

# University of Management and Technology

## Course Outline

<b>Course Background Details</b>	
<b>Program</b>	BS Aviation Management
<b>Course code</b>	AM328
<b>Course Title</b>	Project Management in Aviation
<b>Credit Hours</b>	03
<b>Duration</b>	16 Weeks
<b>Prerequisites</b>	Nil
<b>Resource Person</b>	Mr. Bilal Ahmad
<b>Counseling Hours</b>	<ul style="list-style-type: none"><li>• Monday: 1400 to 1500</li><li>• Wednesday: 1100 to 1200</li><li>• Thursday 1100 to 1200</li><li>• <b>Friday 1100 to 1200</b></li></ul>
<b>Contact Details</b>	<b>Email:</b> bilalahmad@umt.edu.pk

**Faculty Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Chairman/Director Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Dean's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

<b>Time Line for Continuous Improvement</b>			
<b>Preparation and Amendments</b>	<b>Prepared/Updated By</b>	<b>Date</b>	<b>Major Changes</b>
Development of complete course outline	Mr. Bilal Ahmad	For Spring 2022	-
1 <sup>st</sup> Amendment	Mr. Bilal Ahmad	For Fall 2022	<ul style="list-style-type: none"> <li>i. CLOs are merged and the total number is reduced from four to three.</li> <li>ii. Change in CLO-PLO mapping</li> <li>iii. New Book and Resources are added.</li> <li>iv. Semester breakdown is mentioned for 16 weeks</li> </ul>

## **1. Course Description**

This course provides a realistic, socio-technical view of project management. It focuses not just only on the tools and processes used to manage projects but on the human and organizational dimensions as well because they collectively determine the fate of projects. It covers concepts and skills that are used by Project Managers to propose, plan, secure resources, prepare budget, and lead project teams to successful completion of their projects. It is useful to students in helping them understand why organizations have developed a formal project management process to gain a competitive advantage. The course does not specialize by industry type. Instead, it is designed for a variety of projects in a variety of organizational settings.

## **2. Learning Methodology**

This course includes a broad series of lessons and activities that offer a variety of modalities for maximum student engagement and content retention. It contains a lesson plan that includes introduction of content, virtual demonstration of that content, and repeated opportunity to practice that content, along with quizzes, class activities, assignments, mid-term exam and final exam.

<b>3. Course Learning Outcomes (CLOs)</b>			
<b>Sr.</b>	<b>CLOs:</b> Upon successful completion of this course, the student will be able to	<b>PLO Mapping</b>	<b>Learning Domain and Level</b>
1	<b>Explain</b> essential concepts, processes and administrative structures related to project management while <b>distinguishing</b> between traditional and contemporary approaches.	<b>4</b>	<b>C2</b>
2	<b>Apply</b> various tools available for effective decision-making during project selection, planning and monitoring.	<b>1</b>	<b>C3</b>
3	<b>Analyze</b> projects in terms of their sustainability while meeting the needs of various stakeholders involved.	<b>10</b>	<b>C4</b>

<b>4. CLO – PLO Mapping</b>											
<b>CLOs</b>	<b>PLOs</b>										
	<b>Critical Thinking and Decision Making</b>	<b>Effective Communication Skills</b>	<b>Ethics</b>	<b>Core Business Knowledge &amp; Competence</b>	<b>Effective Teamwork</b>	<b>Industry Focus</b>	<b>Global Perspective (Internationalization)</b>	<b>Leadership Skills</b>	<b>Computer-based Information</b>	<b>Corporate Social Responsibility</b>	<b>Organizational Behavior</b>
	1	2	3	4	5	6	7	8	9	10	11
1				<b>X</b>							
2	<b>X</b>										
3										<b>X</b>	

## 5. Resources

### A. Text Books

i. **Title:** Project Management: The Managerial Process

- **Reference:** Gray, C. F., & Larson, E. W. (2021). *Project Management: The Managerial Process* (8th ed.). McGraw-Hill Education.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Project-Management-Managerial-Clifford-International/dp/1260570436>
- **Pages:** 704
- **ISBN-10:** 1260238865
- **ISBN-13:** 9781260238860

