



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

LEARNING PROGRAMME RE-ACCREDITATION

**ADVANCED MASTER IN AIR TRANSPORT
MANAGEMENT**

SEPTEMBER 2026

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Appendix

HKCAAVQ Panel Membership

1. TERMS OF REFERENCE

1.1 Based on the Service Agreement (No.: AA1173), 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 a Learning Programme Re-accreditation exercise for Advanced Master in Air Transport Management with the following Terms of Reference.

- (a) To conduct an accreditation test as provided for in the AAVQO to determine whether the following programme of Hong Kong International Aviation Academy Limited and Ecole Nationale de l' Aviation Civile (Operator) (with specifications below) meets the stated objectives and Hong Kong Qualifications Framework (HKQF) standards and can continue to be offered as an accredited programme;
- (b) To issue to the Operator an accreditation report setting out the results of the determination in relation to (a) by HKCAAVQ; and

Specifications of the Programme seeking accreditation status:

Programme title (English and Chinese, if any)	Exit award title (English and Chinese, if any)	NCR Registration/ Reference Number¹	Mode of study	Programme length	Major(s) leading to distinctive awards	Claimed HKQF level
Advanced Master in Air Transport Management 航空運輸管理高等碩士	Advanced Master in Air Transport Management	272772	Part-time	20 months	N/A	6

¹ 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.

2. HKCAAVQ'S DETERMINATION

2.1 HKCAAVQ has determined that the Advanced Master in Air Transport Management (AM-ATM/the Programme) meets the stated objectives and HKQF standard at Level 6 and can continue to be offered as an accredited programme with a validity period of three years.

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 on the 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, 20 months
Start Date of Validity Period	1 January 2027
End Date of Validity Period	31 December 2029
Number of Enrolment(s)	One enrolment per year
Maximum Number of New Students	30 students per year
Address of Teaching / Training Venue(s)	Hong Kong International Aviation Academy Limited 1. Room 608, 610-11, HKIA Commercial Building, 1 Skyplaza Road, Hong Kong International Airport, Lantau, Hong Kong 2. 9/F, HKIA Community Building, 13 Cheong Tat Road, Hong Kong International Airport, Lantau, Hong Kong

2.4 Recommendations

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

- 2.4.1 The Operator should review and enhance the programme curriculum and content as appropriate to contextualise the content of generic modules, strengthen the coverage of topics on human factors, and incorporate emerging topics, cultural contexts and the latest industry standards, with local and regional contextualisation in the air transportation industry for the Hong Kong programme. (Para. 4.3.7(d))
- 2.4.2 The Operator should monitor and review the implementation of the in-class quizzes, and consider further strengthening the module assessment strategy, including but not limited to adjusting the

weighting of various assessment components, enhancing the in-class quizzes and/or introducing new quizzes and/or examinations for programme modules. (Para. 4.4.5)

