

Part one: Programme Specification

Course record information

Name and level of final award:	MSc Air Transport Planning and Management The MSc Air Transport Planning and Management is a Masters degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards:	Postgraduate Diploma Air Transport Planning and Management Postgraduate Certificate Air Transport Planning and Management
Awarding body/institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Marylebone Campus
Language of delivery and assessment:	English
Course/programme leader:	Dr Nigel Dennis
Course URL:	http://www.westminster.ac.uk/courses/subjects/transport-and-logistics/postgraduate-courses
Mode and length of study:	Full Time (1 year September start; 15 months January start) Part Time (2-3 years)
University of Westminster course code:	ATPPATP
JACS code:	K460
UKPASS code:	P044750
QAA subject benchmarking group:	N/A
Professional body accreditation:	N/A
Date of course validation/review:	May 2010
Date of programme specification:	Sept 2014

Admissions requirements

Applicants for the course should normally have:

- A good undergraduate Honours degree or its equivalent (First or Second Class) or alternatively evidence of further education and appropriate professional experience.
- A good standard of English. Non-native speakers may be required to provide test evidence of proficiency. The required minimum is IELTS 6.5 overall.

Applicants without these formal academic qualifications at the level specified above but with professional qualifications or substantial (normally at least over three years) relevant work experience in the air transport industry may be considered for the course. Their enrolment will be at the discretion of the course leader.

Admissions to the MSc Air Transport Planning and Management course are managed by the Course Team with the support of the Admissions and Marketing Office. References will be taken up for all applicants meeting the minimum entry requirements. Additional information may be sought to assist in evaluating applications. Skype or telephone interviews may be conducted with applicants to assess their overall suitability for the course and ensure that it meets their needs and aspirations. Given the international nature of the audience, students will not be required to attend for interview in person.

Accreditation of prior learning

The University operates a system of awarding credit for prior learning, either accredited (APCL) or experiential (APEL), which may contribute up to a maximum of 80 credits out of the 180 required for an award. If you think that your prior experiential learning (e.g. work experience) or accredited learning (e.g. other study they you may have undertaken) may qualify you for accreditation and thereby exempt you from one or more modules you should contact your Course Leader.

Registration for modules as 'assessment only'

The MSc Air Transport Planning and Management is linked to the Aviation short course programme offered by the University. If you are admitted to the MSc and have undertaken the taught content of a module as a short course within the last five years, you are entitled to register for that module on an 'assessment only' basis. This incurs a reduced fee for that module. The five years will be taken working back from the 1st September in the year that the student starts the MSc programme (September start) or 1st January (January start). You can register for a maximum of 80 credits by this method.

If you have undertaken only one of the two short courses that are components of modules ATRN703 and ATRN707, it is possible to register for the other one as a short course at the same time as registering for the module as 'assessment only'. Attendance on the short course will be verified either by producing your certificate of attendance or the Course Leader identifying you on the delegate list. If your presence cannot be confirmed by either of these methods your application for 'assessment only' registration will not be accepted.

MSc Module	Assessment only module code	Related Short Course(s)
ATRN701 Air Transport Economics	ATRN708	Introduction to Air Transport Economics & Planning
ATRN702 Air Transport Management & Operations	ATRN713	Introduction to Air Transport Business & Management
ATRN703 Air Transport Forecasting & Market Research	ATRN710	Demand Analysis & Capacity Management Market Research for Air Transport
ATRN705 Airport Finance & Strategy	ATRN709	Airport Economics & Finance Symposium
ATRN706 Air Transport Policy & Planning	ATRN711	Airport Policy, Planning & Strategy
ATRN707 Airline Marketing & Business Models	ATRN712	Regional & Low-Cost Air Transport Air Transport Marketing

In each case 'assessment only' students will undertake the individual coursework and the examination or in-class test related to that module. For ATRN702 and ATRN706 there is also a group coursework exercise that you will need to attend the University to participate in. These will be taken at the same time and to the same deadlines as the other students taking that module.

Aims of the course

This course is aimed at graduates worldwide seeking to obtain a wider knowledge and understanding of the air transport industry and to progress into senior roles in management, operations and commercial planning of airlines, airports and related businesses.

The content of the course has a European emphasis but an international breadth and includes specialist speakers with experience in the industry in the Americas, Africa and the Asia/Pacific regions.

