

Modulhandbuch

Aviation Management (B.A.)

Aviation Management – dual (B.A.)

Stand: 17.02.2025

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I. Allgemeiner Teil

Einleitung

1. Allgemeine Studienziele/ Qualifikationsziele

Im Studiengang »Aviation Management« soll durch die Vermittlung aktueller und praxisorientierter Inhalte auf akademischem Niveau sowie der Förderung von Schlüssel- und Managementkompetenzen die Beschäftigungsfähigkeit der Absolventen gewährleistet werden. Die Studierenden sind mit erfolgreichem Abschluss des Studiums in der Lage, Fach- und Führungsfunktionen bei in- und ausländischen Unternehmen und Institutionen der Luftverkehrsbranche, aber auch solchen entlang der Wertschöpfungskette der Tourismusindustrie oder in internationalen Unternehmen verschiedener Branchen zu übernehmen. Der Studiengang »Aviation Management« vermittelt den Studierenden die hierfür erforderlichen Kenntnisse betriebswirtschaftlicher und luftverkehrsbezogener Methoden und Konzepte sowie die für das Management relevanten Schlüsselqualifikationen. Die Lehrinhalte und Veranstaltungsformen des Studiengangs dienen dem Ziel, den Studierenden ein breites und integriertes Wissen und Verstehen der wissenschaftlichen Grundlagen des Lerngebietes auf dem aktuellen Stand der Forschung zu vermitteln. Die Studierenden werden befähigt, praxisbezogene Problemstellungen zu erkennen und zu lösen. Darüber hinaus sollen die Absolventinnen und Absolventen in die Lage versetzt werden, sich auch nach dem Studienabschluss selbstständig neues Wissen und Fähigkeiten anzueignen (Methodenwissen).

Das Studiengangskonzept orientiert sich an Qualifikationszielen. Diese umfassen fachliche und überfachliche Aspekte und beziehen sich insbesondere auf die Befähigung, eine qualifizierte Erwerbstätigkeit aufzunehmen, dienen aber auch der Persönlichkeitsentwicklung und der Befähigung zum gesellschaftlichen Engagement.

Die fachlichen Qualifikationsziele umfassen neben dem Erwerb von Fachwissen auch den Erwerb von Sprachkompetenz in englischer Sprache. Die Absolventinnen und Absolventen des Bachelorstudienganges »Aviation Management« kennen wissenschaftliche Grundlagen und verfügen über praktische Fähigkeiten in einzelnen Bereichen der Luftverkehrsbranche. Die Absolventinnen und Absolventen können Kenntnisse über die Luftverkehrsbranche anwenden. Auf der Grundlage des erworbenen Wissens ordnen sie Sachverhalte und Themengebiete fachgerecht ein und können diese unter Anwendung geeigneter Methoden analysieren. Die Absolventinnen und Absolventen beherrschen die englische Sprache auf dem Niveau C1, gemäß dem Europäischen Referenzrahmen.

Im Hinblick auf die überfachlichen Qualifikationsziele erwerben die Studierenden die Fähigkeit zu selbständigem und kritischem Denken. Sie lernen eigene und fremde Ideen und Argumentationen konstruktiv zu hinterfragen und sind in der Lage, Sachverhalte zu verknüpfen. Die Studierenden lernen, sich in vorher unbekannte Themenbereiche einzuarbeiten und sich Informationen zu einem begrenzten Themengebiet selbstständig durch Recherche anzueignen, dieses strukturiert aufzubereiten und in geeigneter Form sowohl schriftlich als auch mündlich zu präsentieren. Die Absolventinnen und Absolventen sind in der Lage, für die Präsentation adäquate Medien auszuwählen und einzusetzen. Die Studierenden erwerben die Fähigkeit, eigene Arbeitsprozesse selbständig und termingerecht zu organisieren, sie sinnvoll zu strukturieren und zielgerichtet auszuführen. Die Diversität der Studierenden im englischsprachigen Studiengang »Aviation Management« befähigt die Studierenden, sich in fremde Kulturen hineinzudenken und im interkulturellen Kontext der globalen Luftverkehrsbranche zu kommunizieren und flexibel zu handeln. Die Diversität der Studierenden im Studiengang trägt zu deren

Offenheit für gesellschaftliches Engagement bei. Durch die durchgängige englische Unterrichtssprache ist der Studiengang grundsätzlich stärker als deutschsprachige Studiengänge für Bewerber mit Migrationshintergrund sowie für Bewerber aus dem europäischen und außereuropäischen Ausland attraktiv. Das führt zu einer Durchmischung der Studierenden im Hinblick auf Nationalitäten, Religion, Alter oder sozio-ökonomischen Status, und damit zu vielfältigen Erfahrungen, Perspektiven und Handlungsmöglichkeiten zu Fragen der Nachhaltigkeit, der Umwelt und des ethischen Wirtschaftens. Die Diversität der Studierenden erzeugt ein Lernumfeld, das unmittelbar zum Kompetenzerwerb interkultureller Fertigkeiten wie etwa interkulturelle Kommunikation, Verhandlung, Konfliktlösung beiträgt, aber auch zu einem Gefühl für soziale Verantwortung, ethische Sensibilität und Toleranz.

Das Studiengangskonzept ist auf die Befähigung der Studierenden zum gesellschaftlichen Engagement innerhalb der Hochschule, in der Region um die Stadt Worms sowie auf nationaler wie auf internationaler Ebene ausgerichtet. Die Studierenden werden motiviert, schon während des Studiums in sozialen und politischen Zusammenhängen tätig zu werden, beispielsweise innerhalb der Hochschule in der Mitwirkung in den demokratischen Institutionen und Gremien der studentischen und /oder akademischen Selbstverwaltung. Die tatsächliche Mitbestimmung soll den Studierenden die Bedeutung von zivilgesellschaftlichem Engagement in ihrer direkten Umgebung verdeutlichen und sie motivieren, ihre Meinung aktiv und konstruktiv einzubringen und sich auch nach dem Studium zu engagieren.

Die Lehrenden des Studiengangs sind aufgefordert, Handlungsfelder, Möglichkeiten und die Bedeutung zivilgesellschaftlichen Engagements im Rahmen des Curriculums zu thematisieren. Die Studierenden sollen dazu motiviert werden, den Einsatz ihrer im Studium erlangten professionellen Handlungs- und Urteilsfähigkeit in Bezug auf interdisziplinäre Fragestellungen und Interkulturalität nicht auf das berufliche Handlungsfeld zu begrenzen, sondern auch darüber hinaus zivilgesellschaftlich einzusetzen.

Nachhaltigkeits- und Umweltthemen sind regelmäßig Gegenstand der Praxisphasen der Studierenden (d.h. in den »Management in Practice«-Modulen). Wer heute für eine Fluggesellschaft oder einen Flughafen arbeitet, ist nahezu durchgängig bei Unternehmen beschäftigt, die sich selbst als Corporate Citizen sehen und sich wie Bürger - nur in organisierter Form - in der Bürgergesellschaft engagieren. Corporate Citizenship ist dabei analog zum Engagement von Bürgern freiwilliges gesellschaftliches Engagement. Oft kommt es während der Praxisphasen zu einer aktiven Mitarbeit der Studierenden in Corporate Citizenship-Projekten. Die dabei gewonnenen Erfahrungen werden in den obligatorischen Praktikumspräsentationen mit den Kommilitonen geteilt.

Nachstehend werden drei Basismodule im Curriculum genannt, bei denen die Studierenden Kompetenzen erwerben, welche im Sinne des zivilgesellschaftlichen Engagements interpretiert werden können:

- BAA 23 Air Transportation Policy and Law: Hier werden u.a. Regulierungsmaßnahmen im Luftverkehr vor dem Hintergrund gesellschaftlich geteilter Werte und Normen erörtert und dabei auch Bezüge zu historischen und aktuellen Ereignissen und Entwicklungen hergestellt. Auch wird ein Kompetenzerwerb für kritische Argumentationstechniken zu gesellschaftlich relevanten Fragestellungen im Hinblick auf die eigene Gesellschaft als auch in Bezug auf die europäische Gemeinschaft gefördert.
- BAA 53 Aviation and Environment: Hier werden professionelle Fähigkeiten, methodische Kompetenzen sowie die Befähigung der Studierenden zum gesellschaftlichen Engagement bei Nachhaltigkeits- und Umweltthemen gefördert. Der Syllabus beinhaltet u.a. die Umweltauswirkungen des Luftverkehrs („Greenhouse gases“ (GHGs), Schadstoffe, Lärm), politische Instrumente für den Umweltschutz, Normen, Anreize,

Emissions Trading System (ETS), Flächennutzungsplanung sowie aktives Umweltmanagement bei Fluggesellschaften und Flughäfen.