- 2.4.3 The Operator should strengthen the provision of written feedback on student performance in assessments in accordance with the assessment rubrics. (Para. 4.4.6)
- 2.4.4 The Operator should review and enhance the mark distribution mechanism for all modules and the grading system for “AVOM6010 Professional Thesis” to better differentiate student performance (Para. 4.4.7)
- 2.4.5 The Operator should provide appropriate staff development for part-time teaching staff to facilitate effective programme delivery and quality assurance implementation. (Para. 4.5.5)
- 2.4.6 The Operator should consider enhancement measures for the dissemination of pre-class materials including but not limited to enabling earlier access to the materials and providing appropriate guidance to support students in their preparation for the face-to-face classes. (Para. 4.6.2)
- 2.4.7 The Operator should explore including expertise from local airlines and regional regulatory bodies such as civil aviation authorities in the External Advisory Committee to expand the input from external stakeholders on the Programme. (Para. 4.7.3)
- 2.4.8 The Operator should strengthen the implementation of the annual programme review mechanism particularly in the areas of programme structure, module content, coverage of emerging topics, and assessment strategy to ensure ongoing alignment with the trends and needs of the aviation industry. (Para. 4.7.4)
- 2.5 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 aim of nurturing local and regional air transport management talent 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. HKIAA was awarded the prestigious Platinum/Training Centre of Excellence in the TRAINAIR PLUS Programme (TPP) by ICAO in June 2023. In addition, HKIAA is the world's second organisation to have received the Airports Council International (ACI)-ICAO TPP-Airport dual recognition.
- 3.2 Created in 1949 and headquartered in Toulouse, Ecole Nationale de l'Aviation Civile (ENAC, or the National School of Civil Aviation of France) is a national public administrative institution with legal personality and pedagogical and scientific autonomy. It is established under the supervision of the Minister responsible for civil aviation in France to provide initial and continuing education in civil aviation.
- 3.3 HKIAA and ENAC have started collaborating in 2016 for the development and delivery of the Advanced Master in Air Transport Management programme in Hong Kong. This first collaborative programme provides a prominent platform for executives and managers in the industry from Hong Kong, Chinese Mainland, and the Belt and Road countries to acquire air transport management knowledge and exchange their insightful experiences. Under the collaboration between HKIAA and ENAC, the Operator currently offers two accredited programmes, namely the AM-ATM and Advanced Master in Aviation Safety Management (AM-ASM). The AM-ATM programme was first accredited and listed under the Hong Kong Qualifications Register in 2021, and re-accredited in 2023. This is the second re-accreditation for this Programme.

- 3.4 For this Learning Programme Re-accreditation exercise, HKCAAVQ formed an expert Panel (Panel Membership at **Appendix**). A site visit was conducted at 9/F, Hong Kong International Airport (HKIA) Community Building, Hong Kong on 25 – 26 June 2026. HKCAAVQ's *Manual for the Four-stage Quality Assurance Process under the Hong Kong Qualifications Framework (Version 1.3, April 2025)* was the guiding document for the Operator and the Panel in conducting this re-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.

4.1 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.

- 4.1.1 The Advanced Master in Air Transport Management programme is a part-time taught postgraduate programme, delivered entirely in English and accredited by the Conférence des Grandes Ecoles (CGE) of France. The Programme aims to equip participants with in-depth knowledge of air transport management from various perspectives.
- 4.1.2 The Programme Objectives (POs) and Programme Intended Learning Outcomes (PILOs) of the Programme are set out below:

Programme Objectives

The Programme offers:

PO1	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
PO2	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

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

PILO1	critically evaluate the interrelation between the various sectors in the air transport industry;
PILO2	apply knowledge and skills in a broad range of managerial disciplines in the air transport industry;
PILO3	deal with major safety, professional, ethical, management and economic issues affecting the air transport industry in local, national, regional and international contexts;
PILO4	critically evaluate data, information, concepts, evidence and demonstrate leadership in business decision making;
PILO5	utilise professional knowledge and formulate appropriate methodologies to create integrated air transport solutions; and
PILO6	communicate at a high level of competence across multiple sectors and stakeholder groups.

4.1.3 The Operator provided the following information to the Panel to illustrate that the Programme meets the relevant HKQF standards.

- (a) Mapping of PILOs to the POs;
- (b) Mapping of Module Intended Learning Outcomes (MILOs) of each module to the PILOs;
- (c) Mapping of the PILOs to the Generic Level Descriptors (GLDs) at HKQF Level 6;
- (d) Mapping of the modules to the GLDs at HKQF Level 5 and Level 6; and
- (e) Sample learning and teaching materials, marked assessments and the associated assessment rubrics.

4.1.4 The Operator provided student profiles from previous cohorts to demonstrate the Programme's relevance to industry needs across various sectors of the aviation industry. The Panel noted the market demand for the Programme at both local and regional levels, including constant participation from senior executives of aviation operators, such as cargo, aviation security, airline management, airport management and civil aviation regulatory authorities across the Asia-Pacific region and Central Asia.