This course aims to provide you with analytical and management skills at a higher level for roles in commercial planning, regulation and operations. A key aspect is to understand and draw together the way different sectors of the industry work and inter-relate. In particular the airline and airport businesses are often poorly understood by each other and this course provides a unique opportunity to bring them together.

You will typically already have a grounding in a more general academic discipline at undergraduate level (e.g. Economics, Engineering, Geography, Mathematics) but this course will give you the specific skills required for a professional role with an airline or airport operator, regulatory body (e.g. CAAs, Transport Ministries) in consultancy or support industries such as aircraft manufacturing or distribution systems. The course is intended to make a positive contribution to increasing expertise, building knowledge and improving the performance of the air transport industry.

The course has an international emphasis making it suitable for students from all around the world. The Central London location makes it very accessible for part time study and it also provides you with an opportunity to use and improve your English, if necessary, as this is the common language of the aviation industry. The course is

built upon existing links with employers in the aviation industry and will create new partnerships and opportunities.

The course also reflects the University's goals:

- To become a diverse, vibrant and inspirational learning environment with high quality teaching informed by research and practice.
- To promote internationalism, employability, entrepreneurship, and green-thinking - these principles are incorporated into the teaching of the modules in this programme.

Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that

:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

If you are a full time student without a prior background in the industry you should be well placed on completion of the programme to take up junior positions in planning, management and operational roles with airlines and airports. You should also be well equipped for employment as analysts with consultancies, government bodies and aircraft manufacturers.

If you have a prior industry background you should be able to return to your position with new skills and understanding plus a greater maturity of approach. You will be well placed to move into senior managerial, policy or research functions. The competitive nature of the industry will also provide many new opportunities for suitably qualified personnel.

If you demonstrate a strong performance on the MSc course and wish to study further at the University you should consider registering for a research degree in the Department of Planning and Transport on completion of this programme. This can be on either a part time or full time basis. The specialist skills of staff members and the research focused activity of the Department make it ideally placed to support a range of potential topics in the aviation field.

By obtaining this MSc qualification you will be well equipped with the knowledge, understanding and skills needed to participate in the activities of professional bodies such as the Air Transport Research Society, the German Aviation Research Society and AirNeth.

Ad-hoc short courses are also organised by the Department on topical themes and for outside bodies, enabling you to further enhance your knowledge and expertise as part of a process of life-long learning.

Learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

Knowledge and understanding

On successful completion of the MSc Air Transport Planning and Management course you will be able to:

- Critically interpret the international regulatory and policy framework applicable to air transport.
- Analyse quantitatively the nature of demand for air travel and the means of meeting this demand most effectively.
- Critically examine the air transport business and the implications of its development.
- Conceptualise, formulate and compare complex issues during a period of rapid change in the air transport industry and propose and implement appropriate solutions.
- Evaluate the changes in international aviation policies and scrutinise the extent to which these influence the options and decisions of air transport planners and managers.
- Critically explore the environmental, social and behavioural factors that influence and constrain business methods and operations in the air transport sector.
- Investigate the strategic policy and planning issues facing decision-makers in the global air transport context.
- Examine key air transport marketing methods and devise strategies that are necessary to participate successfully in a competitive market place.

Specific skills

- Identify and apply important international aviation data sources and relevant case-study material.
- Develop appropriate statistical and quantitative techniques, including IT skills, to analyse aviation data.
- Critically evaluate methods for forecasting and interpreting different scenarios and future developments using modelling procedures and market research.
- Strategically interpret airline/airport financial reports and apply benchmarking and performance management techniques.
- Analyse processes used to schedule airline operations and the relationship with demand and competition issues.
- Examine the rationale behind pricing, revenue management and distribution methods.

Key transferable skills

- Communicate effectively orally, in writing and through other relevant means
- Interpret numerical and other data rigorously and with confidence
- Select an appropriate topic for research and develop a programme of investigation
- Work effectively by using a range of appropriate IT techniques and by managing workloads/time to meet deadlines
- Apply appropriate interpersonal skills for working with other students and with external industry representatives
- Learn independently, self-critically and reflect on your own performance and development

Learning, teaching and assessment methods

Learning

The learning strategy aims to provide you with this required knowledge and understanding and to develop these specific and transferable skills. A varied pattern of methods are employed in the delivery of the course to encourage a wide range of learning styles and to suit different types of students. These include lectures, seminars, tutorials, group workshops and simulated business management games. A large number of practitioners and consultants from across the world will contribute to the programme. They will bring their expert knowledge and experience of the industry to boost your student learning process and create a truly international perspective. In addition a number of visits to airports are organised to enhance your practical experience of the industry.

