PROGRAMME SPECIFICATION KEY FACTS

Programme name	Aviation Management.
Award	**Executive MSc**
Exit Awards	*PG Dip*
Exit Awards	*PG Cert*
School	School of Science and Technology
Department or equivalent	**Engineering**
Programme code	**TBC**
Type of study	**Part-time Full-time**
Total UK credits	180
Total ECTS	90

PROGRAMME SUMMARY

The Executive MSc in Aviation Management (AvM) is for experienced aviation industry professionals who wish to enhance their career progression in the management field, by improving knowledge of the complex disciplines required to enable full understanding of the various technical, operational and financial pressures impacting on aviation.

Delivered by experts from industry, the course will enable you to learn the latest management techniques, deepen your current knowledge and build a network of peers.

The course is suited to those with at least two years' work experience within the aviation industry who wish to study an Executive style MSc qualification. Military, as well as civil aviation professionals are welcome.

The programme can be studied full time or part time. The taught modules are block taught over four days, providing flexibility for busy professionals.

There are three specific pathways within the Executive MSc:

- Airline and Airport Management, focusing on the airline business, fleet planning and airport strategy.

- Air Safety Management, specialing in active safety and safety risk management.
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- Aircraft Maintenance Management, covering human factors and sustainable technology and operations.

Aims

The programme aims to provide you with an executive style education, including a common framework of core aviation topics but also enabling specialisation through three distinct pathways. A central theme in the programme is the concept of sustainability which will continue shape the industry in the short, medium and long term.

The Exec MSc is a mid-career education for those involved in the aviation industry. It is suitable for those employed in a professional capacity in airline, airport, aircraft maintenance and related industries and wish to move into management. The knowledge attained on the wide range of topics covered in the modules will enable you to make a greater contribution to your organisation. A key feature of the course is the development of shared values since, for many of you, it is the first time in your career that you will meet and work with other professions within the industry.

Content

Executive MSc in Aviation Management

The Exec MSc gives you a thorough background to the worldwide aviation industry providing an opportunity to explore an aspect of aviation in depth through the literature and empirical evidence and to make related and well-founded recommendations.

This Exec MSc course has links to other MScs in the School of Science and Technology through a number of common elective modules. The core of the MSc covers the traditional areas of aviation such as operation and maintenance of the aircraft as well as introducing recent developments such as sustainability.

The core modules provide you with a background to the regulation and operation of airlines, business and general aircraft, airports and maintenance organisations as well as a holistic approach to sustainability within an aviation context.

The choice of pathway will determine your specialisation in the operations (airline and airport), safety or maintenance sectors of aviation.

A wide range of elective modules will enable you to diversify into related fields. Topics as varied as psychology, spaceflight, leadership and project management, for example, are covered.

Registration Period

The programme is normally completed in one year full time and three years part time. Minimum periods of registration are one year for full time and 2 years for part time. The maximum periods of registration are 3 years for full time and 5 years for part time.

WHAT WILL I BE EXPECTED TO ACHIEVE?

On successful completion of this programme, you will be expected to be able to:

Knowledge

- Define and discuss air transport operation at a competent level.
- Define and discuss the roles and responsibilities of the regulators, manufacturers, owners, operators and maintenance organisations with respect to airworthiness and maintenance.
- Evaluate the impact of aviation on the climate system and its drivers.
- Define on-demand air transportation including sub-sectors such as business jets, helicopters and others.
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- Describe the current trends and issues facing entrepreneurs in industry.
- Explain core project management principles and definition.

Skills

- Critically appraise regulatory, economic, professional and political information from various sources throughout the aviation industry.
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- Assess safety as the over-riding objective within the aviation industry.
- Produce reports to a professional standard for readers from all backgrounds.
- Present information in oral and written form to all levels and backgrounds throughout an international organisation.
- Demonstrate an understanding of the dynamics of entrepreneurial behaviour.
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Values and attitudes

- Formulate solutions to problems within a multi-disciplinary and multi-cultural society.
- Value communication as a central requirement for an efficient and safe organisation.
- Critically analyse and demonstrate the need to take account of ethical issues when conducting research within a multi-cultural industry where the performance must transcend national barriers.
- Explore how qualities and knowledge of an aviation professional are readily transferable worldwide.
- Value the contribution made by each professional group.
- Recognise the importance of team performance and collaboration in venture success.
- Develop values to become a responsible Project Manager in the business world.