- 4.1.5 The Panel noted that the POs and PILOs remain unchanged since the Programme was initially accredited in 2021. Despite the Operator's proposal to replace a module and adjust the programme duration in response to students' and graduates' feedback as part of this re-accreditation, the Panel noted that no substantial programme review had been undertaken in the areas of programme structure, module contents, coverage of emerging topics, and assessment strategy. This view was also echoed by the external stakeholders in the meeting session during the site visit. Relevant recommendations are stipulated in Para. 4.3.7, Para. 4.4.5, and Para. 4.7.4.
- 4.1.6 After considering the above information, 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 education needs of industry.

4.2 **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.

- 4.2.1 The Panel noted that the target applicants for the Programme are executives and managers from airports, regulatory bodies, airlines, air traffic control service providers and other aviation-related organisations from both local and regional countries. The minimum admission requirements of the Programme are as follows:

The Minimum Admission Requirements

- Hold an 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%).

English Proficiency

Applicants also need to meet one of the following English language proficiency requirements:

- 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.

To fulfil the language proficiency requirement in English, ENAC also considers applicants who already obtained the Bachelor's or Master's degree from an institution where the medium of instruction was English. As the Programme is professional in nature, use of English as one of their major languages in the workplace will also be considered.

- 4.2.2 All applications, including academic qualifications, English Language proficiency, working experience and other supporting documents are reviewed by the Hong Kong Programme Coordinator. If deemed necessary, applicants will be invited to attend a face-to-face or online interview. Candidates who meet the minimum admission requirements are then recommended to the ENAC Course Director for final approval, ensuring alignment with the programme standards.
- 4.2.3 From the *Operator's Response to Summary of Panel's Initial Comments* and the discussions with the Operator during the site visit, the Panel noticed that no specified assessment is in place for applicant selection, and only overseas applicants are required to pass an online interview as part of the admission process. The Operator is **advised** to implement appropriate means of admission assessment such as interview and/or personal statement to better ascertain the suitability of the students enrolled to the Programme.
- 4.2.4 The Panel observed some of the modules of the Programme are offered as stand-alone modules for non-Programme participants. In response to the recommendation from the last re-accreditation, the Operator stated that the admission of the additional stand-alone module participants is managed within the approved Programme capacity. Having met with different stakeholders of the Programme during the site visit, the Panel formed the view that the current admission of stand-alone module participants does not affect the teaching and learning quality of the Programme. According to the *Operator's Response to Summary of Panel's Initial Comments*, the Panel also noted that if the stand-alone module participants could successfully complete the module, they would receive the corresponding module exemption on a case-by-case basis if they undertake the Programme in future.

- 4.2.5 In line with the Government's policy on the yearly quota of non-standard admission for programmes accredited under HKQF, 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.
- 4.2.6 Notwithstanding the above advice, the Panel considered that the admission requirements for the AM-ATM Programme are clearly outlined for prospective learners and are appropriate for recruiting applicants with the necessary skills and knowledge to undertake the Programme.

4.3 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.

- 4.3.1 The Programme is a part-time Advanced Master programme with 162 HKQF credits. The programme duration is proposed to be changed from 18 months to 20 months effective from 1 January 2027. The Hong Kong Programme's curriculum is presented in Para. 4.3.2.
- 4.3.2 With the module "AVOM6721 Regulatory Framework in Air Transport Industry" replacing "AVOM6711 Air Transport Security and International Laws" module, the structure of the AM-ATM Programme to be offered in Hong Kong from 1 January 2027 is summarised in the following table:

