)  
**Target group:** Experienced ticketing and reservations agents, Line managers and sales supervisors, Rate/help desk specialists and interline billing officers, Fares and ticketing instructors, system developers and tariff analysts

**Course content:**  
- Special mileage provisions  
- Journeys with surface sectors  
- New European one country rule  
- Industry and carrier add-ons  
- Voluntary and involuntary refunds

Construct normal fare of single pricing units and consecutive or contiguous pricing units.
This course is designed to provide (non-finance) managers with a solid understanding of the financial and accounting processes that you will encounter in your everyday work. Through case studies and class discussions you will gain the knowledge to view your company from a financial perspective, and be taught accounting terms and concepts to help you manage financial matters with confidence.

**Recommended level:**
Professional and Management

**Duration:**
3 days (24 hours)

**Target group:**
Business unit managers, Junior finance managers, Accounting team managers

**Course content:**
Financial accounting,
The financial view of the firm,
Content of financial statements,
Accounting rules,
Accounting standards and their impact on accounting data,
Balance sheet, income statement, statement of cash flows,
Recording transactions in 3 financial products,
Recording transactions in ledger and journal,
Preparing trial balance,
Chart of accounts

Gain a comprehensive overview of the air transportation industry plus management and presentation skills to boost your career.

**Recommended level:**
Entry-level and Professional

**Duration:**
5 days (40 hours)

**Target group:**
Airlines, Civil Aviation Authorities, Air Navigation Service Providers, Airports

**Course content:**
Aviation businesses and organizations
Non-governmental organizations
New technologies and their effect on the industry
The organization of: airlines, airports, civil aviation authorities and air navigation service providers
Commercial aviation from an organizational perspective
Freedoms of the Air and other basic laws
ICAO standards and recommended practices
Common concepts applied in the industry
Organizations that set standards for the industry
Leadership Development and Succession Planning  
Course date: 17.10.2016

Lead talent development and plan the succession for the sustainability of your organization.

**Recommended level:** -

**Duration :** 5 days (40 hours)

**Target group :** HR Professionals, Directors, Managers

**Course content:**
- Leadership profile
- Validation/selection of candidates
- Required experience/expertise
- Identification of key jobs
- Development and monitoring of an action plan

Route Forecasting and Development  
Course date: 18.10.2016

Route planning requires a complex set of skills to find the right balance between scheduling, market demand, and costs. This course shares common industry practices for route forecasting to help you assess the performance of your airline’s network and analyze the revenue potential of new routes. Learn methods for calculating the financial performance of different routes, forecasting cost and revenue drivers, and planning for the future development of your network.

**Recommended level:** Entry-level or professional

**Duration :** 4 days (32 hours)

**Target group :** Airline finance and account management, Airline sales and marketing management, Network, commercial, fleet planning and scheduling personnel, Airport strategic planning personnel

**Course content:**
- Cost, revenue forecasting and route evaluation
- Market demand and market share forecasting
- Revenue allocation and forecasting
- Pricing and yield
- Cost allocation and drivers
- Route evaluation and Key Performance Indicators (KPI’s)
- Organizations that set standards for the industry
Airline Distribution Strategies and E-commerce

Course date: 31.10.2016

Take an insider look at today’s leading distribution models and strategies, while gaining tools to optimize your company’s distribution processes. Through a series of business cases and exercises, learn how to implement an efficient distribution strategy that leverages both traditional marketing and e-commerce resources.

Recommended level: Professional and Management
Duration: 5 days (40 hours)
Target group: Strategy and business development, Marketing, communications and distribution, Yield and revenue, Information technology, Finance and audit

Course content:
- Distribution channels
- Direct and indirect sales
- Cost and determinants
- IT systems and interfaces
- The right mix of distribution channels
- E-commerce
- E-CRM
- E-distribution
- E-pricing
- E-sales
- Marketing and e-marketing
- Quality and complaint management
- Preparing for a crisis
- Direct and indirect sales
- Costs and determinants
- Viral marketing

New Distribution Capability Readiness

Course date: 07.11.2016

Gain exclusive insight into the future of distribution from a member of IATA’s Distribution Data Exchange (DDX) Working Group. Learn about the latest NDC developments and pilot programs, and understand how NDC will change the way the aviation industry operates and markets its products.

Recommended level: Professional and Management
Duration: 3 days (24 hours)
Target group: Strategy and business development, Sales and distribution, Marketing and communication, Yield and revenue, Information technology

Course content:
- Distribution channels today
- Direct and indirect sales
- Cost and determinants
- IT systems and interfaces
- E-commerce
- NDC
- Business perspective and resolutions
- Processes and interfaces
- Technical standards
- Consequences for industry and consumers
- DDX Working Group
- Organization and content
- Current development on shopping, payment and interline
- Latest updates
Understand the concepts and processes required to design and implement a successful customer service strategy at an airline. Improve the way your employees handle customer interactions and emergency situations, and learn how to develop a customer service culture in your team. With the help of industry case studies and hands-on exercises, build your own strategy proposal during the course.