Airline and Airport Management Pathway
Knowledge

Define an airport's vision, mission and values statement.

Evaluate how airline management must balance short-term flexibility with long- term strategy.

Skills

Evaluate, apply and synthesise information to understand economic potentials for an airport operator.

Demonstrate a clear understanding of the complexities of the airline business and be able to clearly articulate recommendations to senior management.

Air Safety Management Pathway
Knowledge
Critically analyse a practical Safety Management System together with a solid understanding on how a safety culture underpins the success of this system.

Synthesize the fundamentals of performing a Risk Management.

Skills
Research and implement relevant regulations in the development of a safety management system

Investigate and critically analyse the Safety Risk Management process.

Aircraft Maintenance Management Pathway
Knowledge
Define and discuss the importance of human factors.

Critically analyse the limitations in current technology and assess the most cost-effective solutions for reduction of CO_2 emissions.

Skills
Classify different behaviour and error types.

Develop a carbon management strategy for an airline.

This programme has been developed in accordance with the QAA Subject Benchmark for Generic Masters Level courses.

WHAT WILL I STUDY?

Taught component

You must take the 4 core modules of 15 credits each, 2 pathway specific modules and a further 2 electives of your choice, worth 15 credits each to the total required credits of 120 for the taught modules. Additionally you will need to complete the 60 credit project module.

All modules listed below have their own specification which you will find in the Course Handbook.

This structure ensures that you achieve the required credit, depth and breadth of knowledge and understanding but provides you with a flexibility to deepen your knowledge in areas most suitable to your needs.

Core modules are EPM820 Air Transport Operations, EPM906 Airworthiness & Maintenance, EPM983 Business & General Aviation and EPM807 Sustainable Aviation Executive Policy.

For the Airline and Airport Management route pathway modules are EPM831 Fleet Planning & Airline Business and EPM981 Airport Strategic Management.

The Air Safety Management route pathway modules are EPM973 Safety Risk Management and EPM836 Active Safety Management.

The Aircraft Maintenance Management route pathway modules are EPM974 General Principles of Human Factors and EPM975 Sustainable Aviation Technology & Operations.

Full time students: You must take at least 4 taught modules and the Project Webinar in term 1 (PRD1).

Part time students: You must attend the Project Webinar and finish the Project Proposal no later than in your second year of study. You must take at least 6 of the 8 modules before progressing to the thesis (i.e. Project Module) with the mandatory Project Webinar and the Project Proposal.

Taught modules

Module Title	SITS Code	Module Credits	Core/ Elective	Compensation Yes/No	Level
Air Transport Operations	EPM820	15	C	Y	7
Airworthiness & Maintenance	EPM906	15	C	Y	7
Business & General Aviation	EPM983	15	C	Y	7
Sustainable Aviation Executive Policy	EPM807	15	C	Y	7
Management of Sustainable Aviation Technology and Operations (Aircraft maintenance pathway)	EPM975	15	E	Y	7
Fleet Planning & Airline Business (airline & airport pathway)	EPM831	15	E	Y	7
Airport Strategyand Operations (airline & airport pathway)	EPM981	15	E	Y	7
General Principles of Human Factors (aircraft maintenance pathway)	EPM974	15	E	Y	7

Module Title	SITS Code	Credits	Core	Compensation	Level
Active Safety Management (air safety pathway)	EPM836	15	E	Y	7
Safety Risk Management (air safety pathway)	EPM973	15	E	Y	7
Crisis Management	EPM828	15	E	Y	7
Airline Strategy & Business Development	EPM969	15	E	Y	7
Airport Business Management	EPM979	15	E	Y	7
Aviation Safety Investigations	EPM970	15	E	Y	7
Airline Commercial Management & Finance	EPM821	15	E	Y	7
Airline Training Management	EPM982	15	E	Y	7
Leadership in Organisations	EPM971	15	E	Y	7
Future Challenges in Aviation – From Unmanned to Spaceflight	EPM980	15	E	Y	7
Digital Innovation and Entrepreneurship	EPM810	15	E	Y	7
Project Management	EPM812	15	E	Y	7

Dissertation module

You are not normally required to complete all the taught modules successfully before progressing to the dissertation. However, all taught modules must be completed at the latest before the Viva. The Project module accounts for 60 credits to reflect the development of the thesis topic which must be about an aviation subject and related to your chosen pathway.

