



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**

**COVENTRY UNIVERSITY**

**INITIAL EVALUATION AND LEARNING PROGRAMME  
ACCREDITATION**

**BACHELOR OF SCIENCE (HONS) AVIATION  
MANAGEMENT**

**DECEMBER 2025**

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Appendix

HKCAAVQ Panel Membership

## 1. TERMS OF REFERENCE

1.1 Based on the Service Agreement (No.: AA1101), 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 Coventry University to conduct Initial Evaluation and Learning Programme Accreditation exercise for Bachelor of Science (Hons) Aviation Management with the following Terms of Reference.

- (a) To conduct an accreditation test as provided for in the AAVQO to determine whether Hong Kong International Aviation Academy Limited and Coventry University (the Operator) meets the stated objectives and is competent to operate learning programmes that meet the HKQF Level 5 standards, and can be granted Initial Evaluation Status at HKQF Level 5;
- (b) To conduct an accreditation test as provided for in the AAVQO to determine whether the programme of the Operator (with specifications under (d)) meets the stated objectives and HKQF standards and can be offered as an accredited programme; and
- (c) To issue to the Operator an accreditation report setting out the results of the determination in relation to (a) and (b) by HKCAAVQ; and
- (d) Specifications of the Programme seeking accreditation status:

| <b>Programme title<br/>(English and Chinese, if any)</b> | <b>Exit award title<br/>(English and Chinese, if any)</b> | <b>NCR Registration / Reference Number <sup>1</sup></b> | <b>Mode of study</b> | <b>Programme length</b>                        | <b>Majors leading to distinctive awards, if any</b> | <b>Claimed HKQF level</b> |
|--|---|---|----------------------|--|---|---------------------------|
| Bachelor of Science (Honours)                            | Bachelor of Science (Honours)                             | 253374  | Part-time            | Year-2 Entry:<br>24 months<br>Feeder Programme | N/A   | 5                         |

<sup>1</sup> NCR Registration / Reference number: the number assigned by the Non-local Courses Registry (NCR) under the Non-local Higher and Professional Education (Regulation) Ordinance, to registered / exempted courses respectively.

|                                      |                                      |  |  |  |  |  |
|--------------------------------------|--------------------------------------|--|--|--|--|--|
| Aviation Management<br>航空管理榮譽<br>理學士 | Aviation Management<br>航空管理榮譽<br>理學士 |  |  | Entry: 16 months<br>Year-3 Entry:<br>12 months |  |  |
|--------------------------------------|--------------------------------------|--|--|--|--|--|

## 2. HKCAAVQ'S DETERMINATION

### Initial Evaluation

2.1 HKCAAVQ has determined that, subject to the fulfilment of the requirement set out below, the Operator meets the stated objectives and is competent to operate learning programmes that meet the HKQF Level 5 standard, and can be granted an Initial Evaluation (IE) status at HKQF Level 5.

### 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.

2.2.2 The maintenance of the accreditation status within the specified validity period is subject to the fulfilment of the requirement set out in Para. 4.2.5 by the specified deadline.

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

|                                   |   |
|-----------------------------------|---|
| <b>Name of Local Operator</b>     | Hong Kong International Aviation Academy Limited<br>香港國際航空學院有限公司  |
| <b>Name of Non-local Operator</b> | Coventry University   |
| <b>Address of Local Operator</b>  | Hong Kong International Aviation Academy<br><br>(1) 1 Skyplaza Road, Hong Kong International Airport, Lantau, Hong Kong |

|   |  |
|---|--|
|   | (2) 13 Cheong Tat Road, Hong Kong International Airport, Lantau, Hong Kong   |
| <b>Highest HKQF Level of programme(s) which the Operator can operate upon successful learning programme accreditation</b> | Level 5  |
| <b>Start date of 2-year validity period of Initial Evaluation (IE) accreditation status</b>                               | 1 May 2026   |
| <b>Scope of IE Accreditation Status</b>   | For accredited programmes operated by the Local Operator in partnership with the named Non-local Institution in Hong Kong. |
| <b>Other Specific Condition(s) of Approval</b>  | One requirement to be fulfilled on or before 31 January each year from 2027 to 2030  |

## 2.4 Condition

### Requirement

- 2.4.1 The Operator is to demonstrate that the home institution continues to have adequate financial resources to sustain the operation of the Operator's programmes in Hong Kong.

The Operator is to submit documentary evidence and any other relevant information to HKCAAVQ for the fulfilment of the above requirement on or before 31 January each year from 2027 to 2030. (Para. 4.2.5)

## 2.5 Recommendations

HKCAAVQ also offers the following recommendations for continuous improvement of the Operator:

- 2.5.1 The Operator should ensure that the planned manpower of the programme management and delivery is commensurate with the planned expansion in enrolment across all Hong Kong International Aviation Academy programmes. (Para. 4.3.4)
- 2.5.2 The Operator should review and refine the collaborative Quality Assurance Procedures Manual between Hong Kong International Aviation Academy and Coventry University. (Para. 4.4.3)

### **Learning Programme Accreditation**

- 2.6 HKCAAVQ has determined that the Bachelor of Science (Honours) Aviation Management (the Programme/BScAM) meets the stated objectives and HKQF standard at Level 5 and can be offered as an accredited programme with a validity period of four years.

