



**Degree programme**  
**"Aviation Management (AVIMA)"**  
**Master of Aviation Management**

**Programm description**



**As of: März 2021**

## Table of contents

<b>Profile</b>	3
<b>Module matrix</b>	4
<b>1. Semester</b>	5
Advanced Research Methods (120)	5
Aviation Engineering	9
Aviation Law	12
Business Administration	15
Civil Aviation	18
European Law and Policy (120)	21
General Management Skills	24
Leadership Skills	27
<b>2. Semester</b>	30
Aviation Management	30
Case Study (120)	33
<b>3. Semester</b>	35
Master Thesis Workshop	35
Work Practice Internship (120)	37
<b>4. Semester</b>	40
Kolloquium	40
Master Thesis	42

## Profile



Die Luftfahrt ist weltweit eine der am dynamischsten und schnellwachsenden Industrien. Diese Marktsignale geben Anlaß für einen optimistischen Ausblick: Die strategisch und technologisch wichtige und vor allem für die moderne Gesellschaft unverzichtbare Luftfahrtindustrie wächst stetig weiter. Mit einer weltweiten Wachstumsrate von fünf Prozent ist dieser Industriezweig durchaus geeignet, einen neuen wirtschaftlichen „Boom“ auszulösen.

Neue, junge, motivierte und spezialisierte Arbeitskräfte mit fundiertem Wissen in Aviation Management werden dringend auf dem Arbeitsmarkt benötigt. Dies läßt auf zeitnahen erforderlichen Bedarf an gut ausgebildeten Spezialisten aus unterschiedlichen Fachbereichen in dieser Branche schließen.?

Unsere Antwort auf die neu entstehenden Bildungsmärkte ist ein dynamisch zugeschnittenes, internationales Studienprogramm: „AVIMA – Master in Aviation Management“

## Module matrix

Module	Sem.	Type	L	T	L	P	Total	PF	CP
Advanced Research Methods (120)	1	PM	20.0	22.0	0.0	14.0	56.0	SMP	5.0
Aviation Engineering (*)	1	PM	30.0	32.0	0.0	0.0	62.0	SMP	8.0
Aviation Law (*)	1	PM	20.0	28.0	0.0	0.0	48.0	SMP	8.0
Business Administration (*)	1	PM	40.0	44.0	0.0	0.0	84.0	SMP	10.0
Civil Aviation (*)	1	PM	30.0	32.0	0.0	0.0	62.0	SMP	9.0
European Law and Policy (120)	1	PM	25.0	33.0	0.0	0.0	58.0	SMP	5.0
General Management Skills (*)	1	PM	40.0	44.0	0.0	0.0	84.0	SMP	10.0
Leadership Skills (*)	1	PM	20.0	26.0	0.0	0.0	46.0	SMP	8.0
Aviation Management (*)	2	PM	40.0	40.0	0.0	0.0	80.0	SMP	10.0
Case Study (120)	2	PM	2.0	0.0	0.0	30.0	32.0	SMP	10.0
Master Thesis Workshop	3	PM	12.0	0.0	0.0	0.0	12.0	SMP	3.0
Work Practice Internship (120)	3	PM	16.0	0.0	0.0	0.0	16.0	SMP	10.0
Kolloquium	4	PM	1.0	0.0	0.0	0.0	1.0	SMP	4.0
Master Thesis	4	PM	0.0	0.0	0.0	0.0	0.0	SMP	20.0
<b>Total semester hours per week</b>			296	301	0	44	641		
<b>Sum of CP to be reached from WPM</b>									0
<b>Sum of CP from PM</b>									120
<b>Total CP</b>									120

L - Lesson

T - Tutorial

L - Laboratory

P - Project

\* Module extends over several semesters

PF - Examination format

CP - Credit Points

PM - Mandatory module

WPM - Elective module

FMP - Fixed module examination

SMP - Examination during the studies

KMP - Mixed module examination

## Advanced Research Methods (120)

<b>Module:</b> Advanced Research Methods (120)	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Prof. Dr. rer. nat. Rainer Stollhoff	

<b>Semester:</b> 1	<b>Duration:</b> 1	
<b>Presence hours:</b> 56.0	<b>Of which L/S/LW/P:</b> 20.0/22.0/0.0/14.0	<b>CP according to ECTS:</b> 5.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2020-01-14
<b>Recommended prior knowledge:</b> Experience of writing academic texts, basic mathematical skill (algebra, calculus), database systems, handling with Microsoft Excel		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b> ST (Statistics and Forecasting Methods) AT (Analytical Techniques) AW (Academic Writing)		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	56.0
Pre- and post-course work:	60.0
Project:	25.0
Examinations:	6.0
Total:	147

