



香港學術及職業資歷評審局
Hong Kong Council for Accreditation of
Academic & Vocational Qualifications

ACCREDITATION REPORT

**HONG KONG INTERNATIONAL AVIATION ACADEMY
LIMITED**

AND

ECOLE NATIONALE DE L' AVIATION CIVILE

**INITIAL EVALUATION AND
LEARNING PROGRAMME ACCREDITATION**

**ADVANCED MASTER IN AIR TRANSPORT
MANAGEMENT**

AUGUST 2020

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1. TERMS OF REFERENCE

1.1 Based on the Service Agreement (No.: AA622 (revised)), the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ), in the capacity of the Accreditation Authority as provided for under the Accreditation of Academic and Vocational Qualifications Ordinance (AAVQO) (Cap. 592), was commissioned by Hong Kong International Aviation Academy Limited and Ecole Nationale de l' Aviation Civile, jointly as the Operator, to conduct an Initial Evaluation (IE) and Learning Programme Accreditation (LPA) with the following Terms of Reference:

- (a) To conduct an accreditation test as provided for in the AAVQO to determine whether the Operator meets the stated objectives and is competent to operate learning programmes that meet the HKQF Level 6 standards, and can be granted Initial Evaluation Status at HKQF Level 6;
- (b) To conduct an accreditation test as provided for in the AAVQO to determine whether the following programme of the Operator meets the stated objectives and HKQF standards and can be offered as an accredited programme; and

Advanced Master in Air Transport Management
Non-local Courses Registry Registration No: 272772

- (c) To issue to the Operator an accreditation report setting out the results of the determination in relation to (a) and (b) by HKCAAVQ.

2. HKCAAVQ'S DETERMINATION

Initial Evaluation

2.1 HKCAAVQ has determined that the Operator meets the stated objectives and is competent to operate learning programmes that meet the HKQF Level 6 standard, and can be granted an Initial Evaluation (IE) status at HKQF Level 6.

2.2 Validity Period

2.2.1 The validity period will commence on the date specified below. Operators may apply to HKCAAVQ to vary the commencement date of the validity period. Applications will be considered on a case-by-case basis.

2.3 The determinations of the IE status are specified as follows:

Name of Local Operator	Hong Kong International Aviation Academy Limited 香港國際航空學院有限公司
Name of Non-local Operator	Ecole Nationale de l'Aviation Civile
Address of Local Operator	Room 1B, 6/F, Airport World Trade Center, 1 Sky Plaza Road, Hong Kong International Airport, Lantau, Hong Kong
Highest HKQF Level of programme(s) which the Operator can operate upon successful learning programme accreditation	Level 6
Start date of 2-year validity period of Initial Evaluation (IE) accreditation status	1 January 2021
Scope of IE Accreditation Status	For accredited programmes operated by the Local Operator in partnership with the named Non-local Institution in Hong Kong.

2.4 Recommendations

HKCAAVQ offers the following recommendations for continuous improvement of the Operator.

2.4.1 The Operator should continuously monitor the workload in managing both the academic and non-academic tasks of the AM-ATM programme in Hong Kong, and where appropriate, take action to address the workload of programme management staff. (Para 4.3.3)

- 2.4.2 The Operator should jointly develop a set of mutually endorsed documentation on the QA procedures specifically for the AM-ATM Programme in Hong Kong, for the purpose of better integration with their respective QA systems. (Para 4.4.4)

Learning Programme Accreditation

- 2.5 HKCAAVQ has determined that the Advanced Master in Air Transport Management (AM-ATM) Programme meets the stated objectives and HKQF standard at Level 6, and can be offered as an accredited programme with a validity period of three years from 1 January 2021 to 31 December 2023.

2.6 Validity Period

- 2.6.1 The validity period will commence on the date specified below. Operators may apply to HKCAAVQ to vary the commencement date of the validity period. Applications will be considered on a case-by-case basis.

- 2.7 The determinations on the AM-ATM Programme are specified as follows:

Name of Local Operator	Hong Kong International Aviation Academy Limited 香港國際航空學院有限公司
Name of Non-local Operator	Ecole Nationale de l'Aviation Civile
Name of Award Granting Body	Ecole Nationale de l'Aviation Civile
Title of Learning Programme	Advanced Master in Air Transport Management 航空運輸管理高等碩士
Title of Qualification(s) [Exit Award(s)]	Advanced Master in Air Transport Management
Primary Area of Study and Training	Business and Management
Sub-area (Primary Area of Study and Training)	Transports and Logistics

Other Area of Study and Training	Not applicable
Sub-area (Other Area of Study and Training)	Not applicable
HKQF Level	Level 6
HKQF Credits	162
Mode(s) of Delivery and Programme Length	Part-time, 1.5 years
Intermediate Exit Award(s)	Not applicable
Start Date of Validity Period	1 January 2021
End Date of Validity Period	31 December 2023
Number of Enrolment(s)	One enrolment per year
Maximum Number of New Students	Part-time, 30 per year
Address of Teaching / Training Venue(s)	Room 608, 610-611, Airport World Trade Centre, 1 Sky Plaza Road, Hong Kong International Airport, Lantau, Hong Kong

2.8 Recommendations

HKCAAVQ offers the following recommendations for continuous improvement of the AM-ATM Programme.

- 2.8.1 The Operator should explore ways to formally and systematically collect input from key stakeholders for the regular reviews and enhancements of the POs and PILOs, so that the AM-ATM Programme could continuously address the needs and new developments of the air transport industry. (Para 4.5.4)
- 2.8.2 The Operator should review, based on stakeholder feedback on an ongoing basis, the relevancy of business and management related modules with the needs of the air transport industry. (Para 4.7.6)

- 2.8.3 The Operator should (a) strengthen the coordination between teaching staff of different modules to achieve better integration of module content and minimise possible overlapping of module content; and (b) provide more staff development/training activities related to the OBTL approach to facilitate a common understanding on OBTL among all teaching staff. (Para 4.9.3)
- 2.8.4 The Operator should review, and subsequently document, procedures on the Annual Programme Review process for incorporating aspects of student/graduate performance analysis, key stakeholders' feedback and the overall effectiveness in implementing the OBTL approach for the AM-ATM Programme. (Para 4.11.3)
- 2.9 HKCAAVQ will subsequently satisfy itself whether the Operator remains competent to achieve the relevant objectives and the Programme continues to meet the standard to achieve the relevant objectives as claimed by the Operator by reference to, amongst other things, the Operator's fulfilment of any conditions and compliance with any restrictions stipulated in this Accreditation Report. For the avoidance of doubt, maintenance of accreditation status is subject to fulfilment of any condition and compliance with any restriction stipulated in this Accreditation Report.

