



<b>Course Outline</b>	
<b>Institute</b>	Institute of Aviation Studies (IAS)
<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 Slots</b>	Mon: 4 Tue: 3-4 Wed: 4 Thu: 3-4 Friday: 3
<b>Contact Details</b>	<b>Email:</b> bilalahmad@umt.edu.pk
<b>Website</b>	www.ias.umt.edu.pk

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

**PH/COD/HOD Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

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

<b>Continuous Improvement</b>			
<b>Major Changes</b>	<b>Updated By</b>	<b>Document No.</b>	<b>Date</b>
<ul style="list-style-type: none"> <li>• Development of course outline</li> </ul>	Mr. Bilal Ahmad	AM328-V1.0-S2022	02 Mar 2022
<ul style="list-style-type: none"> <li>• CLOs are merged and the total number is reduced from four to three.</li> <li>• Change in CLO-PLO mapping</li> <li>• New Book and Resources are added.</li> <li>• Semester breakdown is mentioned for 16 weeks</li> </ul>	Mr. Bilal Ahmad	AM328-V1.1-F2023	25 Sep 2023
<ul style="list-style-type: none"> <li>• Implemented standard formatting and structure.</li> <li>• Mapping with new PLOs.</li> <li>• Updated course contents.</li> <li>• Included AI in the course content.</li> <li>• Updated policies.</li> </ul>	Mr. Bilal Ahmad	AM328-V2.0-F2025	8 Oct 2025

## About BS Aviation Management

### Mission

Education with purpose, **D**evelopment of professional skills, **G**lobal readiness, and **E**xcellence to prepare students for success in aviation.

### Program Educational Objectives (PEOs)

- **PEO 1: Industry Focus**  
Graduate is working in aviation industry, demonstrating competence to perform effectively in diverse professional roles while adapting to evolving industry practices.
- **PEO 2: Business Management**  
Graduate is taking on professional roles in business management, applying their skills to analyze, plan, and execute organizational functions effectively.
- **PEO 3: Research and Advance Studies**  
Graduate is engaging in research and advanced studies broadening their academic and professional horizons.

### Program Learning Outcomes (PLOs)

- **PLO1: Analytical Thinking and Decision Making**  
Ability to interpret and analyze aviation industry problems, applying critical thinking and quantitative methods to develop solutions and make effective decisions.
- **PLO2: Effective Communication Skills**  
Ability to prepare, present, and convey ideas clearly through verbal and non-verbal communication effectively in professional contexts.
- **PLO3: Regulations, Compliance and Ethics**  
Ability to understand and evaluate regulatory frameworks, standards and safety/security practices to ensure that the operations remain ethical and compliant with national and international regulations.
- **PLO4: Business Knowledge and Entrepreneurship**  
Ability to understand the interrelated functional areas of business and use this knowledge to enhance organizational performance.
- **PLO5: Service Operations**  
Ability to run, analyze, and optimize day-to-day aviation service operations and manage related infrastructure to achieve operational excellence.

- **PLO6: Technology Integration**  
Ability to use digital tools, software applications, and information systems to support aviation operations and manage business processes.
- **PLO7: Corporate Social Responsibility**  
Ability to understand and evaluate the impact of aviation business on economic, social, and environmental aspects of society.
- **PLO8: Organizational Behavior, Leadership and Teamwork**  
Ability to evaluate organizational conflict, politics, power, and culture, while applying leadership and teamwork skills to achieve collective goals.