- BAA 54 Human Resources Management and Organizational Development: Hier geht es u.a. um Kompetenzerwerb zu gesellschaftlich geteilten Werten und Normen. Wichtiger Modulinhalt ist ethisches Verhalten im persönlichen, beruflichen und öffentlichen Leben im Hinblick auf eine Reflexion von politischen, sozialen, kulturellen Ereignissen sowie die Fertigkeit, ethische Konsequenzen abzusehen. Zum Syllabus-Plan des Moduls gehören unter der Überschrift "Organizational ethics and social responsibility" auch der Erwerb von Kenntnissen und Fertigkeiten in verschiedenen Kommunikations-, Kooperations- sowie Konfliktsituationen sowie die Bereitschaft, sich auf diese Situationen einzulassen

2. Zulassungsvoraussetzungen

Über die in § 6 RPO geregelten Zugangsvoraussetzungen hinaus gelten folgende weitere Zugangsvoraussetzungen:

1. Studienbewerberinnen und Studienbewerber müssen bis zum Ende des ersten Studienjahres nachweisen, dass sie über Kenntnisse in der Pflicht-Fremdsprache Englisch verfügen. Nachzuweisen ist mindestens die Niveaustufe B2 des Gemeinsamen Europäischen Referenzrahmens für Sprachen. Der Nachweis kann durch Bestehen der Prüfung im Modul BAA 14 erfolgen.

Für dual Studierende gilt zusätzlich, dass Studienbewerberinnen und Studienbewerber ein Vertragsverhältnis mit einem Unternehmenspartner nachweisen müssen, mit dem die Hochschule Worms einen Kooperationsvertrag unterhält. Beispielsweise einen Arbeits-, Praktikanten- Volontärs- oder Fördervertrag.

3. Modularisierte Studiengänge - Modulprüfungen

Der Bachelorstudiengang „Aviation Management“ ist in Modulen organisiert. Unter Modulen versteht man in sich abgeschlossene Lehr- und Lerneinheiten, die aus mehreren inhaltlich aufeinander bezogenen Lehrveranstaltungen (z. B. aus Seminaren, Vorlesungen, Übungen) bestehen.

In jedem Modul werden bestimmte fachspezifische und / oder berufsbezogene Qualifikationen vermittelt. Am Ende eines jeden Moduls steht eine Modulprüfung, in der festgestellt wird, ob die vorgesehenen Studien- und Qualifikationsziele erreicht wurden. Die Ergebnisse der Modulprüfungen werden bewertet und fließen in die Abschlussnote (siehe Prüfungsordnung) ein.

Die Modulbeschreibungen im fachspezifischen Teil informieren über die Qualifikationsziele und Inhalte der einzelnen Module, über die zugehörigen Lehrveranstaltungen und über die jeweilige Modulprüfung.

4. Erwerb von Leistungspunkten (im ECTS)

In allen Bachelorstudiengängen werden mit Bezug auf das effektive Arbeitspensum (Workload) der Studierenden Leistungspunkte (Credit Points) nach dem European Credit and Transfer and Accumulation System (ECTS) vergeben. Die Leistungspunkte (Credit Points)

drücken aus, wie viel Zeit Studierende im Durchschnitt aufwenden müssen, um die vorgeschriebenen Qualifikationsziele des jeweiligen Studienabschnittes zu erreichen. Dabei zählt nicht nur die Zeitspanne, die Studierende in Lehrveranstaltungen verbringen (Präsenzstudium), sondern auch der Arbeitsaufwand, der für die Vorbereitung und für die Nachbereitung einer Lehrveranstaltung sowie für die Vorbereitung auf Prüfungen notwendig ist.

Bei der Bestimmung der Leistungspunkte gilt folgende Regel: 30 Stunden studentische Arbeitszeit ergeben einen Leistungspunkt. Der Arbeitsaufwand für ein Studienjahr wird in ganz Europa mit insgesamt 60 Leistungspunkten veranschlagt. Das entspricht einem Workload von etwa 37 bis 40 Stunden pro Arbeitswoche.

Im siebensemestrigen Studiengang Aviation Management müssen insgesamt 210 Leistungspunkte erworben werden.

Nähere Bestimmungen zur Vergabe von Leistungspunkten der einzelnen Module finden sich im fachspezifischen Teil des Modulhandbuchs.

II. Fachspezifischer Teil

1. Study Plan

Studienverlaufsplan Aviation Management (B.A.)																					
Modul	Veranstaltungsbezeichnung	Gesamt													Abschluss: SL = Studienleistung PL = Prüfungsleistung	Prüfungsform und -dauer	Gewicht für Gesamtnote				
		ECTS 1	ECTS 2	ECTS 3	ECTS 4	ECTS 5	ECTS 6	ECTS 7	ECTS 8	ECTS 9	ECTS 10	ECTS 11	ECTS 12	ECTS 13	ECTS 14						
Modul-Nr.	Summe	30	24	30	21	30	18	30	16	30	21	30	0	30	10	Präsenzzeit (15 Wochen)/ Selbststudium =Gesamtwkdo mit 1SWs=0,75 Std.					
BAA 10 Introduction to Business Administration		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 11 Introduction to Economics		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 12 Introduction to Tourism and Travel Management		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 13 Introduction to Aviation Management		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 14 Business English		5	4													45/105=150	PL	K (120 min) + Präs. (15-30 min)	2,55%		
BAA 15 Analytical Methods																					
BAA 151 Mathematics		3	2													22,5/67,5=90	PL	K (120 min)	2,55%		
BAA 152 Statistics		2	2													22,5/37,5=60	PL				
BAA 20 Research Methods, Presentation and Soft Skills																22,5/57,5=60	PL	HA			
BAA 201 Research Methods and Presentation Skills			2	2												22,5/57,5=60	PL	Präs. (20-40 min)	2,04%		
BAA 202 Soft Skills			2	2																	
BAA 21 Accountancy and Financial Reporting		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 22 Marketing and Sales Management		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 23 Air Transportation Policy and Law		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 24 International Business		5	4													45/105=150	PL	K (120 min)	2,55%		
BAA 30 Aircraft Operation							4	3								33,75/86,25=120	PL	K (90 min)	2,04%		
BAA 31 Managerial Accounting and Finance							5	4								45/105=150	PL	K (90 min)	2,55%		
BAA 32 Management in Practice ¹																					
BAA 321 Management in Practice I - Processes							6	1								11,25/168,75=180	PL	Präs. (15 min)			
BAA 322 Management in Practice I - Interfaces								6	1							11,25/168,75=180	PL	Präs. (15 min)	6,12%		
BAA 33 Airport Management								5	3							33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 34 Pricing and Revenue Management								5	3							33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 35 Airline Business Models and Strategies								5	4							45/105=150	PL	K (120 min)	2,55%		
BAA 40 Air Cargo and Logistics Management									5	3						33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 41 Management in Practice - Case Study in Aviation Management ¹									8	2						22,5/217,5=240	PL	Präs. (30 min)	4,08%		
BAA 42 Network Management and Scheduling									5	3						33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 43 Aviation Analytics									6	4						45/135=180	PL	K (120 min)	3,06%		
BAA 44 E-Business and Travel Technology Management									6	4						45/135=180	PL	K (120 min)	3,06%		
BAA 50 Elective Seminar Tourism and Travel Management										5	4					45/105=150	PL	HA (15 Seiten) + Präs. (20-30 min)	2,55%		
BAA 51 Professional Air Traffic Management										5	4					45/105=150	PL	K (120 min)	2,55%		
BAA 52 Professional Airport Management										5	4					45/105=150	PL	K (120 min)	2,55%		
BAA 53 Aviation and Environment										5	3					33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 54 Human Resources Management and Organizational Development										5	3					33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 55 Business Travel Management										5	3					33,75/116,25=150	PL	K (90 min)	2,55%		
BAA 60 Advanced Management in Practice																					
BAA 601 Advanced Management in Practice - Professional Work ¹											28	0				0/840=840	SL		0,00%		
BAA 602 Advanced Management in Practice - Report											2	0				0/60=60	PL	Präs.	1,02%		
BAA 70 Management Simulation Game																8	4	45/195=240	PL	Präs. (15 min)	4,08%
BAA 71 Elective Seminar Aviation Management																					
BAA 711 Elective Seminar Aviation Management																45/195=240	PL	HA (25 Seiten) + Präs. (25 min) + PR	4,08%		
BAA 72 Thesis and Colloquium																12+2	2	0/360=360, 22,5/37,5=60	Gesamt	14,29%	
Credit Points/ Semesterwochenstunden		30	24	30	21	30	18	30	16	30	21	30	0	30	10					100,00%	
SUMME Workload (WL)		900	900	900	900	900	900	900	900	900	900	900	900	900	900					er nach der dritten Nachkommastelle möglich	
WL-Stunden pro Jahr																					

Legende

¹ Kennzeichnung von Praxisphasen bzw. Modulen beim Praxispartner

Prüfungen: PL = Prüfungsleistung, SL = Studienleistung, HA = Hausarbeit, K = Klausur, Präs = Präsentation, PB=Praktikumsbericht, PR=Peer Review

2. Module Descriptions

Introduction to Business Administration			
Modul-Nr./ Code	BAA 10		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Introduction to Business Administration		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • recognize and articulate fundamental assumptions, ideas and concepts of business administration with regard to following topics: <ol style="list-style-type: none"> 1. Business organization and management 2. HR 3. Marketing 4. Accounting, • recognize and articulate fundamental assumptions, ideas and concepts of business administration, • draw from theories and principles to help solve managerial problems. 		
Syllabus plan	Fundamentals of management and organizations within contemporary society. Introduction to functional areas, management processes, themes and issues within management: <ul style="list-style-type: none"> • Business Organization and Management <ul style="list-style-type: none"> ◦ Nature of business activity ◦ Objectives, stakeholders and the external environment ◦ Organizational planning ◦ Growth and evolution ◦ Globalization • Human Resources • Marketing • Accounting 		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Karsten Benz		