## Advanced Research Methods (120)

Learning objectives	Anteil
Subject specific competences	
<p>Knowledge</p> <ul style="list-style-type: none"> <li>• ST: The students know the basics of descriptive statistics</li> <li>• ST: The students know the basics of probability theory</li> <li>• AW: Knowledge • The students will gain knowledge of key aspects of academic writing such as: Writing introductions, being critical, describing methods, referring to literature, reporting and discussing results, writing conclusions, transition statements, hedging</li> <li>• AT: The students know about the core areas of business intelligence such as: data management, data visualization and data analysis</li> <li>• AT: The students know specific aspects of analytical techniques as part of business intelligence</li> </ul>	35%
<p>Skills</p> <ul style="list-style-type: none"> <li>• ST: The students are able to plan, to execute and to evaluate an empirical study</li> <li>• AW: The students will become familiar with a range of corpus tools which should serve to improve their lexical choices, phraseology and overall academic style</li> <li>• AT: The students are able to define common data models as a precondition of execute analyzes</li> </ul>	30%
Personal competences	
<p>Social competence</p> <ul style="list-style-type: none"> <li>• ST: The students learn to work in teams and to support each other in case of problems</li> <li>• AW: In groups the students present results of research in class</li> <li>• AT: The students learn to discuss in groups and to advance their view</li> </ul>	35%
<p>Autonomy</p> <ul style="list-style-type: none"> <li>• AW: The students are empowered to carry out their own research on a range to tools. The students should be able to consult these tools to perfect their own writing style in subsequent writing assignments.</li> </ul>	

## Advanced Research Methods (120)

### Content:

1. Empirical Statistics and Forecasting Methods
  - 1.1. Experiments, variables, populations, samples, distributions,...
  - 1.2. Univariate Statistics: Central tendency, dispersion
  - 1.3. Bivariate Statistics: Scatterplots, Covariance & Correlation
  - 1.4. Forecasting Methods: Linear Regression, Time Series Analysis,...
2. Analytical Techniques
  - 2.1. Introduction Business Intelligence • Objectives, Definition and Tasks
  - 2.2. Information Overload • as a main reason for require analytical techniques
  - 2.3. Information Systems • for visualization of data (with exercises)
  - 2.4. Database Systems • for management of data (with exercises)
  - 2.5. Business Intelligence • as a Framework (with exercises)
  - 2.6. Data Mining • for using analytical techniques (with exercises)
3. Academic Writing
  - 3.1. Knowledge • The students will gain knowledge of key aspects of academic writing such as: Writing introductions, being critical, describing methods, referring to literature, reporting and discussing results, writing conclusions, transition statements, hedging
  - 3.2. Skills • The students will become familiar with a range of corpus tools which should serve to improve their lexical choices, phraseology and overall academic style
  - 3.3. Social competence • In groups the students present results of research in class.
  - 3.4. Autonomy • The students are empowered to carry out their own research on a range to tools. The students should be able to consult these tools to perfect their own writing style in subsequent writing assignments.

### Examination format:

Project (100%)

## Advanced Research Methods (120)

<b>Compulsory reading:</b>
<b>Gibilisco, S.</b> (2011). <i>Statistics DeMYSTiFieD, 2nd Edition</i> . McGraw Hill Professional.
<b>Skulschus, M. &amp; Tittel, J. &amp; Wiederstein, M.</b> (2013). <i>MS SQL Server 2012 (4) - Data Mining, Analyse und multivariate Verfahren</i> . Comelio Medien.
<b>Recommended reading:</b>



## Aviation Engineering

<b>Module:</b> Aviation Engineering	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Diplom-Ingenieur Michael Hans-Reichel & Dr.-Ing. Andreas Hotes	

<b>Semester:</b> 1	<b>Duration:</b> 3	
<b>Presence hours:</b> 62.0	<b>Of which L/S/LW/P:</b> 30.0/32.0/0.0/0.0	<b>CP according to ECTS:</b> 8.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> Basic knowledge of mathematics and physics, report writing, literature research		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	62.0
Pre- and post-course work:	132.0
Project:	0.0
Examinations:	6.0
Total:	200

## Aviation Engineering

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>Students gain an understanding of the physical fundamentals of aircraft and the specific challenges of the aviation industry in the area of design, manufacturing and aftermarket support and maintenance</li> </ul>	30%
Skills <ul style="list-style-type: none"> <li>The students can contribute to decisions concerning new programmes and maintenance concepts.</li> </ul>	30%
Personal competences	
Social competence <ul style="list-style-type: none"> <li>The students support each other in the learning process as some of them come from a non-technical background in their primary degree.</li> </ul>	40%
Autonomy <ul style="list-style-type: none"> <li>The students discover ways of dealing with their individual strengths and weaknesses.</li> </ul>	

Content:
<ol style="list-style-type: none"> <li>Aviation Technology, the physics of flying, analysis of operating forces, aerodynamics, construction and performance data, flying stability, propoulsion systems, materials.</li> <li>Manufacturing Management Programme planning, certification, design, development, testing, supply chain management, programme partners and risk-sharing, customer care and service, manufacturing logistics in aviation industry, design of production facilities, production planning and scheduling.</li> <li>Maintenance Management (drivers, objectives, concepts), Safety in Aerospace Design and Maintenance, Development of maintenance programes, MRO Business Models, Servitisation, Product Service Systems</li> </ol>

Examination format:
Oral exam (32%) Written exam (34%) Paper (34%)

## Aviation Engineering

### Compulsory reading:

**Etkin, B. & Duff Reid, L.** (1995). *Dynamics of Flight: Stability and Control*. Wiley.

**Kinnison, H. & Siddiqui, T.** (2013). [(Aviation Maintenance Management)] [ By (author) Harry A. Kinnison, By (author) Tariq Siddiqui ] [January, 2013]. MCGRAW-HILL Professional.

**Lawrence, P. & Braddon, D.** (1999). *Strategic Issues in European Aerospace*. Ashgate. Complex Engineering Service Systems, Concepts and Research, Ng, I., Parry, G., Wild, P., McFarlane, D., Tasker, P. (Eds.)