3. INTRODUCTION

- 3.1 The Hong Kong International Aviation Academy Limited (HKIAAL) was established in 2017 as Hong Kong's first civil aviation academy managed by the Airport Authority Hong Kong. Partnering with local and overseas education bodies, vocational training institutions, industry practitioners and other organisations, the HKIAAL offers a comprehensive aviation-related curriculum to nurture young talent and provide career advancement for the continuous development of Hong Kong's aviation industry. The HKIAAL is a full member of the International Civil Aviation Organisation (ICAO) TRAINAIR PLUS that has proven experience in developing standardised aviation training materials validated by ICAO-qualified validator. By attaining full membership status, the Academy is qualified to host TRAINAIR PLUS courses and develop ICAO Standard Training Packages and Compliant Training Packages. The HKIAAL is also an ICAO Aviation Security Training Centre (ASTC), Regional ACI (Airport Council International) Training Centre, and Approved Training

Organisation by the Civil Aviation Department of Hong Kong, in conducting Basic ATC (Air Traffic Control) Training Programme in Hong Kong.

- 3.2 Ecole Nationale de l'Aviation Civile (ENAC, or the National School of Civil Aviation of France) was created in 1949. It is a national public administrative institution with legal personality and pedagogical and scientific autonomy, and it is placed under the supervision of the Minister responsible for civil aviation in France to provide initial and continuing education in the field of civil aviation. Currently, ENAC operates over nine sites on the national territory of France, and it has four teaching departments, namely Air Navigation Sciences and Engineering; Air Transport; Air Traffic Management; and Language and Human Sciences. ENAC entered into a collaborative partnership in November 2016 with the HKIAAL to offer the AM-ATM Programme in Hong Kong. Approval was granted by the Non-local Course Registry (NCR) under the Non-local Higher and Professional Education (Regulation) Ordinance for the AM-ATM Programme to operate as a Registered Course since November 2017.
- 3.3 The Operator (HKIAAL and ENAC) commissioned HKCAAVQ to conduct an IE and LPA for the AM-ATM Programme. HKCAAVQ formed an expert Panel for this exercise (Panel Membership at **Appendix**). A site visit was conducted at HKIAAL's campus from 23 to 24 June 2020. HKCAAVQ's *Manual for the Four-stage Quality Assurance Process under the Hong Kong Qualifications Framework (Version 1.1, April 2019)* was the guiding document for the Operator and the Panel in conducting this exercise

4. PANEL'S DELIBERATIONS

The following presents the Panel's deliberations on a range of issues pertinent to its major findings. For aspects of the accreditation standards where no observations are made they are considered to be appropriately addressed by the Operator.

Initial Evaluation

4.1 Organisational Governance and Management

The governing body of the Operator has clearly defined appropriate educational/training objectives, and has implemented

a management structure to realise those objectives, for the delivery of learning programme(s) that fall within the scope of the HKQF level(s) sought.

- 4.1.1 The HKIAAL is headed by the President, who is assisted by the Director of Academy to oversee daily operation and management of HKIAAL. Learning programmes of the HKIAAL are organised and supported by three teams under the Director of Academy, namely Programme Development, Quality Assurance & Administration, and Marketing & Partnership. There are currently around 25 full-time (FT) staff at HKIAAL, and the Panel was provided with a summary of the positions and major responsibilities of the FT senior staff of HKIAAL. The Panel also met with representatives of the senior management of HKIAAL at the site visit to discuss how they consider the partnership with ENAC in offering the AM-ATM Programme fits with HKIAAL's strategic positioning and the future development of the air transport industry in Hong Kong, the Greater Bay Area and Southeast Asia.
- 4.1.2 In terms of the regulatory structure of HKIAAL, the Academy Board (AB) is the highest level academic governing body which makes and exercises final decisions on all academic policies, procedures and guidelines, as well as assures the quality of learning programmes. Membership of the AB includes the Director of the Academy as the Chairman, the three Deputy Directors of Programme Development, Marketing & Partnership, and Quality Assurance & Administration, one Course Development Manager and at least two instructors. The AB reports to the Steering Committee, which is chaired by a Board Member of the Airport Authority Hong Kong (AAHK) and comprised members from the Government, the AAHK, the aviation sector and the airport community. The Steering Committee serves an advisory role to provide guidance to AAHK Management in achieving the objectives of HKIAAL. Under the AB, there are boards/committees responsible for programme development, management and review, namely the Programme Development Committee, Quality Assurance & Monitoring Committee, Teaching and Learning Committee, and the Board of Examiners. The Panel noted that the terms of reference and membership of the above-mentioned boards/committees have been delineated in HKIAAL's QA and Operation Manual.
- 4.1.3 As a higher education institution, ENAC grants its own diplomas and national diplomas, conducts research and study activities at its facilities and in partnership with companies or other higher education institutions locally and overseas. The Panel was provided

with the organisational structure of ENAC and the ENAC Manual, which contains information about ENAC's areas of activities, roles and responsibilities of various positions and the governance bodies. ENAC is administered by a Board of Directors, which is assisted by a Board of Studies Council and Research Council. The Board of Directors meets at least three times a year when convened by its Chairman, and the Studies Council and Research Council meet two to three times a year. Apart from administrative matters, the Board of Directors deliberates on the following: General guidelines relating to training, research activities and ENAC's external action; internal regulations and tuition regulations; the budget, the amending budgetary decisions and the financial account, and the allocation and use of reserve fund; general conditions of recruitment and employment of staff specific to the establishment; the amount of registration fees, examination fees and tuition fees relating to ENAC's own diplomas, and the additional services offered to students, as well as the allowances.

