Modulhandbuch
zum Akkreditierungsantrag
für den Bachelor-Studiengang (B.A.) im Praxisverbund

Aviation Management

Hochschule Worms
Fachbereich Touristik/Verkehrswesen

Dokument vorbereitet von:
Prof. Dr. Roland Conrady, Prof. Dr. Adrian von Dörnberg, Prof. Dr. Frank Fichert, Prof. Dr. Grosche, Prof. Dr. Peter Hoberg, Prof. Dr. Werner Kessel, Prof. Dr. Richard Klophaus, Prof. Dr. Hans Rück, Prof. Dr. Tim Sterzenbach, Herr Munir Qureshi, Frau Mareike Körner

Stand: 26. Oktober 2015
AVIATION MANAGEMENT - BACHELOR OF ARTS (B.A.)

The business degree program Aviation Management (B.A.) is targeted toward meeting a need in the aviation industry for qualified managers who have specialized training in this profession. The program is designed as co-operative program (“dualer Studien-gang”) to integrate academic studies and work experience. Primary language of instruction is English.

The program includes thorough education in business administration and specific knowledge of the aviation sector. The integration of training companies as active partners ensures that the program content is continuously optimized to ensure a high level of employability. Graduates of this program will be able to secure entry-level to mid-level management positions in the field of aviation management (i.e. airlines, airports, air cargo and logistics providers, ground handling companies) but also in the international tourism, travel and service industry.

The co-operative program combines academic learning with direct application and expansion of knowledge in professional practice. The curriculum emphasizes the application of modern management concepts and tools to the challenges of aviation business applications. The curriculum is enriched by visiting speakers, field trips to industry-specific companies, workshops, events and other activities on and off campus, and the extracurricular opportunity to earn a private pilot’s license (“Flying Bachelor”). For graduation, a student is required to successfully complete a total of 210 credit points (CPs) according to the European Credit Transfer and Accumulation System (ECTS). Full-time students should be able to complete the degree requirements in three and a half years.

The present manual (“Modulhandbuch”) describes the 19 program modules including all required and elective courses, the practical training through management in practice modules and the thesis of the Aviation Management program. All modules are offered at least once per year.
## DEGREE REQUIREMENTS (OVERVIEW)

<table>
<thead>
<tr>
<th>Module/ Course</th>
<th>Title</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 10</td>
<td>Introduction to Business Administration and Economics</td>
<td>12</td>
</tr>
<tr>
<td>BAA 101</td>
<td>Introduction to Business Administration</td>
<td>6</td>
</tr>
<tr>
<td>BAA 102</td>
<td>Introduction to Economics</td>
<td>6</td>
</tr>
<tr>
<td><strong>BAA 11</strong></td>
<td><strong>Introduction to Tourism, Travel and Aviation Management</strong></td>
<td><strong>12</strong></td>
</tr>
<tr>
<td>BAA 111</td>
<td>Introduction to Tourism &amp; Travel Management</td>
<td>6</td>
</tr>
<tr>
<td>BAA 112</td>
<td>Introduction to Aviation Management</td>
<td>6</td>
</tr>
<tr>
<td>BAA 20</td>
<td>Analytical Methods</td>
<td>9</td>
</tr>
<tr>
<td>BAA 201</td>
<td>Mathematics</td>
<td>3</td>
</tr>
<tr>
<td>BAA 202</td>
<td>Statistics</td>
<td>3</td>
</tr>
<tr>
<td>BAA 203</td>
<td>Research Methods and Presentation Skills</td>
<td>3</td>
</tr>
<tr>
<td>BAA 21</td>
<td>Business English</td>
<td>6</td>
</tr>
<tr>
<td>BAA 211</td>
<td>Business English I</td>
<td>3</td>
</tr>
<tr>
<td>BAA 212</td>
<td>Business English II</td>
<td>3</td>
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<tr>
<td><strong>BAA 22</strong></td>
<td><strong>General Management I</strong></td>
<td><strong>12</strong></td>
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<tr>
<td>BAA 221</td>
<td>Accountancy &amp; Financial Reporting</td>
<td>6</td>
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<tr>
<td>BAA 222</td>
<td>Marketing &amp; Sales Management</td>
<td>6</td>
</tr>
<tr>
<td><strong>BAA 30</strong></td>
<td><strong>General Management II</strong></td>
<td><strong>12</strong></td>
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<tr>
<td>BAA 301</td>
<td>Managerial Accounting &amp; Finance</td>
<td>6</td>
</tr>
<tr>
<td>BAA 302</td>
<td>Applied Microeconomics</td>
<td>6</td>
</tr>
<tr>
<td><strong>BAA 31</strong></td>
<td><strong>Basics of Air Transportation</strong></td>
<td><strong>9</strong></td>
</tr>
<tr>
<td>BAA 311</td>
<td>Aircraft Operation</td>
<td>3</td>
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<tr>
<td>BAA 312</td>
<td>Air Transportation Policy and Law</td>
<td>6</td>
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<tr>
<td><strong>BAA 32</strong></td>
<td><strong>Management in Practice</strong></td>
<td><strong>12</strong></td>
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<tr>
<td>BAA 321</td>
<td>Management in Practice I - Processes</td>
<td>6</td>
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<tr>
<td>BAA 322</td>
<td>Management in Practice II - Interfaces</td>
<td>6</td>
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<tr>
<td><strong>BAA 40</strong></td>
<td><strong>Aviation Management I</strong></td>
<td><strong>10</strong></td>
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<tr>
<td>BAA 401</td>
<td>Airport Management</td>
<td>5</td>
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<tr>
<td>BAA 402</td>
<td>Air Cargo and Logistics Management</td>
<td>5</td>
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<tr>
<td><strong>BAA 41</strong></td>
<td><strong>Aviation Management II</strong></td>
<td><strong>11</strong></td>
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<tr>
<td>BAA 411</td>
<td>Airline Business Models and Strategies</td>
<td>6</td>
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<tr>
<td>BAA 412</td>
<td>Pricing &amp; Revenue Management</td>
<td>5</td>
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<tr>
<td><strong>BAA 42</strong></td>
<td><strong>Management in Practice – Case Study in Aviation Management</strong></td>
<td><strong>8</strong></td>
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<tr>
<td><strong>BAA 50</strong></td>
<td><strong>Aviation Management III</strong></td>
<td><strong>10</strong></td>
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<tr>
<td>BAA 501</td>
<td>Network Management and Scheduling</td>
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<td>BAA 502</td>
<td>Aviation and Environment</td>
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<tr>
<td><strong>BAA 51</strong></td>
<td><strong>General Management III</strong></td>
<td><strong>11</strong></td>
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<tr>
<td>BAA 511</td>
<td>International Business</td>
<td>6</td>
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<tr>
<td>BAA 512</td>
<td>Human Resources Management and Organizational Development</td>
<td>5</td>
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<tr>
<td><strong>BAA 52</strong></td>
<td><strong>Advanced Tourism, Travel and Aviation Management</strong></td>
<td><strong>6</strong></td>
</tr>
<tr>
<td>BAA 521</td>
<td>Special Topics in Tourism, Travel and Aviation Management (Lecture Series)</td>
<td>2</td>
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<tr>
<td>BAA 522</td>
<td>Elective Seminar Tourism &amp; Travel Management*</td>
<td>4</td>
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<tr>
<td><strong>BAA 53</strong></td>
<td><strong>Travel Management</strong></td>
<td><strong>10</strong></td>
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<td>BAA 531</td>
<td>E-Business and Travel Technology Management</td>
<td>5</td>
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<td>BAA 532</td>
<td>Business Travel Management</td>
<td>5</td>
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<tr>
<td><strong>BAA 60</strong></td>
<td><strong>Advanced Management in Practice</strong></td>
<td><strong>30</strong></td>
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<tr>
<td><strong>BAA 70</strong></td>
<td><strong>Management Simulation Game</strong></td>
<td><strong>8</strong></td>
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<tr>
<td><strong>BAA 71</strong></td>
<td><strong>Elective Seminar Aviation Management</strong></td>
<td><strong>8</strong></td>
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<tr>
<td><strong>BAA 72</strong></td>
<td><strong>Thesis &amp; Colloquium</strong></td>
<td><strong>12 + 2</strong></td>
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* Range of elective seminars from Bachelor of Arts “Tourism and Travel Management”.