Integrated Vehicle Health Management: Perspectives on an Emerging Field, Ian K Jennions, SAE International

The RCM Solution: A Practical Guide for Achieving Powerful Results Hardcover, Nancy Regan

Airlines for America (A4A) MSG-3: Operator/Manufacturer Scheduled Maintenance Development, Volume 1 – Fixed Wing Aircraft; Volume 2 – Rotorcraft, Rev 2015.1

### Recommended reading:

**Brockhaus, R. & Alles, W. & Luckner, R.** (2011). *Flugregelung*. Springer-Verlag.

**Delfmann, W.** (2008). *Strategic management in the aviation industry*. Köln: Kölner Wiss.-Verl..

## Aviation Law

<b>Module:</b> Aviation Law	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Dr. Frank Fuchs & Dr.-Ing. Andreas Hotes	

<b>Semester:</b> 1	<b>Duration:</b> 2	
<b>Presence hours:</b> 48.0	<b>Of which L/S/LW/P:</b> 20.0/28.0/0.0/0.0	<b>CP according to ECTS:</b> 8.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b>		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	48.0
Pre- and post-course work:	100.0
Project:	50.0
Examinations:	4.0
Total:	202

## Aviation Law

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"><li>The students gain knowledge concerning the key terms, content and background of aviation law and additional relevant statutory sources, e.g. consumer law.</li></ul>	35%
Skills <ul style="list-style-type: none"><li>The students can evaluate legal problems and their consequences and consider these in their decision-making process.</li></ul>	35%
Personal competences	
Social competence <ul style="list-style-type: none"><li>The students work in small teams on case studies.</li></ul>	30%
Autonomy <ul style="list-style-type: none"><li>The students learn to analyse legal problems in the aviation industry independently.</li></ul>	

Content:
<ol style="list-style-type: none"><li>1. Law of International Air Carriage International legal frameworks in aviation, Montreal Agreement, Warsaw Agreement, role of the European Union, mannes and unmanned aviation.</li><li>2. Civil Legal Framework national, European and international legal norms; Transferring international standards into national laws; institutions and authorities; liability problems in aviation.</li></ol>

Examination format:
Project (50%) Presentation (50%)

## Aviation Law

<b>Compulsory reading:</b>
<b>Henrietta Philepina Diederiks-Verschoor, I. &amp; A. Butler (legal adviser.), M. (2012).</b> <i>An Introduction to Air Law</i> . Kluwer Law International.
<b>Recommended reading:</b>
<b>B. Larsen, P. &amp; Gillick, J. &amp; Sweeney, J. (2012).</b> <i>Aviation Law: Cases, Laws and Related Sources: Second Edition</i> . Martinus Nijhoff Publishers. <b>Giemulla, E. &amp; Schwenk, D. (2013).</b> <i>Handbuch des Luftverkehrsrechts</i> . Heymanns, Carl. <b>M. Jarvis, R. (2006).</b> <i>Aviation Law: Cases and Materials</i> . Carolina Academic Press. <b>Stephen Dempsey, P. (2004).</b> <i>European Aviation Law</i> . Kluwer Law International.

## Business Administration

<b>Module:</b> Business Administration	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Professorin Nikola Fee Budilov-Nettelmann	

<b>Semester:</b> 1	<b>Duration:</b> 2	
<b>Presence hours:</b> 84.0	<b>Of which L/S/LW/P:</b> 40.0/44.0/0.0/0.0	<b>CP according to ECTS:</b> 10.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> Fundamentals of business administration.		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	84.0
Pre- and post-course work:	156.0
Project:	0.0
Examinations:	10.0
Total:	250

<b>Learning objectives</b>	<b>Anteil</b>
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>The students acquire comprehensive knowledge concerning current business problems and solutions in an international context.</li> </ul>	25%

## Business Administration

<b>Skills</b> <ul style="list-style-type: none"> <li>The students learn how to analyse company data and subsequently to make appropriate business decisions.</li> </ul>	25%
<b>Personal competences</b>	
<b>Social competence</b> <ul style="list-style-type: none"> <li>The students gain an understanding of various goals and priorities in business decision-making processes and to find appropriate business solutions in groups.</li> </ul>	50%
<b>Autonomy</b> <ul style="list-style-type: none"> <li>The students are capable of making important business decisions and assume responsibility for these choices.</li> </ul>	

<b>Content:</b>
<ol style="list-style-type: none"> <li>1. Financial Accounting: Accounting as a Language of Business, Basic Financial Statements and the Underlying Principles (Accruals and Deferrals, Recognition of Assets and Liabilities, Measurement), Reporting Financial Results / Annual Report, Financial Statement Analysis</li> <li>2. Managerial Accounting (Internal Performance Measurement, Pricing and Budgeting): Forms of cost accounting, marginal income, planning and supervision, concepts of financial controlling.</li> <li>3. Corporate Finance: Equity and borrowed capital, capital costs, stocks, bonds and loans as source of financing, company valuation</li> <li>4. Marketing Fundamentals of Marketing, marketing strategies, analysis concepts, marketing mix, product life cycle.</li> </ol>

<b>Examination format:</b>
<p>Written exam (16%)          Written exam (16%)          Written exam (34%)          Written exam (34%)</p>



