

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
Teaching Institution:	University of Westminster
Status of awarding body/institution:	Recognised Body
Location of delivery:	Marylebone Campus
Language of delivery and assessment:	English
Mode, length of study and normal starting month:	Full Time (1 year) Part Time (2-3 years)
QAA subject benchmarking groups	N/A
Professional statutory or regulatory body:	N/A
Date of course validation/review:	August 2016
Date of programme specification approval:	July 2016
Valid for cohorts:	From 2017
Course Leader:	Dr Nigel Dennis
Course URL:	westminster.ac.uk/courses/postgraduate
Westminster Course Code:	PMTRL01F / P
J ACS code:	K460
UKPASS code:	P044750

Admissions requirements

There are standard minimum [entry requirements](#) for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information. For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements. More information can be found here:

<https://www.westminster.ac.uk/courses/postgraduate/how-to-apply>

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 7TRAN002W and 7TRAN006W, 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	Related Short Course(s)
7TRAN001W Air Transport Economics	Introduction to Air Transport Economics & Planning
7TRAN003W Air Transport Management & Operations	Introduction to Air Transport Management & Operations ¹
7TRAN002W Air Transport Forecasting & Market Research	Demand Analysis & Capacity Management Market Research for Air Transport
7TRAN008W Airport Finance & Strategy	Airport Finance & Strategy Symposium ²
7TRAN004W Air Transport Policy & Planning	Air Transport Policy & Planning ³
7TRAN006W Airline Marketing & Business Models	Regional & Low-Cost Air Transport Air Transport Marketing
7TRAN035W Air Traffic Management, Scheduling and Network Planning	Air Traffic Management Air Transport Scheduling and Network Planning

¹ Introduction to Air Transport Business and Management prior to 2014

² Airport Economics & Finance Symposium prior to 2015

³ Airport Policy, Planning & Strategy prior to 2014

In each case 'assessment only' students will undertake the individual coursework and the examination or in-class test related to that module. For 7TRAN003W, 7TRAN004W and 7TRAN035W 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 designed for people worldwide seeking to obtain a high level strategic oversight of the air transport business along with a firm grounding in the techniques, regulations and principles used to run the industry on a day to day basis. This will facilitate progression into senior roles in management, operations and commercial planning of airlines, airports and related businesses. A passion for aviation is one of the best starting points.

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 an advanced level along with the ability to undertake independent research. 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 develop the synergies between them.

The course brings together people who wish to move into the industry and those already working in the aviation field who seek to progress their careers further. It 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. It will enable all participants to develop from their own level.

The course works for people across the world and we have a very international student group which makes the programme stimulating and widens individual experiences. International industry experts are brought in to contribute, providing a unique opportunity for networking and career advancement. The course provides an environment to develop skills and knowledge, informed by current best practice.

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 long-standing links with employers in the aviation industry and will create new partnerships and opportunities for all stakeholders. It is designed to enable students to realise their ambitions and play a key role in contributing to the growth and success of the air transport business while supporting economic development around the world.

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, commercial 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 and industry bodies.

Ad-hoc short courses are also organised by the Department on topical themes and for outside organisations, 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 and 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:

- Critique and challenge commercial and operational strategies and policies for the provision of airline services and products at both a local and global level.
- Analyse markets and devise business plans to profitably meet the demand.
- Interpret policy documents for airport expansion and argue the case for or against particular development options.
- Appreciate the competitive pressures and interactions within the airline and airport industries and formulate strategies to optimise commercial performance.
- Investigate the behaviour of air travellers using survey and modelling techniques and forecast air traffic in both the short and long term.
- Conceptualise the pressures on air transport managers and develop procedures and mitigation measures to run an effective business.
- Apply economic and numerical tools to interpret operations and identify best practice.
- Explore the environmental, social and behavioural factors that influence and constrain business methods and operations in the air transport sector.

Specific skills

- Create familiarity with important international aviation data sources and use them to address key questions and issues.
- Develop IT skills to analyse aviation data and undertake business tasks.
- Design a passenger questionnaire and utilise relevant statistical methods to evaluate the resulting survey data.
- Critically interpret airline/airport financial reports and apply benchmarking and performance management techniques.
- Carry out scheduling of flights and crew to optimise costs and demand while satisfying regulations.
- Formulate a pricing structure for air travel, implement a revenue management programme and link this to suitable airline distribution methods.
- Produce forecasts of air traffic and aircraft movements.
- Apply the various rules, procedures and strategies to plan the operation of an airport.

Key transferable skills

- Form judgements derived from a solid evidence base.
- Communicate effectively by oral, written and electronic means.
- Produce lucid and effective presentations.
- Interpret data and information rigorously and with confidence.
- Manage workloads and time to meet deadlines.
- Develop negotiation techniques for use with stakeholders and other interested parties.
- 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.

Students learn both from the direct intake of information, methods and principles (e.g. in traditional lectures) but also from critically considering topics and advancing their own arguments in seminars and discussion sessions, applying techniques to address a particular problem or challenge in workshops and reviewing and researching topics for coursework and dissertations.

A large number of practitioners and consultants from across the world 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 or aviation facilities are organised to enhance your practical experience of the industry. In-between the module blocks blended learning will be developed to enable both part-time and full-time students to benefit from reflection and interaction with their peers and the teaching staff.