Degree Requirement (210 ECTS)
MODULE DESCRIPTIONS

Introduction to Business Administration and Economics

Module coordinator: Prof. Dr. Adrian von Dörnberg

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 10</td>
<td>360 h</td>
<td>12</td>
<td>1st</td>
<td>Summer</td>
<td>1 semester</td>
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</tbody>
</table>

Courses
- a) BAA 101 Introduction to Business Administration (4 SWS)
- b) BAA 102 Introduction to Economics (4 SWS)

Contact time: 8 SWS / 120 h
Self-study: 240 h
Group size: 30 students

Module objectives / Learning outcomes
On successful completion of this module, students shall be able to:
- recognize and articulate fundamental assumptions, ideas and concepts of business administration and economics,
- draw from theories and principles to help solve managerial problems.

Students develop analytical and conceptual thinking.

Module content
Fundamentals of management and organizations within contemporary society. Introduction to functional areas, management processes, themes and issues within management.


Mode(s) of teaching
Lectures and tutorials, discussions, reading, script and case studies

Entry requirements
None

Method of grade evaluation
Final written examination (value: 100%)

Duration of examination
240 min.

Requirement(s) for successful completion
Pass the examination

Module value in overall grade
5.88%

Lead instructor(s)
- a) Prof. Dr. Roland Conrady, Prof. Dr. Adrian von Dörnberg
- b) Prof. Dr. Frank Fichert, Prof. Dr. Tim Sterzenbach

Suggested readings

Use in other programs
- b) Tourism and Travel Management (B.A.)
Introduction to Tourism, Travel and Aviation Management

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 11</td>
<td>360 h</td>
<td>12</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; semester</td>
<td>Summer semester</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

**Courses**
- a) BAA 111 Introduction to Tourism & Travel Management (4 SWS)
- b) BAA 112 Introduction to Aviation Management (4 SWS)

**Module objectives / Learning outcomes**
Students develop a familiarity with and an understanding of the tourism and travel industry. They learn 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). The students learn the historical aspects of the industry, they learn the contemporary trends and underlying factors, the nature of the market and product, and they learn tourism and travel impacts (political, economic, socio-cultural, technology, environmental).

Students develop a familiarity with and an understanding of the core concepts and principles as well as contemporary issues in aviation management. Domestic and international regulation of air carriers and the industry's changing structure due to alliances, mergers & acquisitions and globalization are addressed.

**Module content**
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.

Further the structure of the aviation industry is investigated. 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 aviation companies, including airlines, airports and other supporting industries. Specific issues addressed include regulatory and operational issues.