## Business Administration

### Compulsory reading:

**A. Brealey, R. & C. Myers, S.** (2014). *Principles of Corporate Finance, 7th Edition*. McGraw-Hill Irwin.

Williams, Haka, Carcello, Bettner (2020). *Financial Accounting. The Basis for Business Decisions*, MacGraw-Hill Education

**C. Ferrell, O. & Hartline, M.** (2012). *Marketing Strategy*. Cengage Learning.

**R. Cateora, P.** (2013). *International Marketing*. Cram101 Textbook Reviews.

### Recommended reading:

Strategic performance management : accounting for organizational control (2018) Adler, Ralph William London ; New York : Routledge

Activity Based Costing for Construction Companies Deckblatt von Yong-Woo Kim VERLAG John Wiley & Sons, Incorporated Chapter 2

The master guide to controllers' best practices / (2020) Stattler, Elaine, [editor.] ; Grabel, Joyce Anne, [editor.] Hoboken, New Jersey:Wiley

Westerfield, Ross; Jordan, Jaffe (2019): *Corporate Finance, Twelfth Edition*, McGraw-Hill Education

Cudby, Adrian (2019): *Commercial Lending, Principles and Practice*, Kogan Page Limited

**Dibb, S.** (2006). *Marketing Concepts & Strategies (with CourseMate & EBook Access Card) by Ferrell, O.C., Dibb, Sally, Simkin, Lyndon, Pride, William M (2012) Paperback*. Cengage Learning EMEA.

## Civil Aviation

<b>Module:</b> Civil Aviation	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Dr.-Ing. Andreas Hotes	

<b>Semester:</b> 1	<b>Duration:</b> 3	
<b>Presence hours:</b> 62.0	<b>Of which L/S/LW/P:</b> 30.0/32.0/0.0/0.0	<b>CP according to ECTS:</b> 9.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> None.		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	62.0
Pre- and post-course work:	163.0
Project:	0.0
Examinations:	0.0
Total:	225

<b>Learning objectives</b>	<b>Anteil</b>
<b>Subject specific competences</b>	
Knowledge <ul style="list-style-type: none"> <li>The students understand the economic and political principles of civil aviation in both its historical and current context.</li> </ul>	30%

## Civil Aviation

Skills • The students are able to analyse specific problems in civil aviation and contribute to finding solutions.	30%
Personal competences	
Social competence • The students appreciate the necessity of resolving conflicts arising from different goals and interests in a cooperative manner.	40%
Autonomy • The students are able to develop their own positions and defend these positions with clear arguments.	

### Content:

1. Principles of Civil Aviation: transport fundamentals, historical outline of its development, value-added chain and business models in aviation, aviatonal institutions and international cooperation, regulation and deregulation.
2. Safety and Security: Safety Management in aviation, the problems of Human Factors, Just Culture, terrorismism und threats, danger prevention, legal and organisational frameworks.
3. Aviation and Society: aviation dealing with social and political pressures, public perception, environmental costs, consumer protection, corporate communication and public affairs management.

### Examination format:

#### Additional rules:

A term essay on a suitable topic. This counts as the examination for the whole module. Sections of the course may be tested in an examination.

## Civil Aviation

### Compulsory reading:

**Reason, J.** (1990). *Human Error*. Cambridge University Press.  
**Button, K.** (2006). *Transport Economics*. Edward Elgar Publishing.

### Recommended reading:

**Biermann, T.** (2015). *Safety Management in Aviation - and Beyond*.  
**Button, K.** (2004). *Wings Across Europe: Towards an Efficient European Air Transport System*. Ashgate Publishing Limited.  
**Dekker, S.** (2012). *Just Culture*. Routledge.  
(2013). *ICAO: Safety Management Manual (SMM)*. Montreal.  
**Forsyth, P. & John Button, K. & Nijkamp, P.** (2002). *Air Transport*. Edward Elgar Pub..  
**Giemulla, E. & Schwenk, D.** (2018). *Handbuch des Luftverkehrsrechts*. Carl Heymanns.  
**Hirschland, M.** (2007). *Corporate Social Responsibility and the Shaping of Global Public Policy*. Palgrave MacMillan.  
**L. Rhoades, D.** (2008). *Evolution of International Aviation*. Ashgate Publishing Group.  
**Müller, R. & Wittmer, A. & Drax, C.** (2014). *Aviation Risk and Safety Management: Methods and Applications in Aviation Organizations*. Springer Science & Business Media.  
**Niccoli, R.** (2013). *History of Flight: From the Flying Machine of Leonardo da Vinci to the Conquest of the Space*. White Star.  
**Wittmer, A. & Bieger, T. & Müller, R.** (2011). *Aviation Systems: Management of the Integrated Aviation Value Chain*. Springer Science & Business Media.

