



## PROGRAMME SPECIFICATION – POSTGRADUATE

### PROGRAMMES KEY FACTS

Programme name	Airport Management
Award	MSc
School	Mathematics, Computer Science and Engineering
Department or equivalent	Mechanical and Aeronautical Engineering
Programme code	PSAPTM
Type of study	Part Time
Total UK credits	180
Total ECTS	90
Partner (partnership programmes only)	
Type of partnership	
HECoS Code	100198

#### PROGRAMME SUMMARY

MSc Airport Management (APM) is for experienced aviation industry personnel who wish to enhance their career progression in the airport and ground handling management field, by improving knowledge of the complex disciplines required to enable full understanding of the various technical, operational and financial pressures impacting on airport management and various ground handling areas.

The MSc in Airport Management is a mid-career education for those involved in the air transport industry. It is suitable for those employed in a professional capacity in air transport 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.

Each new student starts the MSc Airport Management with the Induction Workshop, which is assessed by completing a 2,500 +/- 10%-word piece of individual coursework, serving as the final acceptance assessment for the MSc Programme.

The programme provides a range of 15-credit modules (core or electives) and a single 60 credit module (i.e. Final Project) at Masters level. The programme provides you with a choice of exit routes. PG Certificate or PG Diploma may be awarded to those of you who do not wish to complete the full MSc in Airport Management but have gained sufficient credit as defined by the Assessment Regulations (see below). This is most usually taken by those of you who have completed an MSc in one topic and wish to add a specialisation.

The programme is designed to take some advantage of the existing MSc Air Transport Management (ATM), Air Safety Management (ASM) and Aircraft Maintenance Management (AMM) degrees, by following a similar structure, and by using some of their existing modules.

#### ***Postgraduate Certificate in Airport Management***

The first exit point is the PG Certificate in Airport Management which you are able to achieve through successful completion of the compulsory Induction Workshop and four modules (i.e. 60 masters level credits) with at least two core modules out of four completed.

On completing the PG Certificate in Airport Management you will be able to examine the theories related to all aspects of technical, operational and financial pressures impacting on airport management and various ground handling areas and to apply these to their specific context as well as analyse the differences between contexts.

The assessments you undertake to achieve this qualification will focus on activities related to the core knowledge of the students in regards to the modules' topic and material presented and addressing the application of the work of the modules' to students' own organisations.

The postgraduate certificate will enable you to develop confidence in your role and a background to the worldwide air transport industry.

### ***Postgraduate Diploma in Airport Management***

The second exit point is the PG Diploma in Airport Management and may be achieved if you have successfully completed 8 modules (3 core and 5 electives) that provide a total of 120 Masters level credits.

Completing the PG Diploma in Airport Management you will be able through the choice of elective modules to explore some areas further but from a different perspective to broaden your expertise and skills.

The assessments you undertake to achieve this qualification will again focus on activities related to your role you wish to examine further.

The postgraduate diploma will provide you with an extended repertoire of skills enabling them to move productively and effectively onto the first steps of commercial or safety management.

### ***MSc in Airport Management***

For an MSc, you must pass eight modules and the Induction Workshop over one to five years. You are also required to undertake a project in an airport related subject as a part of Project module EPM860.

The full MSc in Airport Management gives you a thorough background to the worldwide air transport industry providing an opportunity to explore an aspect of Airport Management in depth through the literature and empirical evidence and to make related and well-founded recommendations based on research and sound judgement in complex and unpredictable professional environment.

This MSc course has some links with the MSc Air Transport Management, MSc Air Safety Management Course and the MSc in Aircraft Maintenance Management, however, it is distinctly addressing junior and middle airport managers.

### Aims

- To educate the professional so that you may take managerial responsibility with confidence and with the ability to succeed.
- To provide employers with suitable talent for managerial positions
- To satisfy the requirements of the Airports Council International (ACI) who initiated the course and who continue to take an active interest in the quality of graduates produced.

### **WHAT WILL I BE EXPECTED TO ACHIEVE?**

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

#### Knowledge and understanding:

- Critically evaluate and apply relevant theories within the airport domain
- Discuss critically the interaction of all the major components of the airport industry (e.g. organisations, governments, airlines, alliances, airport regulatory authorities suppliers, manufacturers, staff, unions, regional and national governments)
- Discuss, examine, synthesise and apply conceptual understanding and knowledge of various processes within the airport domain.