Module lecturer(s)	Prof. Dr. Karsten Benz
Instruction language	English
Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Stimpson, P. / Smith, A. (2012) Business and Management • Wild, J. / Wild K. International Business, 2024 <p>Literature recommendations are adapted and customised by the lecturer</p>

Introduction to Economics			
Modul-Nr./ Code	BAA 11		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Introduction to Economics		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> describe fundamental assumptions, ideas and concepts of economics, use economic theories and principles for solving managerial problems, identify the effect of different market structures on firm's decision making, explain the determinants of macroeconomic developments, demonstrate their economic knowledge with respect to decisions concerning the tourism and transport industry. 		
Syllabus plan	<ul style="list-style-type: none"> Introduction <ul style="list-style-type: none"> Basic questions and concepts Economic modelling Economic systems and market economy Microeconomics <ul style="list-style-type: none"> Households Firms Markets Macroeconomics <ul style="list-style-type: none"> National Accounting Macroeconomic models 		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Tourism and Travel Management (B.A.): 21 Allgemeine Volkswirtschaftslehre Aviation Management and Piloting – dual (B.Sc.): AMP 11 Introduction to Economics		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Frank Fichert		
Module lecturer(s)	Prof. Dr. Frank Fichert		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Principles of Economics, N. Gregory Mankiw, most recent edition • Macroeconomics, N. Gregory Mankiw, most recent edition • Intermediate Microeconomics. A Modern Approach, Hal R. Varian, most recent edition

Introduction to Tourism and Travel Management			
Modul-Nr./ Code	BAA 12		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Introduction to Tourism and Travel Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> remember the fundamental definitions and the elements of the tourism and travel industry, including the demand side (types of customers and their needs) and the supply side (type of suppliers in the tourism and travel value chain), report the historical aspects of the industry, describe the contemporary trends and underlying factors, the nature of the market and product, explain tourism and travel impacts (political, economic, socio-cultural, technology, environmental). 		
Syllabus plan	This module investigates the structure of the tourism and travel industry. Topics include the demand side (types of customers and their needs, demand influencing factors) and the supply side. This subject investigates the basic operation principles of businesses within the travel sector including travel agents, tour operators, transportation, hospitality, destination management and travel technology companies. Specific issues addressed include the development of travel products, packaging, regulatory requirements, technological options, special interest travel and inter-sectoral conflicts and relationships.		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Roland Conrady		
Module lecturer(s)	Prof. Dr. Roland Conrady		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		

Teaching and learning methods	Lectures and tutorials, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Evans, N.: Strategic Management for Tourism, Hospitality and Events, 2nd ed., London/New York 2015. • Page, S.: Tourism Management, 5th ed., London/New York 2015. • Tribe, J.: The Economics of Recreation, Leisure and Tourism, London/New York 2016.

Introduction to Aviation Management			
Modul-Nr./ Code	BAA 13		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Introduction to Aviation Management		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • recognize and interpret a range of important practical aspects of the aviation industry, • interpret relations of global air transport system structures, key international air laws and policies, and airline commercial operations and their impact on airline economics and finances, • discuss the various factors influencing the global air transport system, the types of and major functions of airports, describe basic principles of airline commercial economics and air cargo management, • identify competing objectives and constraints in the context of the aviation industry, • effectively communicate management ideas and practices in English. 		
Syllabus plan	<ul style="list-style-type: none"> • Basics of commercial aviation: Key players, introduction to air law, deregulation and liberalization, demand development • Airline management (focus on passenger airlines): Basic terms, traffic figures, key figures of Lufthansa, competitive strategies • Airport management: Basic terms, traffic figures, aeronautical and non-aeronautical business • Air cargo management: Basic terms, differences to passenger business 		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): AMP 32 Introduction to Aviation Management		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		

Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures, discussions, reading, script and case studies
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • The Global Airline Industry, Peter Belobaba, Amedeo Odoni, Cynthia Barnhart (MIT, 2016)

Business English			
Modul-Nr./ Code	BAA 14		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Business English		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students are expected to be able to <ul style="list-style-type: none"> • recall, explain, interpret, and paraphrase advanced business English vocabulary, including, but not limited to, aviation-related terminology, • identify, and differentiate between, text types that are commonly used in business communication, recognizing their various extent of language complexity, • apply various text/speech production strategies (in particular: generalizing vs. specifying), considering different linguistic registers/styles and the particular purpose of a text, • communicate effectively and adequately in a business setting (considering the particular requirements of different addressee/s), • critically evaluate their individual proficiency and application of the target language in various contexts and settings (in particular: identify individual language strengths and weaknesses, mistakes, and also potential mistakes and typical “pitfalls”/mother tongue interferences). 		
Syllabus plan	Alternating topics in the context of professional business and aviation-related terminology (e.g., advertising material; documentation/reporting; press releases; websites; newspaper articles; articles from journals; interviews; job descriptions; contracts).		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Munir Qureshi, Dipl.-Übers.		
Module lecturer(s)	Munir Qureshi, Dipl.-Übers.		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (75%) + presentation (including impromptu Q & A Session) (25 %)		

Duration of examination	E-examination (120 min) + presentation (including impromptu Q & A Session) (15-30 min)
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading/self-study, written and oral exercises in classroom-based tuition; text and speech production incl. feedback from the lecturer. In order to respond to the variety of professional language requirements, audio-visual aids/teaching material will be included along with written texts, in particular: authentic texts and videos.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	This course is attended by students with highly heterogeneous target language skills, mother tongues, and/or backgrounds. Therefore, minor amendments and adaptations to the syllabus might be required from time to time so as to respond to the specific requirements of a particular group.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Business Proficiency, Wirtschaftsenglisch für Hochschule und Beruf, Klett, Neuauflage 2017 • English for Financial Institutions, Bibliothèque Nationale de Luxembourg 2020 • Vocabulary lists and exercises (provided by lecturer) • Recommended (daily) reading tips: https://www.bloomberg.com/businessweek; https://www.ft.com/ (Financial Times); https://hbr.org/ (Harvard Business Review); http://www.aviationnews-online.com/; https://www.aerotelegraph.com/en/; https://simpleflying.com/category/aviation-news/; https://www.washingtonpost.com/business/; https://www.youtube.com/c/SimpleFlyingNews (listening skills)

Analytical Methods			
Modul-Nr./ Code	BAA 15		
Course of studies	Aviation Management (B.A.)		
Courses of the module	BAA 151 Mathematics BAA 152 Statistics		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <p>BAA 151:</p> <ul style="list-style-type: none"> • understand and apply fundamental mathematical concepts such as algebra and calculus, • apply different solution techniques for equation systems, optimization problems, also including constraints, • convert basic problems of financial economics into mathematical formulations and solve them, develop critical, structured, analytical thinking skills. <p>BAA 152:</p> <ul style="list-style-type: none"> • use basic methods of descriptive statistics, • apply frequently used probability distributions to statistical problems, • analyse economic problems using appropriate statistical methods. 		
Syllabus plan	<p>BAA 151: Mathematical methods with applications to business and economics. Topics include functions, graphs, properties of functions, equations and identities, slopes and intercepts, derivatives, optimization, and basic financial mathematics. Arithmetic, algebra, coordinate geometry in the plane, graphs. Elementary calculus, differentiation and integration with interpretation and applications. Logarithmic and exponential functions.</p> <p>BAA 152: Introduction to basic statistical concepts. Types of variables. Data presentation. Data summarization. Measures of central tendencies. Measures of dispersion. Linear regression and correlation. Probability and probability rules. Random variables. Probability distributions. Hypothesis testing. Probability Distribution. Random variables. Inference. Confidence intervals and hypothesis testing.</p>		
Semester of studies	1 st semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h

		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	BAA 151 Mathematics: Aviation Management and Piloting – dual (B.Sc.): AMP 121 Mathematik		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Tobias Grosche		
Module lecturer(s)	BAA 151: Prof. Dr. Tobias Grosche BAA 152: Prof. Dr. Matthias Viehmann		
Instruction language	English		
Examination type / requirements for assigning credit points	BAA 151: Written examination BAA 152: E-examination		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	Lectures and tutorials, script		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			
Literature (compulsory reading / additional recommended literature)	<p>BAA 151:</p> <ul style="list-style-type: none"> Essential Mathematics for Economic Analysis, Knut Sydsaeter, Peter Hammond, Arne Strom, Andres Carvajal, 6th edition (2022). <p>BAA 152:</p> <ul style="list-style-type: none"> Moore et al.: Introduction to the Practice of Statistics, 10th ed., New York, 2021. 		