Module Title	Contact Hours			Total Contact Hours	Teaching Staff
	Lecture (Hours)	Group Discussion, Presentation (Hours)	Others e.g. Site Visit/Supervision (Hours)		
AVOM5110 Air Passengers	20	10	0	30	HKIAA

and Quality of Service					
AVOM5710 Human Resources	20	10	0	30	HKIAA
AVOM5711 Financial Management	20	10	0	30	HKIAA
AVOM6710 Air Transport Economics	20	10	0	30	ENAC
AVOM6412 Airline Operations and Safety Management	18	8	4	30	ENAC
AVOM5510 Marketing	20	10	0	30	HKIAA
AVOM6110 Ground Handling and Operations	18	8	4	30	ENAC
AVOM6510 Communication and Crisis Management	18	8	4	30	HKIAA
AVOM6511 Air Transport Market and Airline Distribution	20	10	0	30	ENAC
AVOM6410 Airline Strategy	20	10	0	30	ENAC
AVOM6721 Regulatory Framework in Air Transport Industry	20	10	0	30	ENAC
AVOM6411 Sustainable Development of Air Transport	18	8	4	30	HKIAA
AVOM6010 Professional Thesis	8	0	12	20	ENAC

4.3.3 The Panel noted that four modules “AVOM5110 Air Passengers and Quality of Service”, “AVOM5710 Human Resources”, “AVOM5711 Financial Management”, and “AVOM5510 Marketing” are pitched at HKQF Level 5, while the rest of the modules and the professional thesis module are all pitched at HKQF Level 6.

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

- (a) Programme and Modules Registry;
- (b) Overview of teaching and learning methods;
- (c) Overview of assessment methods and corresponding weightings; and
- (d) The set of information mentioned in Para. 4.1.3

- 4.3.5 The Panel noted the Programme will be delivered in the form of 12 monthly modules. The 12 modules are delivered with 30 contact hours each. Students submit their assignments two weeks after finishing the classes of each module. There are no prerequisite and corequisite requirements for all modules. The delivery sequence is planned and shared with students during the programme orientation before the commencement of the Programme.
- 4.3.6 Upon completion of the 12 modules, students are required to carry out an individual professional thesis within a 6-month period, based on a topic related to the aviation field and approved by ENAC. The purpose of the professional thesis module is to provide students with an opportunity to develop a deeper knowledge and understanding of a particular area of study. Students are expected to demonstrate their integrated knowledge, together with their skills in evaluating data, information, concepts, evidence and their specialised technical, research skills and methodologies, which can be applied in their professional thesis to create integrated air transport solutions to support business decisions. Students are required to submit two progress reports to their thesis supervisor in the first and third months.
- 4.3.7 Based on the information on the programme structure and content as well as discussion with the Operator during the site visit, the Panel made the following observations:
- (a) The Panel noted the Programme includes generic modules such as “AVOM5510 Marketing” and “AVOM5710 Human Resources” in the curriculum. During the site visit, the Panel enquired the importance of these generic modules given the specialised nature of the Programme. Different representatives shared the view that these modules could provide new perspectives from different organisational and managerial roles that are beneficial for students’ career development. The Panel opined that contextualising the two modules may bring further benefits to students in understanding the application of relevant knowledge and skills in the professional context of the air transportation industry;
 - (b) From the review of the *Accreditation Documents*, the Panel observed that the explicit coverage of human factors content in the Programme appears to be limited. The Panel considered that the topic of human factors is covered across all aspects of the aviation industry, and should be appropriately reflected in various modules in this Programme. For the “AVOM6412 Airline Operations and Safety Management” module, the

Operator confirmed the Panel during the site visit that the module content can be further enhanced by incorporating human factors content from the AM-ASM programme. Moreover, the Operator provided revised module registries and updated teaching materials with an increased emphasis on human factors for “AVOM6412 Airline Operations and Safety Management”, and other modules including “AVOM6110 Ground Handling and Operations”, “AVOM6510 Communication and Crisis Management”, and “AVOM6721 Regulatory Framework in Air Transport Industry”, with a stronger focus on human factors and safety management system. With the updated module registries and teaching materials, and having exchanged views with the Operator during the site visit, the Panel saw the benefit for the Operator to holistically review the programme curriculum and content to consider the inclusion of topics on human factors at the module level;