#### Skills:

- Critically appraise the information during the module
- Formulate and test concepts and hypotheses using a range of materials with limited guidance, on defined problems
- Critically appraise regulatory, economic, professional and political information from various sources throughout the airport industry
- Develop and apply various strategies for an airport operator
- Propose airport operation and management strategies using computer simulation tools.
- Assess safety as the over-riding objective within the airport industry
- Produce reports to a professional standard for readers from a range of backgrounds
- Conduct academic research
- Apply appropriate academic writing to course papers and a dissertation
- Present information in oral and written form to all levels and backgrounds throughout an international organisation
- Work both independently and as a member of a team.

#### Values and attitudes:

- Formulate solutions to problems within a multi-disciplinary and multicultural 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 airport professional are readily transferable worldwide
- Value the contribution made by each professional group.

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

## HOW WILL I LEARN?

The course involves a variety of teaching methods including lectures and tutorials requiring attendance plus breakout sessions. These will involve 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 3-day period. Identical modules with same Lecturer run in London, Dubai and Frankfurt. During each module, you are 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 University website 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 and the Induction webpage. Our library website provides most of the standard textbooks as e-books, our large University library in London and Dubai provides thousands of books as loaners; some text books you might want to buy for your future career.

It is a requirement of this Course 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 of the taught modules is undertaken through a combination of the following elements:

1. Coursework "A" is a 2500 +/- 10% word academic paper on a topic choice related to the module. You will have to research substantially for the writing of this coursework.
2. For Elective Modules Only: Coursework "B" aims to demonstrate the application of the work of the specific module to your own organisation (or, if this is not possible, another organisation with which you are familiar). Your critical abilities are developed, in particular to understand why organisation may have strengths and weaknesses and how these can reasonably be improved or strengthened. Typically, the Lecturer will ask for a presentation, video or podcast to present a solution or proposal for the topic.
3. For Compulsory Modules only: Examinations, for each compulsory module, each lasting 90 minutes, are specifically designed to test:
  - The knowledge gained in the module
  - Your ability to distil large quantities of information into succinct but correct format
  - The ability to produce correct results under time pressure.

This is an - induction workshop, - eight-module and - project course, where you take four compulsory modules (the induction workshop is also compulsory) and the balance (four modules) coming from an elective module list. The course is designed to take advantage of the existing MSc Air Safety Management (ASM), Aircraft Maintenance Management (AMM) and Airport Management (APM) degrees, both by

following their structure, and by using some of their existing modules.

The Project/Dissertation is undertaken by all students of the MSc Airport Management Programme and must focus on an Airport Management topic. This is a substantial piece of writing deriving from academic research that you will undertake. The Dissertation 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. After a mandatory Project Workshop or Project Webinar and a graded 2500 word Project Proposal, the dissertation of 10-15,000 words is assessed by two Examiners through a Viva/Defence. It tests your ability to academically research and write, and to defend your findings to the questioning of the assessors.

### Assessment and Assessment Criteria

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 course handbooks, module specifications, on the virtual learning environment (e.g. Moodle) or attached to a specific assessment task.

### Feedback on assessment

Feedback is provided on all coursework to help you improve your marks on later assignments.

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:

[https://www.city.ac.uk/\\_data/assets/pdf\\_file/0008/68921/assessment\\_and\\_feedback\\_policy.pdf](https://www.city.ac.uk/_data/assets/pdf_file/0008/68921/assessment_and_feedback_policy.pdf)

## Assessment Regulations

In order to pass your Course, you should complete successfully or be exempted from the relevant modules and assessments and will therefore acquire the required number of credits.

The Pass mark for each module is 50%.

If you fail an assessment component or a module, the following will apply:

1. Compensation: where you fail up to a total of 15 credits at first or resit attempt, you may be allowed compensation if:
  - Compensation is permitted for the module involved (see the What will I Study section of the programme specification), and
  - It can be demonstrated that you have satisfied all the Learning Outcomes of the modules in the Programme, and
  - A minimum overall mark of no more than 10% below the module pass mark has been achieved in the module to be compensated, and
  - An aggregate mark of 50% has been achieved overall.

Where you are eligible for compensation at the first attempt, this will be applied in the first instance rather than offering a resit opportunity.

If you receive a compensated pass in a module you will be awarded the credit for that module. The original component marks will be retained in the record of marks and your original module mark will be used for the purpose of your Award calculation.

2. Resit: Where you are not eligible for compensation at the first attempt, you will be offered one resit attempt.

If you are successful in the resit, you will be awarded the credit for that module. The mark for each assessment component that is subject to a resit will be capped at the pass for the module. This capped mark will be used in the calculation of the final module mark together with the original marks for the components that you passed at first attempt.

If you do not meet the pass requirements for a module and do not complete your resit by the date specified you will not progress and the Assessment Board will require that you be withdrawn from the Programme.