Teaching

The teaching is designed to be extremely flexible to accommodate the various time commitments of different students. Modules are taught in blocks of 5 days at a time including some weekend teaching. This allows both full-time study - where all the modules are taken in twelve months (September start) or fifteen months (January start) and part-time study where students take one or two blocks in each semester, spread over 2-3 years. At the end of each module there will be a group session when coursework will be set and feedback on the module sought. There will be opportunities at this time to have individual tutorials where students will be encouraged to address their personal development planning (PDP). These arrangements will be particularly important for part time students who have limited time at the University.

Support between teaching blocks is provided for full-time students with additional tutorials and seminars, which will enable you to make the best use of your directed reading and case studies. The equivalent support for part-time students will be provided electronically through e-mail communication and discussion forums and by phone using Skype to minimise the costs. Technology enhanced learning is encouraged with all students and extensive use will be made of the University's virtual learning environment called Blackboard. Written texts will be available to support some of the lectures/workshops which you will be able to download from Blackboard and browse through in your own time. Additional reading will also be available through Heron on Blackboard.

The Course Team has extensive experience of teaching MSc students with a diverse range of backgrounds and academic qualifications and this has been used to develop the most appropriate teaching and learning methods for this course. Interaction between the part time students working in the industry and the full time students seeking a career in the air transport field will be particularly encouraged as this benefits both types of students.

Assessment

The assessment strategy has been developed to provide an opportunity for students to demonstrate their intellectual skills, knowledge and analytical ability that will support the overall course aims and the individual module learning outcomes. There are a variety of assessment methods, each being the most appropriate for the module on offer. This includes individual essays and reports, seminar presentations, data analysis exercises, closed book examinations and in-class tests. Group assessment is included in some modules to develop teamwork skills. The dissertation is a key part of the course as it accounts for one-third of the total modular credits. It provides the opportunity for an in-depth, extended study of a specific topic within the air transport sector. It will develop students' abilities to choose appropriate research methods, produce a critical analysis and draw rational conclusions and recommendations.

In designing the range of assessment methods, the Course Team has attempted to ensure that students are tested in their range of knowledge and understanding and specific and transferable skills required by the course. The assessment methods have been chosen to be stimulating and to encourage an independent and reflective approach to learning. There is both balance and consistency between types of assessment within modules and across different modules.

The module proformas provide details of the assessment methods, mark weighting and assessment criteria.

Course structure

This section shows the core and option modules available to you as part of your course and their credit value. Full-time Postgraduate students will study 180 credits in a twelve month period (September start) or a fifteen month period (January start). Part time students will normally complete the 180 credits in two or three years from their starting date. You will only be eligible to join the course at the beginning of semester 1 (the end of September) or the beginning of semester 2 (the end of January) each year.

Students normally start by taking module ATRN701 Air Transport Economics but can then take the other taught core and option modules in a variable order. ATRN701 Air Transport Economics is delivered twice each year at the beginning of both the first and second semesters to facilitate this. ATRN704 the Research Dissertation is normally undertaken towards the end of your studies.

Credit Level 7				
Module code	Module title	Status	UK credit	ECTS
ATRN701	Air Transport Economics	Core	20	10
ATRN702	Air Transport Management & Operations	Core	20	10
ATRN703	Air Transport Forecasting & Market Research	Core	20	10
ATRN704	Research Dissertation	Core	60	30
Module code	Module title	Status	UK credit	ECTS
ATRN705	Airport Finance & Strategy	Option	20	10
ATRN706	Air Transport Policy & Planning	Option	20	10
ATRN707	Airline Marketing & Business Models	Option	20	10
	Appropriate Module from another programme ¹	Option	20	10
Award of MSc available on successful completion of 180 credits				

¹ You can also take one 20 credit Option module from the Department of Planning and Transport or other compatible programmes in the University (e.g. Tourism, Business) in place of one of ATRN705-707.