## European Law and Policy (120)

<b>Module:</b> European Law and Policy (120)	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Prof. Dr. Christian Hederer	

<b>Semester:</b> 1	<b>Duration:</b> 1	
<b>Presence hours:</b> 58.0	<b>Of which L/S/LW/P:</b> 25.0/33.0/0.0/0.0	<b>CP according to ECTS:</b> 5.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-03
<b>Recommended prior knowledge:</b> General business administration knowledge		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	58.0
Pre- and post-course work:	50.0
Project:	10.0
Examinations:	9.0
Total:	127

## European Law and Policy (120)

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>Students will comprehend economics, workings and restrictions of a market economy, challenges of economic policy, consequences of political decisions, fundamental rules of law in an European context</li> </ul>	40%
Skills <ul style="list-style-type: none"> <li>They acquire the competence to analyse current political issues, draw conclusions for a business firm, contribute to relevant discussions, anticipate and solve problems in a conflict situation</li> </ul>	20%
Personal competences	
Social competence <ul style="list-style-type: none"> <li>During the case study work in small groups students can train their personal behaviour in discussions and decision making techniques, they also learn to acquire a personal profile to get access to the European (German) job market</li> </ul>	40%
Autonomy	

Content:
<ol style="list-style-type: none"> <li>Political economy: Economics as an academic discipline, micro/ macro economics, market mechanisms and restrictions, economic policy, income distribution and taxes</li> <li>Economic Policy in the European Union: Aims, ideas, instruments, the economic community, Eurozone institutions and policy, European Monetary Union, trade institutions and policy, labour policy and conflicts, current challenges</li> <li>European Law: Basic legal concepts, rule of law, European and national law</li> <li>Job Application: Strategies for job-searching, CV and cover letter, preparing for a job interview, legal issues of working in Germany.</li> </ol>

Examination format:
Written exam (100%)

## European Law and Policy (120)

### Compulsory reading:

**Wyplosz, C. & Baldwin, R.** (2019). *The Economics of European Integration*. McGraw-Hill Education.

**Samuelson, P. & Sen, A. & Nordhaus, W.** (2019). *Economics*. Mc Graw Hill.

### Recommended reading:

**Sachs, J.** (2009). *Common Wealth: Economics for a Crowded Planet*. Penguin.

**Marsh, D.** (2013). *Europe's Deadlock: How the Euro Crisis Could Be Solved — And Why It Still Won't Happen*. Yale University Press.

**De Grauwe, P.** (2018). *Economics of Monetary Union*. Oxford University Press .

**Steger, M.** (2020). *Globalization: A Very Short Introduction*. Oxford University Press.

**Wells, R. & Krugmann, P.** (2018). *Economics*. Worth.

**Talani, L.** (2014). *European Political Economy: Issues and Theories*. Tailor & Francis.

## General Management Skills

<b>Module:</b> General Management Skills	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Prof. Dr. phil. Bertil Haack	

<b>Semester:</b> 1	<b>Duration:</b> 2	
<b>Presence hours:</b> 84.0	<b>Of which L/S/LW/P:</b> 40.0/44.0/0.0/0.0	<b>CP according to ECTS:</b> 10.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-03
<b>Recommended prior knowledge:</b> Fundamentals of business administration.		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	84.0
Pre- and post-course work:	128.0
Project:	30.0
Examinations:	8.0
Total:	250



## General Management Skills

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>The students gain an understanding of the key principles of effective management in an international context, especially concerning complex issues and projects.</li> </ul>	25%
Skills <ul style="list-style-type: none"> <li>The students are able to prepare and execute decisions in a systematic way.</li> </ul>	25%
Personal competences	
Social competence <ul style="list-style-type: none"> <li>The students learn to work and make progress in mixed teams of experts and responsible leaders.</li> </ul>	50%
Autonomy <ul style="list-style-type: none"> <li>The students understand their specific role in a management team and using their special knowledge contribute to a successful outcome.</li> </ul>	

Content:
<ol style="list-style-type: none"> <li>Decision Making overview of methods of finding decisions systematically, information analysis, developing and evaluating alternatives.</li> <li>Human Resource Management core elements of personnel management, personnel development, Human-Factors problems and solutions.</li> <li>Project Management Project organisation, Project controlling, success factors and barriers in project teams.</li> <li>Supply Chain Management concepts of value-added chain, bottleneck planning, problems at the interface.</li> <li>International Management history of world trade, international division of labour and comparative competitive advantages, characteristic forms of internationalisation, planning and implementing internationalisation.</li> </ol>

Examination format:
Project (75%) Project (25%)

## General Management Skills

### Compulsory reading:

**Berkun, S.** (2008). *Making Things Happen - Mastering Project Management*. O'Reilly Media, Inc..

**Gattorna, J.** (1998). *Strategic Supply Chain Alignment*. Taylor & Francis Ltd.

**M. Rugman, A. & Collinson, S. & M. Hodgetts, R.** (2012). *International Business*. Pearson Education.

**Michalko, M.** (2006). *Thinkertoys A Handbook of Creative-Thinking Techniques*. Potter/TenSpeed/Harmony.

### Recommended reading:

**Banfield, P. & Kay, R.** (2012). *An Introduction to Human Resource Management*. SAGE Publications Ltd.

**de Bono, E.** (2016). *Six Thinking Hats*. Penguin Life.

**Kerzner, H. & P. Saladis, F.** (2013). *Project Management Workbook and PMP/CAPM Exam Study Guide*. John Wiley & Sons.

**L. Lengnick-Hall, M. & A. Lengnick-Hall, C.** (2003). *Human Resource Management in the Knowledge Economy: New Challenges, New Roles, New Capabilities*. Berrett-Koehler Publishers.

**Losey, M. & Meisinger, S. & Ulrich, D.** (2005). *The Future of Human Resource Management*. Wiley.

**N. Baron, J. & M. Kreps, D.** (2009). *Strategic Human Resources: Frameworks for General Managers*. Wiley India Pvt. Limited.