- 4.1.4 In terms of ENCA's accreditation and approval status, documentary evidence from the French Government was provided, which shows that ENAC is jointly recognised by the French Prime Minister, French Ministry of Higher Education and French Ministry of Transportation as a higher education university. For off-campus delivery, prior approval of the curriculum is sought from the ENAC Board of Studies. Then, it is submitted to the accreditation body known as the Conférence of Grandes Écoles (CGE) for accreditation. An approval letter from the CGE which shows that the accreditation of the AM-ATM Programme to be delivered in Hong Kong has been renewed for three years from 1 September 2018 to 31 August 2021 was provided to the Panel for information. The Panel was also provided with the Collaboration Agreement signed between ENAC and AAHK in November 2016 to offer the AM-ATM Programme, and a Novation Agreement signed between ENAC and AAHK/HKIAAL in December 2019, of which AAHK and ENAC agreed to release and discharge AAHK from the Collaboration Agreement and agreed that the HKIAAL shall become a party thereto in place of AAHK upon the terms set out in the Agreement.
- 4.1.5 Under the partnership of HKIAAL and ENAC, the AM-ATM Programme is managed by an Executive Board which comprises the ENAC Executive Manager, who is the representative of the ENAC Director; the HKIAAL Executive Manager, who is the representative of HKIAAL; the ENAC Course Director; and the HKIAAL Hong Kong Programme Coordinator. Through regular

meetings and continuous action management and interface with the operation team in charge of pedagogical and logistical management, the Executive Board ensures the consistency and monitoring of work progress. The ENAC Course Director is responsible for the development, implementation and management of the AM-ATM Programme, and a close collaboration exists between the HKIAAL Hong Kong Programme Coordinator and the ENAC Course Director. The Panel was provided with a summary of the responsibilities of the partnership, and extracts of meeting minutes of relevant Boards/Committees at HKIAAL and ENAC since the launch of the AM-ATM Programme in Hong Kong documenting recommendations and deliberations/decisions made in relation to the Programme.

- 4.1.6 Based on a review of the documentation and discussion with management staff at HKIAAL and ENAC during the site visit, the Panel formed the view that the partnership between HKIAAL and ENAC to offer the AM-ATM Programme in Hong Kong fits well with the long-term education and training objectives of the respective organisations. Each organisation has a well-established structure to support its own programme development and management, as well as the collaborative effort in offering the AM-ATM Programme. At the management level, the partnership maintains close communication through the Executive Board.
- 4.1.7 Overall, the Panel concluded that the Operator has implemented a management structure to realise its educational/training objectives for the delivery of learning programme which falls within the scope of the HKQF Level sought.

4.2 **Financial Viability and Resources Management**

The Operator must have adequate financial and physical resources to achieve its educational/training objectives, with well-defined systems and processes to manage its finances to support the quality and effectiveness of its operation.

- 4.2.1 Hong Kong International Airport (HKIA) Services Holdings Limited, a wholly-owned subsidiary of AAHK, holds different companies including HKIAAL. According to the Intra-Group Support Agreement signed between AAHK and HKIA Services Holdings Limited on 29 November 2019, HKIAAL has the right to use the current venue at the Airport World Trade Centre for teaching. AAHK will take up obligations to provide financial and physical resources to HKIAAL. If

required, AAHK's resources would be charged on commercial basis so as to aptly reflect the commercial value of the subsidiary. Since HKIAAL was a department of AAHK until end of November 2019, financial statements of the HKIA for 2017/18 and 2018/19 financial years, HKIA financial and operational highlights, financial review, and five-year financial and operational summary for 2018/19, and the Independent Auditor's Report in the 2018/19 Annual Report were provided as documentary evidence to demonstrate that HKIAAL has adequate financial resources to achieve its educational/training objectives.

- 4.2.2 As for ENAC, its investment budget is funded mainly by the DGAC (Directorate General for Civil Aviation in France). The DGAC subsidy represents around 70% of the institution's resources and is subject to an annual agreement between the institution and its supervisory body, on the types of services that ENAC performs on behalf of the DGAC in the areas of recruitment, initial and continuous training, as well as expertise and research services. This agreement sets out the objectives and the means that the DGAC assign to ENAC for the fulfilment of its mission, in line with the Objectives and Performance Contract signed between ENAC and its parent Ministry. The Panel was provided with the ENAC income statements and balance sheets from 2017 and 2018 and the Independent Auditor's Report for year ended 31 December 2019.
- 4.2.3 In terms of the financial arrangement of the partnership between HKIAAL and ENAC in offering the AM-ATM Programme, the Collaboration Agreement and its Addendum specified the sharing of costs between HKIAAL and ENAC of marketing, programme coordination/delivery and other teaching-related facilities/activities for the Hong Kong programme.
- 4.2.4 For this accreditation exercise, HKCAAVQ engaged a Financial Expert to review documents submitted by the Operator on the financial viability of the Operator. Upon review of relevant documents, as well as the Operator's responses to initial comments raised by the Financial Expert, no further comments or inquiries were made by the Financial Expert.
- 4.2.5 Based on the above information, the Panel was of the view that the Operator has adequate financial and physical resources to achieve its educational/training objectives, and that the Operator also has in place systems and processes to manage its finances and support its operation.

4.3 Organisational Staffing

The Operator must be able to engage staff who are competent to manage its operations, to lead programme planning and development, and to support the delivery of learning programme(s) up to the claimed HKQF level(s).

- 4.3.1 Within the organisational management of each partner, they each have their own set of staff recruitment and appointment policies. HKIAAL has adopted the staffing policies including staff training and development, staff appraisal, discipline procedures and other staff management policies from AAHK. The Panel was provided with the Performance Management Handbook which describes in detail the procedures and policies of staff promotion and termination, remuneration and benefits, leave entitlement, career development, code of conduct and general disciplines. For the recruitment of teaching staff, ENAC can recruit from technical bodies of the DGAC or of the Ministry relevant to the core business of ENAC, such as systems engineering and air traffic management. The vast majority of non-teaching staff at ENAC are from the DGAC, and ENAC can also recruit staff from outside of the DGAC for specific services. Although ENAC is an autonomous public establishment with its own legal personality, it follows the policies of staff recruitment, mobility or promotion stipulated by the DGAC. ENAC has its own Handbook which specifies the organisation's internal rules and operation, and the responsibilities of various boards and services such as teaching responsibilities and workload.
- 4.3.2 For staff establishment of the partnership in offering the AM-ATM Programme in Hong Kong, the Operator provided to the Panel a summary of the number of full-time and part-time staff from HKIAAL and ENAC involved in programme management, teaching and supervision, as well as the profiles of these staff. The Panel noted that all profiles of HKIAAL teaching staff will be sent to ENAC Course Director for approval before appointment. Based on the Collaboration Agreement, HKIAAL is responsible to propose to ENAC, according to the agreed academic and professional requirements and experience, local module lecturers, and to supervise them. Currently, the teaching load of the AM-ATM Programme is equally shared between HKIAAL and ENAC, i.e. six modules are delivered by local teaching staff recruited by HKIAAL, and six modules are delivered by teaching staff from Europe recruited by ENAC. Most of the module lecturers of the AM-ATM Programme, either from Hong Kong or overseas, are engaged on part-time basis, who are mainly industry practitioners with

respective expertise and experience in various teaching areas. Supervision of the *Professional Thesis* is 100% undertaken by ENAC teaching staff.

