



UNSW Course Outline

AVIA2851 Airport Management - 2024

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General Course Information

Course Code : AVIA2851

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : Faculty of Science

Academic Unit : School of Aviation

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course provides an in-depth understanding of the key issues within the airport management context including the regulatory environment, licensing and obligations; an evaluation of various ownership models; the economics of running the airport as a commercial business, including

costs, revenues, subsidies and key performance indicators to evaluate performance; customer relationships - especially the importance of the airport-airline relationship and in how airport route marketing helps set the airport for growth. The modern airport manager is no longer someone with just a skillset in operations. Today's airport manager is someone who can contribute to the ongoing rapid growth of non-traditional airport commercial activity and commercial revenue streams, especially in understanding the growth and importance of non-aeronautical revenue. Lastly, the shifting focus in airports deploying greater technology and how this translates to improved guest and customer experience provided within their terminals and airports, is also given focus.

Course Aims

The aim of this course is to offer students the opportunity to understand and learn about the key issues and trends impacting the management of airports, within today's rapidly changing business and regulatory environment.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.
CLO2 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.
CLO3 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.
CLO4 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.

Course Learning Outcomes	Assessment Item
CLO1 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.	<ul style="list-style-type: none">• Multiple Choice Quiz• Major International Hub Airport Analysis• Group Simulation and Report• Final Examination
CLO2 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.	<ul style="list-style-type: none">• Multiple Choice Quiz• Major International Hub Airport Analysis• Group Simulation and Report• Final Examination
CLO3 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.	<ul style="list-style-type: none">• Multiple Choice Quiz• Major International Hub Airport Analysis• Group Simulation and Report• Final Examination
CLO4 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.	<ul style="list-style-type: none">• Multiple Choice Quiz• Major International Hub Airport Analysis• Group Simulation and Report• Final Examination

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course offers students a unique opportunity to learn about the key issues impacting the management of airports today.

Teaching comprises lectures, tutorials, discussions, industry/guest speakers and an online simulation that provides a practical framework in which to apply and understand the subject content. Discussions on current aviation/airport issues are integral to this course. Class and

group interaction is a critical element to the course and is strongly encouraged. It is not possible to successfully complete the subject without engaging in the lecture material / tutorials, or by involving yourself in group activities, which members of each group will decide how best they take place, given the prevailing circumstances at that time.

Student assessments (Individual Assignment, Group Assignment and Final Exam) allow students to immerse themselves in key airport management issues and to critically assess the material presented during the course and to have a clear view on how they might manage things differently.

The lecturer provides the framework and context to the course and works with the industry guest speakers and students to develop their understanding of Airport Management issues.

Lectures will consist of live or pre-recorded Zoom sessions and the format will largely depend on the availability of guest speakers, who due to unexpected work obligations, may not be able to partake in a live session. One change to the course from prior years which will be implemented across the School, is that lectures will no longer be recorded or made available for viewing after the lecture. This is intentional in order to maximise lecture attendance, given that the number of students attending the live lectures has seen a dramatic fall off. This change will hopefully give students the added incentive of making themselves available for the lecture from week to week. The other aim in encouraging students to attend the live lectures, is to provide them with the opportunity to engage with the industry speakers.

Students are strongly advised to familiarise themselves with the lecture content as the material and topics presented in the lectures throughout the term, will form the basis of the final exam.

This subject draws together much of the earlier learning in the degree. There is a high level of engagement in the simulation, which requires regular attendance at tutorial sessions and close collaboration with group members.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Multiple Choice Quiz Assessment Format: Individual	5%	Start Date: Week 1 Due Date: on Wednesday, Oct 2 during the tutorial
Major International Hub Airport Analysis Assessment Format: Individual	20%	Start Date: Week 1 Due Date: Sun, 13 Oct
Group Simulation and Report Assessment Format: Group	25%	Start Date: Week 1 Due Date: 12 Nov & 15 Nov. See below for more information
Final Examination Assessment Format: Individual	50%	Start Date: UNSW Examination Period Due Date: UNSW Examination Period

Assessment Details

Multiple Choice Quiz

Assessment Overview

This quiz will comprise of multiple choice questions, focusing on course content presented in Weeks 1-3 (inclusive). General quiz information will be made available via Moodle in Week 1. The quiz will be held in Week 4 in class during the tutorial. You will be provided with 25 minutes to complete the quiz. Feedback will be provided in the form of the correct answers immediately following the assessment.