**Perlitz, M. & Schrank, R.** (2013). *International Management*. UTB GmbH.

**Yukl, G.** (2019). *Leadership in Organizations*. Pearson Education Limited.

## Leadership Skills

<b>Module:</b> Leadership Skills	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Dr. Gregory Bond	

<b>Semester:</b> 1	<b>Duration:</b> 3	
<b>Presence hours:</b> 46.0	<b>Of which L/S/LW/P:</b> 20.0/26.0/0.0/0.0	<b>CP according to ECTS:</b> 8.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> None		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	46.0
Pre- and post-course work:	94.0
Project:	50.0
Examinations:	10.0
Total:	200

<b>Learning objectives</b>	<b>Anteil</b>
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>Students understand various cultural approaches to communication and leadership and the theoretical basics of leadership and motivation.</li> </ul>	25%

## Leadership Skills

<b>Skills</b> <ul style="list-style-type: none"> <li>Students gain the ability to communicate appropriately in different settings, including difficult negotiations and in leadership roles.</li> </ul>	25%
<b>Personal competences</b>	
<b>Social competence</b> <ul style="list-style-type: none"> <li>Students experience situations of cooperation and conflict in the context of different cultures and learn to manage difference.</li> </ul>	50%
<b>Autonomy</b> <ul style="list-style-type: none"> <li>Students are able to express their own interests and positions appropriately and to take on leadership responsibilities.</li> </ul>	

<b>Content:</b>
<ol style="list-style-type: none"> <li>Cross Cultural Communication theoretical fundamentals, models of intercultural communication, perceptions of self and the other, practical consequences.</li> <li>Leadership and Motivation leadership styles, motivation theories, intrinsic/extrinsic motivation, situational leadership, change management. Personal approach to leadership.</li> <li>Negotiation and Presentation effective presentations, public speaking and using media, negotiating strategies, interests, difficult conversations, intercultural aspects in presentations and negotiations.</li> </ol>

<b>Examination format:</b>
Paper (50%) Oral exam (50%)  Additional rules: Essay and presentation / discussion / colloquium (50/50)

## Leadership Skills

<b>Compulsory reading:</b>
Students write their paper based on a recommended reading list, which includes the titles below and many more selected titles.
<b>Recommended reading:</b>
Alison, Emily; Alison, Laurence, Rapport. The Four Ways to Read People (London 2020) Edmundsen, Amy, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth (Hoboken, 2019) Fisher / Ury, Getting to Yes: How to Reach Agreement without Giving In (any edition) Meyer, Erin, The Culture Map: Breaking through Invisible Boundaries of Global Business (New York, 2014) Pink, Daniel, Drive; The Surprising Truth about What Motivates Us (New York, 2009)

## Aviation Management

<b>Module:</b> Aviation Management	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Prof. Dr. rer. pol. Thomas Biermann	

<b>Semester:</b> 2	<b>Duration:</b> 2	
<b>Presence hours:</b> 80.0	<b>Of which L/S/LW/P:</b> 40.0/40.0/0.0/0.0	<b>CP according to ECTS:</b> 10.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> Fundamentals of business administration, technical fundamentals of flying, aviation law.		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	80.0
Pre- and post-course work:	170.0
Project:	0.0
Examinations:	0.0
Total:	250

<b>Learning objectives</b>	<b>Anteil</b>
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>Students gain an understanding of the business models of service providers in the value-added chain of the aviation industry.</li> </ul>	30%

## Aviation Management

<b>Skills</b> <ul style="list-style-type: none"> <li>The students learn to solve operational and business problems, especially in the interface of various operators in the value-added chain.</li> </ul>	30%
<b>Personal competences</b>	
<b>Social competence</b> <ul style="list-style-type: none"> <li>The students analyse problems and develop solutions in internationally mixed small groups.</li> </ul>	40%
<b>Autonomy</b> <ul style="list-style-type: none"> <li>The students are encouraged to develop and defend their own ideas.</li> </ul>	

<b>Content:</b>
<ol style="list-style-type: none"> <li>Airline Management business models of aviation operating companies (passage, freight, traditional airlines, low cost, general aviation, business aviation), financing airplanes, route-planning, calculating route returns, revenue management.</li> <li>Airport Management location selection, capacity planning, ownership structure and financing, terminal concepts, aviation and non-aviation returns, operational aspects, interface to ground transport, security issues.</li> <li>Air Traffic Control Management concept of Air Navigation Service Provider, division of aerospace, flight planning and coordination, technical equipment, personnel und training, ATC/ATM in Europe, Single European Sky-Initiative.</li> </ol>

<b>Examination format:</b>
<p>Project (100%)</p> <p>Additional rules: A term essay on a suitable topic and presentation with discussion. This counts as the examination for the whole module. Sections of the course may be tested in an examination.</p>

## Aviation Management

### Compulsory reading:

**de Neufville, R. & Odoni, A. & Belobaba, P. & Reynolds, T.** (2013). *Airport Systems: Planning, Design, and Management (Aviation Week Book)* by De Neufville, Richard L., Odoni, Amedeo R. published by McGraw-Hill Professional (2002). McGraw-hill.