## 2.7 Validity Period

- 2.7.1 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.

- 2.8 The determinations on the Programme are specified as follows.

|                                    |  |
|------------------------------------|--|
| <b>Name of Local Operator</b>      | Hong Kong International Aviation Academy Limited               |
| <b>Name of Non-local Operator</b>  | Coventry University  |
| <b>Name of Award Granting Body</b> | Coventry University  |
| <b>Title of Learning Programme</b> | Bachelor of Science (Honours) Aviation Management<br>航空管理榮譽理學士 |

|  |   |
|--|---|
| <b>Title of Qualification(s)</b><br><b>[Exit Award(s)]</b> | Bachelor of Science (Honours) Aviation Management<br>航空管理榮譽理學士  |
| <b>Primary Area of Study and Training</b>                  | Business and Management   |
| <b>Sub-area (Primary Area of Study and Training)</b>       | Transport and Logistics   |
| <b>Other Area of Study and Training</b>                    | Not Applicable  |
| <b>Sub-area (Other Area of Study and Training)</b>         | Not Applicable  |
| <b>HKQF Level</b>  | Level 5   |
| <b>HKQF Credits</b>  | Year-2 Entry: 240<br>Feeder Programme Entry: 160<br>Year-3 Entry: 120   |
| <b>Mode(s) of Delivery and Programme Length</b>            | Part-time<br>Year-2 Entry: 12 months<br>Feeder Programme Entry: 16 months<br>Year-3 Entry: 24 months          |
| <b>Start Date of Validity Period</b>                       | 1 May 2026  |
| <b>End Date of Validity Period</b>                         | 30 April 2030   |
| <b>Number of Enrolment(s)</b>                              | Two enrolments per year   |
| <b>Maximum Number of New Students</b>                      | 90 per year   |
| <b>Address of Teaching / Training Venue(s)</b>             | Hong Kong International Aviation Academy<br><br>(1) 1 Skyplaza Road, Hong Kong International Airport, Lantau, |

|  |   |
|--|---|
|  | Hong Kong<br><br>(2) 13 Cheong Tat Road, Hong Kong International Airport, Lantau, Hong Kong |
|--|---|

## 2.9 Recommendations

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

- 2.9.1 The Operator should ensure that the academic standards of the Hong Kong programme are aligned with those of the home programme through the sharing of relevant teaching materials between the two institutions. (Para. 4.7.6)
- 2.9.2 The Operator should review and update the references on a regular basis to ensure the currency of the teaching materials. (Para. 4.7.7)
- 2.9.3 The Operator should update the programme curriculum and content according to the latest industry developments, global trends and regional contexts, with greater emphasis on human factors, airline operation, safety management, aircraft leasing, law and regulation. (Para. 4.7.8)
- 2.9.4 The Operator should consider adopting summative assessments such as written examinations to address the challenge posed by Generative Artificial Intelligence to academic integrity. (Para. 4.8.5)
- 2.9.5 The Operator should expand the pool of qualified part-time teaching staff to enhance the stability of Programme delivery as the Programme develops. (Para. 4.9.4)
- 2.9.6 The Operator should develop clear guidelines for teaching staff in supporting students with diverse needs, including the referral of professional services when necessary. (Para. 4.10.2)
- 2.9.7 The Operator should consider expanding the External Advisory Committee to include members with expertise in areas such as airline operation, safety management, and law and regulations. (Para. 4.11.3)

- 2.10 HKCAAVQ will subsequently satisfy itself on 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 the fulfilment of any condition and compliance with any restriction stipulated in this Accreditation Report. During the validity period, HKCAAVQ may request the Operator to provide evidence, such as admission related information, to demonstrate that the Operator and the Programme continue to comply with the determinations and meet the relevant accreditation standards.

### **3. INTRODUCTION**

- 3.1 The Hong Kong International Aviation Academy (HKIAA) Limited was established by the Airport Authority of Hong Kong in 2016 with the aims of nurturing local and regional air transport management talents and supporting the sustainable growth of the aviation industry. Partnering with local and overseas educational and vocational institutions, global professional organisations such as the International Civil Aviation Organization (ICAO), and industry practitioners, HKIAA offers a comprehensive aviation-related curriculum to aviation professionals and industry newcomers. Currently, HKIAA operates one certificate programme and one diploma programme at HKQF Level 3, one professional diploma programme at HKQF Level 4, and two Ecole Nationale de l'Aviation Civile (ENAC) Advanced Master programmes at HKQF Level 6.
- 3.2 Coventry University (CU) was established in 1843 as Coventry College of Design. In 1970, Coventry College of Art amalgamated with Lanchester College of Technology and Rugby College of Engineering Technology, resulting in the formation of Lanchester Polytechnic. In 1987, the name was changed to Coventry Polytechnic. In 1992, the University was established under United Kingdom Government legislation, and the name was changed to Coventry University. Coventry University partners with over 70 academic institutions worldwide to award bachelor's degrees via collaborative provision.
- 3.3 The Bachelor of Science (Honours) Aviation Management is the first collaborative programme between HKIAA and CU.