- 4.3.3 In terms of managing the day-to-day operation of the AM-ATM Programme in Hong Kong, HKIAAL has engaged two full-time staff, namely the Deputy Director, Programme Development and the Course Development Manager, and ENAC has engaged one full-time staff, namely the Course Director. The Deputy Director of Programme Development also serves as the Hong Kong Programme Coordinator for the AM-ATM Programme. During discussions with HKIAAL representatives at the site visit, the Panel learnt that the two full-time staff involved in programme management handle quite a wide range of tasks, and many of which are non-academic such as programme administration and student admission. As the enrolment of the AM-ATM Programme is projected to be on the rise in the coming years, and the Operator also has plans to implement a series of programme enhancement measures to support the Outcome-based Teaching and Learning (OBTL) approach, the Panel envisaged that the workload of the programme management staff at HKIAAL may become heavier in the future. In order to ensure that the programme coordination work as well as the planned programme enhancements can be carried out effectively, the Panel **recommended** that the Operator should continuously monitor the workload in managing both the academic and non-academic tasks of the AM-ATM programme in Hong Kong, and where appropriate, take action to address the workload of programme management staff.
- 4.3.4 In summary, the Panel considered that the Operator is able to engage staff who are competent to manage its operations, to lead programme planning and development, and to support programme delivery.

4.4 **Organisational Quality Assurance**

The Operator must have an internal quality assurance system that can support effective management and monitoring of the quality of its learning programme(s) in delivering learning outcomes that align with the GLDs of the HKQF, to meet its educational/training objectives.

- 4.4.1 HKIAAL has been granted IE status up to HKQF Level 4 by HKCAAVQ since May 2019. The Quality Assurance (QA)

framework of HKIAAL is already in place, which sets out the procedures and guidelines on programme development, management, monitoring, review and modification. The Panel was provided with the Quality Assurance and Operation (QAO) Manual of HKIAAL and noted that the QAO Manual contains policies, mechanisms and procedures related to the QA of HKIAAL's operations and programmes. The roles of various committees and personnel responsible for programme development, management and review within the HKIAAL are also described in detail in the QAO Manual.

- 4.4.2 As a publicly funded and degree awarding institute in France, ENAC is accredited by external authorities including the French Ministry of Higher Education; the Commission des Titres d'Ingénieurs (CTI), the main committee responsible for evaluation and accreditation of higher education institutions for training professional engineers in France; and the Conférence of Grandes Écoles (CGE), the organisation which accredits and monitors the master's degrees of all Grandes Écoles (higher education establishments) in France. The Panel was provided with an English translation of the information on the ENAC's QA system contained in its Quality Manual, which describes the general measures taken by ENAC to ensure the quality and safety/security management at ENAC. The Quality Manual covers all ENAC's activities, and outlines the roles and responsibilities delegated to different levels of authorities and personnel to govern activities related to programme development, management, monitoring, review and modification.
- 4.4.3 In terms of collaboration between HKIAAL and ENAC to monitor the quality of the AM-ATM Programme in Hong Kong, the Panel noted that HKIAAL and ENAC representatives meet regularly to discuss various aspects of the management and QA of the Programme; for example, at the Executive Board Meetings and the QA Meetings that are held one to two times per year. The Panel was provided with minutes of these meetings showing recommendations and deliberations/decisions made in relation to the AM-ATM Programme. As the award granting body, ENAC makes the final decision on key aspects of programme management, such as the confirmation of final grades, list of graduates, outcomes of student appeals, etc. In the decision-making process, HKIAAL can make recommendations to ENAC, and HKIAAL can also propose programme enhancements for ENAC's consideration, such as changes to modules.

- 4.4.4 The Panel noted from discussions with HKIAAL and ENAC representatives at the site visit that both organisations have plans to further integrate the QA procedures currently being implemented in the AM-ATM Programme in Hong Kong into their respective QA systems within one to two years. The Panel was of the view that having a common set of documentation on the QA of the AM-ATM Programme would ensure such integration could be carried out successfully in the future. Therefore, the Panel **recommended** that the Operator should jointly develop a set of mutually endorsed documentation on the QA procedures specifically for the AM-ATM Programme in Hong Kong, for the purpose of better integration with their respective QA systems.
- 4.4.5 After considering the above information, the Panel concluded that the Operator has internal QA systems that can support effective management, delivery and monitoring of learning programmes to meet its educational/training objectives.

Learning Programme Accreditation

4.5 Programme Objectives and Learning Outcomes

The learning programme must have objectives that address community, education and/or industry needs, with learning outcomes that meet the relevant HKQF standards, for all exit qualifications from the programme.

- 4.5.1 The Programme Objectives and Programme Intended Learning Outcomes of the AM-ATM Programme are as follows:

Programme Objectives (POs)

The Advanced Master in Air Transport Management offers:

- i. A systematic approach to air transport by examining it from the viewpoints of economic, operational working methods, marketing and financial strategies, productivity and management of human resources in air transport; and
- ii. An evaluation of the major issues and strategies of air transport in the future with the essential subjects for a career in the air transport field.

Programme Intended Learning Outcomes (PILOs)

Upon successful completion of this Programme, students will be able to:

- i. Critically evaluate the interrelation between the various sectors in the air transport industry;
- ii. Apply knowledge and skills in a broad range of managerial disciplines in the air transport industry;
- iii. Deal with major safety, professional, ethical, management and economic issues affecting the air transport industry in local, national, regional and international contexts;
- iv. Critically evaluate data, information, concepts, evidence and demonstrate leadership in business decision making;
- v. Utilise professional knowledge and formulate appropriate methodologies to create integrated air transport solutions; and
- vi. Communicate at a high level of competence across multiple sectors and stakeholder groups.

4.5.2 To demonstrate the alignment of learning outcomes that meet the relevant HKQF standards at Level 6, the Panel was provided with the mapping of POs against the PILOs and the mapping of PILOs against the Generic Level Descriptors (GLDs) at HKQF Level 6. Samples of teaching and learning materials and marked student scripts of a number of modules and the *Professional Thesis* were also provided to the Panel for review during the site visit.