## B. Reference Books

### i. Title: Project Management: A Systems Approach To Planning, Scheduling, And Controlling

- **Reference:** Kerzner, H., & Kerzner, H. R. (2017). *Project Management: A Systems Approach To Planning, Scheduling, and Controlling* (12th ed.). John Wiley & Sons.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Project-Management-Approach-Scheduling-Controlling/dp/1119165350>
- **Pages:** 848
- **ISBN-10:** 1119165350
- **ISBN-13:** 9781119165354

### ii. Title: Aviation Project Management

- **Reference:** Flouris, T. G., & Lock, D. (2016). *Aviation Project Management*. Routledge.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Aviation-Project-Management-Triant-Flouris/dp/0754673952>
- **Pages:** 314
- **ISBN-10:** 0754673952
- **ISBN-13:** 9780754673958

### iii. Title: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Seventh Edition

- **Reference:** Institute, P. M. (2021). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management* (7th ed.). Project Management Institute.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Guide-Project-Management-Knowledge-PMBOK%C2%AE/dp/1628256648>
- **Pages:** 250
- **ISBN-10:** 1628256648
- **ISBN-13:** 9781628256642

### iv. Title: A Guide to the Project Management Body of Knowledge (PMBOK® Guide) –Sixth Edition

- **Reference:** Institute, P. M. (2017). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)–Sixth Edition* (6th ed.). Project Management Institute.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Project-Management-Knowledge-PMBOK%C2%AE-Sixth/dp/1628251840>
- **Pages:** 756
- **ISBN-10:** 1628253908
- **ISBN-13:** 9781628253900

v. **Title:** Project Management Case Studies

- **Reference:** Kerzner, Harold, & Kerzner, H. R. (2017). *Project Management: A Systems Approach to Planning, Scheduling, And Controlling* (12th ed.). John Wiley & Sons.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Project-Management-Studies-Kerzner-Paperback/dp/B01182QE3K>
- **Pages:** 704
- **ISBN-10:** 1118022289
- **ISBN-13:** 9781118022283

vi. **Title:** Project Management Concepts, Methods, and Techniques

- **Reference:** Maley, C. H. (2012). *Project Management Concepts, Methods, and Techniques*. Taylor & Francis
- **URL for E-Copy (Paid):** <https://www.amazon.com/Project-Management-Concepts-Techniques-International-ebook/dp/B00UVAK9X2>
- **Pages:** 482
- **ISBN-10:** 1466502886
- **ISBN-13:** 9781466502888

vii. **Title:** Mastering Project Time Management, Cost Control, and Quality Management

- **Reference:** Wilson, R. (2015). *Mastering Project Time Management, Cost Control, and Quality Management: Proven Methods for Controlling the Three Elements that Define Project Deliverables*. Pearson Education.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Mastering-Project-Management-Control-Quality-ebook/dp/B00WKTVD00>
- **Pages:** 384
- **ISBN-10:** 0133840301
- **ISBN-13:** 9780133840308

viii. **Title:** Integrating Sustainability Into Major Projects: Best Practices and Tools for Project Teams

- **Reference:** McPhee, W., & Dias, S. M. (2020). *Integrating Sustainability Into Major Projects: Best Practices and Tools for Project Teams*. Wiley.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Integrating-Sustainability-Into-Major-Projects/dp/1119557909>
- **Pages:** 272
- **ISBN-10:** 1119557909
- **ISBN-13:** 978-1119557906

**ix. Title:** Green Project Management

- **Reference:** Maltzman, R., & Shirley, D. (2010). Green Project Management. CRC Press.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Green-Project-Management-Richard-Maltzman/dp/1439830010>
- **Pages:** 296
- **ISBN-10:** 1439830010
- **ISBN-13:** 978-1439830017

**x. Title:** Sustainability in Project Management (Advances in Project Management)

- **Reference:** Maltzman, R., & Shirley, D. (2010). Green Project Management. CRC Press.
- **URL for E-Copy (Paid):** <https://www.amazon.com/Sustainability-Project-Management-Advances/dp/140943169X>
- **Pages:** 182
- **ISBN-13:** 978-1409431695



### **C. Reference Journal Articles**

**i.** Xu, Q., Jia, G., Wang, X., & Chen, Y. (2022). Governing Value Creation in a Major Infrastructure Project Client Organization: The Case of Beijing Daxing International Airport. *Sustainability*, 14(5), 3001.