Research Methods, Presentation and Soft Skills			
Modul-Nr./ Code	BAA 20		
Course of studies	Aviation Management (B.A.)		
Courses of the module	BAA 201 Research Methods and Presentation Skills BAA 202 Soft Skills		
Trained competencies	Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to BAA 201 <ul style="list-style-type: none"> • write scientific papers, • review and analyse research publications, • explain different research techniques, • formulate research questions, • use different presentation techniques according to the situation. BAA 202 <ul style="list-style-type: none"> • participate in a constructive and productive way in different situations of communication (conversations, discussions, presentations), • provide and accept productive criticism, • work as group in a positive and effective way and present the collaborative results as team. 		
Syllabus plan	BAA 201: An introduction to the art and science of solving research problems and making students better users of research. Explores the key elements of preparation, organization and delivery of a paper and presentation. An introduction of a style manual for the preparation of a research proposal. Elements of effective communication. Preparing, structuring and delivering presentations. BAA 202: Training in communication, personality, presenting, time management, self-management		
Semester of studies	2 nd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	4		
Total workload	120 h	Contact time	45 h
		Self-study time	75 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Knowing how to do and to present research is a key qualification for any student and thus can be applied to any other courses of study in which students have to do presentations and/or compose seminar papers and theses. Developing adequate soft skill		

	is necessary for any study/work environment and thus can be applied in any other courses of study where interaction with or collaboration between students is required/desired.
Prerequisites	None
Module co-ordinator	Prof. Dr. Erik Hemmer
Module lecturer(s)	BAA 201: Prof. Dr. Erik Hemmer BAA 202: Ann-Sophie Menne
Instruction language	English
Examination type / requirements for assigning credit points	BAA 201: Preparation of research paper BAA 202: Team work with subsequent team presentation
Duration of examination	BAA 201: 9-11 pages BAA 202: 20-40 minutes
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,04%
Teaching and learning methods	Lectures, script, individual paper preparation, discussion
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	BAA 201: <ul style="list-style-type: none"> • Research Methods for Business Students, Mark Saunders, Philip Lewis, Adrian Thornhill, 7th edition (2016) BAA 202: <ul style="list-style-type: none"> • Personality Development and Soft Skills, B. Mitra (2012) • Soft Skills: Know Yourself & Know the World, K. Alex, (2010)

Accountancy and Financial Reporting			
Modul-Nr./ Code	BAA 21		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Accountancy and Financial Reporting		
Trained competencies	Methodological Competence		
Intended learning outcomes of the module	<p>Upon successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • define and describe the elements of financial information to be provided periodically by companies according to International Accounting Standards set by the International Accounting Standards Board, • explain the basic and underlying accounting standards set by the International Accounting Standards Board, • demonstrate and interpret the link and basic differences between single elements of financial information, especially between statement of financial position, statement of financial performance and cash flow statement, • examine business issues and determine the respective accounting treatment, • judge case studies with several business issues by reference to the accounting examples presented in class and to select the respective required accounting treatment, • develop the required accounting treatment for business issues presented, including developing the statement of financial position and the income statement for case studies provided. 		
Syllabus plan	<ul style="list-style-type: none"> • Reasons for and the meaning of Accounting & Financial Reporting • The IFRS conceptual framework for financial reporting • Accounting transactions and journal entries • Accounting for Capital Market communication • General requirements for recognition and valuation • Elements of financial reporting 		
Semester of studies	2 nd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Juliane Wutzler		
Module lecturer(s)	Prof. Dr. Juliane Wutzler		
Instruction language	English		

Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script, use of spreadsheet programs
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<p>For basic accounting:</p> <ul style="list-style-type: none"> • Weygandt, Jerry/ Kimmel, Paul/ Kieso, Donald (2018): Financial Reporting with International Financial Reporting Standards, 4th edition, John Wiley & Sons, Hoboken. <p>For advanced concepts:</p> <ul style="list-style-type: none"> • Doupnik, Timothy/ Finn, Mark/ Gotti, Giorgio/ Perera, H. (2019): ISE International Accounting, 5th edition, McGraw - Hill Higher Education, New York.

Marketing and Sales Management	
Modul-Nr./ Code	BAA 22
Course of studies	Aviation Management (B.A.)
Courses of the module	Marketing and Sales Management
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • explain the necessity, changing role and probable future direction of marketing in a free market economy, • describe the fundamental idea behind marketing and the marketer's role within a firm as "the customer's advocate", • differentiate and evaluate alternative conceptions of marketing, • analyse B2C and the related consumer buying behaviour as well as B2B markets and the related institutional buying behaviour, • describe and discuss fundamental marketing techniques like market segmentation, target marketing, and positioning, • explain, distinguish, and discuss basic elements of the marketing mix and the related management concepts concerning the following policies: branding, product and production line, pricing, sales and distribution, and communication, • apply basic marketing techniques like segmentation, target marketing, and mix policies to case studies presented in the lectures.
Syllabus plan	A. Foundations of Marketing <ul style="list-style-type: none"> • Defining Marketing • Historical Preconditions of Marketing • Different Aspects of the Marketing Concept • Foundations of Services Marketing B. The Marketing Environment <ul style="list-style-type: none"> • Microenvironment • Macroenvironment C. Consumer Behaviour and Market Segmentation <p>Introduction: Current Shifts in Consumer Behaviour</p> <ul style="list-style-type: none"> • Conceptual Framework of Consumer Behaviour • Buying Decision Process • Market Segmentation and Segmentation Variables • Market Targeting and Positioning D. Marketing Mix Management: Basic Elements of <ul style="list-style-type: none"> • Branding Policy • Product and Product Line Policy • Price Policy
Semester of studies	2 nd semester
Module duration	1 semester
Semester hours per week	4
Frequency of the module offer	Every semester

Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Hans Rück		
Module lecturer(s)	Prof. Dr. Hans Rück		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Kotler & Keller: Marketing Management, 14th ed. • Kotler & Bowen & Make: Marketing for Hospitality and Tourism, 6th ed. 		

Air Transportation Policy and Law			
Modul-Nr./ Code	BAA 23		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Air Transportation Policy and Law		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> define basic motivation, logic of regulation and deregulation in international air transport and airports (in the EU), define underlying terms and conditions as well as concrete areas and tools of regulation in international air traffic , repeat and classify institutions and authorities on national and supra national level that are responsible for transport policy, memorise and describe other relevant international organizations in the aviation industry, analyse and evaluate recent developments pertaining to consolidation and changing market-environments due to new business models and increasing competition. 		
Syllabus plan	The course provides a comprehensive state-of-the-art survey of air transportation policy and law policy issues. The strategic, economic and regulatory issues confronting airlines and airports are addressed. The course comprises the theoretical basis of the most important air transport related laws. Numerous case studies ensure the practical application of the most relevant articles within the laws. Transportation regulation and public policy, regulatory frameworks and decision processes are explained. A special emphasis is placed on deregulation. Logic and history of deregulation are described followed by an analysis of the consequences for the competitive situation. Environmental issues and taxation – in general and specifically for airlines and airports are integrated as well as the sectors safety and security. Finally the students are confronted with consolidation trends and novel constellations in the international aviation markets		
Semester of studies	2 nd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		

Prerequisites	None
Module co-ordinator	Prof. Dr. Tobias Ehlen
Module lecturer(s)	Prof. Dr. Tobias Ehlen, Prof. Dr. Christoph Klingenberg
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	A guest lecture (managers from Lufthansa, IATA etc.) is integrated into the module as a standard.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Giemulla/Schwenk, Handbuch des Luftverkehrsrechts, 4. Auflage 2013 • Bartsch, International Aviation Law: A Practical Guide, 2012

International Business			
Modul-Nr./ Code	BAA 24		
Course of studies	Aviation Management (B.A.)		
Courses of the module	International Business		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • Describe and discuss motivation, economics and restrictions in international trade, • identify specific risks of doing business on an international level as a company, • develop dedicated awareness of cultural and other risk factors and use acquired knowledge to develop own business strategies, • recognize special differences in business conduct (contracts, meetings, feedback tc.) in “remote” societies such as Japan or China and develop an individual approach to cope with them, • Evaluate corporate planning and campaigns in a specific country (e.g. India) and implement scenarios in concrete business cases based on the learning outcomes of part 1 and 2. 		
Syllabus plan	The lecture delivers a comprehensive insight into doing business in globalized markets. Based on macro-economic theory international trade institutions, tariff and non-tariff trade barriers are presented. Included is dedicated analysis of specific risks in international business. On this basis general elements and models of cultural diversity are analysed. Insight is provided into behaviour and business conduct in so called “remote” societies like Japan and China mentioning relevant aspects of day-to-day business with international partners. The last part evaluates cross-cultural situations from the perspective of interpersonal relationships in a foreign environment. Strategic planning and negotiation are examined by defining tasks for the conduct of business in international aviation, such as designing the organization and staffing. Managing work force is examined from culture-based and comparative perspectives, along with the function of control through the examination of effective control systems.		
Semester of studies	2 nd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h

Module type (compulsory, optional, etc.)	Compulsory
Applicability of the module for other courses of study	None
Prerequisites	None
Module co-ordinator	Prof. Dr. Roland Conrady
Module lecturer(s)	Werner Heesen
Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • International Business: Competing in the Global Market-place, Charles W. L. Hill (latest edition) • International Business, Alan M. Rugman, Simon Collinson (latest edition)

Aircraft Operation			
Modul-Nr./ Code	BAA 30		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Aircraft Operation		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • explain the fundamental principles behind the design of an aircraft, • explain and recognize basics of aircraft systems and performance, navigation and meteorology, • define basic terms and concepts of aircraft operation • describe of flight operations that are managed by an airline • identify the internal and external factors that impact flight operations. 		
Syllabus plan	<ul style="list-style-type: none"> • Flight Principles • Aircraft Performance • Aircraft Systems • Navigation • Meteorology • Flight Operations 		
Semester of studies	3 rd semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	4		
Total workload	120 h	Contact time	33,75 h
		Self-study time	86,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Tobias Grosche		
Module lecturer(s)	Prof. Dr. Tobias Grosche		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,04%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)			

Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none">• The Global Airline Industry, Belobaba/Odoni/Barnhart, 2nd edition (2015)• Pilot's Handbook of Aeronautical Knowledge, FAA, US Department of Transportation
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Managerial Accounting and Finance			
Modul-Nr./ Code	BAA 31		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Managerial Accounting and Finance		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	Upon successful completion of this module, students shall be able to <ul style="list-style-type: none"> understand cost classifications and relationships between different types of costs as well as their usefulness for predicting cost behaviour compute total costs and unit costs as a basis for pricing decisions and determine prices using mark-ups use financial concepts for decision-making, apply them to practical cases, and give recommendations for action (contribution margin, break-even analysis, target profit analysis, portfolio choices, make-or-buy-decisions) understand and derive cash flows in general and for capital budgeting differentiate between non-dynamic and dynamic capital budgeting methods define the importance of time criteria in managerial accounting and finance apply capital budgeting methods to practical cases in the aviation sector for evaluating the suitability of investment projects 		
Syllabus plan	The course provides a basic understanding of managerial accounting concepts for decision-making. This involves classic cost accounting concept (margins, break-even, target-profit, portfolio choices) and current trends. Within managerial finance capital budgeting methods build upon the presentation of basic parameters like interest rates, cash flows and return criteria. The discussion of dynamic and non-dynamic methods e.g., cost comparison method, compounding and discounting, internal rate of return, etc. provide students with a basis for evaluating their own investment projects.		
Semester of studies	3 rd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		

Prerequisites	Completion of BAA 21 Accountancy and Financial Reporting is recommended
Module co-ordinator	Prof. Dr. Juliane Wutzler
Module lecturer(s)	Prof. Dr. Juliane Wutzler
Instruction language	English
Examination type / requirements for assigning credit points	E-examination (value: 100%)
Duration of examination	120 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script, use of spreadsheet programs
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Managerial Accounting, R. Garrison, E. Noreen, P. Brewer (latest edition). • Fundamentals of Corporate Finance, S. Ross, R. Westerfield, B. Jordan, (latest edition) • Fundamentals of Corporate Finance, Berk, J., DeMarzo, P., Harford, J. (latest edition)

Management in Practice			
Modul-Nr./ Code	BAA 32		
Course of studies	Aviation Management (B.A.)		
Courses of the module	BAA 321 Management in Practice I – Processes BAA 322 Management in Practice I – Interfaces		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • use methods and techniques to manage processes and interfaces, • identify factors hindering the efficient and effective management of processes and interfaces, • demonstrate professional skills by participating in a professional work environment; observe and gain understanding of office hierarchies, • execute classroom theory to industry practice, • demonstrate writing and verbal communication skills. 		
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialisation structured as an integral part of the course of study. Experience is shared with project report as class presentation.</p> <p>Technical and conceptual practices to improve business processes. Developments in the transformation management programs such as TQM, re-engineering, benchmarking, strategic alliances, business process improvement, balanced scorecard. Mechanisms to undertake process improvements and measure the results of improvement efforts against targets.</p> <p>How to best organize people, and work in an organization with management according to process principles, and how to think horizontally as well as vertically concerning ways to manage a business, and examine where these approaches are in conflict and where they are in concert with one another.</p> <p>Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organizational settings.</p>		
Semester of studies	2 nd /3 rd semester		
Module duration	2 semester		
Semester hours per week	2		
Frequency of the module offer	Every semester		
Amount of assigned credit points	12		
Total workload	360 h	Contact time	22,5 h

		Self-study time	337,5 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		
Instruction language	English		
Examination type / requirements for assigning credit points	Written project report (75 %) and class presentation (25 %) + internship certificate and class attendance of at least 80%		
Duration of examination	Project report: Total of 10-20 pages (main text, without title page, references, glossary or appendix). In case of two practical training periods, number of pages is divided into 5-10 pages on processes and 5-10 pages on interfaces. Submission of internship report not later than 2 weeks after the beginning of the study term. Presentation: Total of approx. 30 minutes (plus time for discussion with class). In case of two practical training periods: two presentations, each ca. 15 min. The internship presentation to the class is typically scheduled 4 weeks after the following study term begins		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	6,12%		
Teaching and learning methods	Practical training, Mentoring and supervision, class presentation		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Minimum duration of 5 full-time working weeks for BAA 321 or BAA 322, respectively, or minimum duration of 10 weeks in case of one integrated practical training period (BAA 321 and BA 322 together) Recommended standard is to carry out BA321 in the semester break between 1 st and 2 nd semester and BAA 322, between 2 nd and 3 rd semester		
Literature (compulsory reading / additional recommended literature)			

Airport Management			
Modul-Nr./ Code	BAA 33		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Airport Management		
Trained competencies	Professional Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • describe broad aspects of managing airports, • classify categories and types of airports, name airport organisations, • describe basic elements and structures of terminal management, runway systems and ramp management, • differentiate aviation and non-aviation business areas and the respective costs and revenues, • define and analyse typical performance parameters for airports, • recognize areas and impact of deregulation in the airport sector, • explain and analyse competitive situation of airports, • identify relevant business trends and their implications. 		
Syllabus plan	Presentation of the role of airports in the aviation system, categories and ranking of airport, specifics of airport cost and revenues, competition among airports, regulatory issues and deregulation of ground handling services within the EU.		
Semester of studies	3 rd semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Christoph Klingenberg		
Module lecturer(s)	Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		

Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	This course can be complemented by special elective airport management seminars dealing in depth with issues of terminal and ramp management offered by airport executives.
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Managing Airports: An International Perspective, Anne Graham, (latest edition) • Airport Planning & Management, Alexander T. Wells, Seth B. Young, 5th edition (latest edition) • Antonin Kazda, Robert Caves: Airport Design and Operations (latest edition) • Richard de Neufville, Amedeo Odoni: Airports Systems (latest edition) • Norman J. Ashford: Airport Operations (3rd edition)

Pricing and Revenue Management			
Modul-Nr./ Code	BAA 34		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Pricing and Revenue Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • identify the basic ideas, concepts and techniques of pricing and revenue management, • recognize strategic and tactic roles of pricing in relevant business contexts, • describe how to model real-world pricing decision making processes, • explain how to implement pricing solutions, • describe how to measure financial performance of pricing. 		
Syllabus plan	Airline pricing <ul style="list-style-type: none"> • Basic airline pricing concepts • Traditional passenger airline fare structures • Introduction to air cargo pricing • Recent developments in passenger airline pricing Airline revenue management <ul style="list-style-type: none"> • Computerised revenue management systems • Demand forecasting • Overbooking • Methods for flight leg revenue optimization • Network Revenue Management • Revenue Management for less restricted fare structures 		
Semester of studies	3 rd semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Matthias Viehmann, Martin Kuras		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	90 min		

Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Belobaba P., A. Odoni, C. Barnhart (2016), The Global Airline Industry, 2. ed.: • Belobaba, P. , Airline Pricing Theory and Practice (Ch. 4) • Belobaba, P., Airline Revenue Management (Ch. 5)

Airline Business Models and Strategies			
Modul-Nr./ Code	BAA 35		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Airline Business Models and Strategies		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • Analyse and apply the major strategic concepts in business: e.g. BCG matrix, Porter's five forces, business model canvas • Outline the strategic arena of the airline business • Explain the options of strategic choice in airline management • Locate relevant business trends and their implications • Understand and execute knowledge regarding business models • Apply the strategic concepts to sales, network management and alliances in the airline industry 		
Syllabus plan	<ul style="list-style-type: none"> ▪ The rise of the low cost carrier, and the markets response ▪ The future airline business, and the convergence of the low cost and network models ▪ Loyalty programs, airline alliances and cross-industry partnership strategies 		
Semester of studies	3 rd semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	45 h
		Self-study time	105 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Christoph Klingenberg		
Module lecturer(s)	Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script		

Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Excursion to airline
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • O'Connor (2000): An Introduction to Airline Economics, 6th Edition, Praeger • Doganis (2006): The Airline Business in the 21st century, 2nd Edition, Routledge • Hanlon (2007): Global Airlines: Competition in a Transnational Industry, 3rd Edition, Routledge • Holloway (2008): Straight and Level – Practical Airline Economics, 3rd Edition, Ashgate • Vasigh, Fleming, Tacker (2013): Introduction to Air Transport Economics: From Theory to Applications, 2nd Edition, Ashgate • Shaw (2016): Airline Marketing and Management, 7th Edition, Ashgate • Conrady, Fichert, Sterzenbach (2019): Luftverkehr: Betriebswirtschaftliches Lehr- und Handbuch, 6. Auflage, De Gruyter • Osterwalder, Pigneur (2013): Business Model Generation • Kerth, Asum, Stich (2015): Die besten Strategietools in der Praxis, Hanser • Wunder (2016): Essentials of Strategic Management, Schäffer-Poeschel