4.5.3 The Panel noted that in preparation for seeking accreditation by HKCAAVQ, ENAC and HKIAAL have agreed in June 2019 to adopt the OBTL approach for the AM-ATM Programme offered in Hong Kong. Subsequently, a set of Programme Registry and Module Registries with Programme and Module Intended Learning Outcomes (PILOs/MILOs) were jointly developed and endorsed/approved by relevant QA committees and management staff at HKIAAL and ENAC. To ascertain that the AM-ATM Programme appropriately addresses industry needs, HKIAAL made reference to recent research and surveys conducted by the AAHK on passenger/air cargo capacity of the HKIA as well as the HKIA workforce and job vacancies. With the development of the Three-Runway System, the HKIA is expected to handle an expanded

traffic demand in the future, which would lead to direct job increases at the HKIA in the next ten years, in terms of both operational and managerial staff. Regionally, with the implementation of the Association of Southeast Asian Nations (ASEAN) Open Sky Policy and ASEAN Single Flight Market in 2015, there is also a forecasted growth in the aviation industry in the region, as well as an increase in manpower demand for aviation professionals in the coming years.

4.5.4 To incorporate new industry developments into the programme curriculum, such as the development of Smart Airport, Artificial Intelligence, Data Analytics etc., the Operator sought input from its industry networks in both Hong Kong and abroad, and feedback from module instructors and students collected from Programme Review Meetings. While the Panel noted examples from recent curriculum enhancements based on stakeholders' feedback, the Panel observed that the way in which the POs and PILOs have been presented are still focused primarily on "traditional" knowledge and skills relevant to the industry. Although the Panel considered these "traditional" knowledge and skills are equally important as the new industry developments, the Panel was of the view that more formal mechanisms to collect feedback from key stakeholders for the continuous enhancements of the POs and PILOs would ensure new industry developments could also be reflected more explicitly in the future. To this end, the Panel **recommended** that the Operator should explore ways to formally and systematically collect input from key stakeholders for the regular reviews and enhancements of the POs and PILOs, so that the AM-ATM Programme could continuously address the needs and new developments of the air transport industry.

4.5.5 In consideration of the above, the Panel formed the view that the POs and PILOs of the AM-ATM Programme meet the relevant HKQF standards and have been developed to address the education needs of relevant industry.

4.6 **Learner Admission and Selection**

The minimum admission requirements of the learning programme must be clearly outlined for staff and prospective learners. These requirements and the learner selection processes must be effective for recruitment of learners with the necessary skills and knowledge to undertake the programme.

4.6.1 The minimum admission requirements of the AM-ATM Programme are as follows:

Target Students	Executives and managers from airports, regulatory bodies, airlines, air traffic control service providers and other aviation-related organisations.
Minimum Admission Requirements	<p>1. The minimum academic requirement</p> <ul style="list-style-type: none"> • Hold a M1 (year 1 of a Master’s degree) or a 4-year Bachelor degree; or • Hold a 3-year Bachelor’s degree with at least 3 years of working experience (maximum admission for 3-year Bachelor degree holders is 30%). <p>2. English Proficiency Applicants also need to meet one of the following English language proficiency requirements:</p> <ul style="list-style-type: none"> • TOEFL (Paper-based): 550; or • TOEFL (Internet-based): 79 or • TOEIC: 785; or • IELTS 6.5 or • HKDSE English Language Subject: Level 4; or • HKCEE English Language (Syllabus B): Grade B; or • HKALE Use of English: Grade C. <p>To fulfil the language proficiency requirement in English, ENAC also considers applicants obtained the Bachelor’s or Master’s degree from an institution where the medium of instruction was English. As this Advanced Master programme is professional in nature, use of English as one of their major languages in workplace will also be considered.</p>

4.6.2 In terms of student selection process, for sponsored students nominated by the selected countries, the nomination will be submitted by the selected countries to HKIAAL for further processing. The civil aviation authority of the sponsored countries would nominate candidates based on the admission requirements and the need to develop staff for their countries. For individual applicants, applications are submitted directly to HKIAAL. HKIAAL will process all (sponsored and individual) applications based on the documents submitted, check whether the candidates meet the minimum admission requirements, and recommend to ENAC

whether they are eligible for admission to the AM-ATM Programme. Applications from candidates eligible for admission are then sent to the ENAC Course Director for approval. The ENAC Course Director has the final decision to admit the applicants.

4.6.3 The Panel noted that the AM-ATM Programme has been offered in Hong Kong since 2018 as an approved Non-local Higher and Professional Education Course registered under the Non-local Courses Registry. The maximum number of new student enrolment per year is 30 part-time students, and the range of actual student enrolment between 2018 and 2020 was 18 to 28 students per year. In the coming five years (2021 to 2025), the Operator plans to maintain the maximum number of new student enrolment per year (30 part-time students). During the site visit, the Panel learnt from the Operator that further efforts will be made to promote the AM-ATM Programme in Hong Kong, as well as to expand recruitment of more students from outside of Hong Kong. As the Programme has already produced its first batch of graduates and accumulated industry networks in Hong Kong and abroad, the Panel **advised** the Operator to leverage on its industry and alumni networks for future programme promotion and student recruitment.

4.6.4 In light of the information provided by the Operator, the Panel considered that the minimum admission requirements and student selection process of the AM-ATM Programme are appropriate and have been outlined clearly. These requirements would enable effective recruitment of learners with the necessary skills and knowledge to undertake the Programme.

4.7 **Programme Structure and Content**

The structure and content of the learning programme must be up-to-date, coherent, balanced and integrated to facilitate progression in order to enable learners to achieve the stated learning outcomes and to meet the programme objectives.

4.7.1 The AM-ATM Programme is a part-time Advanced Master programme with 162 HKQF credits. The Advanced Master (Mastère Spécialisé in French) is a post-Master's programme created by the French CGE (Paras 4.1.4 & 4.4.2) which conferred this collective trademark on courses in engineering or business schools. All ENAC's Advanced Masters are taught entirely in English and accredited by the CGE. Based on industry needs as well as learners' background, the Operator has customised the AM-ATM

Programme offered in Hong Kong into a 12-module Programme with an individual *Professional Thesis*. The 12 modules are delivered one per month in 12 consecutive months, and the *Professional Thesis* is to be completed within six months after students attended all modules. The normal study period for the AM-ATM Programme in Hong Kong is 1.5 years. To be awarded the Advanced Master, students must complete and pass the assessment of 12 modules and an individual *Professional Thesis*. The pass mark of the modules is 60, and the attendance requirement of each module is 75%. If a student cannot fulfil the attendance requirement, he/she has to re-take the module in the next offer.