Course Learning Outcomes

- CL01 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.
- CL02 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.
- CL03 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.
- CL04 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.

Assessment Length

25 minutes

Submission notes

The Multiple Choice in-class Quiz will be held on Wednesday, Oct 2 during the tutorial.

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

Major International Hub Airport Analysis

Assessment Overview

In Week 1, you will be provided with the assessment description and marking rubric for this assignment, which will include a preselected major international hub airport to focus on. Based on your own research, readings and use of concepts and principles presented during the lecture in Week 2, please choose what you believe to be the most critical and relevant Key Performance Indicators (KPIs) and financial metrics to assess and analyse the performance of the airport (pre-assigned to you) over the past 10 years. The assignment also requires you to analyse business performance over a 10 year period, as well as your thoughts and ideas regarding the challenges to ensure future growth of the airport.

You are then required to create a 2,500 word report on your choices made, providing rationale and reason for your choice, as well as financial metrics, facts, data and scholarly literature to support your analysis.

The assignment is due in Week 5. Written feedback and marks will be provided by 10 working days after the submission deadline.

Course Learning Outcomes

- CL01 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.
- CL02 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.
- CL03 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.
- CL04 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

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Group Simulation and Report

Assessment Overview

This assessment encompasses a group simulation involving managing an airport, as well as the submission of three pieces of work for summative assessment: a group presentation, group report and assessment of group member contribution. Assessment details and the marking rubric will be released via Moodle in Week 1.

Group Simulation (formative; forms the foundation of all three summative parts of this assessment).

You will be allocated to a group and then assigned to an airport, which you along with your other group members will be responsible to manage as part of a simulation. In this simulation, each group will have responsibility to run the daily operation of the business for which they assume management oversight. This will necessitate decision making around all aspects of the airport you are responsible for managing. To do this effectively, it is essential to allocate functional responsibilities between each of your group members.

The assessment details, as well as resources regarding the simulation software will be posted via Moodle at the commencement of the course. The simulation will officially commence in Week 2. Students will be provided with support via an introduction tutorial, a follow-up tutorial and Q&As with the software provider.

At the end of Week 9, the simulation will end. A two-hour tutorial slot will be allocated weekly for your group to undertake the review and decision-making process to undertake your marked (assessable) components for this simulation. As part of these discussions, your group will need to undertake the following work which will form the basis of the assessment for Assignment 2:

Assessable components:

Part 1: Group Presentation (6%)

Your group will be required to create a 10-minute (maximum) PowerPoint presentation and submit it via Moodle during Week 10. The presentation should choose the most important messages that you want to convey from your airport management simulation, which will best and fairly show how your airport performed and what you learnt from the simulation and more importantly, the future plans for your airport.

Part 2: Group Report (19%)

Part 2A: Your group will be required to allocate one group member to submit a detailed group report on behalf of the whole group on a specified date during Week 10. You will be assessed on your ability to effectively communicate your key learnings from the simulation, and how well you can relate these back to the course content. The group report is to be no less than 3,000 words. Written feedback and marks (contingent on submission of Part 3 of this assessment) will be provided up to 10 working days after submission of the group report.

In addition to your group report, you will be required to individually submit an assessment of each of your group member's contributions to completing Assessment 3. This is to be submitted in Week 10, and completion and submission of this assessment is a requirement to receive a grade for Part 2 of the assessment.

For this submission, you will be provided with a Word document template to fill out. This template will include a section to describe each group member's contribution and a marking rubric for each group member that you must complete based on your observations of each individual group member's contributions. The description and completed rubric that you provide within the template for your individual group members will be considered by the convenor when awarding a final mark to each group member for this assessment. The intention of the assessment of group member contributions is to understand how you perceived the contributions of your peers, and whether you believe the effort and contribution was fair and equitable.