- 3.4 For this Learning Programme Accreditation exercise, HKCAAVQ formed an expert Panel (Panel Membership at **Appendix**). The site visit was conducted on 14-15 October 2025 at the HKIAA Campus in Hong Kong International Airport. HKCAAVQ's *Manual for the Four-stage Quality Assurance Process under the Hong Kong Qualifications Framework (Version 1.2, November 2020)* was the guiding document for the Operator and the Panel in conducting this accreditation 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 and 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 In the regulatory structure of HKIAA, the Academy Board 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. The membership of the Academy Board includes the President as Chairman, Director of Academy as Deputy Chairman, Director of Foundation and Academic Programmes, Director of Business Development and Marketing, Director of Corporate Services, one representative from the Programme nominated by Director of Foundation and Academic Programmes, and the Head of Quality Assurance. Under the Academy Board, there are boards and committees responsible for programme development, management and review, namely the Quality Assurance and Monitoring Committee (QAMC), Programme Development Committee (PDC), Board of Examiners (BOE) and External Advisory Committee (EAC). The Panel noted that the terms of reference and membership of the

above-mentioned boards/committees have been delineated in HKIAA Quality Assurance (QA) Manual.

- 4.1.2 The Academic Board of CU is responsible for overseeing the teaching and research of the university, the academic quality and standards, and the admission and regulation of students. The host department of the home programme is College of Engineering, Environmental and Science, while the Academic Partnership Unit serves as the supporting department for the delivery of the Programme in Hong Kong. To monitor the Programme in Hong Kong, a Course Approval and Review Panel (CARP) is constituted by the Quality in Learning and Teaching (QuiLT) Committee to assess and conduct periodic reviews of the Hong Kong Programme. The CARP reports to QuiLT, which acts on behalf of the Academic Board. Documentary evidence of the institutional approval visit conducted in March 2025 and programme approval and reviewed conducted in April 2025 between the two institutions was provided by the Operator for the Panel's review. The Panel was also provided with the Programme Approval Agreement signed between HKIAA and CU in May 2025 with a validity period of six years for the delivery of the Programme in Hong Kong.
- 4.1.3 Under the partnership of HKIAA and CU, the Programme is governed and monitored by the HKIAA QA and operation framework, and jointly managed by the QA Meeting and Collaborative Course Quality Enhancement and Monitoring (CCQEM) Meeting. Both meetings consist of the CU Link Tutor, HKIAA Programme Leader and other responsible staff of the Programme. The QA meeting is responsible for the daily operation and serves as the liaison point for programme and module changes between the two institutions. The CCQEM meeting is held at least once a year to implement the Programme Review Mechanism, which includes reviewing Module and Teaching Evaluation and Annual Programme Review Report. The Panel was provided the HKIAA – CU QA Procedures Manual, which outlines the QA mechanism and procedures involving both institutions. A recommendation regarding the HKIAA – CU QA Procedures Manual from the Panel is stipulated in Para. 4.4.3.
- 4.1.4 Based on a review of the documentation and discussion with management staff at HKIAA and CU during the site visit, the Panel formed the view that the partnership between HKIAA and CU to offer the Programme in Hong Kong aligns well with the long-term education and training objectives of both institutions. Each institution has a well-established structure to support its own programme development and management, as well as the collaborative effort in

offering the Programme. For Programme management, the partnership maintains communication between the CU Link Tutor and HKIAA Programme Leader through the QA Meeting and CCQRM meeting.

- 4.1.5 Overall, the Panel concluded that the Operator has implemented a management structure to achieve its educational and training objectives for the delivery of learning programme at 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 Services Holdings Limited (HKIASHL), a wholly-owned subsidiary of Airport Authority Hong Kong (AAHK), owns several companies including HKIAA. Financial statements of the HKIAA for the 2022/23, 2023/24 and 2024/25 financial years, together with Independent Auditor's Report in the 2022/23 and 2023/24 Annual Report were provided to the Panel to demonstrate HKIAA's financial viability to achieve its educational and training objectives. Although HKIAA has continued to record a deficit, the Panel was informed with documentary evidence that the HKIASHL will provide financial support to HKIAA to ensure that the financial situation of HKIAA is viable and sustainable. The Panel also noted HKIAA has set a new financial Key Performance Indicator starting from 2024/25 for an annual reduction of 10% in financial loss.
- 4.2.2 As for CU, the Annual Report and Financial Statements for the 2023/24 financial year were provided by the Operator, indicating that CU experienced a substantial reduction in income and a significant operating deficit. The situation was due to factors such as the seven-year freeze in UK tuition fees, unsustainable pension contributions, and the impact of the previous Brexit on European Union students, as well as the government's policy on international students. To ensure the financial viability for programme delivery, CU used its financial reserves to restructure and resize the organisation while continuing to provide services to students and partners. During the discussion in the site visit, the Panel noted that CU did not discontinue any programmes during this period, but strategically merged departments to reduce operational costs.