**Recommended level:**

**Duration :** 3 days (24 hours)

**Target group :** Frontline supervisory staff, Airline managers, Customer service managers

**Course content:**

- State of the airline industry and key performance indicators
- Airline business models and strategies
- Brand and customer service value propositions
- Airline customer service touchpoint, benchmark and best practices analysis and development
- Airline customer service training content design and implementation
- Processes and activities during irregular operations and contingency planning

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**Crew Resource Management**

Course date: 23.11.2016

Strategies to optimize your use of staff, equipment and procedures to prevent error at each phase of flight. Human error accounts for up to 80% of accidents in civil aviation. This course examines the complex threat and error environments common to today’s workplace, providing best practices to increase flight safety.

**Recommended level:** All mid- to senior-level airline management

**Duration :** 3 days (24 hours)

**Target group :** Flight and cabin crews, Flight operations, Safety and quality

**Course content:**

- Threat and error management
- Safety defenses
- Operational threats
- Latent threats
- CRM integration
- How CRM influences SMS effectiveness
- IOSA Standards and Recommended Practices
- CRM implementation tools
- CRM considerations in LOFT design
- LOFT objectives and guidance
- Non-Technical Skills (NTS)
- Identifying behaviors
- NTS tools
- CRM implementation plan
- CRM implementation exercise
Tools to make safety a priority in your organization. A functional safety culture brings open communication, continuous improvement and increased productivity, but requires continuous effort from all levels of the organization. This course presents a rigorous approach to aligning organizational culture with safety culture, allowing you to reinforce safety in your organization and implement a Safety Management System (SMS).

Recommended level: Professional and Management
Duration: 2 days (16 hours)
Target group: Airline, Airport and Ground Operations Service providers, Corporate and Operational Safety Managers, Analysts, Coordinators, Potholders (Safety, Ground Operations and others), Airport Safety Officers, Civil Aviation Authority Representatives

Course content:
- Safety Culture Concepts, Rationale
- Levels of culture
- Benefits of implementing a safety culture
- Safety Culture Assessment
- Characteristics of a safety culture
- How to conduct a safety culture assessment
- Safety Culture Alignment within the Organization
- Challenges of implementing a safety culture
- Considerations for developing a safety culture

E-IOSA is the result of industry demand for a more effective IOSA audit. Under E-IOSA, an Operator will be required to complete ongoing internal assessments using the IOSA Standards and Recommended Practices (ISARPs). During this workshop you will learn how to incorporate the IOSA process into your internal Quality Assurance program, and how to ensure the following four aspects of airline operations: continued conformity with IOSA, implementation of IOSA Standards, increased reliability of quality assurance functions, and standardization of the auditing process.

Recommended level: -
Duration: 2 days (16 hours)
Target group: Airline internal auditors, Safety and quality managers, Operations supervisors and personnel

Course content:
- IOSA documentation system
- IOSA core principles: “Documented” and “Implemented”
- Types of assessments
- IOSA terminology
- IOSA scope
- Interlinked and repeated ISARP’s
- E-IOSA objectives
- Key requirements
- Conformance report
Aircraft Acquisition and Financing Course

Course date: 05.12.2016

Before making the right decision, you need to know your options. This course introduces you to the key leasing and financing schemes available for the purchase and operation of aircraft, including straight purchases, secured loans, and government / manufacturer assistance. You will also learn how to maximize the efficiency, cost effectiveness and compliance of your lease agreements through new strategies for structuring and negotiation.

Recommended level: Professional and Management
Duration: 4 days (32 hours)
Target group: Legal counsel and advisors, Fleet trading managers, Leasing and insurance analysts, Bankers, engineers and governmental representatives
Course content:
- Introduction to aircraft financing
- Fleet planning
- Residual value planning
- World finance market and MENA
- Cross border structure
- The leasing market
- Export credit and EXIM finance
- Security and loan agreements
- Lease agreements
- Boilerplate agreements
- LOI exercise
- Risk management
- Insurance

Human Factors in Aviation

Course date: 05.12.2016

Gain a comprehensive overview of human factors in aviation, as well as the key reference documents and methodologies.

Recommended level: Professional and Management
Duration: 5 days (40 hours)
Target group: ANS providers, Civil Aviation Authorities, Airline managers and operational staff, Airport managers
Course content:
- Human Factors (HF) theory elements
- HF models
- Human Error - James Reason
- ICAO - Threat and Error Management
- ISO 9001:2000 model (Chapter 6.2: Human Resources)
- The SHEL Model: Software, Hardware, Environment and Liveware, in particular in reference to the FAA’s Human Factors Analysis and Classification (HFACS)
- HF in the aviation industry, the effect on safety and efficiency
- Threat and Error Management (TEM)
- The role of Safety Management Systems (SMS) - quality, safety, security and risk
- Human factors measurement, analysis and improvement
- The Risk Management Model used is the AS/NZS 4360:2004
Airlines need to be aware of not only the latest security regulations for them, but also of airport security operations, and how they affect their business. This course takes a close look at industry regulations and best practices to help you understand, analyze and prevent threats.

**Recommended level:** Professional & Management

**Duration:** 5 days (40 hours)

**Target group:** Security managers and supervisors at airlines and airports, Law enforcement officers in airport security, Civil aviation authority representatives

**Course content:**
- Aviation security background and current trends
- Legislative aspects of aviation security
- Security Management Systems (SeMS)
- Security Concepts
- Introduction to risk management
- Threat analysis
- Quality control
- Crisis management
- Security Operations
- Aircraft security
- Airport security
- Contingency planning
- Security planning exercises - threat analysis and risk assessment

Course date: 12.12.2016