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## ABSTRACT

Aircraft delays is one of the greatest enemies to the airline industry. The causes or reasons of aircraft delays varies from human factors to mechanical problems. The occurrences of aircraft delays are more by the larger aircrafts as compared to the smaller ones.

The peak periods for MAS are in April and December. Therefore, during this period delays are considerably high. In reducing aircraft delays, all concerned departments have outlined special sets of procedures in accordance to their job functions.

There are a number of problems accrued by aircraft delays to MAS. Besides problems, the effects of aircraft delays bring losses to the company. Losses are divided into monetary and non-monetary costs.

As aircraft delays has been given a special attention, MAS formulates a yearly budget to cater for aircraft delays. This budget is prepared by the Budgets Section of the Economics Department which is considered as a guideline for the allocation of funds.

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## 1.1 MALAYSIAN AIRLINE SYSTEM

### 1.1.1 THE EARLY DAYS

MAS, or in full - Malaysian Airline System is a young airline but its history dates as far back as 1937 when it was known as Malayan Airways Limited or MAL. Bearing the symbol of a 'winged tiger', this company was formed by the Straits Steamship Company of Singapore, the Ocean Steamship Company of Liverpool and the Imperial Airways.

But it was only 10 years later that the first flight from Singapore to Penang, via Kuala Lumpur and Ipoh took off. Beginning from just 3 small twin-engined Airspeed Consuls which could each seat only 5 persons, MAL moved on to a 21-seater DC 3, three months after operations. With its DC 3s, it went international; flying to Batavia (now Jakarta), Palembang, Medan and Saigon (now Ho Chi Minh City) by the end of its first year.

On February 6th 1958, the company became a public limited company owned by BOAC/QANTAS and the government of the Federation of Malaya, Singapore and the Borneo Territories. Then it merged with the Federation Air Services and consequently acquired 5 single-engined Beavers. In September