Course Learning Outcomes

- CL01 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.
- CL02 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.

- CL03 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.
- CL04 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.

Assessment information

1. *Powerpoint Presentations are due for submission on Tue, 12 Nov*
2. *Group Report and Peer Evaluation for Assignment 2, due for submission Fri, 15 Nov*

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

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Final Examination

Assessment Overview

The final examination will consist of multiple-choice answer questions and will assess lecture material and readings taught throughout Weeks 1 to 9 (inclusive) of the AVIA2851 course. It will be held during the UNSW Examination Period and you will be allocated 2 hours. Feedback is available through inquiry with the course convenor.

Course Learning Outcomes

- CL01 : Explain how airports can be successful at both the commercial and strategic level, and apply this knowledge to effectively manage an aviation operations environment.
- CL02 : Apply high level insights when discussing the current key issues impacting airports for the management of diverse local and global scenarios.
- CL03 : Use measurement and analysis processes to assess airport performance, and to propose appropriate airport management strategies.
- CL04 : Develop and present solutions for addressing the complexities of various airport management issues and challenges.

Generative AI Permission Level

No Assistance

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General Assessment Information

UNSW Aviation's decision for Short Extension Policy

The School of Aviation has carefully reviewed its range of assignments and projects to determine their suitability for automatic short extensions as set out by the UNSW Short Extension Policy. After careful consideration of our course offerings and our current structure, we have determined that our current deadline structures already accommodate the possibility of unexpected circumstances that may lead students to require additional days for submission. **Consequently, the School of Aviation has decided to not adopt the Short Extension provision for all its courses and has reassured that flexibility is integrated into our assessment deadlines.** The decision is subject to revision in response to the introduction of new course offerings. Students may still apply for Special Consideration via the usual procedures.

Grading Basis

Standard

Requirements to pass course

As this is a 2nd year subject, students are expected to bring both the learning from earlier subjects and their skills in critical thinking and analysis to assessment tasks. Success will come from understanding and applying teachings, rather than paraphrasing and memorisation.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Blended	<p>AM Lecture (ONLINE): Airport Economics and Performance Benchmarking A look at key metrics used to evaluate airport performance Guest Lecturer: Wayde Harnett – GM Finance & Planning WSA PM Tutorial (ONLINE/Mathews 103): Airport Online Simulation workshop • Introduction to AIRPORT online simulation • Group allocation • Scenario analysis 1st TRIAL INPUT to the simulation – load by 1900h, Wed 11 Sep</p> <p>Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- Chapter 3 – Airport Economics & Performance Benchmarking</p>
Week 2 : 16 September - 22 September	Blended	<p>AM Lecture (ONLINE): Course Introduction / Review of Industry Structure / Discussion of Regulatory Framework Course introduction & overview of industry Guest Lecturer: Dr Ian Douglas – Hon. Senior Lecturer School of Aviation and immediate past Chairman IASC. A review of various regulations and regulatory frameworks that impact on airports</p> <p>PM Tutorial (ONLINE/Mathews 103): Airport Online Simulation workshop 2nd TRIAL INPUT to the simulation – load by 1900h, Mon 16 Sep 1st LIVE input to the simulation – load by 1900h, Wed 18 Sep Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- • Chapter 1 – Introduction Chapter 2 – The Structure of the Airport Industry</p>
Week 3 : 23 September - 29 September	Blended	<p>AM Lecture (ONLINE): Airport-Airline Relationship A review of the relationship between airport operators and airlines and its importance to the success of any airport business Guest Lecturer: Scott Zeglin – Qantas Airways</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 2nd input to the simulation – load by 1900h, Wed 25 Sep Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- Chapter 4 – Airport-Airline Relationship</p>
Week 4 : 30 September - 6 October	Blended	<p>AM Lecture (ONLINE): Airport Operations A look at what makes an airport unique to its customers with the wide range of services and facilities it offers Guest Lecturer: Andre Younes – Executive Manager, Operations Design, WSA</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 3rd input to the simulation – load by 1900h, Wed 2 Oct Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- • Chapter 5 – Airport Operations NB: The Multiple Choice in-class Quiz will be held on Wednesday, Oct 2 during the tutorial. CENSUS DATE: 6 October</p>
Week 5 : 7 October - 13 October	Blended	<p>AM Lecture (ONLINE): Airport Service Quality and Passenger Experience This lecture looks at what is important to airports in differentiating their offer to meet their diverse customer requirements and the role of technology to deliver this Guest Lecturer: Corey Stewart – Innovation Engineer, WSA</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 4th input to the simulation – load by 1900h, Wed 9 Oct NB: Assignment 1 due for submission Sun, 13 Oct Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- • Chapter 6 – Airport Service Quality & Passenger Experience Chapter 11 – Future Prospects</p>
Week 6 : 14 October - 20 October	Blended	<p>Online Simulation No lectures this week, but continue with your group simulation 5th input to the simulation – load by 1900h, Wed 16 Oct</p>
Week 7 : 21 October - 27 October	Blended	<p>AM Lecture (ONLINE): Terminal Operations – Baggage Handling Systems This lecture aims to provide insights into the design of and the critical importance that baggage handling systems play in terminal operations and</p>