This is a substantial piece of writing deriving from academic research that you will undertake. The thesis is the result of your independent work, carried out under the guidance of an appointed supervisor. Non-timetabled supervisor / student contact is encouraged during the project and it is normal for you to involve your present or possibly future employer.

Module Title	SITS Code	Module Credits	Core	Compensation Yes/No	Level
Project	EPM860	60	C	N	7

HOW WILL I LEARN?

Taught modules involve a variety of teaching methods including lectures and tutorials requiring attendance plus breakout sessions. These will include group work and presentations. Case

studies may be handed out for study in the evening and discussion the next day. A leading lecturer and a number of specialist lecturers from the aviation industry teach each module over an intensive 4-day period.

Lectures are normally used to: (a) present and exemplify the concepts underpinning a particular subject; (b) highlight the most significant aspects of the syllabus; and (c) indicate additional topics and resources for private study.

Tutorials are used to help you develop skills in applying the concepts covered in the lectures, normally in practical problem-solving contexts.

The project thesis starts with a compulsory webinar where you will present your project idea. Upon assignment of a project supervisor, you will work independently but meet regularly with your supervisor as appropriate.

During each module, you may be required to work in a small team to examine the relevant issues and to present results. Each module has been designed to develop a specific skill. There is a significant amount of independent study within each module for you to read literature related to the module you are studying. The online module page also provides blogs and forums, to interact with the lecturer and other students.

For every module, there is a Moodle page with many interactivities, blogs and other communication platforms; you will be given the PowerPoint presentations, relevant papers, reading lists and other material. Each of the substantial module webpages contains information relevant to that module and you are expected to use the material after the module. In all, you will have 8 module webpages. Our library website provides most of the standard textbooks as e-books, our large University library in London provides thousands of books as loaners; some text books you might want to buy for your future career. It is required that you attend, in full, all hours of each taught module, unless given specific dispensation by the Course Director.

WHAT TYPES OF ASSESSMENT AND FEEDBACK CAN I EXPECT?

Assessment and Assessment Criteria

Assessment of the taught modules is undertaken through a combination of examinations, essay type coursework and presentations. The rationale for this is to assess a range of different skills as well as expose you to different assessment approaches.

The project is assessed by a thesis and an oral examination (Viva/Defence). It tests your ability to academically research and write, and to defend your findings to the questioning of the assessors.

Assessment Criteria are descriptions, based on the intended learning outcomes, of the skills, knowledge, or attitudes that you need to demonstrate, in order to complete an assessment successfully, providing a mechanism by which the quality of an assessment can be measured. Grade-Related Criteria are descriptions of the level of skills, knowledge, or attributes that you need to demonstrate in order to achieve a certain grade or mark in an assessment, providing a mechanism by which the quality of an assessment can be measured and placed within the overall set of marks. Assessment Criteria and Grade-Related Criteria will be made available to you to support you in completing assessments. These may be provided in programme

handbooks, module specifications, on the virtual learning environment or attached to a specific assessment task.

Feedback on assessment

Feedback for core modules will take the form of an exam rubric and a coursework rubric. The rubrics will contain criteria that are specific for the particular type of assessment. Examples of the rubrics will be made available on Moodle.

Feedback for elective modules will be module specific where details can be found in the relevant module specifications.

Feedback for the project thesis and viva will be through a grade sheet containing specific criteria. An example of the project grade sheet will be made available on Moodle.

Feedback will be provided in line with our Assessment and Feedback Policy. In particular, you will normally be provided with feedback within three weeks of the submission deadline or assessment date. This would normally include a provisional grade or mark. For end of module examinations or an equivalent significant task (e.g. an end of module project), feedback will normally be provided within four weeks. The timescale for feedback on final year projects or dissertations may be longer. The full policy can be found at: Assessment | City, University of London

Assessment Regulations

In order to pass your Programme, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits. You also need to pass each Programme Stage of your Programme in order to progress to the following Programme Stage.