4.7.2 The structure of the AM-ATM Programme offered in Hong Kong is summarised in the following table:

Module Title	Learning Activities (Hours)				QF Credits*
	Lecture	Others	Group Discussion and Presentation	Non-contact Hours	
Airline Operations and Safety Management	18	4 (site visit)	8	60	9
Marketing	20	-	10	60	9
Human Resources	20	-	10	60	9
Financial Management	20	-	10	60	9
Professional Thesis	8	12 (project consultation)	-	520	54
Ground Handling and Operations	18	4 (site visit)	8	60	9
Airline Strategy	20	-	10	60	9
Sustainable Development of Air Transport	18	4 (site visit)	8	60	9
Communication and Crisis Management	18	4 (airport visit)	8	60	9
Air Transport Market and Airline Distribution	20	-	10	60	9
Air Transport Economics	20	-	10	60	9
Air Transport Security and International Laws	20	-	10	60	9
Air Passengers and Quality of Services	20	-	10	60	9
Total:					162

* 1 QF Credit = 10 Notional Learning Hours.

- 4.7.3 Students are expected to spend 30 contact hours and 60 non-contact hours in each module. The ratio between contact and non-contact hours is estimated to be 1:2, and nine HKQF credits are assigned to each of the 12 modules. The delivery sequence of the 12 modules will be given to students during the induction session before the commencement of the Programme. There are no prerequisites and no predefined sequencing of the modules. The general approach, as explained by the Operator in the responses to Panel's initial comments, is to start with generic management modules, followed by modules on air transport sector, and end with air transportation integration modules. This approach can provide flexibility of the module scheduling, which is also dependent on the availability of instructors from the local industry and from ENAC.
- 4.7.4 Besides the taught modules, students are expected to spend a total of 540 hours to complete the *Professional Thesis*. The purpose of the *Professional Thesis* is to provide students with an opportunity to develop deeper knowledge and understanding of a particular area of study. In the *Professional Thesis*, students are expected to demonstrate and apply integrated knowledge and skills in evaluating data, information, concepts, evidence, as well as specialised technical, research skills and methodologies to create integrated air transport solutions to support business decisions.
- 4.7.5 The Panel noted that four modules (*Human Resources; Marketing; Financial Management; and Air Passengers and Quality of Service*) are pitched at HKQF Level 5, while the rest of the modules and the *Professional Thesis* are all pitched at HKQF Level 6. The Panel was provided with mapping tables of the modules against the PILOs and the GLDs at HKQF Levels 5 and 6, samples of teaching and learning materials and marked student scripts of selected modules from the 2019 cohort, and samples of marked *Professional Thesis* from the 2018 cohort.
- 4.7.6 Based on review of the programme content, the Panel noted the Operator's philosophy of incorporating cutting-edge technology and up-to-date market practices from the industry in developing the AM-ATM Programme. When the Panel reviewed student feedback on module delivery collected from previous cohorts and discussed with programme management and teaching staff during the site visit, the Panel observed that for business and management related modules, their integration with air transport industry related content varied. For instance, students reflected in the Course and Teaching Evaluation (CTE) of the *Marketing* module that its content seemed not very relevant to the air transport industry. To ensure the

programme content continues to meet the needs of the industry, the Panel **recommended** that the Operator should review, based on stakeholder feedback on an on-going basis, the relevancy of business and management related modules with the needs of the air transport industry.

- 4.7.7 To conclude, the Panel considered that the structure and content of the AM-ATM programme is adequate, coherent and balanced, and able to facilitate learners to achieve the stated learning outcomes and to meet the programme objectives.

4.8 **Learning, Teaching and Assessment**

The learning, teaching and assessment activities designed for the learning programme must be effective in delivering the programme content and assessing the attainment of the intended learning outcomes.

- 4.8.1 The medium of instruction of the AM-ATM Programme is English. The teaching and learning activities of the Programme include lectures, group discussions, case studies, ramp tours, guest lectures and visits to aviation companies. The Operator has developed a Programme Handbook which provides students with information on programme content and assessment, student support and communication channels, and academic regulations including policies on plagiarism. The Programme Handbook will be distributed to students during the induction session before the commencement of the Programme.
- 4.8.2 The 12 programme modules are delivered one after the other, usually in four consecutive days per module per month, for a period of 12 months. Although the module delivery is conducted in an intensive way, the Panel learnt from students and graduates during discussion at the site visit that the current teaching arrangement is regarded by students as appropriate for accommodating their work-life balance. The Panel also noted that students have opportunities to provide feedback on teaching effectiveness through various channels, such as the end of module CTE and the annual Programme Review Meeting.
- 4.8.3 In terms of assessment, 60% of group work and 40% of individual work are contributed to the assessment of each module. To reflect students' contribution in group work, they are also assessed individually based on individual participation and involvement

during class discussion, presentation content and skills, as well as contribution to the solutions of problems. For the individual work, students will need to submit it within two weeks after attending the module. The Panel was provided with the assessment scheme of each module and sample assessment rubrics of selected modules.

- 4.8.4 For the *Professional Thesis*, a Thesis Guide in conducting individual thesis is provided to students, and ENAC staff who serve as thesis supervisors provide guidance and assistance to individual students through emails. HKIAAL will provide administrative and learning support to students for conducting their Professional Thesis, such as workshops on thesis topic selection, research methodologies, research skills, literature review and analysis of findings. After submitting the *Professional Thesis*, students are required to attend an oral presentation to a combined jury formed by HKIAAL and ENAC Course Directors or their representatives and an external expert.
- 4.8.5 To maintain the quality of module delivery and assessment standards, teaching and learning materials prepared by HKIAAL teaching staff are sent to the ENAC Course Director for review, comment and retention. For assessments, all scripts are sent to the ENAC Course Director for record, review, approval and retention. At least 30% of the assessments marked by HKIAAL teaching staff will be moderated by ENAC Course Director or relevant subject experts. To seek further external input on the programme development and management, HKIAAL engaged an External Examiner (EE) from Hong Kong starting from April 2020. The EE will give advice on the assessments by reviewing sample marked scripts and provide external input on the programme content. The EE is required to provide feedback on at least four modules every year in the form of an EE Report. The Panel was provided with the appointment criteria and profile of the EE.
- 4.8.6 The Panel also met with the EE as well as other external stakeholders at the site visit to discuss their views on the relevance of programme content to industry. During the discussion, the Panel heard views that the current allocation of assessment weighting for group work in each module, i.e. 60% of total marks, may prevent module instructors from ascertaining whether individual students have fully grasped the knowledge gained from lectures. Furthermore, the current method of assessing individual student's contribution in group work rely primarily on individual module instructor's observations in class, but the Panel learnt from the Operator during previous discussion that a peer review mechanism

on group work will be introduced in future cohorts. Taking into consideration the views expressed by the external stakeholders, the Panel **advised** the Operator to regularly review the overall assessment approach to the AM-ATM Programme to ensure individual student's performance can be further differentiated.