FT attendance mode (September start)

Semester 1

3 Core Modules

Semester 2

3 Option Modules

Semester 3

Research Dissertation

PT attendance mode (2 years - September start)

Year 1

Semester 1

Air Transport Economics

Semester 2

2 Option Modules

Semester 3

Year 2

Semester 1

Air Transport Management & Operations
Air Transport Forecasting & Market Research

Semester 2

1 Option Module
Start Research Dissertation

Semester 3

Research Dissertation (continued)

Research Dissertation can alternatively be taken as Year 3

PT attendance mode (3 years - September start)

Year 1

Semester 1

Air Transport Economics

Semester 2

1 Option Module

Semester 3

Year 2

Semester 1

Air Transport Management & Operations

Semester 2

1 Option Module

Semester 3

Year 3

Semester 1

Air Transport Forecasting & Market Research

Semester 2

1 Option Module
Start Research Dissertation

Semester 3

Research Dissertation (continued)

FT attendance mode (January start)

Semester 2

Air Transport Economics
3 Option Modules
(**Semester 3** Holiday)

Semester 1

Air Transport Management
& Operations
Air Transport Forecasting
& Market Research

Semester 2 (year 2)

Research Dissertation
Exams for Semester 1
Modules

PT attendance mode (2 years – January start)

Year 1

Semester 2

Air Transport Economics
1 Option Module

Semester 3

Semester 1

Air Transport Management
& Operations
Air Transport Forecasting
& Market Research

Year 2

Semester 2

2 Option Modules

Semester 3

Start Research Dissertation

Semester 1

Research Dissertation
(continued)

Research Dissertation can alternatively be taken as Year 3

PT attendance mode (3 years – January start)

Year 1

Semester 2

Air Transport Economics

Semester 3

Semester 1

Air Transport Management
& Operations

Year 2

Semester 2

2 Option Modules

Semester 3

Semester 1

Air Transport Forecasting
& Market Research

Year 3

Semester 2

1 Option Module

Semester 3

Start Research Dissertation

Semester 1

Research Dissertation
(continued)

Academic regulations

The MSc Air Transport Planning and Management and its intermediate awards operate in accordance with the University's Academic Regulations and the Framework for Higher Education Qualifications in England, Wales and Northern Ireland published by the Quality Assurance Agency for Higher Education (QAA) in 2008.

All students should make sure that they access a copy of the current edition of the general University handbook called Essential Westminster, which is available at westminster.ac.uk/essential-westminster. The following regulations should be read in conjunction with Section 18: Modular Framework for Postgraduate Courses and relevant sections of the current Handbook of Academic Regulations, which is available at westminster.ac.uk/academic-regulations

Award

To qualify for the award of MSc Air Transport Planning and Management, a student must have:

- i) obtained a minimum of 180 credits at Level 7;
- ii) attempted modules worth no more than 240 credits; and

Note: A first attempt of any module will count as an attempt, and a re-attempt of any module that a student has failed will count as a further, separate attempt. Re-assessment following referral at the first sit will not count as a further separate attempt.

- iii) satisfied the requirements contained within any course specific regulations for the relevant Course Scheme.

The University may award:

- a Masters Degree with Merit to a student whose marks average at least 60% across modules at Level 7.
- a Masters Degree with Distinction to a student whose marks average at least 70% across the modules at Level 7.

To be eligible for the award of a Postgraduate Diploma, a student must have passed modules worth at least 120 credits at Level 7. To be eligible for the award of a Postgraduate Certificate, a student must have passed modules worth at least 60 credits at Level 7.

Support for students

Upon arrival, an induction programme will introduce students to the staff responsible for the course, the campus on which they will be studying, the Library and IT facilities and to the Faculty Registry. Students will be provided with the Course Handbook, which provides detailed information about the course. Students are allocated a personal tutor who can provide advice and guidance on academic matters.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at their Faculty. Students can search the entire library

collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books).

Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their Faculty. Students can also securely connect their own laptops and mobile devices to the University wireless network.

The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students.

[Student Affairs](#) provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers and the chaplaincy providing multi-faith guidance. The Student Affairs Hub is located at 101 New Cavendish Street, Cavendish House (1st Floor), with an additional office located at the Harrow Campus.

<http://www.westminster.ac.uk/study/new-students/when-you-arrive>

The [University of Westminster Students' Union](#) also provides a range of facilities to support all students during their time at the University. <http://www.uwsu.com/>

Reference points for the course

Internally

The Department of Planning and Transport has a long established interest in air transport research, consultancy and teaching spanning 40 years. The MSc course will build on the successful series of aviation short courses that have attracted participants from around the globe to the University each year.

The internal reference points for the course are the University's Handbook of Academic Regulations, the Quality Assurance Handbook and the Learning, Teaching and Assessment Strategy.