- 4.2.3 With respect to the financial arrangement for the partnership between HKIAA and CU in offering the Programme, the Programme Approval Agreement and its schedule specified the allocation of costs between the two institutions for programme coordination and other delivery-related activities associated with 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.
- 4.2.5 Upon reviewing the relevant documents and the Operator's responses to initial comments, and taking into account the observations in Paras 4.2.2 to 4.2.4, the Panel considered that the current financial situation of CU remained a concern. The Panel therefore stipulated the following requirement:

Requirement

The Operator is to demonstrate that the home institution continues to have adequate financial resources to sustain the operation of the Operator's programmes in Hong Kong.

The Operator is to submit documentary evidence and any other relevant information to HKCAAVQ for the fulfilment of the above requirement on or before 31 January each year from 2027 to 2030.

**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 The CU home programme offering in the UK is overseen by the Vice Chancellor and led by the Course Director, with a Link Tutor assigned to work closely with the Hong Kong programme team. The Hong Kong programme is headed by the President of HKIAA and supported by the Director of Foundation and Academic Programmes to maintain academic standards and quality. The Programme Leader is responsible for monitoring the programme operations and works closely with the CU Link tutor on the implementation and delivery of the Programme at HKIAA, including student admission, module

delivery, assessment, and the collection of feedback from all stakeholders.

- 4.3.2 Both CU and HKIAA have their own staffing policies for staff recruitment, remuneration, training, and administration. The Panel noted that HKIAA adopts staffing policies, including staff training and development, staff appraisal, discipline procedures and other staff management policies, from HKIASHL. The HKIAA Employee Handbook sets out the procedures and policies of staff promotion and termination, remuneration and benefits, leave entitlement, career development, code of conduct and general disciplines. The Panel also noted that CU is subject to the rules and laws of the UK, and documentary evidence of CU's procedure for recruitment, selection and appointment of staff was provided by the Operator for review.
- 4.3.3 For the staffing of the Programme, the Operator provided the Panel with a summary of the full-time and part-time staff from HKIAA involved in programme management, teaching and supervision, as well as the profiles of these staff members. The Panel noted that all teaching activities would be delivered by Hong Kong teaching staff. The profiles of all HKIAA teaching staff are required to be submitted to CU representative (i.e. Link Tutor) for approval prior to appointment.
- 4.3.4 The Panel was informed that the teaching team of the Programme consists of three full-time and five part-time staff members. The Panel considered that this arrangement may create a degree of dependency on part-time staff for the delivery of specialised modules in subject areas beyond the expertise of the full-time staff. The Panel also observed that the workload is mainly carried out by the full-time staff, who are responsible for both teaching and administrative duties of other HKIAA programmes. Although the Operator provided a staffing projection plan addressing the projected growth in student numbers in the *Response to Summary of Panel's Initial Comments*, the Panel considered that the workload of the programme management at HKIAA may increase further as the student number increases. Therefore, the Panel **recommended** that the Operator should ensure the planned manpower of the programme management and delivery is commensurate with the planned expansion in enrolment across all HKIAA programmes.
- 4.3.5 In view of the above, and notwithstanding the recommendation, the Panel considered that the Operator is able to engage staff who are

competent to manage its operations, lead programme planning and development, and 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 HKIAA has been granted the IE status by HKCAAVQ at HKQF Level 4 since May 2019, and at HKQF Level 6 status jointly with ENAC as the operator for the Advanced Master programmes since January 2021. The Panel noted that HKIAA has the QA framework in place, with procedures and guidelines on programme development, management, monitoring, review and modification set out in the HKIAA QA Manual for Academic Programmes. The roles of various boards and committees responsible for programme development, management and review within the HKIAA, as mentioned in Para. 4.1.1, are described in detail in the QA Manual to be implemented for the Programme.
- 4.4.2 As mentioned in Para. 4.1.2, the CARP is constituted by the QuiLT Committee, which acts on behalf of the Academic Board of CU to monitor and conduct periodic reviews of the Hong Kong Programme. The Panel was provided with the constitution, terms of reference, and notes of guidance of the CARP, which set out the establishment and measures to be taken by the CARP to ensure the academic standards and quality for the Hong Kong Programme by CU. The Panel also noted that the CU Link Tutor serves as the approving authority for student admission, teaching staff appointment and module assessment pre-moderation. In addition, External Examiners are appointed by CU to provide insight and feedback on quality, academic, and administrative matters through the submission of annual written report and participation in relevant board meetings for both the home and Hong Kong programmes.
- 4.4.3 In terms of the collaboration between HKIAA and CU in monitoring the quality of the Programme, the HKIAA – CU QA Procedure Manual serves as the guiding document for the QA mechanism and procedures involving both institutions. As mentioned in Para. 4.1.3, the Programme is primarily monitored by the HKIAA QA and operation framework, and joint management by HKIAA and CU

through the QA Meeting and CCQEM Meeting with the involvement of CU Link Tutor, HKIAA Programme Leader and other responsible staff of the Programme. The Panel noted that the HKIAA – CU QA Procedures Manual sets out the Programme Review Mechanism for the review activities and stakeholders involved. However, the Panel observed that the HKIAA – CU QA Procedures Manual does not clearly outline the timeline for the review activities, and some parts, such as the framework for Subject Assessment Board and Programme Assessment Board, are relatively brief. In view of these observations, the Panel **recommended** that the Operator should review and refine the collaborative QA Procedures Manual between HKIAA and CU.