If you fail to meet the requirements for the Programme, the Assessment Board will consider whether you are eligible for an Exit Award, as per the table below.

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: [http://www.city.ac.uk/data/assets/word\\_doc/0003/69249/s19.doc](http://www.city.ac.uk/data/assets/word_doc/0003/69249/s19.doc)

## WHAT AWARD CAN I GET?

### Master's Degree:

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	120	67
Dissertation	7	60	33

### **Class** **% required**

With Distinction	70
With Merit	60

Without classification	50
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### Postgraduate Diploma:

	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	120	100

### **Class** **% required**

With Distinction	70
With Merit	60
Without classification	50

### Postgraduate Certificate:

<b>Part</b>	<b>HE Level</b>	<b>Credits</b>	<b>Weighting (%)</b>
Taught	7	60	100

### **Class** **% required**

Without classification	50
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## WHAT WILL I STUDY

### Taught

You must pass an Induction Workshop, then pass the 4 core modules of 15 credits each and choose 4 electives of 15 credits each to the total required credit of 120 for the taught modules.

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.

You must have passed 6 of the 8 modules before progressing to the

dissertation (i.e. Project Module) with the mandatory Project Workshop/Project Webinar and the Project Proposal. You must attend the Project Workshop/Project Webinar and finish the Project Proposal latest in your fourth year of study. All Modules must be completed latest before the Viva. This module accounts for 60 credits to reflect the development of the dissertation topic which must be about an airport subject.

Module Title	SITS Code	Module Credits	Compulsory/ Elective	Can be Compensated?	Level
Induction Workshop	EPM977	0	C	N	7
Project	EPM860	60	C	N	7
Airport Strategic Management	EPM981	15	C	Y	7
Airport Business Management	EPM979	15	C	Y	7
Human Resource Management	EPM822	15	C	Y	7
Sustainable Aviation	EPM975	15	C	Y	7
Airline Marketing	EPM821	15	E	Y	7
Airline Finance	EPM824	15	E	Y	7
Crisis Management	EPM828	15	E	Y	7
Active Safety Management	EPM836	15	E	Y	7
Airline Strategy and Business Planning	EPM969	15	E	Y	7
Air Accident Investigation	EPM970	15	E	Y	7
Leadership in Organisations	EPM971	15	E	Y	7
Safety Risk Management	EPM973	15	E	Y	7
Aviation Law	EPM978	15	E	Y	7

#### TO WHAT KIND OF CAREER MIGHT I GO ON?

The courses have been very successful in helping graduates with their careers as shown below:-

This is a mainly a vocational Course and as such its success can be judged by the subsequent career progression of students and alumni. Of the 1400 alumni about 75% remain in contact, sending information on their career developments. Recent information includes the following (relating to the existing three MSc Programmes):

- A 2012 ASM graduate, working as safety manager at a major airport, is now a member of ICAO Safety Management Panel representing all airports in the panel
- 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. It will acquire its seventh 737 in 2012
- A Check-in clerk at Gatwick when enrolled, a 2000 Graduate is now 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 is now Director, Marketing for Bombardier, Eastern Europe and Soviet Union.
- 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 KLM/Air France Terminal staff, Heathrow.
- A US FAA regulator is now Director Air Safety of ICAO in Montreal
- A junior Airport Manager is now the VP Safety of the Copenhagen Airport

If you would like more information on the Careers support available at City, please go to: <http://www.city.ac.uk/careers/for-students-and-recent-graduates>.

### **WHAT STUDY ABROAD OPTIONS ARE AVAILABLE?**

Modules are delivered in London, Dubai, and Frankfurt. Delivery of all Modules is identical wherever they are delivered and you can attend at any location should you wish.

### **WILL I GET ANY PROFESSIONAL RECOGNITION?**

#### **Approving Body:**

Airports Council International & Royal Aeronautical Society

#### **Nature of Approval**

Continuous and detailed review is by the Royal Aeronautical Society

### **HOW DO I ENTER THE COURSE?**

Relevant degree 2:1 or above (normally), other academic qualifications will be considered. Or a vocational license used in the airport professional environment, usually issued by regulatory authority or livery company. In all cases, it is a normal requirement of entry that you are currently employed in the Airport/Aviation industry (e.g. airports, airlines, maintenance organisations, regulators ATC, air forces, airports etc.).

You will start the Course with an Induction Workshop (EPM977), available 4 times per calendar year. Every candidate must pass an entry examination so that the Course Director can assess your suitability and can assess whether you will be able to devote enough effort to complete the course. The entry examination is by attendance of the Induction Workshop (EPM977) and completion of one Coursework on a general airport topic. The marks from this coursework do not count towards the final award.

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