Externally

Our short course speakers and research partners have contributed their expertise and ideas to the delivery of the programme. As many are also senior managers or employers of potential students they are further assisting students in developing their careers. Preparation of this course has involved the active participation of key business partners such as **Airbus, Eurocontrol, UK Civil Aviation Authority and Department for Transport, Mott MacDonald, BAA, Manchester Airports Group and British Airways**. Support and a contribution to the programme has come from **Mr Ken Stevens**, a director at the US major air carrier **Alaska Airlines**, **Dr Guillaume Burghouwt** author of the book *Airline Network Development in Europe and its implications for Airport Planning* at the **University of Amsterdam** and **Dr Richard Lewin**, a financial specialist formerly with the airport group **Plane Station**.

We have good academic links with the **German Aviation Research Society, Air Transport Research Society** and **AirNeth** which should attract students in the field who wish to obtain a postgraduate qualification. The University of Westminster provides a core contribution to the undergraduate air transport programme at

Loughborough University and we therefore have a high profile with students there who wish to continue to a Masters degree. The course also attracts some of the University of Westminster's undergraduate tourism and business students who wish to wish to go on to specialise in the air transport field.

Quality management and enhancement

Course management

Module Leaders are responsible for the management, assessment and development of individual modules. The Course Leader will co-ordinate the overall teaching programme. Concerns about the course as a whole, or personal issues which may affect your participation in the programme should be discussed at the earliest opportunity with the Course Leader.

All staff can be contacted by telephone/voicemail or e-mail. Urgent messages can also be left with the Department of Planning and Transport Administrator. Teaching staff will advise you of times outside of module contact sessions when they can be consulted in person. Outside of timetabled module sessions, staff will communicate with you by e-mail, telephone or post. You will also have personal mail boxes at Marylebone.

The Course Team is involved with the overall well-being of the course, with particular concern for the coordination, integration and the consistent high quality of teaching and assessment, and for course development. In addition to the Course Committees Student Experience Survey and Student Module Evaluation Questionnaires, you will have your chance to provide feedback during a review session at the end of each module which will be particularly useful for part-time students who will spend limited time at the University. Regular meetings of the Course Team will discuss student progress and organisational issues. Matters arising from these will be circulated to visiting lecturers by email. Visiting lecturers will be allocated a member of the Course Team who will act as their primary point of contact and liaison.

The University management structure which supports the MSc Air Transport programme is as follows: The Course Leader, **Dr Nigel Dennis** is a specialist air transport academic whose research and teaching is widely known internationally. **Dr Anne Graham** of the Department of Property and Construction also plays a key role in the course. Her expertise is in airport economics and air transport issues related to tourism. **Dr Andrew Cook** specialises in Air Traffic Management research and also lectures on air transport market research and data analysis. The Head of Department, **Tim Edmundson** holds overall responsibility for the course and for the general activities of the Department of Planning and Transport. The Dean of the Faculty of Architecture and the Built Environment holds ultimate responsibility for all courses offered by the Faculty.

The Faculty Registry is responsible for a number of important administrative functions in relation to the course and for individual students. This includes the registration of all students onto the MSc Air Transport programme. It maintains assessment records throughout the course and administers the mitigating circumstances procedures for late/non-submission of coursework and examination performance. The Registry also administers the examinations and publishes assessment results.

Course approval, monitoring and review

The course was initially approved by a University Validation Panel in 2010. The panel included internal peers from the University and external subject specialists from academia and industry to ensure the comparability of the course to those offered in other universities and the relevance to employers. Periodic course review helps to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers.

The course is monitored each year by the Faculty to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including the outcomes from each Course Committee, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. The Annual Monitoring Sub-Committee considers the Faculty action plans resulting from this process and the outcomes are reported to the Academic Council, which has overall responsibility for the maintenance of quality and standards in the University.

Student involvement in Quality Assurance and Enhancement

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways. The most formal mechanism for feedback on the course is the Course Committee. Student representatives will be elected to sit on the Committee to represent the views of their peer group in various discussions. The University and the Students' Union work together to provide a full induction to the role of the Course Committee.

All students are invited to complete a Module Feedback Questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced. The University also has an annual Student Experience Survey, which elicits feedback from students about their course and University experience.

Students meet with review panels when the periodic review of the course is conducted to provide oral feedback on their experience on the course. Student feedback from course committees is part of the Faculty's quality assurance evidence base.

For more information about this course:

Course leader - Dr Nigel Dennis

Tel +44 (0)20 350 66559

Email: dennisn@westminster.ac.uk

Web: westminster.ac.uk

Please note: This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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