- 4.4.4 In consideration of the above information, and notwithstanding the recommendation, the Panel formed the view that the Operator has an internal quality assurance system that can support effective management, delivery and monitoring of learning programmes at QF Level 5.

### **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 BScAM programme in Hong Kong is a part-time top-up degree programme delivered in English as the medium of instruction (MOI). The home programme is recognised by the Chartered Institute of Logistics and Transport in the UK, and its graduates are exempted from the academic requirement of the Chartered Membership level. The Panel noted the Operator's intention to seek recognition for the Hong Kong Programme, with the application expected to be processed in early 2026.
- 4.5.2 The Programme Objectives (POs) and Programme Intended Learning Outcomes (PILOs) are set out below:

#### **Programme Objectives**

The Programme will provide:

|     |   |
|-----|---|
| PO1 | Opportunities to develop a general understanding of business and skills in management within the aviation industry.   |
| PO2 | A breadth of knowledge and skills that emphasise the integrative nature of the functions of organisations within the industry.  |
| PO3 | Knowledge of the professional responsibilities within aviation, including an understanding of the associated ethical and legal issues, and the need for continuing professional development.            |
| PO4 | Experience of diverse team working, problem solving in simulated business and technical environments, and international industry and academic engagement opportunities.                                 |
| PO5 | Particular knowledge and skills in the application of engineering fundamentals, information technology and quantitative methods to support the analysis and design of policy for the aviation business. |
| PO6 | A range of relevant knowledge and skills appropriate to graduate level employment with airline operators, airport authorities, or air logistics providers, or to engage in postgraduate study.          |

### Programme Intended Learning Outcomes

On successful completion of the Programme, students will be able to:

|       |  |
|-------|--|
| PILO1 | Develop sustainable solutions to aviation management problems, recognising the diversity of stakeholders that make up the global aviation industry.        |
| PILO2 | Select and apply a range of research skills, management tools and strategies, to resolve current and future challenges in the aviation industry.           |
| PILO3 | Formulate, defend and justify recommendations using appropriately sourced evidence and data.   |
| PILO4 | Identify, analyse and evaluate data from various sources to support decision making, business improvement, effective governance and regulatory compliance. |
| PILO5 | Work in teams and as an individual, to deliver outcomes that recognise the diverse and international context of the aviation industry.                     |
| PILO6 | Select and deploy relevant software and  |

|        |   |
|--------|---|
|        | technologies to support management decision making and sustainable aviation operations.   |
| PILO7  | Evaluate relationships and behaviours that support management processes, business outcomes and professional development in aviation.  |
| PILO8  | Evaluate and synthesise contemporary theory and research findings to propose innovative solutions to aviation management problems.  |
| PILO9  | Apply a range of management strategies and the principles of project management to achieve tangible outcomes to aviation management challenges and problems.                          |
| PILO10 | Consider and apply the fundamental principles of transport systems design and aeronautical engineering to inform sustainable management decision making within the aviation industry. |

4.5.3 The Operator provided the following information to the Panel to illustrate that the Programme meets the relevant HKQF standard.

- (a) Mapping of PILOs to the POs;
- (b) Mapping of modules to the PILOs;
- (c) Mapping of the PILOs to the Generic Level Descriptors (GLDs) at HKQF Level 5;
- (d) Mapping of the modules to the GLDs at HKQF Level 5; and
- (e) Sample teaching materials, assessment materials and their associated assessment rubrics.

4.5.4 The Panel noted that the Programme aims to address the manpower needs of the local and regional aviation industry. During the site visit, external stakeholders also confirmed that manpower demand is increasing due to on-going developments in the industry. However, apart from the input provided by the External Advisory Committee, the Panel observed that there was no other documentary evidence demonstrating how the industry needs had been identified or analysed. The Panel therefore **advised** the Operator to conduct market surveys and adopt other appropriate means of data collection to gain a comprehensive understanding of the manpower needs of the local and regional aviation industry.

4.5.5 In view of the above, the Panel formed the view that the POs and PILOs of the Programme meet the relevant HKQF standards and have been developed to address the educational needs of 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 admission requirements for the Programme are outlined below:

###### Admission Requirements

###### *Year-3 Entry:*

- (a) Associate Degree, Higher Diploma or equivalent qualification in aviation discipline; or
- (b) Evidence of 240 credits at Level 4 and 5 UK FHEQ covering sufficient aviation management disciplines.

###### *Feeder Programme Entry:*

- (a) Graduates of the Professional Diploma in Aviation Management offered by HKIAA.