## **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>			
Sr.	Upon successful completion of this course, the student will be able to...	PLO Mapping	Learning Domain & level
1	<b>Explain</b> essential concepts, processes and administrative structures related to project management while <b>distinguishing</b> between traditional and contemporary approaches.	1	C2
2	<b>Apply</b> various tools available for effective decision-making during project selection, planning and monitoring.	6	C3
3	<b>Analyze</b> projects in terms of their sustainability while meeting the needs of various stakeholders involved.	7	C4

<b>4. CLO – PLO Mapping</b>								
CLOs	Program Learning Outcomes (PLOs)							
	Analytical Thinking and Decision Making	Effective Communication Skills	Regulations, Compliance and Ethics	Business Knowledge and Entrepreneurship	Service Operations	Technology Integration	Corporate Social Responsibility	Organizational Behavior, Leadership and Teamwork
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8
1	✓							
2						✓		
3							✓	

## 5. Resources

### A. Text Books

- Flyvbjerg, B., Gardner, D. (2023). [How Big Things Get Done: The Surprising Factors that Determine the Fate of Every Project, from Home Renovations to Space Exploration and Everything in Between](#). Crown Currency
- Hayden, J. (2023). [Project management mastery: A comprehensive guide to successfully implementing the core principles of project planning and scope management from concept to completion](#). EB Publishing House.
- Nieto-Rodriguez, A. (2021). [Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects](#). Harvard Business Review Press.
- Revere, J. (2021). [Airline Aircraft Maintenance: A Project Management Approach](#). Outskirts Press.
- Gray, C. F., & Larson, E. W. (2021). [Project Management: The Managerial Process \(8th ed.\)](#). McGraw-Hill Education.
- Project Management Institute. (2021). [A Guide to the Project Management Body of Knowledge \(PMBOK® Guide\) and the Standard for Project Management \(7th ed.\)](#). Project Management Institute.
- McPhee, W., & Dias, S. M. (2020). [Integrating Sustainability Into Major Projects: Best Practices and Tools for Project Teams](#). Wiley.
- Kerzner, H., & Kerzner, H. R. (2017). [Project Management: A Systems Approach To Planning, Scheduling, and Controlling \(12th ed.\)](#). John Wiley & Sons.
- Flouris, T. G., & Lock, D. (2016). [Aviation Project Management](#). Routledge.
- Kogon, K., Blakemore, S., & Wood, J. (2015). [Project Management for the Unofficial Project Manager](#). BenBella Books.

## B. Journal Articles

- Geylani, Ö. (2025). Analyzing Cost Efficiency and Project Scope in Post-Disaster Housing: Reconstruction Cases of TOKI in Türkiye. *Buildings*, 15(9), 1555. <https://doi.org/10.3390/buildings15091555>
- Hackman, D. C., Pollack, J., & Baker, M. (2024). Individual perceptions of complex projects: A window into project team and stakeholder mental models. *International Journal of Project Management*, 42(4), 102603. <https://doi.org/10.1016/j.ijproman.2024.102603>
- Wang, T., Xu, J., He, Q., Chan, A. P., & Owusu, E. K. (2023). Studies on the success criteria and critical success factors for mega infrastructure construction projects: A literature review. *Engineering, Construction and Architectural Management*, 30(5), 1809-1834. <https://doi.org/10.1108/ECAM-12-2020-1042>
- 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. <https://doi.org/10.3390/su14053001>
- Ciric Lalic, D., Lalic, B., Delić, M., Gracanin, D., & Stefanovic, D. (2022). How Project Management Approach Impact Project Success? From Traditional to Agile. *International Journal of Managing Projects in Business*, 15(3), 494-521. <https://doi.org/10.1108/IJMPB-04-2021-0108>
- Ika, L. A., & Pinto, J. K. (2022). The “re-meaning” of project success: Updating and recalibrating for a modern project management. *International Journal of Project Management*, 40(7), 835–848. <https://doi.org/10.1016/j.ijproman.2022.08.001>
- Anderson, B. J., Mueller, D. W., Hoard, S. A., Sanders, C. M., & Rijkhoff, S. A. (2022). Social science applications in sustainable aviation biofuels research: Opportunities, challenges, and advancements. *Frontiers in energy research*, 9, 771849. <https://doi.org/10.3389/fenrg.2021.771849>
- Ingle, P. V., Mahesh, G., & MD, D. (2021). Identifying the performance areas affecting the project performance for Indian construction projects. *Journal of Engineering, Design and Technology*, 19(1), 1-20. <https://doi.org/10.1108/JEDT-01-2020-0027>