Air Cargo and Logistics Management			
Modul-Nr./ Code	BAA 40		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Air Cargo and Logistics Management		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • describe and explain basic logistics concepts and supply chain management • explain demand and supply characteristics of Air Cargo Supply Chains also in relation to other modes of transportation • describe the major business models in the Air Cargo industry • analyse the impact of latest political, economic, social and technological trends on the Air Cargo industry • explain the core processes in Air Cargo ecosystems such as Pricing & Revenue Management, Airport Operations 		
Syllabus plan	First part: Introduction to fundamental supply chain concepts: Design of supply chains, transport solutions, and supply chain operations. Second part: Demand / supply characteristics in the air cargo industry with a focus on market growth, seasonality, major trade lanes, primary commodities, customers and cargo aircraft designs, cargo airports, and competition between air cargo and other surface transportation modes. Specific processes and trends in the air cargo industry such as operations, revenue management and digitalisation.		
Semester of studies	4 th semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Erik Hemmer		
Module lecturer(s)	Prof. Dr. Erik Hemmer		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		

Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, guest speakers, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Chopra, S. (2019): Supply Chain Management: Strategy, Planning, and Operation, Seventh Edition, Pearson • Ivanov, Dmitry (2021): Introduction to Supply Chain Resilience, Springer • Mangan, J.; Lalwani, C.; Calatayud, A. (2021): Global Logistics and Supply Chain Management, Fourth Edition, Wiley • Morrell, P. S.; Klein, T. (2019): Moving Boxes by Air: The Economics of International Air Cargo, Second Edition, Routledge • Schäfer, J. G. (2023): Air Cargo: Participants - Processes - Markets – Developments, Springer • Rodrigue, Jean-Paul (2020): The Geography of Transport Systems, Fifth Edition, Routledge

Management in Practice – Case Study in Aviation Management			
Modul-Nr./ Code	BAA 41		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Management in Practice – Case Study in Aviation Management		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> discuss the practical applications of concepts and methods used in aviation management, implement methods and techniques to manage projects, identify factors hindering the efficient and effective management of projects, test professional skills by participating in a professional work environment; observe and gain understanding of office hierarchies, examine specific problems of the aviation industry. 		
Syllabus plan	The internships must include activities in the commercial sector and/or the aviation industry. Supervised practical training with co-operating companies in a work environment consistent with the chosen specialization structured as an integral part of the course of study. Experience is shared with project report as class presentation. The firm's products, markets, competition, financial structure, sales volumes, management, employees and other factors affecting the firm's success are analyzed. Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organizational settings.		
Semester of studies	4 th semester		
Module duration	1 semester		
Semester hours per week	2		
Frequency of the module offer	Every semester		
Amount of assigned credit points	8		
Total workload	240 h	Contact time	22,5 h
		Self-study time	217,5 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	Completion of BAA 12 Introduction to Tourism and Travel Management and BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Richard Klophaus		

Module lecturer(s)	Prof. Dr. Richard Klophaus
Instruction language	English
Examination type / requirements for assigning credit points	Written project report (75 %) and class presentation (25 %) + internship certificate and class attendance of at least 80%
Duration of examination	<p>Project report: Total of approx. 15 pages (main text, without title page, references, glossary or appendix). Submission of internship report not later than 2 weeks after the beginning of the study term</p> <p>Presentation: Total of approx. 30 minutes (plus time for discussion with class). The internship presentation to the class is typically scheduled 4 weeks after the following study term begins</p>
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	4,08%
Teaching and learning methods	Practical training, mentoring and supervision, class presentation
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	<p>Minimum duration of 7 full-time working weeks</p> <p>Recommended standard is to carry out BA41 in the semester break between 3rd and 4th semester</p>
Literature (compulsory reading / additional recommended literature)	

Network Management and Scheduling			
Modul-Nr./ Code	BAA 42		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Network Management and Scheduling		
Trained competencies	Professional Skills		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • judge broad aspects of managing airlines, • relate the basic ideas, concepts and techniques of network management and scheduling, • explain what drives passenger demand, • interpret passenger demand forecasting techniques and data sources, • describe how decision support systems including operational research methods support in the airline scheduling process, • judge the benefits/potential and drawbacks of different airline scheduling decisions, • sketch the process of airline scheduling from long-term forecasting to ad-hoc operations control. 		
Syllabus plan	<p>Key elements of the airline's planning process – fleet planning, network and schedule planning, resource assignment, operations control:</p> <ul style="list-style-type: none"> • airline scheduling process • fleet planning • market demand estimation • data management • network structures • flight scheduling • fleet assignment • aircraft maintenance routing • crew assignment • irregular operations • IT in airline scheduling 		
Semester of studies	4 th semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 30 Aircraft Operation is recommended		
Module co-ordinator	Prof. Dr. Tobias Grosche		
Module lecturer(s)	Prof. Dr. Tobias Grosche		

Instruction language	English
Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	90 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Abdelghany, A. & Abdelghany, K.: Airline Network Planning and Scheduling, Wiley. • Belobaba, P., Odoni, A., Barnhart, C.: „The Global Airline Industry“, Wiley. • Billig, B. & Cook N., G.: „Airline Operations and Management: A management textbook“, Routledge • Clark, P.: „Buying the Big Jets“, Routledge. • Doganis, R.: „Flying Off Course. Airline Economics and Marketing“, Routledge. • Goedeking, P.: „Networks in Aviation“, Springer. • Holloway, S.: „Straight and Level: Practical Airline Economics“, Routledge. • Wensveen, G. J.: „Air Transportation“, Routledge.

Aviation Analytics			
Modul-Nr./ Code	BAA 43		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Aviation Analytics		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • Examine and experiment with aviation data Develop estimation and forecasting models • Select proper techniques for visualization of data • Explain basic concepts of Operations Research (OR) • Use applications for data processing • Identify structures in data • Select data sources for analysis 		
Syllabus plan	<ul style="list-style-type: none"> • Foundations of data processing and information technology • Basics of Operations Research (OR) • Application of data processing and visualization software • Quantitative Modeling • Data gathering, extraction and analysis • Business Intelligence and Data Science 		
Semester of studies	4 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	45 h
		Self-study time	135 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	Completion of BAA 15 Analytical Methods and BAA 11 Introduction to Economics is recommended		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Erik Hemmer, Prof. Dr. Matthias Viehmann		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination or project work (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	3,06%		
Teaching and learning methods	Lectures, discussions, reading, script, home exercises, computer exercises		
Special characteristics of the module (e.g. online teaching and			

coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none">• Data Analytics: Models and Algorithms for Intelligent Data Analysis, Thomas Runkler, 2nd edition, 2016.• Microsoft Excel Data Analysis and Business Modeling, Wayne Winston, 2016.• Introduction to Operations Research, Frederick Hillier and Gerald Liebermann, 2014.• Business Intelligence and Analytics: Systems for Decision Support, Efraim Turban and Ramesh Sharda, 2014.

E-Business and Travel Technology Management			
Modul-Nr./ Code	BAA 44		
Course of studies	Aviation Management (B.A.)		
Courses of the module	E-Business and Travel Technology Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • understand and explain the fundamentals of modern IT infrastructures and landscapes, • describe the basic definitions of digital transformation, e-business and travel technology, • explain how Internet and e-business services are used by actual and potential customers, • report the relevant suppliers of e-business and travel technology services, • explain, how e-business can be used to optimize management processes within the aviation industry and in marketing and distribution. 		
Syllabus plan	Basics of e-business and travel technology: Technology and usage of the Internet and global distribution systems (GDS). Relevance of e-business and travel technology within the aviation industry. Optimisation of business functions, e.g. marketing and distribution and the use of artificial intelligence. Frameworks for understanding e-business strategies, models and markets. Special issues include infrastructure, security, payment systems, legal and policy issues and privacy and intellectual property rights.		
Semester of studies	4 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	6		
Total workload	180 h	Contact time	45 h
		Self-study time	135 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Erik Hemmer		
Module lecturer(s)	Prof. Dr. Erik Hemmer, Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	3,06%		

Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Benckendorff, P.J./Sheldon, P.J./Fesenmaier, D.R.: Tourism Information Technology, 2. ed., Wallingford 2014. • Laudon, K. C./ Traver C. G: E-Commerce 2012: business, technology, society, 8. ed., Boston et al. 2012. • Laudon, K. C., Laudon, J. P. (2022). Management information systems: managing the digital firm, Pearson

Elective Seminar Tourism and Travel Management			
Modul-Nr./ Code	BAA 50		
Course of studies	Aviation Management (BA)		
Courses of the module	Elective Seminar Tourism and Travel Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> execute independent scientific work on a topic in the area of tourism and travel management, use economic and / or socio-scientific methods in the context of tourism and travel management, organize a presentation of the results in a suitable form in front of the group, organize subsequent discussion, and the ability to defend their opinions in a sound manner, differentiate the essentials from insignificant information, and to consistently prepare them for thought-provoking and problem-solving suggestions, appraise, argue and defend a stand on a specific issue from the area of tourism and travel management. 		
Syllabus plan	<ul style="list-style-type: none"> Working out a topic as a paper Fundamentals of scientific work Application of business methods (general management methods, marketing methods, etc.) on specific issues in tourism and travel management 		
Semester of studies	5 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload (per elective)	<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex: 1; text-align: center;"> 150 h </div> <div style="flex: 1; text-align: center;"> Contact time </div> <div style="flex: 1; text-align: center;"> 45 </div> </div> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex: 1; text-align: center;"> Self-study time </div> <div style="flex: 1; text-align: center;"> 105 </div> </div>		
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	none		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Matthias Viehmann		
Instruction language	English		
Examination type / requirements for assigning credit points	Seminar paper (50%) and presentation (50%) and class attendance of at least 80%		
Duration of examination	Seminar paper (15p) and presentation (15 min + at least 5 min discussion)		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		

Teaching and learning methods	Seminar with term paper and short presentation, moderated discussion, content additions by lecturer, work in groups, Talks with students on their seminar topics.
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Allocation of topics and introductory session take place in the previous semester
Literature (compulsory reading / additional recommended literature)	As the topics of the seminar change from semester to semester, the literature recommendations are adapted and customized.

