

Fall/Winter 2026/27 Course Syllabus**MOS 4405F Section – 001
Airport Planning & Management
Course Mode (In-Person)**

Instructor: Emily Wood
Office Hours: By Appointment
Email: ewood9@uwo.ca

1. Course Information:**1.1 Class Location and Time:**

In-Person (SSC-3010, 1830-2130)

1.2 Course Description:

A study of airport planning, management and operations in Canada and internationally. Topics include airport systems, stakeholders, governance and regulation; aviation demand forecasting and capacity management; airside, terminal and landside planning; airport operations and air traffic management; safety, security and emergency management; airport economics, finance and commercial strategy; master planning and strategic development; environmental sustainability and community relations; and emerging technologies, resilience and future issues affecting airports.

Prerequisite(s): Enrolment in 4th year of the Commercial Aviation Management module of BMOS or Geography and Commercial Aviation Management module.

Senate Regulations state: “Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

1.3 Accessibility:

The DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>.

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay-wuk) and Chonnonton (Chun-onk-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

2. Course Materials

All course material will be posted to OWL: <https://westernu.brightspace.com/d2l/login>.

Regulatory Resources Available in OWL:

- ICAO Annex 14 – Vol 1
- ICAO Doc 9184
- TP312-5th Amendment
- TC CARs 302

3. Course Objectives and Format

The DAN Department of Management & Organizational Studies draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

3.1 Course Objectives

In this course, the major components of airport planning, management and operations will be explored to provide students with a broad understanding of airports and their role within the aviation system. Students will examine critical issues involving airport infrastructure, operations, capacity, governance, finance, safety, sustainability and strategic development.

3.2 Course Format

This course will be delivered in person. See OWL for the weekly lecture schedule, course materials, assignment instructions, and additional course information. Key dates have been provided below.

Key Dates:

Classes begin: September 9, 2026

Truth and Reconciliation Day: September 30, 2026

Thanksgiving: October 10 –12, 2026

Fall Reading Week: October 10 –18, 2026

Classes end: December 9, 2026

Exam period: December 11 – 22, 2026

Students are responsible for checking the course OWL

site <https://westernu.brightspace.com/d2l/login> regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk by phone at 519-661-3800 or ext. 83800.

4. Evaluation

Interactivity (20%): A crucial element of this course is the sharing of ideas and opinions. Attendance is expected and will be taken. A student's interactivity grade will depend on their involvement in class discussions, activities and attendance.

Important Information Re: Absences: Absences may impact a student's interactivity grade. Attendance is particularly important during the final three classes and on presentation dates, as active involvement in class discussions and presentations is a key component of the interactivity grade. Each absence during these classes will result in a 10% deduction from the student's interactivity grade.

For medical absences, refer to the policy on accommodation for medical illness (<https://studentservices.uwo.ca/secure/index.cfm>) – also discussed further in Section 11 below. If you have a valid excuse for an absence, you must inform the instructor before the intended date. It is the instructor's discretion whether or not to excuse an absence. Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text.

Assignments (10%): Students will submit short assignments to OWL throughout the term, as identified on OWL. These assignments will be used as checkpoints for confirming understanding of course material.

Group Case Study Assignment (40%): In a group, students will examine a real-world airport case, evaluate the management decisions that were made, and identify lessons that can be applied to future airport planning and management. The assignment includes a Case Snapshot, written Group Case Analysis, in-class Expert Briefing, and participation as a Reviewing Group for another case. Through these components, you will apply course concepts, develop evidence-based conclusions, communicate your analysis, respond to questions, and help lead class discussion. Additional details, assigned cases, presentation dates, and assessment criteria will be provided in class and on OWL.

Individual Term Assignment (30%): Throughout the term, students will examine one airport in depth and act as an independent consultant advising its decision-makers on a realistic future problem, opportunity, or strategic choice. The project is completed in stages through OWL and includes airport selection, development of a research and analysis plan, peer review, an interim consultant analysis, and a final consultant report. Students will evaluate realistic alternatives, consider relevant constraints, risks, stakeholders, and trade-offs, and develop an evidence-based recommendation for what the airport should do next.

Note: Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for monitoring your grades in this course.