- (c) Through the review of the Programme materials, the Panel observed that the coverage of emerging topics such as urban air mobility, unmanned aerial vehicles, low-altitude economy and cybersecurity was limited. Given the students’ backgrounds, the Panel also noted the need to effectively address regional cultural contexts and their impacts in air transport management other than solely Western perspectives; and
- (d) In light of (a)-(c) above, the Operator is **recommended** to review and enhance the programme curriculum and content as appropriate to contextualise the content of generic modules, strengthen the coverage of topics on human factors, and incorporate emerging topics, cultural contexts and the latest industry standards, with local and regional contextualisation in the air transportation industry for the Hong Kong programme.

4.3.8 In spite of the above recommendation, 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.

4.4 **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.

- 4.4.1 The medium of instruction of the Programme is English. The Panel noted that the Programme would deliver one-day online plus three-day face-to-face classes in all 12 modules. Pre-class materials are uploaded to the learning portal one week prior to the physical classes for every module, which allows students to prepare in advance. As mentioned in Para. 4.3.5, one module is delivered monthly to allow students to concentrate on studying one module at a time. Students are required to submit the assessment two weeks after attending the lessons of each module. The Panel also noted that the maximum staff-student ratio for the modules is 1:30. A recommendation related to student support on the pre-class materials is stipulated by the Panel in Para. 4.6.2.
- 4.4.2 To be awarded the AM-ATM, students must complete and pass the assessments of 12 modules and an individual professional thesis. The passing mark of the modules is 60, and the attendance requirement of each module is 75%. Students are allowed to re-submit the assignments, after individual consultation with the module lecturer. Students failing a module or not meeting the attendance requirement have to re-take the module in the next offering. For students re-taking a module, the new mark will replace the previous failed mark.
- 4.4.3 With regard to the assessment of the Programme, in addition to the information mentioned in Para 4.1.3 and Para 4.3.4, the Operator also provided to the Panel the following.
 - (a) Programme Handbook
 - (b) Assessment Policy of the Programme;
 - (c) Assessment Methods and Weightings of each module;
 - (d) Mechanism of Marks Moderation, Re-assessment and Re-study;
 - (e) Students' performance including mark distribution and passing rate of each module during the validity period; and
 - (f) External Examiner's Reports during the validity period.
- 4.4.4 To maintain assessment standards, the Panel noted that all scripts are sent to ENAC Course Director for record, review, approval and retention. At least 30% of the assessments marked by HKIAA teaching staff will be moderated by ENAC Course Director or relevant subject experts. To seek further external input on the programme development and management, the Operator appointed

an External Examiner (EE) to review a sample of marked scripts of four modules every year and provide external input for programme enhancement.

- 4.4.5 In terms of assessment design, the Panel noted that each module contains a group-based assessment and an individual assessment. While the former takes the form of either group discussion or presentation, the latter is a written assignment on specified topics involving, among other things, industry-related analysis, critical evaluation, or case study. Echoing the view of the External Examiner (EE) as reflected in the EE report, the Panel opined that the inclusion of a quiz and/or examination assessment component would facilitate the assessment of students' broader understanding of the module content, as well as to differentiate student performance especially given the observation that the mark distribution of the modules is on the high side (Para. 4.4.7). During the site visit, the Panel further exchanged views with the Operator on how, with the increasing prevalence of generative artificial intelligence (GenAI), the assessment of students' attainment of the intended learning outcomes could remain effective. In response to the Panel's concern, the Operator agreed to introduce in-class quizzes in the form of multiple choice and short questions for all modules, and provided the revised module registries to reflect the updated assessment weighting for each module, with in-class quizzes carrying a weighting of 15%. In the interest of continuous enhancement on the overall assessment design of the modules, the Operator is **recommended** to monitor and review the implementation of the in-class quizzes, and consider further strengthening the module assessment strategy, including but not limited to adjusting the weighting of various assessment components, enhancing the in-class quizzes and/or introducing new quizzes and/or examinations for programme modules.
- 4.4.6 Teaching staff's written feedback on students' assessments across different modules vary in terms of comprehensiveness and the adherence to the assessment rubrics. Through the review of *Tabled Documents*, the Panel also noticed that the comments recorded on the evaluation forms for the sampled professional thesis are brief. During the meeting sessions with students and graduates, the representatives reflected that the immediate oral feedback provided by the teaching staff is very detailed and beneficial to their study, while the written feedback provided is relatively general and occasionally no written comments were provided. In the interest of enhancing the documentation of assessment feedback to students and to facilitate their learning, the Operator is **recommended** to

