


LEARN. CONNECT. **ELEVATE.** 



DIPLOMA IN  
**INTEGRATED  
AVIATION  
MANAGEMENT**



McGill

School of  
Continuing Studies

[mcgill.ca  
/aviation](http://mcgill.ca/aviation)

# Integrated Aviation Management

A DIPLOMA IN INTEGRATED AVIATION MANAGEMENT FROM MCGILL UNIVERSITY IS YOUR TICKET TO A WORLD OF POSSIBILITIES. IT ALL BEGINS IN MONTREAL; AS A GLOBAL HUB FOR THE AVIATION INDUSTRY, OUR CITY ATTRACTS THE BRIGHTEST THINKERS AND INTERNATIONALLY-RENOWNED LECTURERS WHOSE OBJECTIVE IS TO PREPARE THE NEXT GENERATION OF AVIATION MANAGERS. THANKS TO A UNIQUE, INTEGRATED PROGRAM THAT REFLECTS THE DYNAMISM OF THE FIELD, GRADUATES ARE EQUIPPED FOR EXCITING MANAGEMENT POSITIONS WITH AIRLINES, AIRPORTS, PRIVATE COMPANIES, REGULATORY BODIES, GOVERNMENT AGENCIES, AND MORE.



## ABOUT MCGILL UNIVERSITY

McGill University is one of Canada's best-known institutions of higher learning and one of the leading universities in the world. With students coming to McGill from some 150 countries, McGill's student body is the most internationally diverse of any research-intensive university in the country. McGill was founded in 1821 thanks to a generous bequest by James McGill, and since then, we've grown from a small college to a bustling university with two campuses, 11 faculties, some 300 programs of study, and more than 39,500 students.

McGill is recognized around the world for the excellence of its teaching and research programs. McGill's 250,000+ graduates form a vast global network, with many alumni reaching the top of their professions as Supreme Court Justices, award-winning authors and musicians, astronauts and more.

# AN INTEGRATED APPROACH FOR THE NEXT GENERATION OF PROFESSIONALS

In the dynamic and competitive field of Aviation Management, graduates must be ready for any type of challenge when managing complex international air transportation systems. From flight dispatch and ground operations to revenue management and more, our integrated program will teach you how to put all the pieces together. Working with leaders in the field, our goal is to offer the world's most comprehensive program.

The Diploma in Integrated Aviation Management is an intensive, graduate level, 30-credit program (10 courses, 3 credits each course) for candidates who hold an undergraduate degree in any discipline, and are seeking both academic and practical knowledge in aviation management. Please note that admission to the Diploma in Aviation is limited to the Fall semester. There is no admission to the Winter and Summer semesters. Please contact our advisors to learn how you can register as an independent student in the Winter and Summer semesters.



## CPL2 532 LEADING CHANGE

PRE-REQUISITE: NONE  
This course will focus on leading and managing change issues, including the leader as a change agent and the change process itself. Various models of change and change leadership will be reviewed, as well as follower reluctance or resistance to change, and strategies that leaders can use to gain follower commitment.



## CIAM 510 OVERVIEW OF THE AVIATION FIELD

PRE-REQUISITE: NONE  
This course examines the field of aviation, its past, present, and future as related to airlines, airports, regulatory bodies, service providers, and air navigation, as well as the evolution of air traffic.



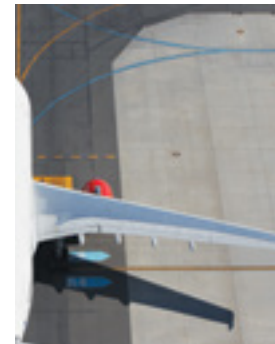
## CIAM 522 AVIATION LAW AND POLICY\*

PRE-REQUISITE: CIAM 510  
This course covers the fundamental legal principles and processes, international relations and diplomacy, and institutional structures important to the aviation industry. It also examines the legal and policy aspects of liberalization, globalization and commercialization, safety and security, and environmental constraints.



## CIAM 520 AIR TRANSPORTATION FINANCE AND ECONOMICS

PRE-REQUISITE: CIAM 510  
This course examines the strategic financial issues facing the aviation industry, and the government's role—national, regional and international, in addition to the economic effects on environment, safety, and security.



## CIAM 524 AIRLINE MANAGEMENT

PRE-REQUISITE: CIAM 510  
This course will review the functions and decision-making processes involved in planning and executing airline operations. Topics include: selection of routes and flight networks, fleet diversity, aircraft maintenance locations, gate assignments, air and ground crew scheduling, airline partnerships, and the effects of deregulation.