**Mode(s) of teaching**
Lectures and tutorials, discussions, reading, script and case studies.

**Entry requirements**
None

**Method of grade evaluation**
Final written examination (value: 100)

**Duration of examination**
240 min.

**Requirement(s) for successful completion**
Pass the examination

**Module value in overall grade**
5.88%

**Lead instructor(s)**
a) Prof. Dr. Roland Conrady, Prof. Dr. Tim Sterzenbach
b) Prof. Dr. Werner Kessel, Prof. Dr. Frank Fichert
<table>
<thead>
<tr>
<th>Suggested readings</th>
</tr>
</thead>
</table>
a) The Business of Tourism, Chris Holloway, R. Davidson, Claire Humphreys, 8th edition (2009)
and further TBA

<table>
<thead>
<tr>
<th>Use in other programs</th>
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</thead>
<tbody>
<tr>
<td>None</td>
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</table>
## Analytical Methods

**Module coordinator:** Prof. Dr. Richard Klophaus

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 20</td>
<td>270 h</td>
<td>9</td>
<td>1st semester (a)</td>
<td>Summer semester (a)</td>
<td>2 semesters</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>2nd semester (b+c)</td>
<td>Winter semester (b+c)</td>
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</table>

### Courses
- a) BAA 201 Mathematics (2 SWS)
- b) BAA 202 Statistics (2 SWS)
- c) BAA 203 Research Methods and Presentation Skills (2 SWS)

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
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</thead>
<tbody>
<tr>
<td>6 SWS / 90 h</td>
<td>180 h</td>
<td>30 students</td>
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</table>

### Module objectives / Learning outcomes

On successful completion of this module, students shall be able to
- understand and apply basic analytical methods,
- draw from analytical methods to help solve managerial problems,
- understand how statistics operate in business practice,
- develop analytical and conceptual thinking,
- write scientific papers,
- use different presentation techniques according to the situation.

### Module content

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 (calculation of percentage and interest). Arithmetic, algebra, coordinate geometry in the plane, graphs. Elementary calculus, differentiation and integration with interpretation and applications. Logarithmic and exponential functions.


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.

### Mode(s) of teaching
- a) and b): Lectures and tutorials, script
- c): Lectures, script, individual paper preparation, discussion
<table>
<thead>
<tr>
<th><strong>Entry requirements</strong></th>
<th>None</th>
</tr>
</thead>
</table>
| **Method of grade evaluation** | Written examination (a + b)  
Preparation of research paper (c) |
| **Duration of examination and length of written assignment** | 120 min. (a + b), 9-11 pages (c) |
| **Requirement(s) for successful completion** | Pass the examination |
| **Module value in overall grade** | 4.41% |
| **Lead instructor(s)** | a) Prof. Dr. Tobias Grosche  
b) Prof. Dr. Ewald Brochhausen, TBA  
c) Prof. Dr. Tobias Grosche |
| **Use in other programs** | None |
Business English

Module coordinator: Munir Qureshi

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 21</td>
<td>180 h</td>
<td>6</td>
<td>1st semester</td>
<td>Summer semester</td>
<td>2 semesters</td>
</tr>
</tbody>
</table>

Courses
a) BAA 211 Business English I (4 SWS)
b) BAA 212 Business English II (4 SWS)

Contact time
8 SWS / 120 h

Self-study
60 h

Group size
30 students

Module objectives / Learning outcomes
Upon successful completion of this module, students shall develop adequate grammatical and lexical skills needed for professional communication in tourism, travel and aviation management. Particular emphasis will be placed on aviation-related terminology.

Module content
Practice in business and professional speech communication and composition for academic and business purposes to develop a student's ability to communicate and write clearly and effectively.

Mode(s) of teaching
Lectures and tutorials, discussions, reading/self-study, written assignments, class presentation

Entry requirements
None

Method of grade evaluation
Written assignment (75%), class presentation (25%)

Length of written assignment and duration of presentation
Written assignment: 10-20 pages (text only), presentation 15-45 min.

Requirement(s) for successful completion
Pass the written assignment and class presentation.

Module value in overall grade
2.94%

Lead instructor(s)
Munir Qureshi /TBA

Suggested readings
a) Beech/Chadwick: The Business of Tourism Management, Financial Times Prentice Hall 2006 (relevant chapters)
b) See Modules BAA 40/41

Use in other programs
None
## General Management I

**Module coordinator:** Prof. Dr. Tim Sterzenbach

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 22</td>
<td>360 h</td>
<td>12</td>
<td>2nd</td>
<td>Winter</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) BAA 221 Accountancy &amp; Financial Reporting (4 SWS)</td>
<td>8 SWS / 120 h</td>
<td>240 h</td>
<td>30 students</td>
</tr>
<tr>
<td>b) BAA 222 Marketing &amp; Sales Management (4 SWS)</td>
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### Module objectives / Learning outcomes

On successful completion of this module, students will be conversant with:
- Accounting concepts.
- Accounting equation.
- Recording the transactions.
- Adjusting & Rectifying the books.
- Preparation of Financial Statements.
- Analyzing Financial Statements.
- Reconciling the books.

Students also develop a familiarity with and an understanding of the field of marketing with respect to:
- Its problems/opportunities and analytical methods/frameworks,
- The structure and operation of the marketing system, and
- The terminology or jargon used by marketing professionals.

An important learning outcome of this general management module is that students develop their critical, independent thinking and problem-solving skills. They gain experiences with the use of spreadsheet programs in business and commerce.

### Module content

Provides a grounding in double-entry bookkeeping and the production of basic financial statements. Students perform basic operations with Excel spreadsheets, as required for bookkeeping and accounting. Concepts, principles and conventions of financial accounting, accounting techniques, construction and interpretation of financial reports, basic concepts and techniques of marketing and sales management and strategy with an emphasis on creating customer value and building customer relationships. The course develops concepts and skills necessary for marketing decision-making and illustrates how various decision-making tools apply to actual business situations.