The DAN Department has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

4.1 General Information about Missed Coursework

Students must familiarize themselves with the University Policy on Academic Consideration – Undergraduate Students in First Entry Programs posted on the Academic Calendar: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

This policy does not apply to requests for Academic Consideration submitted for attempted or completed work, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage: https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made as soon as possible and no later than 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request without supporting documentation in this course. However, the following assessments are excluded from this, and therefore will require formal supporting documentation:

- Group Case Study Expert Briefing

If a student mistakenly submits their one allowed Academic Consideration request without supporting documentation for the assessment listed above, the request cannot be recalled and reapplied. This privilege is forfeited.

4.2 Evaluation Scheme for Missed Assessments

- Assignments – Extensions may be approved with academic considerations up until the assignments are returned to the class. After this point, reweighting will occur.
- Group Case Study Assignment – reweighting will occur.
- Individual Term Assignment – reweighting will occur.
- Interactivity – reweighting will occur.

5. Lecture and Examination Schedule

See Schedule on OWL.

6. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

Material covered in lectures may not always be the same as material covered in the textbook or resources provided. Additional sources should be viewed as complementary and not redundant. As such, students who want to do well in this course are strongly encouraged to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lecture notes or overheads. Therefore, if students miss a lecture, they are to try to obtain this material from another student.

6.1 Respect

Please act respectfully towards the classroom, the instructor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the instructor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see your instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

Please take a moment to familiarize yourself with the Student Code of Conduct.

<https://www.uwo.ca/univsec/pdf/board/code.pdf>

6.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the instructor.

6.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or

distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without the written consent of your instructor.

7. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only, "Please review email policies on the course outline."

7.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email to contact their instructor. The instructor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

7.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

7.3 Acceptable Emails

Acceptable emails include questions about course content or materials, requests to set up an appointment to ask questions or review an assignment, notification of illness or other special circumstances, and constructive comments or feedback about the course.

7.4 Unacceptable Emails

Unacceptable emails include questions that can be answered by reviewing OWL or the course outline, questions about when grades will be posted or what grade a student received, and requests for grade increases, additional assignments, or the reweighting of course components.

8. Attendance

IN-PERSON: It is expected that students will attend all classes. The instructor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

8.1 Short Absences

If a student expects to miss a class due to minor illness or other extenuating circumstance, they are to check the course outline for information regarding attendance requirements and to make sure they are not missing a test, assignment or presentation date.

8.2 Extended Absences

If a student is absent more than approximately two weeks or if they get too far behind to catch up, they should consider reducing their workload by dropping one or more courses. The Academic Counsellors can help students consider alternative solutions. At the student's request, they can also keep instructors informed.

9. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline and in the assigned rubrics found in OWL. The evaluation criteria are based on academic achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or

assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

10. Posting of Grades

Grades for course assessments will be posted on OWL once they are available. Final course grades are not posted on OWL and will be available once posted by the Registrar under “Academic Summary” on the [Student Centre website](#).

11. University Policy Regarding Illness, Absence and Accommodation

11.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of the student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medical_certificate.pdf

11.2 Religious Accommodation

When a course requirement conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible, but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

12. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.pdf

Students are responsible for understanding and avoiding the occurrence of plagiarism and other academic offenses. Students are to read the section on Scholastic Offenses in the [Academic Calendar](#).

Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The use of AI and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. Any work submitted must be the work of the student in its entirety unless otherwise disclosed. When explicitly permitted, any AI or translation tool must be used ethically and responsibly, and students must cite or credit the tools used in accordance with

course expectations. A copy of guidelines about how to avoid cheating can be obtained from the Office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

- A) All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).

Cheating on exams or assignments will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense may include a zero grade on the assessment, refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

13. Procedures For Appealing Academic Evaluations

- 1 In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
- 2 If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair of the Department of Management and Organizational Studies via the DAN Help Portal. <https://help.sci.uwo.ca/servicedesk/customer/portal/10>.
- 3 If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may appeal to the Associate Dean, Undergraduate of the Faculty in which the course or program was taken.
- 4 Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Office of the Ombudsperson.

14. Support Services

14.1 Support Services

The Registrar's office provides students with information on services, courses, student finances, resources, as well as Student Central's hours of operation at <http://www.registrar.uwo.ca>.

Student Support Services (including the services provided by the USC listed here) can be reached at: <http://westernusc.ca/services/> Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>.

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/get-help.html To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

14.2 Academic Concerns

If a student is experiencing academic difficulty, it is strongly recommended they see their academic counsellor.