- 4.8.7 In view of the information on learning, teaching and assessment activities provided by the Operator and further evidence gathered during the site visit, the Panel concluded that the AM-ATM Programme has in place effective learning, teaching and assessment activities in delivering the programme content and assessing the attainment of the intended learning outcomes.

4.9 **Programme Leadership and Staffing**

The Operator must have adequate programme leader(s), teaching/training and support staff with the qualities, competence, qualifications and experience necessary for effective programme management, i.e. planning, development, delivery and monitoring of the programme. There must be an adequate staff development scheme and activities to ensure that staff are kept updated for the quality delivery of the programme.

- 4.9.1 On programme leadership and staffing, the organisational staffing as well as staffing provision for the operation and delivery of the AM-ATM Programme in Hong Kong have been discussed under Section 4.3. As mentioned in Para 4.3.2, the teaching load of the AM-ATM Programme is equally shared between HKIAAL and ENAC, and most of the module lecturers are industry practitioners engaged on a part-time basis. The Panel further noted that the AM-ATM Programme in Hong Kong is jointly managed by the Hong Kong Programme Coordinator and the ENAC Course Director, with roles and responsibilities as defined in the Collaboration Agreement.
- 4.9.2 In terms of staff development, policies and funding provision are in place at both HKIAAL and ENAC to support and encourage professional development and training of their staff. The Panel was provided with information on HKIAAL's staff training and development policies and a summary of previous and planned staff development activities, as well as examples from ENAC of staff development activities provided to its staff in recent years. Before commencement of the AM-ATM Programme, a joint induction will be provided to teaching staff, for the purpose of recognising the vision and mission of both organisations; understanding the

programme structure, teaching and assessment methods and QA mechanisms; and understanding the HKQF and the OBTL approach.

4.9.3 The Panel noticed from programme documentations submitted by the Operator that some modules in the 2018 and 2019 cohorts were delivered by more than one part-time teaching staff. During discussion with HKIAAL management staff at the site visit, the Panel learnt that since 2020, each module will be taught by no more than two part-time teaching staff. Furthermore, the same pool of part-time teaching staff from previous year will be engaged in this year's module delivery. The Panel was aware of the need to engage industry practitioners as part-time teaching staff, so that the latest developments from the industry can be incorporated into the programme content. Nevertheless, during the Panel's discussion with teaching staff representatives at the site visit, some part-time teaching staff expressed the view that more opportunities for interactions/discussions among part-time teaching staff would facilitate better integration of module content and would avoid overlapping of content between modules. Some teaching staff also mentioned the need for more training and support on the OBTL approach, so that all teaching staff would have a common understanding and knowledge about OBTL. In view of these observations, the Panel **recommended** that the Operator should (a) strengthen the coordination between teaching staff of different modules to achieve better integration of module content and minimise possible overlapping of module content; and (b) provide more staff development/training activities related to the OBTL approach to facilitate a common understanding on OBTL among all teaching staff.

4.9.4 In conclusion, the Panel considered that the staffing of the AM-ATM Programme is adequate and appropriate in terms of the qualities, competence, qualifications and experience necessary for programme management and delivery. The staff development activities offered and planned for teaching staff of the Programme can also ensure they are kept updated for the quality delivery of the Programme.

4.10 **Learning, Teaching and Enabling Resources/Services**

The Operator must be able to provide learning, teaching and enabling resources/services that are appropriate and sufficient for the learning, teaching and assessment activities of the learning

programme, regardless of location and mode of delivery.

- 4.10.1 As stated in Section 4.2, for this accreditation exercise, HKCAAVQ engaged a Financial Expert to review documents submitted by the Operator on financial viability (Paras 4.2.4 & 4.2.5). Upon review of relevant documents, as well as the Operator's responses to initial comments raised by the Financial Expert, no further comments or inquiries were made by the Financial Expert. Therefore, in terms of financial resources, the Panel considered that the Operator is able to provide adequate resources for delivering the AM-ATM Programme in Hong Kong.
- 4.10.2 In terms of physical resources, the Panel noted that classes for the AM-ATM Programme are delivered at the Airport World Trade Centre, which is located next to the HKIA. The Panel was provided with the current and projected utilisation rates of the classrooms designated for teaching and learning activities of the AM-ATM Programme. Starting from the 2021 cohort, additional physical resources will be available in a new building located at 13 Cheong Tat Road (also next to the HKIA) which is currently under renovation. The Panel was provided with information on the facilities to be available in the new building. At the site visit, staff from HKIAAL gave a presentation of the layout plan of the new building, including classrooms to be designated for delivering teaching and learning activities of the AM-ATM Programme.
- 4.10.3 During the Panel's discussion with students and graduates of the AM-ATM Programme at the site visit, the Panel learnt that some students attended lectures and participated in group activities via video-conference during the past few months as they were unable to travel to Hong Kong. The feedback from students on the use of video-conference was mixed; some considered it more convenient than physically attending the teaching and learning activities, while some faced difficulty due to the quality of internet connection and/or video conference equipment available. To better prepare for the possibility in the future of having to deliver more teaching and learning activities online, the Panel **advised** the Operator to explore ways to ensure teaching effectiveness when delivering modules in online or blended mode.
- 4.10.4 The Panel also discussed with students and graduates of the AM-ATM Programme about their experience in conducting research for their *Professional Thesis*. The Panel observed that some of them encountered issues with using online library resources, such as the ENAC Library, due to difficulty in navigating the library interface

and/or problems with internet connection. To enable students to make full use of the learning resources available to them, the Panel **advised** the Operator to facilitate more easily accessible electronic resources to students for thesis research.