- The changing role of marketing.
- Strategic marketing planning.
- Marketing intelligence and creative problem solving.
- Understanding consumer buying behavior.
- Understanding business markets and buying behavior.
- Market segmentation, target marketing, and positioning.
- Product strategy.
- The ethical perspective.
- Future direction of marketing.

### Mode(s) of teaching

a) Lectures and tutorials, discussions, reading, script, use of spreadsheet programs
b) Lectures and tutorials, discussions, reading, script
<table>
<thead>
<tr>
<th><strong>Entry requirements</strong></th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Method of grade evaluation</strong></td>
<td>Final written examination (value: 100%)</td>
</tr>
<tr>
<td><strong>Duration of examination</strong></td>
<td>240 min.</td>
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<tr>
<td><strong>Requirement(s) for successful completion</strong></td>
<td>Pass the examination</td>
</tr>
<tr>
<td><strong>Module value in overall grade</strong></td>
<td>5.88%</td>
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</table>
| **Lead instructor(s)** | a) Prof. Dr. Peter Hoberg, TBA  
  b) Prof. Dr. Hans Rück, TBA |
  b) Marketing Management, Philip Kotler, Kevin Lane Keller, Kevin Lane Keller, 13th edition (2008) |
| **Use in other programs** | None |
Module objectives / Learning outcomes
On successful completion of this module, students shall
- understand what accounting can do for decision makers, and its use for planning and control functions,
- acquire the skills necessary to read, interpret and perform the calculations for the accounting reports involved in cost control and profit planning,
- be able to identify financial strengths and weaknesses of a business through appropriate analysis.

The module also provides students with examples of the analytics of "price theory", and develops their skills and understanding of the logic of economics. Students gain competency in problem-solving skills.

Module content
Cost accounting methods and reporting as applied to job order, process, and standard cost accounting systems. Includes cost control and other topics. Explores the development of cost accounting tools and techniques necessary for effective decision making. Topics include capital budgeting and investment decision, short term and long term financing decisions.


Examination of behaviour of firms, market structures, and economic performance. Some of the topics include: how firms compete, the role of entry barriers, innovation and competitiveness, trade and industrial policies, economic regulation and de-regulation, public enterprise and competition policy.
- Monopoly.
- Pricing with Market Power.
- Cartels.
- Cournot Oligopoly, Stackelberg Oligopoly, Bertrand Oligopoly, Monopolistic Competition.
- Game Theory
- Decision–Making Under Uncertainty
- Asymmetric Information; the Lemons Problem
- Externalities & Overview of Market Failure

Mode(s) of teaching
Lectures and tutorials, discussions, reading, script
<table>
<thead>
<tr>
<th><strong>Entry requirements</strong></th>
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<tbody>
<tr>
<td>Completion of BAA 102 Introduction to Economics and BAA 221 Accountancy &amp; Financial Reporting or permission of program chair</td>
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<td>Pass the examination</td>
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<tr>
<td>b) Prof. Dr. Frank Fichert, Prof. Dr. Richard Klophaus</td>
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<table>
<thead>
<tr>
<th><strong>Suggested readings</strong></th>
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<table>
<thead>
<tr>
<th><strong>Use in other programs</strong></th>
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</thead>
<tbody>
<tr>
<td>Tourism &amp; Travel Management (B.A.)</td>
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</table>
# Basics of Air Transportation

## Module coordinator:
Prof. Dr. Frank Fichert

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 31</td>
<td>270 h</td>
<td>9</td>
<td>2nd</td>
<td>Winter</td>
<td>2 semester</td>
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### Courses
- a) BAA 311 Aircraft Operation (2 SWS)
- b) BAA 312 Air Transportation Policy and Law (4 SWS)

<table>
<thead>
<tr>
<th>Contact</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 SWS</td>
<td>180 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

### Module objectives / Learning outcomes
On successful completion of this module, students shall be able to
- understand the fundamental design principles behind the design of an aircraft,
- define basic terms and concepts of aircraft operation and air transportation policy,
- understand future regulation of international aviation and their implications on the market.

### Module content
Design principles behind the design of an aircraft. The performance aspects are also extended to address the economics of flight of jet transports. History of commercial aviation, basic aerodynamics and aircraft performance, form of the earth and basic navigation, basic meteorology, standard flight planning procedures and protocols.

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.


### Mode(s) of teaching
- a) Lectures, discussions, script, excursion to airport
- b) Lectures and tutorials, discussions, reading, script

### Entry requirements
None

### Method of grade evaluation
Final written examination (value: 100%)

### Duration of examination
180 min.

### Requirement(s) for successful completion
Pass the examination

### Module value in overall grade
4.41%

### Lead instructor(s)
- a) Prof. Dr. Tobias Grosche, Mr. Stephan Strobel
- b) Prof. Dr. Frank Fichert, TBA
<table>
<thead>
<tr>
<th><strong>Suggested readings</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>a) TBA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Use in other programs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>
**Management in Practice**

**Module coordinator:** Prof. Dr. Richard Klophaus

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 32</td>
<td>360 h</td>
<td>12</td>
<td>2nd</td>
<td>Winter</td>
<td>2 semester</td>
</tr>
</tbody>
</table>

**Courses**

a) BAA 321 Management in Practice I – Processes (1 SWS)
b) BAA 322 Management in Practice I – Interfaces (1 SWS)

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 SWS / 30 h</td>
<td>330 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

**Module objectives / Learning outcomes**

On successful completion of this practical training module, students shall be able to

- apply methods and techniques to manage processes and interfaces,
- identify factors hindering the efficient and effective management of processes and interfaces.

Their management competencies in various business contexts are promoted.

Opportunity for students to identify their unique skills.

**Module content**

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.

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.

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.