The pass mark for each module is 50%. All assessment components for each module must be passed in order to pass the overall module.

If you fail an assessment component or module or if compensation applies to your programme specific details of this will be provided in your programme handbook.

If you would like to know more about the way in which assessment works at City, please see the full version of the Assessment Regulations at: Senate-Regulation-19-Assessment-Regulations-2022-23-v2.5.pdf (city.ac.uk)

WHAT AWARD CAN I GET?

Postgraduate Certificate:

For all of you completing the PG Certificate in Aviation Management, you will be able to examine the theories related to the sustainable operation, maintenance and safety of aircraft and airports and synthesise and apply these to your discipline specific context. You will have critical insight into problems faced by the global aviation industry and be able to solve these by applying the knowledge and understanding gained through the taught modules.

The assessments you undertake to achieve this qualification will provide you with an opportunity to explore specific areas in detail.

The PG Certificate in Aviation Management will give you a background to the global aviation industry.

Programme credits and weighting

Programme Stage	HE Level	Credits	Weighting (%)
Taught	7	60	100%

Class requirements

Class	% required
With Distinction	70
With Merit	60
Without classification	50

Postgraduate Diploma

For all of you completing the PG Diploma in Aviation Management, in addition to the above, you will select a specific pathway, consisting of two modules and a further two elective modules to explore areas beyond the core modules to broaden your expertise and skills.

The assessments you will undertake to achieve this qualification will again enable you to explore further areas in detail.

The PG Diploma will give you an extended repertoire of skills needed to enable you to move productively and effectively onto the first steps of commercial or safety management.

Programme credits and weighting

Programme Stage	HE Level	Credits	Weighting (%)
Taught	7	120	100%

Class requirements

Class	% required
With Distinction	70
With Merit	60
Without classification	50

Master's Degree

For all of you completing the MSc in Aviation Management, in addition to the above, you will spend the project module examining an aspect of aviation, related to your specific pathway, in

depth. This will be through a systematic and evaluative review of the current literature and empirical evidence.

The assessment of the project module will be through a written dissertation and an oral viva voce examination.

The MSc in Aviation Management will give you a thorough background to the global aviation industry, providing an opportunity to explore an aspect of aviation in depth through the literature and empirical evidence and to make related and well-founded recommendations.

Programme credits and weighting

Programme Stage	HE Level	Credits	Weighting (%)
Taught	7	120	67
Dissertation	7	60	33

Class requirements

Class	% required
With Distinction	70
With Merit	60
Without classification	50

EMPLOYABILITY AT CITY

WHAT KIND OF CAREER MIGHT I GO ONTO?

MSc Aviation Management Programmes at City have been very successful in helping graduates with their careers as shown below:

- A Captain with a small regional airline, when enrolled, a 2002 Graduate has set up his own airline, Jet Time, and is its President and CEO.
- A Check-in clerk at Gatwick when enrolled, later became President and CEO of Estonian Airways.
- A First Officer when enrolled and in 2005 the first UAE National sponsored by Emirates to Graduate is now a Management Captain.
- An RAF pilot when enrolled, later became Marketing Director for Bombardier.
- An RAF Air Traffic Controller immediately moved into a senior training position at Eurocontrol, Brussels.
- An Emirates maintenance engineer now managing the Emirates New York base which turns-round seven flights a day and deals with over 1,000,000 passengers a year.
- A Self-employed electronics engineer when enrolled has joined ICAO in a senior position of air traffic control in Montreal.
- An RAF ground operations administrator student who is nearing completion has joined the Norwegian CAA.
- A student who was a shift controller has become Deputy Manager Air France/KLM Terminal staff, Heathrow.

For more information on the Careers support available at City, please go to:
https://www.city.ac.uk/careers/your-career

WILL I GET ANY PROFESSIONAL RECOGNITION?

Approving Body:

Royal Aeronautical Society

Nature of Approval:

Approval is for a period of 5 years from July 2022 .

Version: 1.0
Version date: February 2024
For use from: 2024/25

Information is provided subject to Terms and Conditions for study at City, University of London.