## CIAM 526 AIR CARGO MANAGEMENT

PRE-REQUISITE: CIAM 510  
This course explores the operations, business, and regulations related to cargo management. Some of the topics include: packaging and transportation options appropriate for each industry's type or category of product, third party logistics providers, warehousing, costs, and implications on safety and security.



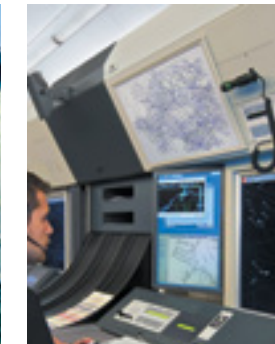
## CIAM 521 AVIATION SAFETY AND SECURITY MANAGEMENT

PRE-REQUISITE: CIAM 510  
This course examines the evolution and principles of managing safety and security in aviation by different aviation service providers, such as aviation training organizations, airlines, maintenance organizations, manufacturers, air navigation service providers, and airports.



## CIAM 525 AIRPORT MANAGEMENT

PRE-REQUISITE: CIAM 510  
This course will provide an introduction to the airport system and the main issues concerning airport operations and development. Topics include: structure and complexity of the airport organization, airside operations, terminal operations, airport security and facilitation, commercial aspects of airports, airport design, maintenance and airport communications, and future trends.



## CIAM 523 AIR NAVIGATION SERVICES MANAGEMENT

PRE-REQUISITE: CIAM 510  
This course will review various aspects of air navigation service management. Topics include: air navigation legislation and its applicability and impact on managerial decisions; roles, responsibilities, and business models of Air Navigation Service Providers; financial planning challenges; global air navigation planning; and the managerial impact of new technologies.



## CIAM 540 INTEGRATED AVIATION MANAGEMENT PROJECT

PRE-REQUISITE: CIAM 510, CIAM 520, CIAM 521, CIAM 522, CIAM 523, CIAM 524, CIAM 525, CIAM 526 and CPL 2532  
This capstone course provides participants with the opportunity to integrate, utilize, and apply the knowledge acquired throughout the program to a real situational project, and to further develop their problem-solving and decision-making skills using the latest simulation technology.

### FALL 2017

SEPTEMBER / 5, 12, 19, 26  
OCTOBER / 3, 10, 17, 24, 31  
NOVEMBER / 7, 14, 21, 28  
6:00 pm — 9:00 pm

### FALL 2017

SEPTEMBER / 6, 13, 20, 27  
OCTOBER / 4  
6:00 pm — 9:00 pm  
SEPTEMBER / 9, 16, 23  
8:30 am — 5:30 pm

### FALL 2017

OCTOBER / 7, 14, 28  
8:30 am — 5:30 pm  
OCTOBER / 11, 18, 25  
NOVEMBER / 1, 8  
6:00 pm — 9:00 pm

### FALL 2017

NOVEMBER / 15, 22, 29  
DECEMBER / 6  
6:00 pm — 9:00 pm  
NOVEMBER / 18, 25  
DECEMBER / 2, 9  
8:30 am — 5:30 pm

### WINTER 2018

JANUARY / 10, 17, 24, 31  
6:00 pm — 9:00 pm  
JANUARY / 13, 20, 27  
FEBRUARY / 3  
8:30 am — 5:30 pm

### WINTER 2018

FEBRUARY / 7, 14, 21, 28  
6:00 pm — 9:00 pm  
FEBRUARY / 10, 17, 24  
MARCH / 10  
8:30 am — 5:30 pm

### WINTER 2018

MARCH / 14, 21, 28  
APRIL / 4  
6:00 pm — 9:00 pm  
MARCH / 17, 24, 31  
APRIL / 7  
8:30 am — 5:30 pm

### SUMMER 2018

MAY / 2, 9, 16, 23  
6:00 pm — 9:00 pm  
MAY / 5, 12, 19, 26  
8:30 am — 5:30 pm

### SUMMER 2018

JUNE / 7, 8, 9  
JULY / 6, 7  
8:30 am — 6:30 pm

### SUMMER 2018

JULY / 9, 10, 11, 12, 16, 18, 19  
6:00 pm — 9:00 pm  
JULY / 14, 21, 28  
8:30 am — 5:30 pm

\* WITH DEPARTMENTAL PERMISSION CIAM 522 AVIATION LAW AND POLICY CAN BE TAKEN AT THE SAME TIME AS CIAM 510 OVERVIEW OF THE AVIATION FIELD IF SCHEDULES OVERLAP.