###### *Year-2 Entry:*

- (b) Associate Degree, Higher Diploma or equivalent qualification in other discipline will be considered on a case-by-case basis; or
- (c) Other qualifications will be considered on a case-by-case basis; or
- (d) Evidence of 120 credits at Level 4 UK FHEQ covering sufficient aviation management disciplines.

###### English Language Requirements

- (a) Year-2 Entry – IELTS 6.0 or equivalent
- (b) Year-3 Entry – IELTS 6.5 or equivalent
- (c) Students/Applicants process with his/her HD/AD qualification with English as the medium of instruction will be exempted from the above English requirement.

##### 4.6.2 The Panel noted that the targeted applicants for the Programme are graduates of HKIAA's Professional Diploma in Aviation Management, as well as holders of Associate Degree or Higher Diploma (AD/HD) in aviation or other disciplines. The programme aims to further enhance applicant's qualifications while allowing them to balance work and study through the part-time delivery mode.

- 4.6.3 Applicants will be invited to attend an admission interview to assess their suitability for the Programme. During the interview, applicants are required to demonstrate their academic knowledge, language ability and relevant experience in aviation. The Operator also provided the interview criteria and assessment form to be used in the admission interview. The Panel noted that HKIAA is responsible for applicants screening and interview assessment, while CU serves as the final approving authority for admission decisions.
- 4.6.4 The proposed maximum annual intake of the Programme is 90 part-time students, with two enrolments each year in May and September. The Operator demonstrated potential demand for the Programme through the number of graduates from the feeder programme and by providing examples of qualifications accepted through other entry pathways.
- 4.6.5 In line with the Government's policy on the yearly quota of non-standard admission for programmes accredited under the Qualifications Framework, for non-local degree programmes operating in the 2023/24 academic year and onwards, the maximum number of non-standard admission (including mature students) should be capped at a maximum of 10% on a programme basis of the actual number of new students of the year. The cap is applied in line with the general expectation on self-financed degree-awarding institutions in safeguarding teaching and learning quality and thereby upholding the credibility and recognition of the qualifications. The percentage is based on the sum of new student numbers across all years of study of the Programme.
- 4.6.6 After considering the above information, the Panel considered that the admission requirements for the Programme are clearly outlined for prospective learners and are appropriate for recruiting applicants 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 top-up degree Programme comprises a total of 13 modules, all modules are pitched at HKQF Level 5. The Hong Kong Programme

follows the same structure as the home programme and the curricula for each entry pathways are presented in Para. 4.7.2.

4.7.2 The structure of the Programme to be offered is summarised in the following table:

| Year | Module Title                                     | Contact Hours |          | Non-Contact Hours |             | Notional Learning Hours | HKQF Credits* |
|------|--|---------------|----------|-------------------|-------------|-------------------------|---------------|
|      |  | Lecture       | Tutorial | Guided            | Self-Guided |                         |               |
| 2    | Global Logistics and Cargo                       | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Aviation Safety, Security and Emergency Planning | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Airport Operations                               | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Aviation Safety and Operations Assessment        | 0             | 0        | 0                 | 0           | 0                       | 0             |
|      | Airline Marketing^                               | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Customer Service Management                      | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Network Planning and Air Service Development ^   | 22            | 22       | 4                 | 152         | 200                     | 20            |
| 3    | Research Methods and Dissertation Development    | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Strategic People Management in Aviation          | 22            | 22       | 4                 | 152         | 200                     | 20            |
|      | Airline Scheduling                               | 22            | 22       | 4                 | 152         | 200                     | 20            |

|  |                                  |    |    |   |     |     |    |
|--|----------------------------------|----|----|---|-----|-----|----|
|  | and Planning                     |    |    |   |     |     |    |
|  | Aviation Strategy and Finance    | 22 | 22 | 4 | 152 | 200 | 20 |
|  | Sustainability and Aviation      | 22 | 22 | 4 | 152 | 200 | 20 |
|  | Aviation Management Dissertation | 5  | 5  | 0 | 190 | 200 | 20 |

\*Total HKQF Credits for each pathway - Year-2 Entry: 240; Feeder Programme Entry: 160; Year-3 Entry: 120

^Feeder Programme Entry students are required to study Airline Marketing module and Network Planning module, Air Service Development module and all Year-3 modules.

4.7.3 The Panel noted that the “Aviation Safety and Operations Assessment” module is an assessment-only, non-credit-bearing module. Through a group assignment, students are required to demonstrate their understanding of the synergy and complementary nature of the material covered in the “Airport Operations” and “Aviation Safety, Security and Emergency Planning” modules.

4.7.4 The Capstone Project comprises two modules, “Research Methods and Dissertation Development” and “Aviation Management Dissertation”, each carrying 20 HKQF credits. In the “Research Methods and Dissertation Development” module, students are required to demonstrate their ability to apply relevant research and academic skills, such as problem solving, creativity and technical competence, while adhering to appropriate ethical codes of practice. The “Aviation Management Dissertation” module, as the second part of the Capstone Project, requires students to produce a dissertation that demonstrates their knowledge of the selected subject area, includes critical analysis of the models, concepts and theories associated with the subject selected, and provides evaluation of the available evidence leading to pragmatic recommendations for the identified research problem.