Human problems in administration including the analyses of individual, group, and inter-group relations under a broad range of organizational settings.

**Mode(s) of teaching**

Practical training, Mentoring and supervision, class presentation

**Entry requirements**

None

**Method of grade evaluation**

Written project report (75 %) and class presentation (25 %)

**Length of project report and duration of presentation**

Project report: 10-20 pages (text only); presentation: 15-45 min.

**Requirement(s) for successful completion**

Pass report and presentation.

**Module value in overall grade**

5.88%

**Lead instructor(s)**

Various
<table>
<thead>
<tr>
<th>Suggested readings</th>
<th>See instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use in other programs</strong></td>
<td>None</td>
</tr>
</tbody>
</table>
## Aviation Management I

**Module coordinator:** Prof. Dr. Richard Klophaus

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 40</td>
<td>300 h</td>
<td>10</td>
<td>4th</td>
<td>Winter</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) BAA 401 Airport Management (3 SWS)</td>
<td>6 SWS / 90 h</td>
<td>210 h</td>
<td>30 students</td>
</tr>
<tr>
<td>b) BAA 402 Air Cargo and Logistics Management (3 SWS)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Module objectives / Learning outcomes

On successful completion of this module, students shall be able to

- understand broad aspects of managing airports,
- understand the basic logistics concept and the air cargo system,
- understand the options of strategic choice in airport and air cargo management,
- identify relevant business trends and their implications,
- draw from theories and principles to help solve managerial problems.

### Module content

History of airports. Major federal legislation affecting their development. Rules and regulations governing airport operations. Air traffic control, airfield, terminal, and ground access facility infrastructure of airports. Airport security policies. Economic, political, and social role of civil-use airports. Air-carrier relationships, governing body relationships, regulatory compliance, physical plant management, vendor relationships, zoning and land use issues and more.

Introduction to different topics related to the planning and operations of air cargo systems. Main components of an air cargo system, the competition between air cargo and other surface-transportation modes, network and capacity planning, demand analysis and trends in the domestic and international markets. Practices and problems of management with respect to air cargo. Importance of air cargo service to the economy, rate and tariff problems, terminal facilities, competition, and future prospects.

### Mode(s) of teaching

Lectures and tutorials, guest speakers, discussions, reading, script, excursion to airport

### Entry requirements

Completion of BAA 111 Introduction to Tourism & Travel Management and BAA 112 Introduction to Aviation Management is highly recommended.

### Method of grade evaluation

Final written examination (value: 100%)

### Duration of examination

180 min.

### Requirement(s) for successful completion

Pass the examination

### Module value in overall grade

4.90%

### Lead instructor(s)

a) Prof. Dr. Richard Klophaus
b) Prof. Dr. Sebastian Herr, Prof. Dr. Tobias Grosche
### Suggested readings


### Use in other programs

Aviation Management and Piloting (B.Sc.)
Aviation Management II

**Module coordinator:** Prof. Dr. Adrian von Dörnberg

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 41</td>
<td>330 h</td>
<td>11</td>
<td>3rd semester</td>
<td>Summer semester</td>
<td>2 semester</td>
</tr>
</tbody>
</table>

**Courses**
- a) BAA 411 Airline Business Models and Strategies (4 SWS)
- b) BAA 412 Pricing & Revenue Management (3 SWS)

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 SWS / 105 h</td>
<td>225 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

**Module objectives / Learning outcomes**
On successful completion of this module, students shall be able to:
- understand broad aspects of managing airlines,
- understand the basic ideas, concepts and techniques of pricing and revenue management,
- understand the options of strategic choice in airline management,
- identify relevant business trends and their implications.

**Module content**
The rise of the low cost carrier, and the markets response. The future airline business, and the evolution of the low cost and network models. Revising business strategy The airline environment: legacy and low-cost carriers Marketing and commercial strategy development Loyalty programs Airline alliances and cross-industry partnerships: strategies

Concepts of pricing, air passenger demand forecasting, innovative revenue generation techniques, revenue management practices.
Opportunities for revenue optimization. Review the main methodologies. Legal issues associated with different pricing strategies. Survey of current industry practices.

**Mode(s) of teaching**
Lectures and tutorials, guest speakers, discussions, reading, script, excursion to airline

**Entry requirements**
Completion of BAA 111 Introduction to Tourism & Travel Management and BAA 112 Introduction to Aviation Management is highly recommended.

**Method of grade evaluation**
Final written examination (value: 100%)

**Duration of examination**
210 min.

**Requirement(s) for successful completion**
Pass the examination

**Module value in overall grade**
5.39%

**Lead instructor(s)**
- a) Prof. Dr. Roland Conrady / Prof. Dr. Adrian von Dörnberg
- b) Prof. Dr. Richard Klophaus, TBA

**Suggested readings**

**Use in other programs**
Aviation Management and Piloting (B.Sc.)
# Management in Practice – Case Study in Aviation Management

**Module coordinator:** Prof. Dr. Tim Sterzenbach

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 42</td>
<td>240 h</td>
<td>8</td>
<td>4th semester</td>
<td>Winter semester</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 42 Management in Practice – Case Study in Aviation Management (2 SWS)</td>
<td>2 SWS / 30 h</td>
<td>210 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

## Module objectives / Learning outcomes
On successful completion of this practical training module, students shall be able to:
- understand the practical applications of concepts and methods used in aviation management.
- apply methods and techniques to manage projects,
- identify factors hindering the efficient and effective management of projects,
- resolve specific problems of the aviation industry.

Their management competencies in various business contexts are promoted.

Opportunity for students to identify their unique skills.

## Module content
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.

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.