### C. Case Studies

- Kerzner, H. (2025). [Project Management Case Studies \(7th ed.\)](#). Wiley.
- Bukhari, S. R. A., Nasir, A. R., Greco, R., & Mollo, L. (2024). The Impact of COVID-19 on Construction Project Performance: A Case Study in Pakistan. *COVID*, 4(8), 1253-1271. <https://doi.org/10.3390/covid4080090>
- Alketbi, M. A., Dalalah, D., & Dweiri, F. (2024). A Framework for the Characterization of Aviation Construction Projects: The Case of UAE. *Buildings*, 14(8), 2384. <https://doi.org/10.3390/buildings14082384>

## D. Web Links

- Free Documentary – Engineering. (2024, July 21). Mega Planes: Manufacturing, Maintenance & Transport of Giants. [Video]. YouTube. <https://www.youtube.com/watch?v=E-ak50eXe8g>
- Luxified. (2024, December 29). Most Useless Megaprojects in the World [Video]. YouTube. <https://www.youtube.com/watch?v=qx9BEA1BbJc>
- Banijay Engine. (2024, March 27). 747 The Jumbo Revolution – Airplane Documentary [Video]. YouTube. <https://www.youtube.com/watch?v=ym6j05pHhoo>
- WELT Documentary. (2025, March 6). Europe’s Giant Construction Site: Frankfurt Airport’s Massive Terminal 3 – Aviation’s Next Level [Video]. YouTube. <https://www.youtube.com/watch?v=AYfxJDdJPBE>
- Free Documentary. (2023, October 6). World’s busiest airport: Secrets of Hartsfield-Jackson Atlanta Airport [Video]. YouTube. <https://www.youtube.com/watch?v=nhaEmcYw6q4>
- Free Documentary. (2019, December 11). Giant airport: The 5-star airport in Munich - Giant Hubs - Episode 1 [Video]. YouTube. <https://www.youtube.com/watch?v=yecLYquMdZI>
- Delhi Airport. (2014, May 19). National Geographic Megastructures: Delhi IGI Airport – Terminal 3 [Video]. YouTube. <https://www.youtube.com/watch?v=f8bygjApyM0>
- E & D Creations. (2019, February 14). World’s 1st Flight Using UAE Biofuel | Etihad [Video]. YouTube. <https://www.youtube.com/watch?v=OYRMnJskgao>
- Megastructure Documentary HD. (2015, April 4). Megastructures – Airbus A380 Mega Plane Documentary (National Geographic) [Video]. YouTube. <https://www.youtube.com/watch?v=SnjZjJ5pxzY>
- Luxified. (2024, December 12). World’s Biggest Mega Dams [Video]. YouTube. <https://www.youtube.com/watch?v=20UboxzMYo0>
- Luxified. (2025, April 17). Unimaginable Construction: Tunnel, Skyscraper & Bridge Engineering [Video]. YouTube. <https://www.youtube.com/watch?v=uGBhO44tnKE>
- Luxified. (2025, March 9). United States’ Biggest Construction Mistakes [Video]. YouTube. <https://www.youtube.com/watch?v=iDm1eMeN27g>

## E. Diplomas, Short Courses & Certifications

- Project Management Institute. (n.d.). Project Management Professional (PMP)® Certification. PMI. <https://www.pmi.org/certifications/project-management-pmp>
- PMI Lahore Chapter. (n.d.). Trainings. <https://pmilhr.org.pk/trainings>
- International Project Management Association. (n.d.). IPMA Certification (Levels A–D). <https://ipma.world/ipma-certification/>
- Axelos. (n.d.). PRINCE2 Certification. <https://www.axelos.com/certifications/propath/prince2-project-management>
- Google. (n.d.). Google Project Management Professional Certificate [Online Certificate Program]. Coursera. <https://www.coursera.org/professional-certificates/google-project-management>
- Project Management Institute. (n.d.). Generative AI Overview for Project Managers (EL083) [eLearning course]. PMI. <https://www.pmi.org/shop/tc/p-/elearning/generative-ai-overview-for-project-managers/el083>