**Shaw, S.** (2011). *Airline Marketing and Management*. Routledge.

**Biermann, T.** (2015). *Safety management in aviation - and beyond*. Wildau: Wildau Verl..

### Recommended reading:

**Morell, P.** (2020). *Moving Boxes by Air: The Economics of International Air Cargo*. Routledge.

**Billig, B. & Cook N., G.** (2017). *Airline Operations and Management: A management textbook*. Routledge.

**Ison, S. & Budd, L.** (2016). *Air Transportation Management*. Routledge.

**Stolzer, A.** (2012). *Safety management systems in aviation*. Farnham, Surrey: Ashgate.

**Doganis, R.** (2005). *The Airline Business*. Routledge.

**G. Wensveen, J.** (2015). *Air Transportation*. Routledge.

**Holloway, S.** (2012). *Straight and Level: Practical Airline Economics*. Ashgate Publishing Limited.

**K. Taneja, N.** (2017). *21st Century Airlines*. Taylor and Francis.

**Kirwan, B. & Rodgers, M. & Schäfer, D.** (2017). *Human Factors Impacts in Air Traffic Management*. Routledge.

**Morell, P.** (2013). *Airline Finance*. Routledge.



## Case Study (120)

<b>Module:</b> Case Study (120)	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Prof. Dr. phil. Bertil Haack	

<b>Semester:</b> 2	<b>Duration:</b> 1	
<b>Presence hours:</b> 32.0	<b>Of which L/S/LW/P:</b> 2.0/0.0/0.0/30.0	<b>CP according to ECTS:</b> 10.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-03
<b>Recommended prior knowledge:</b>		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b> The content of the module can change each year because it depends on the choice of the topic of the responsible lecturer. Case studies have to be actual and they have to fit to the theoretical context. The module contains specific components as for example excursions (depending on the topic) which have to be prepared by the students or contrivutions to a conference etc.		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	32.0
Pre- and post-course work:	45.0
Project:	163.0
Examinations:	10.0
Total:	250

## Case Study (120)

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>The students get specific knowledge of an actual scientific topic with practical relevance</li> </ul>	30%
Skills <ul style="list-style-type: none"> <li>The students learn to apply problem solving strategies.</li> <li>The students learn to solve a given case study.</li> <li>The students learn to solve a practical problem on a high scientific level.</li> </ul>	50%
Personal competences	
Social competence <ul style="list-style-type: none"> <li>The students learn to work in groups and to respect different learning and working habits.</li> </ul>	20%
Autonomy <ul style="list-style-type: none"> <li>The students learn to organise their work by themselves.</li> </ul>	

Content:
<ol style="list-style-type: none"> <li>The lecturer informs about the given case study in the beginning of the semester.</li> <li>During the lectures the theoretical input (background of the case study) is given.</li> <li>Excursions or other elements of this modules have to be planned by the students (supported by the lecturer)</li> </ol>

Examination format:
Project (50%) Presentation (50%)

Compulsory reading:
<b>Gerring, J.</b> (2009). <i>Case study research</i> . New York, NY [u.a.]: Cambridge Univ. Press. <b>Yin, R.</b> (2009). <i>Case study research</i> . Los Angeles, Calif. [u.a.]: Sage. Specific literature (depending on the topic) given by the lecturer
Recommended reading:

## Master Thesis Workshop

<b>Module:</b> Master Thesis Workshop	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Dr.-Ing. Andreas Hotes & M.A. John Paul O Donoghue	

<b>Semester:</b> 3	<b>Duration:</b> 1	
<b>Presence hours:</b> 12.0	<b>Of which L/S/LW/P:</b> 12.0/0.0/0.0/0.0	<b>CP according to ECTS:</b> 3.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b> Basic knowledge of scientific working methods, basis of bachelor thesis		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	12.0
Pre- and post-course work:	63.0
Project:	0.0
Examinations:	0.0
Total:	75

<b>Learning objectives</b>	<b>Anteil</b>
<b>Subject specific competences</b>	
Knowledge <ul style="list-style-type: none"> <li>Students know principles and the scientific working methods and are able to prepare a qualified master thesis.</li> </ul>	40%

## Master Thesis Workshop

<b>Skills</b> <ul style="list-style-type: none"> <li>Students should have applicable knowledge and a high level of competence for problem analysis, solution development and the presentation of scientific results. They are able to justify their scientific results and defend them in discourse.</li> </ul>	50%
<b>Personal competences</b>	
<b>Social competence</b> <ul style="list-style-type: none"> <li>Students can independently study the material learned in exercises and solve further problems together in working groups. They can present and justify the solutions appropriately.</li> </ul>	10%
<b>Autonomy</b> <ul style="list-style-type: none"> <li>Students can set and check their learning goals themselves. The learning process can be planned and monitored independently. For this purpose, students can independently consult the relevant specialist literature and other media.</li> </ul>	

<b>Content:</b>
<ol style="list-style-type: none"> <li>1. Basis of the scientific working methods</li> <li>2. Methods of problem development by means of technical and technological analytics</li> <li>3. Evaluation criteria of scientific work</li> <li>4. Practice of presentation techniques</li> </ol>

<b>Examination format:</b>
<p>Additional rules:</p> <p>Students' performance in the Master Thesis Workshop module will not be graded, only pass/fail.</p>

<b>Compulsory reading:</b>
<b>Recommended reading:</b>

## Work Practice Internship (120)

<b>Module:</b> Work Practice Internship (120)	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Mag. rer. soc. oec. Reinhard Hanneschläger & Dr.-Ing. Andreas Hotes	