“Based on an in-depth case analysis of the Beijing Daxing International Airport, the study found that the project client adopted the three different governance arrangements of vertical blended integration, dynamic matrix integration, and continuous coupling to govern project activities, operational preparation activities, and their interplay, respectively”

**ii.** Kwak, Y. H., Walewski, J., Sleeper, D., & Sadatsafavi, H. (2014). What can we learn from the Hoover Dam project that influenced modern project management? *International Journal of Project Management*, 32(2), 256–264.

<https://doi.org/https://doi.org/10.1016/j.ijproman.2013.04.002>

“This paper examines project and program management practices applied to the building of the Hoover Dam, and discusses how these factors contributed to the establishment and evolution of modern project management principles, tools, and techniques.”

**iii.** Schieg, M. (2009). The model of corporate social responsibility in project management. *Business: Theory and Practice*, 10(4), 315–321.

Corporate social responsibility as a management concept is growing more and more important also for project companies. The task of project management is to identify relevant ecological systems, to recognize the internal and external dimension of social responsibility, and to test existing standards of Corporate Social Responsibility for their applicability in projects. The special benefit of CSR in projects is to set-up values such as integrity, credibility and reputation. For successful implementation of CSR activities, it is essential to align the commitment of the project organization to the own business operations and own goals.

## **D. Reference Links/Web Resources**

### **i. Project Management (Complete Online Course Developed by Google)**

This is a complete online course offered by google. The course is a part of google Project Management Certification which provides 20 hours of video based and self-paced learning opportunity for students and managers in this field.

- Part 1: <https://www.youtube.com/watch?v=t7EYicEBfdQ>
- Part 2: <https://www.youtube.com/watch?v=zy2Q35IA6ls&t=0s>

### **ii. Manifesto for Agile Software Development**

“Agile project management is an iterative approach to delivering a project throughout its life cycle”. On February 11-13, 2001, at The Lodge at Snowbird ski resort in the Wasatch mountains of Utah, seventeen people met to talk, ski, relax, and try to find common ground—and of course, to eat. What emerged was the Agile ‘Software Development’ Manifesto. The manifesto is simple and concise with 12 principles that led the foundation of Agile Project Management. Detail can be found on the following links:

- Agile Manifesto: <https://agilemanifesto.org/>
- Twelve Principles of Agile: <https://agilemanifesto.org/principles.html>

### **iii. Association for Project Managers (APM)**

APM promotes the disciplines of project management and program management in UK, where it considered to be the largest professional body in this industry. Its major publication is APM Body of Knowledge. It offers three different qualifications related to Project Management i.e., AMP Project Fundamentals Qualifications (PFQ), APM Project Management Qualification (PMQ) and APM Project Professional Qualification (PPQ). Further can be explored by visiting the following link: <https://www.apm.org.uk/>

### **iv. Project Management Institute (PMI)**

PMI is a U.S. based non-profit professional organization for project management. Its services include the development of standards, research, education, publication, networking-opportunities in local chapters, hosting conferences and training seminars, and providing accreditation in project management. Its most important credential is the PMP (Project Management Professional) Certification and equally important periodic publication in the form of "A Guide to

the Project Management Body of Knowledge". More details can be found on the following link:

<https://www.pmi.org/>

#### **v. Delhi IGI Airport - Terminal 3 - National Geographic Megastructures**

This is a valuable documentary by National Geographic Channel on how India's one of the largest airport terminal buildings was put together in just thirty-seven months:

<https://www.youtube.com/watch?v=f8bygjApyM0>

#### **vi. Kansai International Airport - The Miraculous Floating Airport**

The Kansai International Airport is just that - an island built to provide the space for an airport - an engineering marvel. Forty-one aircraft can park at the immense terminal - the only man-made structure other than the Great Wall of China visible from space:

<https://www.youtube.com/watch?v=ETLVqETJAFQ&t=658s>

#### **vii. Daxing Airport, Beijing**

This documentary is about one of the modern and recent airport projects in the world which discusses the magnitude, challenges and solutions during this project:

<https://www.youtube.com/watch?v=dGHD3d3t70w>

#### **viii. Istanbul Airport: A Monument of Victory**

This project is one of a recently completed airport projects in the world with integration of technology and modern-day techniques to overcome the challenges during the construction process. The documentary provides a comprehensive narrative on the construction process of Istanbul Airport – a project that manifests Turkey's claim in aviation industry – down to the last detail:

<https://www.youtube.com/watch?v=vU1fK6eRr1I&t=102s>

#### **ix. Mumbai International Airport Terminal 2 Construction - Megastructures**

This is a detailed documentary about the construction of Terminal 2 of Mumbai International Airport by NATGEO: <https://www.youtube.com/watch?v=5B54IFPiYT4&t=2052s>

#### **x. Hong Kong International Airport**

This is an astonishing reveal about the airport that was built on the reclaimed land on the island of Chek Lap Kok: <https://www.youtube.com/watch?v=PadQ4xmspdK>

### **xi. Manufacturing of Airbus A380**

These documentaries highlight few of the challenges that the designers at Airbus faces to make this project a reality:

- For the understanding of a common man - [https://www.youtube.com/watch?v=\\_mfEs-kmCPg](https://www.youtube.com/watch?v=_mfEs-kmCPg)
- Inside the factory - <https://www.youtube.com/watch?v=5o55blvbeq8>

### **xii. Manufacturing of Boeing 747-800**

This NATGEO documentary discusses the background for this project and the challenges that Boeing overcame in building this new version of B-747:

<https://www.youtube.com/watch?v=845w8O4T9v8>

### **xiii. Effective Collaboration Requires More Than Just Communication**

Published in Forbs, the article briefly discusses the importance of effective communication for successful project management

<https://www.forbes.com/sites/forbesbusinesscouncil/2022/02/11/effective-collaboration-requires-more-than-just-communication/?sh=1e52633e5fe6>

### **xiv. Useless Projects in the World**

This is interesting information about five different projects that can be considered useless or failures due to political, geographical or planning issues. Students will find these reasons helpful while analyzing a feasibility of a project:

- Part 1 - <https://www.youtube.com/watch?v=on2yz8SN3fg&t=566s>
- Part 2 - <https://www.youtube.com/watch?v=UJoC-Fvc6qU>

### **xv. Expensive Project Mistakes in the World**

The video reports about the over-expensive construction project mistakes in the various parts of the world.

- Part 1 - <https://www.youtube.com/watch?v=o5FAGSPvtJ0>
- Part 2 - [https://www.youtube.com/watch?v=-8MqFpM\\_A4Q](https://www.youtube.com/watch?v=-8MqFpM_A4Q)

### **xvi. Scope Creep in Projects**

This short scene from the movie “Pentagon Wars” presents the problem of scope creep in a sarcastic way: <https://www.youtube.com/watch?v=aXQ2lO3ieBA>

### **xvii. UNDP Pakistan – All Projects**

This is an excellent recourse which include all the projects of UNDP in Pakistan with the reasonable detail: <https://www.pk.undp.org/content/pakistan/en/home/projects.html>

## **E. In the News/Blog Posts/Articles**

**i.** Brownlee, D. (2019). Project Management Isn't Just for Project Managers: 4 Skills You Need to Know. Forbs. <https://www.forbes.com/sites/danabrownlee/2019/07/14/project-management-isnt-just-for-project-managers-4-skills-you-need-to-know/?sh=3746c0531a8e>

“While most professionals may not carry the formal title “Project Manager,” virtually everyone manages projects from time to time. If you’ve organized a kid’s birthday party, coordinated a family reunion or planned a team retreat, you’ve managed a project!”