<b>6. Schedule</b>			
<b>Weeks</b>	<b>Course Content</b>	<b>Reference book Chapter</b>	<b>Ref. CLO</b>
1	Introduction to Project Management <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	Specifying the Project <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	Project Classification and Selection <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	Considering Stakeholders, Ethics and Sustainability in Project Management <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 (Silvius et al., 2012)</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;</li> </ul>	2

		Larson, 2021)	
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> <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> <p><b>Assignment 2</b></p>	<ul style="list-style-type: none"> <li>• Chapter 6 (Gray &amp; Larson, 2021)</li> </ul>	2
10	<ul style="list-style-type: none"> <li>• Project Risk Management</li> <li>• Program Evaluation and Review Technique (PERT)</li> </ul> <p><b>Activity 3</b></p>	<ul style="list-style-type: none"> <li>• Chapter 7 (Gray &amp; Larson, 2021)</li> </ul>	1,2
11	<p>Project Progress Evaluation</p> <ul style="list-style-type: none"> <li>• The Project Control Process</li> <li>• Monitoring Time Performance</li> <li>• Earned Value Management (EVM)</li> </ul> <p><b>Quiz 3</b></p>	<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 (Gray &amp; Larson, 2021)</li> </ul>	1
13	<p>Managing International Projects</p> <ul style="list-style-type: none"> <li>• Factors Affecting International Projects</li> <li>• Project Site Selection</li> <li>• Cross-Cultural Considerations: A Closer Look</li> </ul> <p><b>Assignment 3</b></p>	<ul style="list-style-type: none"> <li>• Chapter 16 (Gray &amp; Larson, 2021)</li> </ul>	3
14	<p>Introduction of Agile Project Management</p>	<ul style="list-style-type: none"> <li>• Chapter 15 (Gray &amp; Larson, 2021)</li> </ul>	1
15	<p>Professional Certifications in Project Management</p> <ul style="list-style-type: none"> <li>• PRINCE2 Foundation (5th or 6th Edition)</li> <li>• Project Management Professional (PMP)®</li> <li>• Certified Associate in Project Management (CAPM)®</li> <li>• IPMA Level A: Certified Projects Director</li> <li>• IPMA Level B: Certified Senior Project Manager</li> <li>• IPMA Level C: Certified Project Manager</li> <li>• IPMA Level D: Certified Project Management Associate</li> </ul>	<ul style="list-style-type: none"> <li>• PMI</li> <li>• Axelos</li> <li>• IPMA</li> </ul>	1
16	<ul style="list-style-type: none"> <li>• Generative AI Overview for Project Managers</li> <li>• Introduction to GenAI</li> <li>• Enhancing PM with GenAI</li> </ul>	<ul style="list-style-type: none"> <li>• PMI</li> </ul>	1,2,3

	<ul style="list-style-type: none"><li>• Project Managers who are Using GenAI</li><li>• ChatGPT Lab for PM</li><li>• AI Tool Library for PM</li></ul> <b>Project Presentations Revision</b>		
-	<b>Final Exam</b>	-	1,2,3

<b>7. Evaluation Criteria and Weightages</b>			
<b>Assessments</b>	<b>Assessments</b>	<b>Weightages (%)</b>	<b>Details</b>
Quizzes	3	10	Topic/s for each quiz will be announced.
Class Activities	3	10	Relevant to the ongoing lecture, activities, assignments and projects.
Assignments	3	10	Assignment topics will be announced.
Project/Presentation/Viva	1	10	Will be announced.
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)	
Intentionally left blank. Contact resource person for this section.	
<b>C. Project/Presentation</b> (Rubric is attached in Appendix C)	
Intentionally left blank. Contact resource person for this section.	