<b>Semester:</b> 3	<b>Duration:</b> 1	
<b>Presence hours:</b> 16.0	<b>Of which L/S/LW/P:</b> 16.0/0.0/0.0/0.0	<b>CP according to ECTS:</b> 10.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-03-09
<b>Recommended prior knowledge:</b> Training workshop Job Application (1st semester)		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	16.0
Pre- and post-course work:	0.0
Project:	400.0
Examinations:	0.0
Total:	416

## Work Practice Internship (120)

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> <li>• The students know about the legal requirements and regulations for entering the German labour market after graduation.</li> <li>• The students can describe the steps and tools commonly used in recruitment in German companies.</li> <li>• The students get practical work experiences.</li> <li>• The students learn how to apply theoretical knowledge in an practical environment.</li> </ul>	20%
Skills <ul style="list-style-type: none"> <li>• The students can effectively express their professional experience and strengths in oral and written communication</li> </ul>	50%
Personal competences	
Social competence <ul style="list-style-type: none"> <li>• The students can reflect on and self-assess their potential as job applicants in Germany and other EU-countries, in particular in the aviation sector.</li> <li>• The students can anticipate the expectations of employers and recruiters.</li> <li>• The students learn to integrate in a working team.</li> <li>• The students take part in discussions and decision making processes.</li> </ul>	30%
Autonomy <ul style="list-style-type: none"> <li>• The students can search for open positions, assess their potential as applicant, draft fitting application documents and prepare for a job interview.</li> <li>• The students have to organise themselves in a professional environment.</li> </ul>	

## Work Practice Internship (120)

<b>Content:</b>
-----------------

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Legal framework for labour market access for international students working during their studies and for international graduates of a German higher education institution.</li><li>2. Steps in a recruitment process</li><li>3. Effective self presentation</li><li>4. Drafting a cover letter and curriculum vitae</li><li>5. Behaviour in settings frequently used in assessment centers</li><li>6. The students have to choose a company by themselves but they get support by the university.</li><li>7. The duration of the internship is at least 10 weeks (full-time).</li><li>8.</li></ol> |
|---|

<b>Examination format:</b>
----------------------------

written paper report (100%) drafting a cover letter (0%)
---

<b>Compulsory reading:</b>
----------------------------

<b>Recommended reading:</b>
-----------------------------

## Kolloquium

<b>Module:</b> Kolloquium	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Dr.-Ing. Andreas Hotes	

<b>Semester:</b> 4	<b>Duration:</b> 1	
<b>Presence hours:</b> 1.0	<b>Of which L/S/LW/P:</b> 1.0/0.0/0.0/0.0	<b>CP according to ECTS:</b> 4.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Compulsory prior knowledge:</b> Preparation of Master's Thesis		
<b>Recommended prior knowledge:</b>		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	1.0
Pre- and post-course work:	98.0
Project:	0.0
Examinations:	1.0
Total:	100



## Kolloquium

Learning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"><li>• Students can - identify and present the main contents and results of their master thesis. - apply technical and methodological knowledge to explain or justify their work.</li></ul>	40%
Skills <ul style="list-style-type: none"><li>• Students can • prepare the essential contents and results of their master thesis in a structured, comprehensible and descriptive way in the form of a presentation. • design the scope of the presentation according to the specified time fund.</li></ul>	40%
Personal competences	
Social competence <ul style="list-style-type: none"><li>• Students can • present the essential contents and results of their master thesis in a focused, comprehensible and understandable manner. • answer specialist questions about your master's thesis and its methodological environment in a factual manner. • discuss factual contexts.</li></ul>	20%
Autonomy <ul style="list-style-type: none"><li>• Students can critically reflect on their work, their approach and their results.</li></ul>	

### Content:

1. Substantive content of Master's Thesis.

### Examination format:

Oral exam (100%)

### Compulsory reading:

### Recommended reading:

## Master Thesis

<b>Module:</b> Master Thesis	
<b>Degree programme:</b> Aviation Management (AVIMA)	<b>Degree:</b> Master of Aviation Management
<b>Responsible for the module:</b> Diplom-Ingenieur Andreas Hotes	

<b>Semester:</b> 4	<b>Duration:</b> 1	
<b>Presence hours:</b> 0.0	<b>Of which L/S/LW/P:</b> 0.0/0.0/0.0/0.0	<b>CP according to ECTS:</b> 20.0
<b>Form of course:</b> Compulsory	<b>Language:</b> English	<b>As of:</b> 2021-02-16
<b>Recommended prior knowledge:</b>		
<b>Recognition of external relevant qualification/experience:</b>		
<b>Special regulations:</b>		

<b>Workload distribution</b>	<b>Hours:</b>
In class:	0.0
Pre- and post-course work:	500.0
Project:	0.0
Examinations:	0.0
Total:	500

<b>Learning objectives</b>	<b>Anteil</b>
Subject specific competences	
Knowledge	60%

## Master Thesis

Skills • Students can conduct scientific work in accordance with established scientific standards.	30%
Personal competences	
Social competence • The general study guidelines ("Rahmenordnung") offer the possibility to work in teams of two persons.	10%
Autonomy • Students are able to work independently on a concrete scientific problem and develop their own answers and solutions.	

<b>Content:</b>
1. Master's Thesis

<b>Examination format:</b>
Paper (100%)

<b>Compulsory reading:</b>
<b>Recommended reading:</b>