4.7.5 The Panel also reviewed the following information provided by the Operator.

- (a) Modules Syllabi;
- (b) Overview of teaching and learning methods;

- (c) Overview of assessment methods and corresponding weightings; and
- (d) The set of information mentioned in Para. 4.5.3.

- 4.7.6 Through the review of the tabled teaching materials, the Panel raised concerns about the academic level of the sampled teaching materials for the Hong Kong Programme. After examining the supplementary teaching materials from the CU home programme, the Panel considered the academic level of the home teaching materials to be appropriate. During discussions at the site visit, the Operator informed the Panel that teaching materials from both CU and HKIAA are available for cross-referencing between the two parties. In view of this, the Panel **recommended** the Operator should ensure that the alignment of academic standards of the Hong Kong Programme are aligned with those of the home programme through the sharing of relevant teaching materials between the two institutions.
- 4.7.7 The Panel also observed that some of the references in tabled teaching materials were not the most up-to-date. The Panel **recommended** that the Operator should review and update the references on a regular basis to ensure the currency of the teaching materials.
- 4.7.8 The Panel observed that the current programme curriculum and content lack sufficient coverage of contemporary topics on human factors, safety management and security. During discussions at the site visit, the Panel noted that while these topics are covered in the curriculum, they are not given adequate emphasis. External stakeholders also agreed with the Panel that these topics are relatively underrepresented in the curriculum. Therefore, the Panel **recommended** the Operator should update the programme curriculum and content according to the latest industry developments, global trends and regional contexts, with greater emphasis on human factors, airline operation, safety management, aircraft leasing, law and regulation.
- 4.7.9 In spite of the above recommendations, the Panel formed the view that the structure and content of the Programme are appropriately designed to facilitate progression and enable learners to achieve the stated learning outcomes and 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 delivery of the Programme adopts a combination of lectures and tutorials in various modules with real-life examples and recent aviation cases from both local and international contexts for classroom discussions. To enhance and enrich students' learning experience and practical aviation knowledge, guest lectures, airport visits and career talks will also be arranged. The MOI of the Programme is English.

4.8.2 The Panel observed that there was insufficient evidence to demonstrate that the aims or outcomes of the guest lectures and industry visit were appropriately integrated in the modules contents. Hence, the Panel **advised** the Operator to ensure that the scope and contents of the guest lectures and industry visits are incorporated into the relevant modules.

4.8.3 To be awarded the BScAM, students are required to complete and pass the modules according to the respective entry pathways. The graduation requirements of the Programme are summarised in the following table:

| Entry Pathway          | Graduation Requirements                         |
|------------------------|---|
| Year-2 Entry           | Complete and pass 13 modules (240 HKQF credits) |
| Feeder Programme Entry | Complete and pass 8 modules (160 HKQF credits)  |
| Year-3 Entry           | Complete and pass 6 modules (120 HKQF credits)  |

4.8.4 Regarding the assessment of the Programme, in addition to the information mentioned in Para 4.5.3 and Para 4.7.5, the Operator also provided to the Panel with the following:

- (a) Assessment Policy of the Programme;
- (b) Assessment Methods and Weightings of each module;
- (c) Assessment Moderation Mechanism; and
- (d) Templates of Moderation Forms;

4.8.5 While reviewing the assessment methods and weightings of each module from the *Accreditation Document*, the Panel observed that only two modules adopted individual tests as part of the assessment, while the other modules primarily used formative assessments such as report writing and presentations. Considering the development of generative artificial intelligence (GenAI) and the limitation of tools in detecting academic dishonesty involving AI-generated content, the Panel **recommended** that the Operator should consider adopting summative assessment such as written examinations to address the challenge posed by GenAI to academic integrity.

4.8.6 In consideration of the above information, and notwithstanding the recommendation and advice, the Panel formed the view that the learning, teaching and assessment activities designed for the Programme effectively deliver the programme content.

#### 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 The HKIAA Programme Leader is responsible for overseeing the Programme's daily operation and maintaining close contact with the CU Link Tutor to monitor the overall delivery of the Programme.

4.9.2 The Programme is delivered by HKIAA teaching staff. The Panel noted that the minimum appointment criteria for Hong Kong teaching staff is possession of a Master's degree, with minimum 10 years of professional experience and achievements. Teaching staff without the academic qualification should have more than 15 years of professional experience and demonstrate competence in delivering the module. Such staff may be nominated to teach in the Programme, subject to the final approval of CU.

4.9.3 The Operator provided the Panel with information on the staffing projection plan for the Programme. The Panel noted that the teaching staff to student ratio is 1:45 for lectures and 1:30 for tutorial and practical sessions. The Operator also provided the profiles of

teaching staff for the Programme, including evidence of each individual's fulfilment of the appointment criteria.