strengthen the provision of written feedback on student performance in assessments in accordance with the assessment rubrics.

- 4.4.7 From the *Tabled Documents*, the Panel observed that the mark distribution for module assessments is on the high side, with most students obtaining marks of 70 or above in most modules. The Panel also noted the professional thesis module adopted the pass/fail system since the accreditation in 2021. For the purposes of facilitating students in understanding their performance in individual modules and facilitating the Operator in tracking students' performance, the Panel **recommended** the Operator to review and enhance the mark distribution mechanism for all modules and the grading system for "AVOM6010 Professional Thesis" to better differentiate student performance.
- 4.4.8 In consideration of the above information and notwithstanding the recommendations, the Panel formed the view that the learning, teaching and assessment activities designed for the Programme effectively deliver the programme content.

4.5 **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.

- 4.5.1 The Programme is managed by the Executive Board, composed of the ENAC Executive Manager, HKIAA Executive Manager, ENAC Course Director and HKIAA Programme Coordinator, to oversee the overall Programme delivery.
- 4.5.2 The HKIAA Programme Coordinator is responsible for managing programme development and monitoring the quality of programme delivery and acts as the main liaison with the ENAC Course Director. The ENAC Course Director is responsible for defining the programme content, and monitoring the delivery and quality assurance of the Programme to report to the Executive Board.
- 4.5.3 The Programme is delivered jointly by ENAC and HKIAA teaching staff. The ENAC teaching staff contributes 50% of teaching and

100% of the supervision of professional theses for the Programme. The definitive teaching arrangement for the 12 modules between HKIAA and ENAC involves HKIAA delivering six modules, while the other six modules will be taught by ENAC teaching staff as shown in Para. 4.3.2. The Panel was provided with the minimum appointment criteria and the profiles of the teaching staff from ENAC and HKIAA. The Panel noted most of the module lecturers from both ENAC and HKIAA are part-time teaching staff for the Programme.

- 4.5.4 In response to the recommendation from the last re-accreditation, the Operator provides a structured induction for new teaching staff covering outcome-based teaching and learning approach, use of assessment rubrics, QA mechanism, module delivery requirements, library and e-library resources, and the importance of regular review and updating of module reading lists. From the meeting with teaching staff during the site visit, the Panel also noted that there are refresher sessions annually.
- 4.5.5 Regarding staff development, from the *Operator's Response to Summary of Panel's Initial Comments*, the Panel noted that the Operator provided continuous development activities for full-time staff through ICAO training courses, internal workshops and education related workshops. However, the Panel observed the need to strengthen staff development for part-time teaching staff particularly in areas such as quality assurance and handling GenAI in teaching and learning. Therefore, the Panel **recommended** the Operator to provide appropriate staff development for part-time teaching staff to facilitate effective programme delivery and QA implementation.
- 4.5.6 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.

4.6 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.