		<p>how they impact on Airport Service Quality and Passenger Experience Guest Lecturer: Prof. Gabriel Lodewijks – Dean of Engineering, University of Newcastle.</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 6th input to the simulation – load by 1900h, Wed 23 Oct</p> <p>Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- • Chapter 5 – Airport Operations Additional background from the following book - Airport Operations (3rd Edition) by Norman J. Ashford, Pierre Coutu, John R. Beasley (Mcgraw-Hill Education – 2012) Chapter 7 – Baggage Handling</p>
Week 8 : 28 October - 3 November	Blended	<p>AM Lecture (ONLINE): Importance of Commercial Facilities The growth of non-aeronautical revenue streams has resulted in airports investing greater effort and resources in looking at the market for commercial services and how such facilities can be planned and managed. Of particular focus, are retail revenue streams. Guest Lecturer: Yimeng Chen PhD. Yimeng's studies have focused on the impact and role of airport retailing and he will discuss and share important findings and key trends from his research.</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 7th input to the simulation – load by 1900h, Wed 30 Oct Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- Chapter 7 – Provision of Commercial Facilities</p>
Week 9 : 4 November - 10 November	Blended	<p>AM Lecture (ONLINE): Airport Competition and the Role of Marketing As airports have evolved from regulated public sector-controlled activities, to liberalised and commercially orientated businesses, the need to compete for passengers, airlines and cargo has never been greater. The guest lecturer will also look at how airports engage in route development activities. Guest Lecturer: Scott Zeglin – Qantas Airways</p> <p>PM Tutorial (Mathews 103): Airport Online Simulation workshop 8th input to the simulation – load by 1900h, Wed 6 Nov Pre-reading from the recommended textbook – Managing Airports – An International Perspective (5th Edition) by Anne Graham:- Chapter 8 – Airport Competition & the Role of Marketing</p>
Week 10 : 11 November - 17 November	Blended	<p>AM Lecture (ONLINE) and PM Tutorial: Group Power Point Presentations Today, each group will be presenting their Powerpoint presentations, covering requirements as outlined in Assignment 2. Each group will have a maximum of 10 mins (Note: Time limit will be strictly applied) NB: • Powerpoint Presentations are due for submission on Tue, 12 Nov • Group Report and Peer Evaluation for Assignment 2, due for submission Fri, 15 Nov</p>

Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

General Schedule Information

UNSW Aviation's decision to not release Lecture Recordings

The School of Aviation prides itself on offering education that supports students in their personalised learning journey. This involves providing opportunities for students to engage with academics and key aviation experts to identify and address learning gaps, develop core skills

and knowledge, and foster an environment of collaboration and meaningful discussion with the UNSW Aviation community. To support this vision, UNSW Aviation has decided to require students to attend all synchronous lectures (in-person or online) and not release class recordings to the student cohort. If students cannot attend a class and require learning support due to unforeseen circumstances, they should contact their Course Coordinator or Program Coordinator to discuss options for support and making up for missed class time.