<b>9. Mapping of Assessments with CLOs</b>													
<b>CLOs</b>	<b>Assessments</b>												
	<b>Quiz 1</b>	<b>Quiz 2</b>	<b>Quiz 3</b>	<b>Class Activity 1</b>	<b>Class Activity 2</b>	<b>Class Activity 3</b>	<b>Assignment 1</b>	<b>Assignment 2</b>	<b>Assignment 3</b>	<b>Project/ Presentation</b>	<b>Mid Term</b>	<b>Final Term</b>	
<b>1</b>	✓			✓			✓				✓	✓	✓
<b>2</b>		✓			✓			✓			✓	✓	✓
<b>3</b>			✓			✓			✓		✓	✓	✓

## 10. Policies

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 and unethical to be texting or calling during the class.

**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 **75% attendance** is required for a participant to be eligible to sit in the final examination. 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.

**UMT–LMS:** Participants should regularly visit the LMS and fully benefit from its capabilities. If you face any issue regarding this, contact the resource person or email your query to [lms.support@umt.edu.pk](mailto:lms.support@umt.edu.pk) for assistance.

**Anti-harassment Policy:** Sexual or any other harassment is prohibited and is constituted as punishable offence. All actions categorized under this policy when done physically or verbally would also be considered as harassment even by 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:** Similarity report on every assignment either big or small will be checked and only 19% overall and 5% from a single source is allowed. Any student who attempts to bypass this will receive negative marking which will count towards the CGPA.

**Use of Generative AI Policy:** Use of Generative AI tools is permitted up to 5% for language enhancement only. Each report must include the following declaration:

“During the preparation of this work, the author(s) used [Gen AI Tool Name] to [purpose: e.g., improve language, format references, generate ideas]. The content has been reviewed, edited, and verified by the author(s), who take full responsibility for the submitted material.”

In case of violation, penalties include (1) First-time failure to disclose Gen AI usage: verbal warning and resubmission, (2) Full AI-generated submissions may face grade penalty and/or disciplinary hearing, (3) Repeated misconduct may lead to the suspension from academic activities for one or more semesters, revocation of degree (after investigation), or listing of student name on the HEC/UMT academic misconduct records page.

**Course Withdrawal Policy:** Students may withdraw from a course till the end of the 15<sup>th</sup> 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.

**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 participants about their performance in a particular assessment within a week of conducting that assessment.

## **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 (0-1 points)	Meets Expectations (2-3 points)	Exceeds Expectations (4-5 points)	Score
1. Understanding of Core Concepts	Demonstrates minimal understanding of airport planning and management principles; major inaccuracies present.	Demonstrates adequate understanding; some minor inaccuracies or incomplete explanations.	Demonstrates strong conceptual clarity and critical understanding with relevant and accurate examples.	/5
2. Application and Analysis	Limited or no application of course concepts; analysis lacks depth or logical flow.	Applies course concepts correctly to some extent; analysis is sound but lacks depth or innovation.	Effectively applies and analyzes airport management principles in a clear, logical, and insightful manner.	/5
3. Organization, Structure, and Clarity	Disorganized, lacks logical flow, poor formatting, and unclear writing.	Organized and generally coherent; writing is mostly clear with some structural issues.	Well-organized, coherent, and polished writing; excellent flow and logical argumentation.	/5
4. Research and Referencing	Few or no credible sources; referencing is incomplete or inconsistent; lacks citation format.	Adequate use of credible sources; mostly consistent referencing in acceptable format (APA or Harvard).	Extensive use of credible and current sources; accurate and consistent referencing throughout.	/5
5. Originality and Compliance with Academic Integrity	Similarity >19% overall or >5% from a single source; evidence of plagiarism or attempts to bypass similarity check.	Similarity ≤19% overall and ≤5% per source; properly paraphrased and referenced.	Similarity ≤10% overall; clear originality and paraphrasing; reflects authentic independent work.	/5
6. Responsible Use of Generative AI	AI use exceeds 5% or declaration missing; evidence of full AI-generated work.	AI use ≤5% for language enhancement only; declaration included.	Minimal or no AI use; clear evidence of student-authored content; declaration properly added.	/5
<b>Total 100%</b>	<b>Content Criteria</b>			<b>30</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	