- 4.10.5 To summarise on the provision of teaching and learning resources, the Panel considered that the resources available to students of the AM-ATM Programme are appropriate and sufficient.

4.11 **Programme Approval, Review and Quality Assurance**

The Operator must monitor and review the development and performance of the learning programme on an on-going basis to ensure that the programme remains current and valid and that the learning outcomes, learning and teaching activities and learner assessments are effective to meet the programme objectives.

- 4.11.1 On the QA of the AM-ATM Programme, the internal QA system of the Operator as well as the QA mechanisms for ensuring the quality of the delivery of the AM-ATM Programme in Hong Kong have been discussed under Section 4.4

- 4.11.2 In terms of monitoring the AM-ATM Programme on an on-going basis, the Operator makes use of Module Review Reports and Annual Programme Review Reports for reviewing the development and performance of the Programme. Upon completion of each module, the HKIAAL Course Development Manager will consolidate a Module Review Report to summarise students' performance and feedback from key stakeholders including students, instructors, observers (if appropriate) and EE (if appropriate). Suggestions for further improvement to the module would also be included. The Module Review Reports will be submitted to both the ENAC Course Director and Hong Kong Programme Coordinator for consideration and improvement actions. The Hong Kong Programme Coordinator is also required to conduct annual programme review and submit Annual Programme Review Report to the Quality Assurance and Monitoring Committee (QAMC) of HKIAAL and to the ENAC Course Director. The Annual Programme Review Report will be based on feedback from students, EE, and other relevant stakeholders and should serve to identify opportunities for continuous improvement. An agenda for improvement(s) in teaching and learning of the AM-ATM Programme and for addressing any other issues identified is to be included in the Annual Programme Review Report.

- 4.11.3 As the AM-ATM Programme has only been in operation in Hong Kong since 2018, the Panel observed that only limited information on the achievement of PILOs and MILOs and the analysis of student performance have been incorporated into the first Annual Programme Review Report completed in 2019. In order to ascertain whether students have effectively achieved the PILOs and MILOs, the Panel had the view that a more systematic approach in reviewing the implementation of the OBTL, including targets for measuring students' achievement of PILOs/MILOs and regular review of the use of assessment rubrics could be carried out via the Annual Programme Review process. During the site visit, the Panel learnt from the Operator that a PILO review process will be rolled out as early as next year. Furthermore, the Panel observed that as the Programme will be producing more graduates in subsequent years, the Annual Programme Review process could also include additional dimensions in employers' feedback on graduate competencies and alumni's career tracks. The Panel considered that these may serve as valuable information for programme promotion and attraction of scholarship sponsors. In light of the above observations, the Panel **recommended** that the Operator should review, and subsequently document, procedures on the Annual Programme Review process for incorporating aspects of student/graduate performance analysis, key stakeholders' feedback and the overall effectiveness in implementing the OBTL approach for the AM-ATM Programme.
- 4.11.4 After considering the Operator's QA in programme development and review, the Panel formed the view that the Operator has in place mechanisms to monitor and review the AM-ATM Programme to ensure its effectiveness on an on-going basis.

5. IMPORTANT INFORMATION REGARDING THIS ACCREDITATION REPORT

5.1 Variation and withdrawal of this Accreditation Report

- 5.1.1 This Accreditation Report is issued pursuant to section 5 of the AAVQO, and contains HKCAAVQ's substantive determination regarding the accreditation, including the validity period as well as any conditions and restrictions subject to which the determination is to have effect.

- 5.1.2 HKCAAVQ may subsequently decide to vary or withdraw this Accreditation Report if it is satisfied that any of the grounds set out in section 5 (2) of the AAVQO apply. This includes where HKCAAVQ is satisfied that the Operator is no longer competent to achieve the relevant objectives and/or the Programme no longer meets the standard to achieve the relevant objectives as claimed by the Operator (whether by reference to the Operator's failure to fulfil any conditions and/or comply with any restrictions stipulated in this Accreditation Report or otherwise) or where at any time during the validity period there has/have been substantial change(s) introduced by the Operator after HKCAAVQ has issued the accreditation report(s) to the Operator and which has/have not been approved by HKCAAVQ. Please refer to the '*Guidance Notes on Substantial Change to Accreditation Status*' in seeking approval for proposed changes. These Guidance Notes can be downloaded from the HKCAAVQ website.
- 5.1.3 If HKCAAVQ decides to vary or withdraw this Accreditation Report, it will give the Operator notice of such variation or withdrawal pursuant to section 5(4) of the AAVQO.
- 5.1.4 The accreditation status of Operator and/or Programme will lapse immediately upon the expiry of the validity period or upon the issuance of a notice of withdrawal of this Accreditation Report.

5.2 Appeals

- 5.2.1 If the Operator is aggrieved by the determination made in this Accreditation Report, then pursuant to Part 3 of the AAVQO the Operator has a right of appeal to the Appeal Board. Any appeal must be lodged within 30 days of the receipt of this Accreditation Report.
- 5.2.2 If the Operator is aggrieved by a decision to vary or withdraw this Accreditation Report, then pursuant to Part 3 of the AAVQO the Operator has a right of appeal to the Appeal Board. Any appeal must be lodged within 30 days of the receipt of the Notice of Withdrawal.
- 5.2.3 The Operator should be aware that a notice of variation or withdrawal of this Accreditation Report is not itself an accreditation report and the right to appeal against HKCAAVQ's substantive determination regarding accreditation arises only from this Accreditation Report.

5.2.4 Please refer to Cap. 592A (<http://www.legislation.gov.hk>) for the appeal rules. Details of the appeal procedure are contained in section 13 of the AAVQO and can be accessed from the HKQF website at <http://www.hkqf.gov.hk>.

5.3 **Qualifications Register**

5.3.1 Qualifications accredited by HKCAAVQ are eligible for entry into the Qualifications Register ("QR") at <http://www.hkqr.gov.hk> for recognition under the HKQF. The Operator should apply separately to have their quality-assured qualifications entered into the QR.

5.3.2 Only learners who commence the study of the named accredited learning programme during the validity period and who have graduated with the named qualification listed in the QR will be considered to have acquired a qualification recognised under the HKQF.

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AbC/JoH/JrL/jrl/evl

**Hong Kong International Aviation Academy Limited and
Ecole Nationale de l' Aviation Civile**

**Initial Evaluation and Learning Programme Accreditation for
Advanced Master in Air Transport Management**

23 – 24 June 2020

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