## F. Case Studies

**i.** Attanayake, C. (2018). *Mattala: Attracting Business into a Lonely Airport*.

“Despite commencing operation in 2013, international airport in Sri Lanka, the Mattala International Airport (MIA), has come under criticism both locally and internationally for accruing ‘unbearable debt’ and for being a white elephant project of former Sri Lankan President Mahinda Rajapaksa.”

**ii.** Shepard, W. (2016). *The Story Behind the World’s Emptiest International Airport*. *The Forbes*. <https://www.forbes.com/sites/wadeshepard/2016/05/28/the-story-behind-the-worlds-emptiest-international-airport-sri-lankas-mattala-rajapaksa/?sh=238555417cea>

“Riding a deluge of Chinese financing, Sri Lanka’s Mattala Rajapaksa International Airport was meant to become the country's number two airport and act as a catalyst for development in the region. But it hasn't yet worked out that way. With only one or two flights per day, the airport hangs on the verge of being swallowed up by the jungle that surrounds it.”

**iii.** Foster, K. (2021). *Building (and Canceling) an Airport for Mexico City* - Harvard Political Review. <https://harvardpolitics.com/mexico-city-airports/>

This is a brief about Texcoco Airport in Mexico that was partially built and cancelled due to political and planning issues.

**iv.** Callear Consulting Ltd. (2008). *Case Study - Denver International Airport Baggage Handling System: An illustration of ineffectual decision making*. In *Callear Consulting* (Issue August 2005).

“Dysfunctional decision making is the poison that kills technology projects and the Denver Airport Baggage System project in the 1990’s is a classic example. Although several case studies have been written about the Denver project, this paper re-examines the case by looking at the key decisions that set the project on the path to disaster and the forces behind those decisions.”

<b>6. Schedule</b>			
<b>Weeks</b>	<b>Course Content</b>	<b>Reference book Chapter</b>	<b>Ref. CLO</b>
1	<ul style="list-style-type: none"> <li>• Importance of Project Management</li> <li>• What is a Project?</li> <li>• Comparison Among Project, Program, Portfolio and Operations Management</li> <li>• The Project Life Cycle</li> <li>• Challenges and Reward for Project Manager</li> <li>• Current Drivers of Project Management</li> <li>• Project Management Today: A Socio-Technical Approach</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 1 (Gray &amp; Larson, 2021, pp. 2–21)</li> <li>• Chapter 1 (PMI, 2017, pp. 11–17)</li> </ul>	1
2	<ul style="list-style-type: none"> <li>• Project Scope</li> <li>• Project Constraints and Establishing Project Priorities</li> <li>• Trade-Off Analysis among Competing Project Constraints</li> <li>• Project Success</li> </ul> <b>Activity 1</b>	<ul style="list-style-type: none"> <li>• Chapter 4 (Gray &amp; Larson, 2021)</li> <li>• Chapter 1 and Chapter 16 (Kerzner &amp; Kerzner, 2017)</li> </ul>	1
3	<ul style="list-style-type: none"> <li>• Project Classification</li> <li>• Phase Gate Model</li> <li>• Project Selection Criteria</li> </ul> <b>Quiz 1</b>	<ul style="list-style-type: none"> <li>• Chapter 2 (Gray &amp; Larson, 2021)</li> </ul>	1,2
4	<ul style="list-style-type: none"> <li>• Engaging Project Stakeholders</li> <li>• Ethics in Project Management</li> <li>• Integrating Sustainability in Project Management</li> </ul> <b>Assignment 1</b>	<ul style="list-style-type: none"> <li>• Chapter 10 (Gray &amp; Larson, 2021)</li> <li>• Chapter 04 (Maltzman &amp; Shirley, 2010)</li> <li>• (Schieg, 2009)</li> </ul>	3
5	<ul style="list-style-type: none"> <li>• Project Management Structures</li> <li>• Project Management Office (PMO)</li> </ul> <b>Activity 2</b>	<ul style="list-style-type: none"> <li>• Chapter 3 (Gray &amp; Larson, 2021)</li> </ul>	1
6	<ul style="list-style-type: none"> <li>• Work Breakdown Structure</li> <li>• Responsibility Matrices</li> <li>• Project Communication Plan</li> </ul> <b>Quiz 2</b>	<ul style="list-style-type: none"> <li>• Chapter 4 (Gray &amp; Larson, 2021)</li> </ul>	2,3
7	<ul style="list-style-type: none"> <li>• Estimating Project Time and Cost</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 5 (Gray &amp; Larson, 2021)</li> </ul>	2
8	<ul style="list-style-type: none"> <li>• <b>Mid Term</b></li> </ul>	-	1,2,3
9	<ul style="list-style-type: none"> <li>• Developing the Project Network</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 6 (Gray &amp;</li> </ul>	2