NOTE: THE UNIVERSITY RESERVES THE RIGHT TO MAKE CHANGES TO THE SCHEDULE AND TO CANCEL COURSES AS REQUIRED IF THERE ARE INSUFFICIENT REGISTRATIONS. PLEASE REFER TO THE WEBSITE FOR A COMPLETE CALENDAR OF DATES.

# LEADERS INSPIRING LEADERS

The McGill School of Continuing Studies has gone to great lengths to bring together top international lecturers to educate our students. These global leaders have come together not only to pass on a wealth of current knowledge but, also to inspire students to push the boundaries and redefine the future of Aviation Management.



**CAPT. MIGUEL RAMOS**  
Technical Officer  
Aviation Safety  
Training (AST)  
Section, ICAO

## LECTURER

As the Director General of Civil Aviation in Costa Rica, he was involved in the development of new regulations—which were later adopted by the rest of the Central American States—and in the creation of the Central American Aviation Safety Agency. He was also the Costa Rican representative to the ICAO Council, later joining the ICAO as a Technical Officer. He has been conducting safety management training courses worldwide since 2006. He is currently the training coordinator of the ICAO Aviation Safety Training Section.



**GUY BRAZEAU**  
Director,  
Consulting, IATA

## LECTURER

Guy Brazeau is a senior executive with over 35 years of experience in aviation. He is presently Director, Consulting at IATA and has had worldwide responsibility and leadership for IATA's Training and Development Institute, as well as for IATA's Airport and Regulatory segment. Over the years, he has worked as an instructor and a consultant and/or project director in over 30 countries, mainly on airport-related projects.



**YVES DUFRESNE, LLB**  
Vice President,  
Alliances  
and Regulatory  
Affairs,  
Air Canada

## GUEST LECTURER

As the Vice President, Alliances and Regulatory Affairs at Air Canada, Yves Dufresne is primarily responsible for the airline's alliance relationships and partnerships with foreign carriers, including its presence in the STAR Alliance, as well as international regulatory and aeropolitical matters. Previously at Air Canada, he held the positions of Vice President, International, Alliances and Regulatory Affairs, and International Affairs Manager in the Government and Industry Affairs Branch.



**G.E. (GERRY) SIMPSON**  
Vice President  
G.E. Simpson  
and  
Associates Ltd.

## LECTURER

Gerry Simpson's background includes a 32-year career at Air Canada, including as the Director of Cargo Marketing and Business Development. He has also provided aviation consulting services to airlines, airports, and governmental agencies. He most recently assisted Transport Canada in reviews of air cargo competitiveness, and the Atlantic Canada fish and seafood industry on the status of air cargo innovation. His participation in the management team at ULD CARE have kept him current on a wide range of air cargo industry opportunities and issues.

# LEADERS INSPIRING LEADERS



**RUWANTISSA ABEYRATNE**  
PhD, LL.M  
Lawyer and  
International  
Corporate  
Trainer

## LECTURER

Dr. Ruwantissa Abeyratne has worked in the field of aviation law and management for thirty years. He recently retired as Senior Legal Officer at the International Civil Aviation Organization (ICAO), where he headed the Treaty Office and advised States on their registration and depository obligations with regard to international treaties and their adherence. Dr. Abeyratne has written 24 books and more than 400 papers on work in aerospace law and economics, as well as air transport economics and aviation and climate change.



**FRANCIS SCHUBERT, PhD**  
Head, Corporate  
Development,  
and Deputy CEO  
Skyguide, Swiss  
Air Navigation  
Services Ltd.

## LECTURER

Dr. Francis Schubert is the Head of Corporate Development and Deputy CEO for Skyguide, Swiss Air Navigation Services Ltd., in Geneva, Switzerland. He holds a PhD in international aviation law from the University of Geneva. Dr. Schubert has published a number of articles dealing with legal aspects of Air Navigation Services (ANS), and, more particularly, on the legal liability of air traffic controllers. He has also lectured on ANS matters at various universities.



**LAURENT DELARUE**  
Head of Airport  
and Cargo  
Consulting, IATA

## GUEST LECTURER

Laurent Delarue has over 20 years of international consulting experience in Air Transportation. He is presently the head of Airport and Cargo consulting at IATA. He is or has been a key advisor to Hong Kong Airport, Tokyo-Narita, London-Heathrow, Singapore-Changi, Aéroports de Paris and Vinci Airports group. Throughout his career Laurent has held positions in Paris, Montreal and Singapore. The team he manages expands over four continents.