Professional Air Traffic Management	
Modul-Nr./ Code	BAA 51
Course of studies	Aviation Management (B.A.)
Courses of the module	Professional Air Traffic Management
Trained competencies	Professional Skills Methodological Competence
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • describe different areas in ATM; • identify different factors affecting ATM, • state basic knowledge of execution of flights in airspace, airspace separations and classes, tasks of air traffic services, security methods, • describe connection between aircraft and air traffic management service in present aviation.
Syllabus plan	<p>Introduction to the module</p> <p>History of Air Traffic Management (ATM)</p> <p>International bodies and organisations: ICAO</p> <p>Eurocontrol, EASA, EU, complexity of Europe</p> <p>Legal structure of ANSPs</p> <p>National ANSP organisation: DFS group</p> <p>The importance of safety management in ATC</p> <p>Contribution of quality management to safety</p> <p>Introduction to Air Traffic Management</p> <p>ATM concepts and terminology</p> <p>Airspace structures</p> <p>Aerodromes and Control Centers</p> <p>Separation Air Traffic Flow and Capacity Management / Network Management</p> <p>Aeronautical Information Service</p> <p>Technical equipment in ATC</p> <p>Introduction to communications</p> <p>Ground-ground and air-ground communications</p> <p>Data communications</p> <p>Introduction to navigation</p> <p>Ground-based navigation systems</p> <p>Space-based navigation systems</p> <p>Introduction to surveillance</p> <p>Primary and secondary surveillance radar</p> <p>Multilateration</p> <p>Automatic dependent surveillance</p> <p>ASMGCS systems</p> <p>Introduction to data processing</p> <p>Surveillance data processing and flight data processing</p> <p>Support systems and automation systems</p> <p>System monitoring and control</p> <p>Data security</p>
Semester of studies	5 th semester
Module duration	1 semester
Semester hours per week	4
Frequency of the module offer	Every semester

Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	Completion of BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Karsten Benz		
Module lecturer(s)	Prof. Dr. Karsten Benz, Jörg Buxbaum (DFS)		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	The course is taught through lectures explaining the basic principles and theory of the discipline. Exercises are focused on practical topics presented in lectures.		
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	Excursion: <ul style="list-style-type: none"> Campus Langen (LIZ, Academy, Research Center) 		
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> Nolan, Michael S. (2010) Fundamentals of Air Traffic Control, 5 ed., Delmar Marina Efthymiou (ed.) (2023) Air Traffic Management Principles, Performance, Markets Margaret Arblaster (2018) Air traffic management : Economics, regulation and governance <p>Literature recommendations are adapted and customized by the lecturer</p>		

Professional Airport Management			
Modul-Nr./ Code	BAA 52		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Professional Airport Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • describe the typical operations of airports from a management perspective, • identify the economic, political and social role of airports, • use operational knowledge according to international standards, • identify and discuss the impact of airport marketing, • appraise airport master planning, • support airport performance, efficiency, capacity, and delay. 		
Syllabus plan	<ul style="list-style-type: none"> • General Airport Management • Terminal Management • Ramp Management • Airport Marketing and Sales • Hub Operations and Performance Management 		
Semester of studies	5 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload (per elective)	150 h	Contact time	45
		Self-study time	105
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlmodule		
Prerequisites	Completion of BAA 33 Airport Management is recommended		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Michael Gassner (Stuttgart Airport), Marcel Schütz (Flughafen Memmingen), Tobias Pinzl (Fraport)		
Instruction language	English		
Examination type / requirements for assigning credit points	E-examination (value: 100%)		
Duration of examination	120 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	The course is taught through lectures explaining the advanced principles and theory of the discipline. Exercises are focused on practical topics presented in lectures.		
Special characteristics of the module (e.g. online teaching and	Class room experience will be enhanced by field trips and guest lectures		

coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none">• Graham A. (2103) Managing Airports - An International Perspective, 4 ed., Routledge• Literature recommendations are adapted and customized by lecturer

Aviation and Environment			
Modul-Nr./ Code	BAA 53		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Aviation and Environment		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • describe relevant environmental issues in aviation, • identify the perspectives of the different stakeholders with respect to environmental issues, • discuss design and effects of policy instruments for environmental protection, • explain principles and instruments of sustainability, • use their knowledge to develop ideas for a sustainable airline and airport management. 		
Syllabus plan	<ul style="list-style-type: none"> • Principles and definitions • Environmental effects of air transport <ul style="list-style-type: none"> ◦ GHG, pollutants, noise • Policy instruments for environmental protection <ul style="list-style-type: none"> ◦ Standards, incentives, ETS, land use planning • Technical and operational mitigation strategies • Environmental management <ul style="list-style-type: none"> ◦ Airlines, airports 		
Semester of studies	5 th semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Frank Fichert		
Module lecturer(s)	Prof. Dr. Karsten Benz, Prof. Dr. Frank Fichert, Prof. Dr. Tobias Grosche		
Instruction language	English		
Examination type / requirements for assigning credit points	Final written examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		

Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Fichert, F. / Forsyth, P. / Niemeier, H.-M. (eds.) (2020): Aviation and Climate Change. Economic Perspectives on Greenhouse Gas Reduction Policies, Abingdon / New York: Routledge. • Daley, B. (2010), Air Transport and the Environment, Farnham / Burlington • Walls, J.L. / Wittmer, A. (eds.) Sustainable Aviation – A Management Perspective, St. Gallen, 2022 • Sustainability reports of airlines, airports, air navigation service providers and industry organisations

Human Resources Management and Organizational Development			
Modul-Nr./ Code	BAA 54		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Human Resources Management and Organizational Development		
Trained competencies	Professional Skills Personal Skills Methodological competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> define basic terms, concepts and tasks in Human Resources Management (HRM) and Organizational Development, describe critical HRM issues and challenges, their implications for stakeholders and the challenges of successfully managing them, explain effects of individual and group behaviour on organizational processes and outcomes, apply methods and practices to formulate HR processes & strategies, design organisations and run smaller projects. 		
Syllabus plan	Theoretical and practical aspects of HRM in a global perspective. Practical features are studied through cases. Further topics include theory and practice of change, transformation and development in organization. Integration of the individual into the organization by studying the current and fundamental issues in organization theory and organizational behaviour as they relate to the individual. The effectiveness of the individual in the organization is examined in terms of personal traits such as communicative abilities, leadership style and potential, and beliefs about organizational ethics and social responsibility and are illustrated using practical case studies.		
Semester of studies	5 th semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): Wahlpflichtmodule		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Stephan Strobel		
Instruction language	English		

Examination type / requirements for assigning credit points	Final written examination (value: 100%)
Duration of examination	90 min
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	2,55%
Teaching and learning methods	Lectures and tutorials, discussions, reading, script
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	No compulsory readings. Extensive recommended literature to aspects of HRM/ORG DEV is provided during the course.

Business Travel Management			
Modul-Nr./ Code	BAA 55		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Business Travel Management		
Trained competencies	Professional Skills Methodological Competence Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • explain the element of business travel management, • analyse valuate processes and functions of actors in business travel management, • identify relationships and dependencies to other business functions, • make decisions assigned to travel managers, • use and customize SAP travel software. 		
Syllabus plan	The process of business travel management. Suppliers of business travel management services and systems. Procurement of travel products. Organizational and technological issues. Special business travel management studies on pricing and revenue management, controlling and performance measurement, travel technology and payment systems etc. Using SAP travel management software.		
Semester of studies	5 th semester		
Module duration	1 semester		
Semester hours per week	3		
Frequency of the module offer	Every semester		
Amount of assigned credit points	5		
Total workload	150 h	Contact time	33,75 h
		Self-study time	116,25 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Matthias Viehmann		
Module lecturer(s)	Prof. Dr. Matthias Viehmann, Prof. Dr. Tobias Ehlen		
Instruction language	English		
Examination type / requirements for assigning credit points	E- examination (value: 100%)		
Duration of examination	90 min		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	2,55%		
Teaching and learning methods	Lectures and tutorials, discussions, reading, script		
Special characteristics of the module (e.g. online teaching and			

coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none">• Travel and Entertainment Best Practices, Mary S. Schaeffer (2007)• Design and Launch an Online Travel Business in a Week, Charlene Davis (2009)• SAP Travel Management, Online resources, Walldorf 2016