	<ul style="list-style-type: none"> <li>• Network Diagram</li> <li>• Activity-on-Node (AON) Method</li> <li>• Network Computation Process</li> <li>• Use of Lags and Task Dependencies in Project Network</li> </ul> <b>Assignment 2</b>	Larson, 2021)	
10	<ul style="list-style-type: none"> <li>• Project Risk Management</li> <li>• Program Evaluation and Review Technique (PERT)</li> </ul> <b>Activity 3</b>	<ul style="list-style-type: none"> <li>• Chapter 7 (Gray &amp; Larson, 2021)</li> </ul>	1,2
11	<ul style="list-style-type: none"> <li>• Project Progress Evaluation: Earned Value Management (EVM)</li> </ul> <b>Quiz 3</b>	<ul style="list-style-type: none"> <li>• Chapter 13 (Gray &amp; Larson, 2021)</li> </ul>	2
12	<ul style="list-style-type: none"> <li>• Project Closure</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 14 c</li> </ul>	1
13	<ul style="list-style-type: none"> <li>• Managing International Projects</li> </ul> <b>Assignment 3</b>	<ul style="list-style-type: none"> <li>• Chapter 16 (Gray &amp; Larson, 2021)</li> </ul>	1,3
14	<ul style="list-style-type: none"> <li>• Introduction of Project Management Body of Knowledge (PMBOK)</li> <li>• Introduction of Agile Project Management</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter 15 (Gray &amp; Larson, 2021)</li> <li>• PMBOK 6<sup>th</sup> Edition (PMI, 2017)</li> <li>• PMBOK 7<sup>th</sup> Edition (PMI, 2021)</li> </ul>	1
15	<b>Project Presentations</b>	-	1,2,3
16	<b>Revision</b>	-	-
-	<b>Final Exam</b>	-	1,2,3



<b>7. Evaluation Criteria and Weightages</b>			
<b>Assessments</b>	<b>Number of Assessments</b>	<b>Weightages (%)</b>	<b>Details</b>
Quizzes	3	15	Topics for quizzes will be announced a week before.
Class Activities	3	5	Relevant to the ongoing lecture, activities and/or may be selected from the list of activities mentioned in Section 8.
Assignments	3	15	Assignments will be selected from the topics listed in Section 8.
Project/Presentation/Viva	1	5	Project may be allocated from the list of projects mentioned in Section 8.
Mid Exam (Written)	1	25	Syllabus for mid-term exam will be announced in 6 <sup>th</sup> week.
Final Exam (Written)	1	35	Syllabus for final-term exam will be announced in 14 <sup>th</sup> week.

<b>8. Course Assessments</b>	
<b>Assessment Details</b>	<b>Target CLOs</b>
<b>A. Activities</b>	
Intentionally left blank. Contact resource person for this section.	
<b>B. Assignments</b> (Rubric is attached in Appendix B)	
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<b>C. Project/Presentation</b> (Rubric is attached in Appendix C)	
Intentionally left blank. Contact resource person for this section.	

## 9. Mapping of Assessments with CLOs

CLOs	Assessments											
	Quiz 1	Quiz 2	Quiz 3	Class Activity 1	Class Activity 2	Class Activity 3	Assignment 1	Assignment 2	Assignment 3	Project/ Presentation	Mid Term	Final Term
1	X			X			X			X	X	X
2		X			X			X		X	X	X
3			X			X			X	X	X	X

## 10. Class Policy

Students are required to read and understand all items outlined in the participant handbook

**Class Attendance:** Students need to be in class at the assigned time. After 10 minutes past the assigned time, the students will be marked absent.