## Mode(s) of teaching
Practical training, mentoring and supervision, class presentation

## Entry requirements
Completion of BAA 111 Introduction to Tourism & Travel Management and BAA 112 Introduction to Aviation Management is highly recommended

## Method of grade evaluation
Written project report (75 %) and class presentation (25 %)

## Length of written project report and duration of presentation
Project report: 10-20 pages (text only), presentation: 15-45 min

## Requirement(s) for successful completion
Pass the report and the presentation

## Module value in overall grade
3.92%

## Lead instructor(s)
Various

## Suggested readings
See instructor

## Use in other programs
None
Aviation Management III

Module coordinator: Prof. Dr. Frank Fichert

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 50</td>
<td>300 h</td>
<td>10</td>
<td>5th</td>
<td>Summer</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

Courses
a) BAA 501 Network Management and Scheduling (3 SWS)
b) BAA 502 Aviation and Environment (3 SWS)

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 SWS / 90 h</td>
<td>215 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

Module objectives / Learning outcomes
On successful completion of this module, students shall be able to
- understand broad aspects of managing airlines,
- understand the basic ideas, concepts and techniques of network management and scheduling
- understand relevant environmental issues in aviation and their business implications
- develop analytical and conceptual thinking.

Module content
Key elements of the airline’s planning process – scheduling, network, and fleet planning.

Study of airline operations and functions. Domestic and international regulation of air carriers and the industry’s changing structure due to alliances and globalization. Airline economics, airline marketing and pricing, computer reservation and revenue management systems, fleet planning and scheduling, aircraft maintenance, aircraft finance, labor relations, organizational structure, and strategic planning.

Concepts of airport economics, air and land space optimization strategies, government’s role in aviation, international implications of competition and government regulation, economic analysis of safety, and other relevant industry issues are examined. Emphasis is placed on an increasingly international air transportation environment as well as on aviation and the environment (noise, CO2 emissions etc.).

Mode(s) of teaching
Lectures and tutorials, guest speakers, discussions, reading, script, excursion to airline

Entry requirements
Completion of BAA 31 Basics of Air Transportation is highly recommended.

Method of grade evaluation
Final written examination (value: 100%)

Duration of examination
180 min.

Requirement(s) for successful completion
Pass the examination

Module value in overall grade
4.90%

Lead instructor(s)
a) Prof. Dr. Tobias Grosche
b) Prof. Dr. Frank Fichert, TBA

Suggested readings

Use in other programs
None
# General Management III

**Module coordinator:** Prof. Dr. Hans Rück

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 51</td>
<td>330 h</td>
<td>11</td>
<td>5&lt;sup&gt;th&lt;/sup&gt; semester</td>
<td>Summer semester</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) BAA 511 International Business (4 SWS)</td>
<td>7 SWS / 105 h</td>
<td>225 h</td>
<td>30 students</td>
</tr>
<tr>
<td>b) BAA 512 Human Resources Management and Organizational Development (3 SWS)</td>
<td></td>
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</tbody>
</table>

## Module objectives / Learning outcomes
On successful completion of this module, students shall be able to

- define basic terms, concepts and tasks of international business, human resources management (HRM) and organizational development,
- understand critical HRM issues and challenges, their implications for stakeholders and the challenges of successfully managing them,
- understand effects of individual and group behaviour on organizational processes and outcomes.

## Module content
Decisions made by firms in an international context: Strategy, international finance, marketing, human resource management.

Examination of major trends and issues challenging the aviation manager. Cross-cultural situations are evaluated from the perspective of interpersonal relationships in a diverse domestic and foreign environment, and in the context of evolving global trends. Strategic planning and negotiation are examined by defining the major tasks involved in organizing for international aviation, such as designing the organization and staffing. Managing work force diversity is examined from culture-based and comparative perspectives, along with the function of control through the examination of effective control systems for overseas operations that ensure environmental interdependence through social responsibility and ethical behaviour.

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.

## Mode(s) of teaching
Lectures and tutorials, discussions, reading, script.
<table>
<thead>
<tr>
<th><strong>Entry requirements</strong></th>
<th>Completion of BAA 22 General Management I is highly recommended.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Method of grade evaluation</strong></td>
<td>Final written examination (value: 100%)</td>
</tr>
<tr>
<td><strong>Duration of examination</strong></td>
<td>210 min.</td>
</tr>
<tr>
<td><strong>Requirement(s) for successful completion</strong></td>
<td>Pass the examination</td>
</tr>
<tr>
<td><strong>Module value in overall grade</strong></td>
<td>5.39%</td>
</tr>
</tbody>
</table>
| **Lead instructor(s)** | a) Prof. Dr. Hans Rück, TBA  
| | b) Prof. Dr. Adrian von Dörnberg, TBA  |
| **Suggested readings** | a)  
| | b)  
| **Use in other programs** | None |
Advanced Tourism, Travel and Aviation Management

Module coordinator: Prof. Dr. Tim Sterzenbach

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 52</td>
<td>180 h</td>
<td>6</td>
<td>4th</td>
<td>Winter</td>
<td>2 semesters</td>
</tr>
</tbody>
</table>

Courses
- a) BAA 521 Special Topics in Tourism, Travel and Aviation Management (Lecture Series) (2 SWS)
- b) BAA 522 Elective Seminar Tourism & Travel Management (3 SWS)

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 SWS / 75 h</td>
<td>105 h</td>
<td>a) 30 students, b) 15 students</td>
</tr>
</tbody>
</table>

Module objectives / Learning outcomes
On successful completion of this module, students shall be able to:
- use business terms, definitions and descriptions of problems in various situations,
- understand the practical applications of concepts and methods used in tourism, travel and aviation management.
- solve problems in the area of study by applying research methods.

Their management competencies in various business contexts are promoted.