- 4.6.1 The Operator provided the Panel with information on teaching and learning resources and the programme-specific facilities, such as specifications of training venues and relevant sponsorship and scholarship arrangement provided to students. During the site visit, a tour of the facilities at the 9/F HKIA Community Building was arranged by the Operator for the Panel. The Operator also demonstrated the HKIAA self-service smart library resources relevant to the Programme during the tour. The Panel noted that all students are provided with access to the ENAC library and the Operator employs Moodle as their e-learning portal. Students access all module learning and teaching materials and submit assignments through the Moodle site. For plagiarism checking, all submissions must go through the Turnitin software. The Panel regarded the programme-specific facilities appropriate for the delivery of the Programme.
- 4.6.2 From the meeting session with students and graduates, the Panel formed the view that the representatives were positive and appreciative towards the learning experiences, learning resources and support provided by the Operator. As stated in Para. 4.4.1, students are given one week to study the pre-class materials uploaded to the learning portal prior to the physical classes for every module. All representatives reflected that those materials are often very comprehensive and they would appreciate more time and guidance during this preparation stage. Concurring with the above views, the Panel **recommended** the Operator to consider enhancement measures for the dissemination of pre-class materials including but not limited to enabling earlier access to the materials and providing appropriate guidance to support students in their preparation for the face-to-face classes.
- 4.6.3 In consideration of the above information and notwithstanding the recommendation above, the Panel was of the view that the Operator provides appropriate and necessary resources to support the delivery of the Programme.

4.7 **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.

4.7.1 Regarding the monitoring and review of the Programme, the Operator provided the following information:

- (a) HKIAA QA Manual for Academic Programmes;
- (b) HKIAA – ENAC QA Procedures Manual;
- (c) PILOs Achievement for the Programme during the validity period;
- (d) Following reports of the Programme during the validity period:
 - Module Review Reports
 - Graduate Exit Survey Reports
 - External Examiner Reports
 - Annual Programme Review Reports
- (e) Extracts of the Minutes of the following Committees/Meetings of the Programme:
 - Academy Board
 - Executive Board (HKIAA and ENAC)
 - Programme Development Committee
 - Quality Assurance and Monitoring Committee
 - Quality Assurance Meeting (HKIAA-ENAC)
 - Board of Examiners (HKIAA and ENAC)
 - Annual Programme Review Meeting (HKIAA and ENAC)
 - External Advisory Committee

4.7.2 Based on the documents reviewed and discussion with different stakeholders of the Programme, the Panel formed the view that a quality assurance system is in place to monitor and review the Programme, with clear documentation demonstrating the closing of the QA feedback loop. For example, the EE report recorded the EE's suggestion of introducing a written examination component to the programme modules, and the Programme Team's response including the consideration for not implementing the suggestion. The Operator is **advised** to continue, and strengthen as appropriate, its effort to actively solicit, consider and implement external stakeholders' views for continuous programme enhancement.

4.7.3 The Panel noted that an External Advisory Committee is set up to collect external views and advice for the Programme. According to the *Accreditation Document*, the Panel noted the External Advisory Committee consists of expertise from legal, ground handling, cargo and private jet fields. To strengthen the industry perspective in contributing to programme development and review, the Panel **recommended** the Operator to explore including expertise from local airlines and regional regulatory bodies such as civil aviation authorities in the External Advisory Committee to expand the input from external stakeholders on the Programme.

- 4.7.4 Per Para. 4.1.5, the Panel observed that no substantial programme revamp had been undertaken since the first accreditation in 2021, which the EE also echoed in the meeting session during the site visit. The Panel has stipulated recommendations in the areas of programme structure, module contents, coverage of emerging topics, and assessment strategy as mentioned in Para. 4.3.7(d) and Para. 4.4.5. Noting that the aviation industry is rapidly changing, the Panel **recommended** the Operator to strengthen the implementation of the annual programme review mechanism particularly in the areas of programme structure, module content, coverage of emerging topics, and assessment strategy to ensure ongoing alignment with the trends and needs of the aviation industry.
- 4.7.5 In conclusion, notwithstanding the recommendations above, the Panel considered that the development and performance of the Programme have been monitored and reviewed on an ongoing 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.

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 HKQF 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 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.

Ref: 100/55/04
3 September 2026
JoH/KnL/RnL/awyl

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

**Learning Programme Re-accreditation for
Advanced Master in Air Transport Management**

25 - 26 June 2026

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