**Turn-off Mobile Phone:** It is unprofessional to be texting or otherwise.

**Read Emails:** Participants should regularly check their university emails accounts regularly and respond accordingly. Students would be responsible if they miss a deadline because of not reading the emails.

**Class Attendance Policy:** A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings is absence and will not be counted as present. Participants with less than 80% of attendance in a course will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip to avoid reaching short attendance.

**Moodle:** UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. In case of any problem while using MOODLE, visit <http://oit.umt.edu.pk/moodle>. For queries email [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)

**Harassment Policy:** Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.

**Use of Unfair Means/ Honesty Policy:** Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.

**Plagiarism Policy:** “Turnitin” report on every assignment either big or small will be checked. Any student who attempts to bypass “Turnitin” will receive negative marking which will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook.

**Course Withdrawal Policy:** Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade ‘W’ will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA. Check Participant Handbook for further detail.

**Communication of Results:** The results of quizzes and assignments are communicated to the participants during the semester and answer books are returned. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.

## **Appendices**

# **Appendix A**

## **Cover Page for Assignment**

**Assignment Title**

**Assignment Number**

**Student Names:**

**Students IDs:**

**Subject Name:**

**Section:**

**Name of Resource Person:**

**Due Date:**

**BS. Aviation Management**

**Institute of Aviation Studies (IAS)**

**University of Management & Technology (UMT), Lahore**

## Appendix B

### Rubric for Assignment

Dimensions/ Weight	Does Not Meet Expectations (1-3 points)	Meets Expectations (4-7 points)	Exceeds Expectations (8-10 points)	Score
<b>Overview</b> 10%	Fails to provide an overview and define the scope of the work. Fails to give any sense of purpose.	Provides an adequate overview, a general explanation on the scope of the work, and gives a reasonable sense of purpose.	Provides an engaging overview, thoroughly defines the scope of the work, and gives a clear sense of purpose.	
<b>Concepts, Reasoning</b> 30%	Confused about assignment and relevant concepts. Lack of support for main points. Illogical presentation of ideas.	Main concepts and ideas are visible but not always logical and/or too broad. Support for main points is given but not always sufficient and/or focused.	Ideas and concepts are logical and work together as a unified whole. Main points are supported with specific evidence.	
<b>Soundness, Relevance</b> 30%	Analysis and/or sources of information are either not clearly specified, or not reliable, and/or not relevant to the assignment.	Sufficient information and/or analysis is given but results are not always credible, reliable, and/or relevant to the assignment.	All necessary analysis and/or sources of information are clearly stated. All results and references are valid, reliable, specific and relevant to the assignment.	
<b>Completeness</b> 20%	Directions are not followed and/or work is incomplete and does not address one or more of the points necessary to treat the given topic.	Most of the directions are followed and most parts of the assignment are addressed. Work covers most of the stated scope and is reasonably self-contained and complete.	Followed all directions and responded to all parts of the assignment. Work is self-contained and complete with respect to the stated scope.	
<b>Originality</b> 10%	Ideas are unrefined and/or fail to demonstrate independent and critical thinking.	Some ideas display capability of independent and critical thinking or perspective.	Content clearly displays evidence of independent and critical thinking.	
<b>Total</b> 100%	<b>Content Criteria</b>			



## Appendix C

### Rubric for Presentation

Dimensions	Requirement	Individual Score					Average Score
		1	2	3	4	5	
Delivery	Speed, eye contact, clarity, audibility, tone	/10	/10	/10	/10	/10	
Content	Sets out relevant topics, confident with material, aids understanding	/10	/10	/10	/10	/10	
Structure	Logical, easy to follow, provides headings, each section relates to overall purpose	/10	/10	/10	/10	/10	
Use of visual aids	Uses of other visual aids, relevant to content.	/10	/10	/10	/10	/10	
Individual Viva	Answer to the questions	/10	/10	/10	/10	/10	
<b>Total Score</b>		/50	/50	/50	/50	/50	