Advanced Management in Practice			
Modul-Nr./ Code	BAA 60		
Course of studies	Aviation Management (B.A.)		
Courses of the module	BAA 601 Advanced Management in Practice – Professional Work BAA 602 Advanced Management in Practice – Report		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • execute the knowledge acquired during their studies, • relate study contents to the practical aspects of the profession, • analyse and interpret business situations and choose adequate management tools, • relate interdisciplinary analyses using their skills and experiences gained in past lectures and practical trainings, • solve complex problems of the aviation industry. 		
Syllabus plan	<p>The internships must include activities in the commercial sector and/or the aviation industry.</p> <p>Supervised practical training with co-operating companies in a work environment consistent with the chosen specialization structured as an integral part of the course of study.</p> <p>Contrary to previous practical modules BAA 32 and BAA 41, the content of this practical module is mainly defined through the students' clear definition of their own professional goals, the subsequent assessment of potential traineeship task descriptions and their resulting deployment.</p> <p>Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organizational settings.</p>		
Semester of studies	6 th semester		
Module duration	1 semester		
Semester hours per week	0		
Frequency of the module offer	Every semester		
Amount of assigned credit points	30		
Total workload	900 h	Contact time	0 h
		Self-study time	900 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Richard Klophaus		

Instruction language	English
Examination type / requirements for assigning credit points	Written project report + internship certificate
Duration of examination	Project report: 10-20 pages (text only)
Examination graded / not graded	BAA 601 not graded/ BAA 602 graded
Weighting of the mark within the cumulative grade	1,02%
Teaching and learning methods	Practical training, Mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	23 weeks full-time (incl. recommended recreation time of 10 working days)
Literature (compulsory reading / additional recommended literature)	

Management Simulation Game			
Modul-Nr./ Code	BAA 70		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Management Simulation Game		
Trained competencies	Professional Skills Methodological Competence Social Skills Self-competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • use concepts and methods used in aviation management, • execute and evaluate web-based airline operations, • solve problems in the area of study by analysing quarterly reports of their airline, • compare relevant data from disparate sources and judge on base of business reports, • argue within the teams and with other teams, • organize effective time, self and stress management techniques. 		
Syllabus plan	Supervised business simulation game, web based as "Airline Online Simulation". Students are assigned to teams. In team sessions they develop business decisions. In web-based review meetings they present and discuss their decisions with lead instructor. Experiences are shared in class session on the end of the course. The firm's products, markets, competition, financial structure, sales volumes, management, employees and other factors affecting the firm's success are analysed.		
Semester of studies	7 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	8		
Total workload	240 h	Contact time	45 h
		Self-study time	195 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting – dual (B.Sc.): AMP 61 Management Simulation Game		
Prerequisites	None		
Module co-ordinator	Prof. Dr. Ursula Frietsche		
Module lecturer(s)	Prof. Dr. Ursula Frietsche		
Instruction language	English		
Examination type / requirements for assigning credit points	Final presentation (100%)		
Duration of examination	Presentation: 15 min		

Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	4,08%
Teaching and learning methods	Group work, presentations and discussions in class, mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	realistic field situation in web-based operating an airline
Literature (compulsory reading / additional recommended literature)	<ul style="list-style-type: none"> • Belobaba Peter P.: The Global Airline Industry, 2nd ed., New York 2016 • Bitzan, John D., Peoples James H.: Airline Efficiency, Bingley 2016 • Gross Sven, Schröder Alexander. Handbook of low cost airlines: strategies, business processes and market environment, elmshorn 2016 • Heshmati Almas: Efficiency and Competitiveness of International Airlines, Singapore 2016 • Morrell Peter S.: Airline Finance, 4th ed., Eldershot 2013 • Sheehan John J.: Business and corporate aviation management, New York 2013 • Simulate (Editor): Airline Online User Guide v3.0, Sydney 03/2016

Elective Seminar Aviation Management			
Modul-Nr./ Code	BAA 71		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Elective Seminar Aviation Management		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	On successful completion of this module, students shall be able to <ul style="list-style-type: none"> • use concepts and methods used in aviation management, • solve problems in the area of study by applying research methods, • develop effective time, self and stress management, • discuss specialized topics in aviation management, • use specialized business terms, definitions and descriptions of problems in various situations. 		
Syllabus plan	Students elect to perform a special, directed study in an area of interest. Candidates must prepare a proposal for the desired topic and present the proposal to partnering company and academic supervisor for review. Proposals must be submitted at least four weeks prior to the start of the term in which the elective is being taken.		
Semester of studies	7 th semester		
Module duration	1 semester		
Semester hours per week	4		
Frequency of the module offer	Every semester		
Amount of assigned credit points	8		
Total workload	240 h	Contact time	45 h
		Self-study time	195 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	Aviation Management and Piloting (B.Sc.): AMP 60 Elective Seminar Aviation Management		
Prerequisites	Completion of BAA 13 Introduction to Aviation Management is recommended		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	Prof. Dr. Frank Fichert, Prof. Dr. Christoph Klingenberg		
Instruction language	English		
Examination type / requirements for assigning credit points	Seminar paper (60%), class presentation (25%), peer review (15%) and class attendance of at least 80%		
Duration of examination	Seminar paper: 25 pages main text (text only), presentation 20 min + at least 5 min discussion, oral peer review based on a written report (5-10 minutes, 2-3 critical questions, written report of 2 pages)		
Examination graded / not graded	graded		
Weighting of the mark within the cumulative grade	4,08%		
Teaching and learning methods	Seminar type class including written assignment, presentation, peer review, discussions, reading, mentoring and supervision		

Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	See instructor

Thesis and Colloquium			
Modul-Nr./ Code	BAA 72		
Course of studies	Aviation Management (B.A.)		
Courses of the module	Thesis and Colloquium		
Trained competencies	Professional Skills Methodological Competence		
Intended learning outcomes of the module	<p>On successful completion of this module, students shall be able to</p> <ul style="list-style-type: none"> • organise an independent, systematic and clear treatment of a certain topic, • independently identify and analyze relevant problems, • solve a practical problem by a systematic use of an appropriate choice of theory and methodologies, • independently acquire and handle academic knowledge through independent studies of relevant literature, and • cultivate the ability to evaluate and briefly account for the central elements in a large literature base. <p>Oral presentation gives the student the opportunity to convey the message to the public, and practice presentation technique.</p>		
Syllabus plan	<p>Students perform a special, directed study in an area of interest. Candidates prepare a detailed proposal for the desired topic and present the proposal to partnering company and academic supervisor for review.</p> <p>The thesis is a written document on an aviation but also tourism and travel management topic supervised throughout its preparation by the student's Thesis Committee. The thesis demonstrates the student's mastery of the topic.</p>		
Semester of studies	7 th semester		
Module duration	1 semester		
Semester hours per week	2		
Frequency of the module offer	Every semester		
Amount of assigned credit points	12+2		
Total workload	420 h	Contact time	22,5 h
		Self-study time	397,5 h
Module type (compulsory, optional, etc.)	Compulsory		
Applicability of the module for other courses of study	None		
Prerequisites	<p>Completion of BAA71 Elective Seminar Aviation Management is recommended</p> <p>At least 135 CP of all modules</p>		
Module co-ordinator	Prof. Dr. Richard Klophaus		
Module lecturer(s)	various		
Instruction language	English		

Examination type / requirements for assigning credit points	Thesis (12 CP), colloquium with presentation (2 CP)
Duration of examination	Thesis: 45-55 pages (text only), colloquium: 20-30 min.
Examination graded / not graded	graded
Weighting of the mark within the cumulative grade	14,29%
Teaching and learning methods	Mentoring and supervision
Special characteristics of the module (e.g. online teaching and coaching, field trips, guest lecturers, etc.)	
Literature (compulsory reading / additional recommended literature)	See instructor

3. Competency matrix

Competency matrix																																															
Course of study:	Aviation Management (B.A.)	10	11	12	1	13	14	15	20	21	2	22	23	24	30	31	3	32	33	34	35	40	41	4	42	43	44	45	50	51	5	52	53	54	55	56	60	61	6	70	71	72					
Semester																																															
Module																																															
Professional skills	Mathematical competence		x			x		x		x					x							x		x	x				x																		
	Foreign language competence	x		x	x	x		x	x						x				x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x						
	Digital/IT competence					x																	x	x	x	x																					
	Competence in dealing with professional terms and concepts	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x								
	Competence in dealing with specific/course-related methods, procedures, tools and materials	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x								
	Competence in dealing with legal frameworks and standards	x	x				x		x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
	Others									x		x		x		x		x		x		x		x		x		x		x		x		x		x		x		x		x		x			
Methodological competence	Capacity for scientific/academic work		x	x			x	x	x	x	x								x																						x	x	x				
	Presentation skills						x					x					x			x		x								x	x	x	x	x	x	x	x	x	x	x	x	x					
	Problem-solving competence	x	x			x	x	x	x	x	x	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
	Media competence						x				x				x		x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x						
	Ability to transfer	x	x		x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x								
	Others																																														
Social skills	Communication skills	x			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x								
	Capacity for team work															x		x		x		x		x		x		x		x		x		x		x		x		x		x		x			
	Ability to cooperate											x			x		x		x		x		x		x		x		x		x		x		x		x		x		x		x				
	Competence in dealing with conflicts											x			x		x		x		x		x		x		x		x		x		x		x		x		x		x		x				
	Leadership skills																												x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x			
	Others																																														
Self-competence	Self-Management	x				x	x	x	x			x		x		x		x		x		x		x		x		x		x		x		x		x		x		x		x					
	Responsibility											x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
	Autonomy	x				x						x		x		x		x		x		x		x		x		x		x		x		x		x		x		x		x					
	Decision Making											x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							
	Ability to contemplate/reflect	x			x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x								
	Others											x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x							