Course Resources

Course Evaluation and Development

The myExperience Survey aims to boost student feedback which creates a culture of continuous improvement by identifying, responding to, and acting on student feedback.

The course survey will open towards the end of Term. Students are encouraged to participate in the survey via Moodle, myUNSW, or through the direct myExperience link.

Please provide constructive feedback and focus on your learning experience in relation to the course material. While the survey is confidential, it is not anonymous. Comments that breach the Student Code of Conduct, that are hurtful, racist, sexist or ill natured, may lead to disciplinary action.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dane Kondic				Via email	No	Yes
Tutor	Mirjam Wiedemann				Via email	No	No

Other Useful Information

Academic Information

Upon your enrolment at UNSW, you share responsibility with us for maintaining a safe, harmonious and tolerant University environment.

You are required to:

- Comply with the University's conditions of enrolment.

- Act responsibly, ethically, safely and with integrity.
- Observe standards of equity and respect in dealing with every member of the UNSW community.
- Engage in lawful behaviour.
- Use and care for University resources in a responsible and appropriate manner.
- Maintain the University's reputation and good standing.

For more information, visit the [UNSW Student Code of Conduct Website](#).

Academic Honesty and Plagiarism

Referencing is a way of acknowledging the sources of information that you use to research your assignments. You need to provide a reference whenever you draw on someone else's words, ideas or research. Not referencing other people's work can constitute plagiarism.

Further information about referencing styles can be located at <https://student.unsw.edu.au/referencing>

Academic integrity is fundamental to success at university. Academic integrity can be defined as a commitment to six fundamental values in academic pursuits: honesty, trust, fairness, respect, responsibility and courage. At UNSW, this means that your work must be your own, and others' ideas should be appropriately acknowledged. If you don't follow these rules, plagiarism may be detected in your work.

Further information about academic integrity, plagiarism and the use of AI in assessments can be located at:

- The [Current Students site](#),
- The [ELISE training site](#), and
- The [Use of AI for assessments](#) site.

The Student Conduct and Integrity Unit provides further resources to assist you to understand your conduct obligations as a student: <https://student.unsw.edu.au/conduct>

Submission of Assessment Tasks

Penalty for Late Submissions

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessments where a penalty applies,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and

- no permitted variation.

Any variations to the above will be explicitly stated in the Course Outline for a given course or assessment task.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

Special Consideration

If circumstances prevent you from attending/completing an assessment task, you must officially apply for special consideration, usually within 3 days of the sitting date/due date. You can apply by logging onto myUNSW and following the link in the My Student Profile Tab. Medical documentation or other documentation explaining your absence must be submitted with your application. Once your application has been assessed, you will be contacted via your student email address to be advised of the official outcome and any actions that need to be taken from there. For more information about special consideration, please visit: <https://student.unsw.edu.au/special-consideration>

Important note: UNSW has a “fit to sit/submit” rule, which means that if you sit an exam or submit a piece of assessment, you are declaring yourself fit to do so and cannot later apply for Special Consideration. This is to ensure that if you feel unwell or are faced with significant circumstances beyond your control that affect your ability to study, you do not sit an examination or submit an assessment that does not reflect your best performance. Instead, you should apply for Special Consideration as soon as you realise you are not well enough or are otherwise unable to sit or submit an assessment.

Faculty-specific Information

Additional support for students

- [The Current Students Gateway](#)
- [Student Support](#)
- [Academic Skills and Support](#)
- [Student Wellbeing, Health and Safety](#)
- [Equitable Learning Services](#)
- [UNSW IT Service Centre](#)
- Science EDI Student [Initiatives](#), [Offerings](#) and [Guidelines](#)

School Contact Information

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