Module content
The lecture series brings top-level corporate, government, and industry leaders to discuss current business issues and trends in Tourism, Travel and/or Aviation Management, and their individual leadership philosophy.

Students may choose from six fields of specialization offered within study program “Tourism and Travel Management”:
- Tour operator management.
- Business travel management.
- Travel management.
- Destination management.
- Hospitality management.
- Event management.

Mode(s) of teaching
- a) Lectures
- b) Seminar type class including written assignment, presentation, discussions, reading

Entry requirements
Completion of BAA 11 Introduction to Tourism, Travel and Aviation Management is highly recommended.

Method of grade evaluation
Seminar paper (50%) Presentation (50%)

Duration of examination and presentation
Seminar paper: 15 pages main text
Presentation (20-30 min)

Requirement(s) for successful completion
Pass seminar paper and presentation and a class participation of at least 80%

Module value in overall grade
2.94%

Lead instructor(s)
Various
<table>
<thead>
<tr>
<th>Suggested readings</th>
<th>See instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use in other programs</strong></td>
<td></td>
</tr>
<tr>
<td>a+b) Aviation Management and Piloting (B.Sc.)</td>
<td></td>
</tr>
<tr>
<td>b) Tourism and Travel Management (B.A.),</td>
<td></td>
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</table>
Travel Management

Module coordinator: Prof. Dr. Roland Conrady

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 53</td>
<td>300 h</td>
<td>10</td>
<td>4th</td>
<td>Winter</td>
<td>2 semesters</td>
</tr>
</tbody>
</table>

Courses
a) BAA 531 E-Business and Travel Technology Management (3 SWS)
b) BAA 532 Business Travel Management (3 SWS)

<table>
<thead>
<tr>
<th>Contact</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 SWS / 90 h</td>
<td>210 h</td>
<td>30 students</td>
</tr>
</tbody>
</table>

Module objectives / Learning outcomes
On successful completion of this module, students shall be able to understand the processes and structures involved in e-business in tourism, travel and aviation. Students learn the basic definitions of e-business and travel technology, they learn how Internet and e-business services are used by actual and potential customers. Additionally students learn the relevant suppliers of e-business and travel technology services. Another relevant aspect is, how e-business can be used to optimize management processes within the aviation industry, e.g. marketing and distribution.

Students learn how each component intersects with the required competencies and skill sets needed in business travel management. Students learn how cost of travel can be reduced and how the efficiency of business processes can be improved.

Module content
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. Optimization of business functions, e.g. marketing and distribution.

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.

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.

Mode(s) of teaching
Lectures and tutorials, discussions, reading, script

Entry requirements
Completion of BAA 11 Introduction to Tourism, Travel and Aviation Management is highly recommended

Method of grade evaluation
Final written examination (value: 100%)

Duration of examination
180 min.

Requirement(s) for successful completion
Pass the examination

Module value in overall grade
4.90%

Lead instructor(s)
 a) Prof. Dr. Roland Conrady, TBA
 b) Prof. Dr. Andreas Wilbers, TBA
### Suggested readings


b) Travel and Entertainment Best Practices, Mary S. Schaeffer (2007)
   Business Travel: Conferences, Incentive Travel, Exhibitions, Corporate Hospitality and Corporate Travel, Rob Davidson, Beulah Cope (2002)
   Design and Launch an Online Travel Business in a Week, Charlene Davis (2009)
   Managing Business Travel: Improving the Bottom Line Through Effective Travel Management, Darryl Jenkins (1993)

### Further TBA

### Use in other programs

None
# Advanced Management in Practice

**Module coordinator:** Prof. Dr. Richard Klophaus

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 60</td>
<td>900 h</td>
<td>30</td>
<td>6th semester</td>
<td>Winter semester</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) BAA 601 Advanced Management in Practice – Professional Work (0 SWS)</td>
<td>2 SWS / 30 h</td>
<td>870 h</td>
<td>30 students</td>
</tr>
<tr>
<td>b) BAA 602 Advanced Management in Practice – Report and Presentation (2 SWS)</td>
<td></td>
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</tbody>
</table>

## Module objectives / Learning outcomes
This practical training module focuses predominantly on enabling the students to deploy their theoretical skills acquired during their studies in a practical environment. Thus, the students chose their area of deployment and subsequent key elements based on their own professional focus.

On successful completion of this practical training module, students shall be able to
- extensively apply the knowledge acquired during their studies
- relate study contents to the practical aspects of the profession
- analyze and interpret business situations and choose adequate management tools
- conduct interdisciplinary analyses using their skills and experiences gained in past lectures and practical trainings
- resolve complex problems of the aviation industry

The students are able to take on independent and structured work assignments under supervision and reflect on their implementation and the results. Their management competencies in various business contexts are strengthened. The module is an opportunity for students to improve and enhance their individual skills. By defining the individual areas of interest, the students get the opportunity to sharpen their individual focus, based on their personal skill sets.

### Module content
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 in form of a project report presented as class presentation.

Contrary to previous practical modules BAA 32 and BAA 42, 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.