4.9.4 As mentioned in Para. 4.3.4, the teaching team of the Programme consists of three full-time and five part-time staff members. The Panel was concerned about the Programme's reliance on part-time staff for specialised modules, which could pose challenges to programme delivery. During the site visit discussions, the Operator explained that each module would have a stand-in teacher available to deliver the content in the event of the primary teacher's absence due to unforeseen circumstances. The Panel therefore **recommended** that the Operator should expand the pool of qualified part-time teaching staff to enhance the stability of Programme delivery as the Programme develops.

4.9.5 Regarding staff development, from the *Operator's Response to Summary of Panel's Initial Comments*, the Panel noted that the Operator provides continuous professional development activities for staff through ICAO training courses, as well as internal and external workshops on Outcomes-Based Teaching and Learning, and guest talks within HKIAA. According to the *Accreditation Document* and the discussions during the site visit, the Panel also noted that CU would provide staff development activities for the Programme's teaching staff in areas related to learning and teaching, such as student engagement and handling academic integrity with GenAI.

4.9.6 In consideration of the above information, and notwithstanding the recommendation, the Panel was of the view that the Operator has adequate staff with appropriate qualifications, experience and expertise necessary for the effective management and 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 The Operator provided the Panel with information on the learning and teaching resources for the programme-specific facilities, including specifications of training venues and the list of services provided to students. During the site visit, a tour of the facilities at the 9/F HKIA Community Building was arranged for the Panel. The Panel noted

that all students are provided with access to the CU e-library and e-resources, and the Operator employs Moodle as the e-learning portal. Student assignments are submitted through Moodle for Turnitin plagiarism checking. The Panel considered the programme-specific facilities appropriate to support the delivery of the Programme.

- 4.10.2 Regarding students' wellness support, the Panel noted that HKIAA has partnered with external youth development agency to provide counselling and referrals to professional services. However, the Panel observed that there is a lack of clear guidelines for teaching staff on handling students with special educational needs or well-being concerns that may require professional service referral. The Panel therefore **recommended** that the Operator should develop clear guidelines for teaching staff in supporting students with diverse needs, including the referral of professional services where necessary.
- 4.10.3 Notwithstanding the recommendation, the Panel was of the view that the Operator provides appropriate and necessary resources to support the delivery of the Programme.

#### 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 Regarding the development, monitoring and review of the Programme, the Operator provided the following information.
- (a) HKIAA QA Manual for Academic Programmes;
  - (b) HKIAA – CU QA Procedures Manual;
  - (c) Documentary Evidence of the Approval for Hong Kong Programme;
  - (d) PILOs Assessment Plan for the Programme;
  - (e) Extracts of the Minutes of the following Committees/Meetings of the Programme:
    - Academic Board
    - Quality Assurance and Monitoring Committee
    - External Advisory Committee

- 4.11.2 Based on documents review and discussions with different stakeholders of the Programme, and in addition to the information on organisational QA mentioned in Para. 4.4, the Panel formed the view that a QA system is in place in terms of programme development, monitoring and review.
- 4.11.3 The Panel noted that an External Advisory Committee has been set up with three External Advisory Members to collect professional views and advice for the Programme. The Panel was provided with the profiles of the External Advisory Members, and the extracts of meeting minutes demonstrating the suggestions and feedback offered by these external members. To further broaden the scope of external advice for the Programme enhancement, the Panel **recommended** that the Operator should consider expanding the External Advisory Committee to include members with expertise in areas such as airline operation, safety management, and law and regulations.
- 4.11.4 In conclusion, notwithstanding the recommendation above, the Panel considered that appropriate mechanisms have been established to develop, implement and monitor the Programme on an on-going basis to ensure that it remains current and relevant, and that the learning outcomes, learning and teaching activities, and assessments are effective in achieving the objectives of the Programme.

## **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 (<https://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 QF website at <https://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 <https://www.hkqr.gov.hk> for recognition under the QF. 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.

Ref: 100/57/01  
24 December 2025  
JoH/CQ/RnL/as

**Hong Kong International Aviation Academy Limited  
and  
Coventry University**

**Initial Evaluation and Learning Programme Accreditation for  
Bachelor of Science (Hons) Aviation Management**

**14 - 15 October 2025**

**Panel Membership**

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\* The Panel Secretary is also a member of the Accreditation Panel.

**HKCAAVQ Report No.: 25/200**

**Hong Kong International Aviation Academy Limited  
and  
Coventry University**

**Initial Evaluation and Learning Programme Accreditation for  
Bachelor of Science (Hons) Aviation Management**

**14 – 15 October 2025**

**Corrigendum**

**On page 5 of the Accreditation Report:**

*Original:*

|   |  |
|---|--|
| <b>Mode(s) of Delivery<br/>and Programme<br/>Length</b> | Part-time<br>Year-2 Entry: 12 months<br>Feeder Programme Entry: 16 months<br>Year-3 Entry: 24 months |
|---|--|

*Correction:*

|   |  |
|---|--|
| <b>Mode(s) of Delivery<br/>and Programme<br/>Length</b> | Part-time<br>Year-2 Entry: 24 months<br>Feeder Programme Entry: 16 months<br>Year-3 Entry: 12 months |
|---|--|

Ronald To  
Registrar

Ref: 100/57/01  
29 December 2025  
JoH/CQ/RnL/as