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BOOK REVIEWS

AIRPORT MANAGEMENT, by John H. Frederick. (Chicago: Richard D. Irwin, Inc., 1949. 312 p. \$4.00)

In the past five years, it has become increasingly apparent that comprehensive understanding of the economic phases of airports, their maintenance, operation and financial management, has become an important subject requiring research. In his recent book, Dr. John H. Frederick, of the University of Maryland, offers a digest of much of the knowledge essential to good airport management. Taken from many sources, it is compiled and presented in a forceful manner because of his wide and diversified experience in the field of airport management education.

Dr. Frederick points out all airports of a given type and class have many similar elements in their administration and operation and proceeds to note some common management denominators which will prove helpful for all airports. This text for students of airport management presents a background of the airport system in the United States, outlining types according to their use and setting forth some characteristics of the different types of airports from major airline terminals to flight strips, seaplane bases and airship landing areas. The author judges airport adequacy in light of technical standards such as runway length, acreage, accessibility, equipment and buildings. Much of this data is based on wide experience and personal investigation.

Economic considerations of airport development and operation are also very comprehensively covered. The relationship of economics to airport operation and aviation demand, as set forth in this text, will generate considerable interest. One point here made is so important that it could well be used as a motto: "An airport, no matter how long the runways, is never any bigger than the community it serves."

The material on airport planning in Chapters IV and V has been based solely on technical requirements, however, instead of on the economic and socio-economic need of airports, correlated with technical requirements. Development of the castered gear makes wind coverage requirement in this book obsolete. Progressive airport planning calls for a maximum of two runways serving four directions.

Dr. Frederick also opposes maximum standards for runways and taxiways on the basis that such maximum standards will retard design of more efficient transport aircraft. Economically this opinion cannot be substantiated. Such standardization only establishes characteristics for landing and take-off, climb and glide and wheel loading. Engineers are left wide areas of discretion within which they may work, as long as aircraft characteristics do not render obsolete the tremendous investment in airport facilities which is many times the investment in transport aircraft.

Runway standardization is also opposed on the basis that airline operators must use aircraft with greater payloads and longer ranges to reach financially sound operation. In assuming this position, based on manufacturers' and airline opinions, the author does not consider the goal of the community providing a public airport. Frequency of schedules is the main criteria for adequacy of airline service to a community. When the size of airline aircraft is increased, the frequency of schedules must decrease, since the volume of passengers originating or terminating in any given city does not fluctuate in

accordance with the size of aircraft serving it. Not only is a decrease in service undesirable from a community's point of view, but the position taken in this book (concurring with the stand taken by manufacturers and airlines for runway lengthening to accommodate larger aircraft) is in reality a request for more municipal subsidy, since airport expansion which decreases adequacy of service is a markedly poor investment.

Dr. Frederick's discussion of airport terminal buildings, largely based on airline opinions and hopes, provides the most complete presentation of the controversial "centralized vs. decentralized" terminal planning argument which can be found in any published material, and includes excellent comments on the disadvantages inherent in decentralization in reference to Chicago's new terminal building.

Much of the terminal planning data pertains only to the large major airports. Dr. Frederick covers the subject of cargo handling facilities, showing that freight handling can parallel the well-established pattern of materials-handling pioneered and developed in other forms of cargo transport. The discussion on master airport planning has been based on CAA's method of airport design, and following the requirements established by CAA, all reference to economic, socio-economic and financial limitations in preparing master plans have been omitted. Chapter VI on approach zoning and air space rights will prove of benefit since it provides valuable source references.

The last ten chapters can be classified under three general headings: Airport Operation, Management of Finances, and Administrative Policies. Within these groups, the main emphasis is on management of finances, and the subject of airport revenues is very completely treated. Various sources of revenue are outlined, and a discussion of some of the peculiarities of each revenue source is made. If every person connected with the management of airport finances would use this text as a check list in developing new revenues for airports, a major step toward self-supporting airport operation would be the inevitable result. These final chapters constitute a very comprehensive and usable text for the student of airport management. The information is much more usable for the larger airport, and almost solely for public airports, and will not generally prove too practical for the fixed base operator. The more serious student may find certain flaws in coordination brought about by the controversial nature of most of the subjects.

Dr. Frederick's book is the first prepared solely for airport management, and should benefit the industry in all its phases, although no conclusive answers will be found to provide a uniformity in practices. This excellent collection of viewpoints from many segments of the aviation industry will prove profitable reading for those concerned with airport management.

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