### Mode(s) of teaching
Practical training, Mentoring and supervision, class presentation
<table>
<thead>
<tr>
<th><strong>Entry requirements</strong></th>
<th>Completion of BAA 32 Management in Practice and BAA 42 Management in Practice – Case Study in Aviation Management is highly recommended.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Method of grade evaluation</strong></td>
<td>Written project report (75 %) and class presentation (25 %)</td>
</tr>
<tr>
<td><strong>Duration of internship, Length of project report and duration of presentation</strong></td>
<td>a) 23 weeks full-time (incl. recommended recreation time of 10 working days)</td>
</tr>
<tr>
<td></td>
<td>b) project report: 10-20 pages (text only); presentation: 15-45 min.</td>
</tr>
<tr>
<td><strong>Requirement(s) for successful completion</strong></td>
<td>Pass report and presentation.</td>
</tr>
<tr>
<td><strong>Module value in overall grade</strong></td>
<td>5.88%</td>
</tr>
<tr>
<td><strong>Lead instructor(s)</strong></td>
<td>Various</td>
</tr>
<tr>
<td><strong>Suggested readings</strong></td>
<td>See instructor</td>
</tr>
<tr>
<td><strong>Use in other programs</strong></td>
<td>None</td>
</tr>
</tbody>
</table>
Management Simulation Game

Module ID: BAA 70

Module coordinator: Prof. Dr. Roland Conrady

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 70</td>
<td>240 h</td>
<td>8</td>
<td>7th</td>
<td>Summer</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

Courses
- BAA 70 Management Simulation Game (4 SWS)

Contact time
- 4 SWS / 60 h

Self-study
- 180 h

Group size
- 15 students

Module objectives / Learning outcomes
Students gain experiential knowledge of managing an airline company. They learn how to work and interact in a team. They develop their social skills (communication, moderation, project organization). They learn to adapt their theoretical knowledge on concrete business decisions of an airline (network/schedule, pricing, fleet and capacity, distribution, financials etc.). Opportunity for students to identify their unique skills.

Module content
Supervised business simulation game (i.e. General Airline Management Simulation - GAMS)

Students are assigned to teams. In team sessions they develop business decisions. In review meetings they present and discuss their decisions with lead instructor. Experience is shared in class sessions.

The firm's products, markets, competition, financial structure, sales volumes, management, employees and other factors affecting the firm's success are analyzed.

Mode(s) of teaching
- Group work, presentations and discussions in class, mentoring and supervision

Entry requirements
Completion of BAA 22 General Management I and BAA 30 General Management II or permission of program chair

Method of grade evaluation
Written assignment (50%) and presentation (50%)

Length of written assignment and duration of presentation
Written assignment: 10-20 pages (text only), presentation: 15-45 min.

Requirement(s) for successful completion
Pass the written assignment and class presentation.

Module value in overall grade
3.92%

Lead instructor(s)
Various

Suggested readings
and further TBA

Use in other programs
- Tourism and Travel Management (B.A.)
**Elective Seminar Aviation Management**

**Module coordinator:** Prof. Dr. Frank Fichert

<table>
<thead>
<tr>
<th>Module ID</th>
<th>Workload</th>
<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 71</td>
<td>240 h</td>
<td>8</td>
<td>7th</td>
<td>Summer</td>
<td>1 semester</td>
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</table>

<table>
<thead>
<tr>
<th>Courses</th>
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<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 71</td>
<td>Elective Seminar Aviation Management (4 SWS)</td>
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</table>

<table>
<thead>
<tr>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
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</thead>
<tbody>
<tr>
<td>4 SWS / 60 h</td>
<td>180 h</td>
<td>15 students</td>
</tr>
</tbody>
</table>

**Module objectives / Learning outcomes**
On successful completion of this module, students shall be able to
- apply 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 techniques.

Their competencies to apply research methods are promoted to successfully work on Bachelor thesis.

**Module content**
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.

**Mode(s) of teaching**
Seminar type class including written assignment, presentation, peer review, discussions, reading, mentoring and supervision.

**Entry requirements**
Completion of BAA 40 Aviation Management I and BAA 41 Aviation Management II is highly recommended.

**Method of grade evaluation**
Seminar paper (60%), class presentation (25%), peer review (15%)

**Length of written assignment, duration of presentation and peer review**
25 pages main text (text only), presentation 25 min, oral peer review based on a written report (5-10 minutes, 2-3 critical questions, written report of 1-2 pages).

**Requirement(s) for successful completion**
Pass written assignment, presentation and peer review.

**Module value in overall grade**
3.92%

**Lead instructor(s)**
Various

**Suggested readings**
See instructor

**Use in other programs**
Aviation Management and Piloting (B.Sc.)
Thesis & Colloquium

Module coordinator: Prof. Dr. Werner Kessel

<table>
<thead>
<tr>
<th>Module ID</th>
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<th>Credit points</th>
<th>Semester</th>
<th>Frequency</th>
<th>Duration</th>
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<tbody>
<tr>
<td>BAA 72</td>
<td>420 h</td>
<td>14</td>
<td>7th</td>
<td>Winter</td>
<td>1 semester</td>
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</table>

<table>
<thead>
<tr>
<th>Courses</th>
<th>Contact time</th>
<th>Self-study</th>
<th>Group size</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAA 72 Thesis, Colloquium</td>
<td>2 SWS / 30 h</td>
<td>390 h</td>
<td>1</td>
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</tbody>
</table>

Module objectives / Learning outcomes
The purpose of this work is to give the students academic training in the independent production of research and the application of scientific methods in the area of study within a determined period of time.

The thesis is also aimed at giving the student the skills in how to independently structure, plan and carry out a big project. Oral presentation gives the student the opportunity to convey the message to the public, and practice presentation technique.

Module content
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.

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.

Mode(s) of teaching
Mentoring and supervision

Entry requirements
Successful completion of all Aviation Management and General Management modules or permission of program chair

Method of grade evaluation
Thesis (value: 80%), colloquium with presentation (20%)

Length of thesis and duration of colloquium
Thesis: 45-55 pages (text only), colloquium: 20-30 min.

Requirement(s) for successful completion
Pass thesis and colloquium

Module value in overall grade
12.75%

Lead instructor(s)
Various

Suggested readings
See instructor

Use in other programs
None