The learning process is also greatly enhanced by students developing their knowledge of the subject in their own time. Directions are given of reference material for independent study,

both at a general level and for particular topics or lectures. Academic literature can be accessed on-line through the University library subscriptions (e.g. Science Direct which includes the Journal of Air Transport Management). Specific resources for this course are also made available to students including on-line databases, reference publications and written research papers or lecture notes on blackboard for selected sessions.

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 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.

As well as conventional lectures, students are taught through activities such as simulation exercises, management games and workshops.

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.

Students are encouraged to contribute through questions and comments in lectures. Tea/coffee breaks for the MSc students are combined with short course participants working in the industry, enabling students to carry on the discussion with both them and guest speakers in a more informal environment. Facilitated networking will also be incorporated where appropriate.

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. The assessments are designed to address real-life industry issues in many cases and this benefits the future employability of the students. This includes individual reports and business plans, seminar presentations, data analysis exercises, closed book examinations and in-class tests. Group assessment is incorporated 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. The dissertation is highly practical and many students have benefited from industry collaboration and support with organisations such as British Airways, Fraport, Manchester Airports Group and the CAA. Part-time students already working in the

industry can also focus the research to an area of interest to their employer and this has involved studies with Aberdeen Airport, Eurocontrol, KLM and Air Baltic to name a few.

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.

Closed book exams subject the students to working under pressure and applying specific knowledge quickly and efficiently to address a task. The in-class tests assess breadth of knowledge and understanding. The group coursework simulates team working in a business or political environment to reach decisions and convey key messages effectively while the individual coursework enables students to investigate and present a specialist study, where they may not be familiar with the issues. The dissertation brings many of these skills together and requires the students to produce a major report demonstrating ability to study the literature, analyse data, undertake research and draw effective and meaningful conclusions.

Peer review will be introduced in the first instance for certain group workshops that are not formally assessed, requiring students to critique their colleagues' efforts, strengths and weaknesses.

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. 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 7TRAN001W Air Transport Economics but can then take the other taught core and option modules in a variable order. 7TRAN001W Air Transport Economics is delivered twice each year at the beginning of both the first and second semesters to facilitate this. 7TRAN019W the Research Dissertation is normally undertaken towards the end of your studies. There is an additional non-assessed module 7TRAN031W Air Transport Theory and Practice that runs throughout Semesters 1 and 2.

Credit Level 7				
Module code	Module title	Status	UK credit	ECTS
7TRAN001W	Air Transport Economics	Core	20	10
7TRAN003W	Air Transport Management & Operations	Core	20	10
7TRAN002W	Air Transport Forecasting & Market Research	Core	20	10
7TRAN019W	Research Dissertation	Core	60	30
Award of MSc available on successful completion of 180 credits				
Module code	Module title	Status	UK credit	ECTS
7TRAN008W	Airport Finance & Strategy	Option	20	10
7TRAN004W	Air Transport Policy & Planning	Option	20	10
7TRAN035W	Air Traffic Management, Scheduling and Network Planning	Option	20	10
7TRAN006W	Airline Marketing & Business Models	Option	20	10
	Appropriate Module from another programme ¹	Option	20	10

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 7TRAN004W, 7TRAN006W 7TRAN008W or 7TRAN035W.

FT attendance mode (September start)

Semester 1

3 Core Modules
Air Transport Theory & Practice (non-assessed)

Semester 2

3 Option Modules
Air Transport Theory & Practice (non-assessed)

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
Air Transport Theory &
Practice (non-assessed)

Semester 3

Start Research Dissertation

Semester 1 (year 2)

Research Dissertation
(continued)
Air Transport Management
& Operations
Air Transport Forecasting
& Market Research
Air Transport Theory &
Practice (non-assessed)

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)

N.B. Although the Option Module Airline Marketing & Business Models is considered as part of Semester 2 in the above chart, it is currently scheduled in Semester 3.

Academic regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations

How will you be supported in your studies?**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 block mode delivery means that certain communication will be outside normal academic hours or structured differently to other modules at the University. Regular email bulletins from the Course Team will keep all students up to date on current issues from the programme and other items of interest.

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 Representatives, Post Graduate 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. **Prof 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. **Frances Kremarik** is a lecturer in our programme specialising in airline networks and North Atlantic air travel. The Deputy Head of School, **Bill Erickson** holds overall responsibility for the course and for the general activities in Planning and Transport. **Prof Harry Charrington**, the Head of the School of Architecture and Cities holds ultimate responsibility for all courses offered by the School.

The Campus 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.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Campus Registry Office. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides advice and guidance on academic matters. 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

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. 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 School. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student Affairs department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in 2010. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the School 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 student feedback, evidence of student progression and achievement and the reports from external examiners, to evaluate the effectiveness of the course. Each School puts in to place an action plan. This may for example include making changes on the way the module is taught, assessed or even how the course is structured in order to improve the course, in such cases an approval process is in place.

A Course review takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with review panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Student representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- Each School also has its own Staff Student Exchange with student representatives; this enables wider discussions across the subject area. Student representatives are also represented on key university committees.
- All students are invited to complete a 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 Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.

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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