**JAMES CHERRY, FCA**  
Former President  
and Chief  
Executive Officer  
of Aéroports de  
Montréal

## GUEST LECTURER

James Cherry is President and Chief Executive Officer of Aéroports de Montréal, and a member of the Board of Directors. He is a chartered accountant with over 35 years of experience in general management, project management and financial management in the International Aerospace, Defence and Rail sectors. Throughout his career, he has worked in senior executive positions with Bombardier Inc., Oerlikon Aerospace Inc., CAE Inc. and ALSTOM Canada. He currently holds directorships in various companies and organizations, including: Airports Council International World, Canadian Airports Council, Montréal International, Conference Board of Canada and Logistec Corporation.



**MARTIN GRIFFIN**  
EUROCONTROL  
Representative  
to Air  
Navigation  
Bureau ICAO

## LECTURER

Martin Griffin joined EUROCONTROL in 1994. Prior to that, he had been an operational air traffic controller, training officer, and air traffic examiner for 20 years. As the head of the Air Traffic Operations and Systems Unit at EUROCONTROL, he was responsible for the transition from radar-based, tactically oriented air traffic control operations to more strategically oriented trajectory-based cooperative air traffic operations. He is currently EUROCONTROL's representative to the International Civil Aviation Organisation (ICAO), having previously worked at the ICAO as Director of Air Navigation Services for Bosnia & Herzegovina.



**JOHN SABA, PhD**  
Adjunct Professor,  
Faculty of Law,  
Institute of Air  
and Space Law,  
McGill University

## LECTURER

Dr. John Saba has served as the manager or chairman of a dozen worldwide aviation conferences and symposia for the International Civil Aviation Organization, the American Bar Association (ABA), and McGill University. He is currently an Assistant Editor to the ABA's *Air and Space Lawyer*, and he served as a judge for the Transportation Appeal Tribunal of Canada. He is also an Adjunct Professor of Law at the Institute of Air and Space Law, and at McGill he lectures on Economics, International Business and International Trade, and the Integrated Aviation Management program.



**KARL MOORE, PhD**  
Associate Professor,  
Desautels Faculty  
of Management,  
McGill University  
Associate Fellow,  
Green Templeton  
College, Oxford  
University

## LECTURER

After completing his MBA at the University of Southern California and PhD at the Schulich School, York University, Dr. Moore was employed in the high-tech industry. As an expert on strategy and leadership, he blogs for *Forbes* and conducts weekly interviews for the *Globe and Mail*. He has taught extensively at Oxford, Cambridge, Duke, LBS, RSM, Queens, IIM Bangalore, Renmin (Beijing), and Darden. At McGill, he co-directs the Advanced Leadership Program.



**KEVIN CARON**  
Head of ACI  
Global Training  
and Developing  
Nations Airport  
Assistance  
Programme

## GUEST LECTURER

Kevin, a Montréal native, joined Airports Council International (ACI) in March 2010 and serves the members by leading ACI's airport education programmes. Previous to ACI he held several positions with Aéroports de Montréal and the International Air Transport Association (IATA). His university education is in geography from Concordia University and he holds two certificates from McGill University's Executive Institute along with a post graduate certificate in Strategic Human Resources Management from Cornell University. He is a graduate of the ACI – ICAO Airport Management Professional Accreditation Programme and the ACI/JMSB Airport Executive Leadership Programme.



*"I got exactly what I wanted out of this program. It's a wonderful and all-encompassing overview for those who are passionate about the aviation industry. The networking opportunities while enrolled in the program are unique – for instance we had the pleasure of having guest speakers from ICAO (International Civil Aviation Organization) and IATA (International Air Transport Association), which both have offices in Montreal. The topics are very comprehensive, and I truly enjoyed the intensive format of the program. I highly recommend it."*

**NIKOO TAGHAVI**  
Diploma in Integrated  
Aviation Management



*"I already had a passion for aviation, and I wanted to become more specialized. This program offers the opportunity to learn from people working in the heart of the industry. We've had guest speakers from ICAO (International Civil Aviation Organization), Aéroports de Montréal, and key experts in the field. If you want to study this industry, it has to be done in Montreal, the capital of aviation."*

**YANNICK ADOU**  
Diploma in Integrated  
Aviation Management



*"I think the combination of McGill, Montreal and aviation are three words that are magical together. There's no better place to study aviation than Montreal - you really get to see the industry from the top. We have guest speakers from ICAO (International Civil Aviation Organization), IATA (International Air Transport Association), Aéroports de Montréal and many more. There's a great passion for aviation."*

*Everything we're learning is really interesting. For someone with a background outside the industry, it gives you a good overview of the major disciplines, so you can choose what you want to go into."*

**HASSAN ABOU-JERJI**  
Diploma in Integrated  
Aviation Management

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