# MBA Aviation and Tourism Management

Master of Business Administration (MBA)
Fb 3: Wirtschaft und Recht
- Business and Law

**Table of contents**

**Qualification profile**

The MBA program "Aviation and Tourism Management" qualifies professionals for challenging and demanding management and leadership positions in the aviation and tourism industry.
Typical fields of employment for graduates are general management, sales, operations management, logistics, marketing, consulting, controlling and other fields of management in the aviation and tourism industries.
After successful completion of the study program graduates master relevant corporate functions and understand their interdependence and importance for a successful management of a company. They have the ability to develop, manage and lead projects and inspire confidence in their team to implement new visions and strategies. In particular they are competent in providing ethical leadership in international and globalized settings, dealing with diverse cultures and implementing national and international strategies in local as well as globalized markets. They are excellent negotiators and communicators and able to take decisions with incomplete or limited information, reflecting on social and ethical responsibilities. They have learnt to think in an analytical and conceptual way, manage their time and to structure their work and the work of their teams in efficient and effective manner.
Furthermore they are capable of analyzing, defining and evaluating market segments, international trends and demands of the aviation and tourism industry. They recognize key success factors and market potentials and can identify, develop and implement concepts and processes in strategic aviation and tourism management areas. In their decision making process, they consider the legal and regulatory framework of the industry as well as safety concerns and security regulations.
The program improves the graduates' academic skills and provides them with tools to enhance their study and learning skills so they will be able to follow the technological and academic development for life or to continue their studies to earn a doctorate. They will be in the vanguard of implementing new methods and technologies.

**Recommended course of study**

| Aviation and Tourism Management (MBA) | | | | | |
|---|---|---|---|---|---|
| **Module Overview** | | | | | ECTS Punkte (cp) |
| Semester 4 | Political, Legal and Regulatory Framework 5CP | Master's Thesis and Colloquium 20CP | | | | 25 |
| Semester 3 | | Management Competencies II: People Management 5CP | Corporate Management 5CP | Economic and Environmental Basis 5CP | Compulsory Optional Module: Strategic Air Traffic and Airport Management Strategic Tourism Management II 5CP | 20 |
| Semester 2 | Management Competencies I 5CP | Corporate Management I 5CP | Logistics 5CP | Applied Research Project 5CP | Strategic Tourism Management 5CP | 25 |
| Semester 1 | | Research Methods and Project Management 5CP | International Tourism Management and Interculteral and Innovation Management 5 CP | Strategic Management and Airline Management 5CP | Safety Management Systems 5CP | 20 |

**Module Overview**

Module  1: Management Competencies I: Impression management
Module  2: Research Methods and Project Management
Module  3: International Tourism Management and Intercultural and Innovation Management
Module  4: Strategic Management and Airline Management
Module  5: Safety Management Systems
Module  6: Corporate Management I
Module  7: Political, Legal and Regulatory Framework
Module  8: Applied Research Project
Module  9: Strategic Tourism Management I
Module 10: Management Competencies II: People management
Module 11: Logistics
Module 12: Corporate Management II
Module 13: Economic and Environmental Basis
Module 14: Compulsory Optional Module
Module 14.1: Strategic Air Traffic and Airport Management
Module 14.2: Strategic Tourism Management II
Module 15: Master's Thesis with colloquium
Module 16: Additional Module Reflections on one's career to date / Crediting post-graduate work experience

**Description of Module 1 Management Competencies I: Impression Management**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Management Competencies I: Impression Management |
| Module number | 01 |
| Module code | 3073161601 |
| Units | Introduction to Study Programme, Academic Methods and Presentation Skills Rhetorical Skills, Communication Management |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | Two semesters |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 1st and 2nd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Requirements for participation in the module assignment | None |
| Module assignment | Written assignment (submission period 8 weeks) with presentation (min. 20, max. 30) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this module, the students are able to:<br>- work according to academic standards (literature research, citation and referencing skills, clear structure and academic writing),<br>- apply core management and leadership skills,<br>- understand the importance of team work for problem solving and innovation processes,<br>- be aware of relevant psychological influences of leadership (own and other perception of self, biased perception, team processes),<br>- build, manage and lead an interdisciplinary team,<br>- understand communication and self-reflection as key instrument for authentic leadership,<br>- give and receive constructive feedback,<br>- reflect upon themselves, compare own and other perception of self, define personal areas of competence with a need for improvement, evaluate their own performance in view of leadership competencies,<br>- both individually and as a team member apply the negotiation theory of the Harvard method and other tools in different real-world based cases.<br>- act as a representative or mediator of a party that is involved in a negotiation.<br>- use rhetorical and presentation techniques as elements of convincing leadership,<br>- understand communication theories, and master working with the media. |
| Contents of the module | Overview on the Study programme and key reading material:<br>Work according to academic standards, teaching library. |

|  | Overview on management and leadership theories: |
|---|---|
|  | Management vs. Leadership, Effective leadership behaviour, Participative Leadership, Dyadic relationships, Power-influence approach, Charismatic and Transformational Leadership, Ethical leadership, Leadership training, Cross-Cultural Leadership |
|  | Managing others: |
|  | Team building process within an outdoor workshop: experience and reflect responsibility as leaders, solve difficulties and conflicts in a constructive manner, manage diversity, gender and hetrogenity within a group and in a leading position |
|  | Managing yourself: |
|  | Evaluation of the 360-degree feedback, definition of personal development targets, introduction and start of the mentoring programme, self-concept and perception by others |
|  | Internal communication: |
|  | Rules for providing and accepting feedback, |
|  | Use of presentation techniques as elements of successful leadership: |
|  | Body language and elocution in presentations, preparation and design of presentations, storyline and suspense, correct and appealing assemblage of presentation slides, integration of rhetorical elements, use and combination of different presentation techniques and media |
|  | External communication: |
|  | Press relations as a strategic marketing discipline, media work, PR instruments (press releases, press conferences, interviews, press kits), handling critical situations |
| Teaching methods of the module | Seminar and exercises |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Yvonne Ziegler |
| Further information |  |

**Unit description of Module 1 Management Competencies I: Impression Management**

| | |
|---|---|
| Name of the unit | Introduction to Study Programme, Team Building, Academic Methods and Negotiation and Leadership skills |
| Code | 307316011 |
| Corresponding module | Management Competencies I: Impression Management |
| Lecturer | Prof. Dr. Eva Salzer, associated lecturers |
| Contents of the unit | Overview to the Study programme and key reading material: <br><br> Work according to academic standards, teaching library. <br><br> Overview on skills in management and leadership: Management vs. Leadership, Effective leadership behaviour, Participative Leadership, Dyadic relationships, Power-influence approach, Charismatic and Transformational Leadership, Ethical leadership, Leadership training, Cross-Cultural Leadership <br><br> Managing others: <br><br> Team building process within an outdoor workshop: experience and reflect responsibility as leaders, solve difficulties and conflicts in a constructive manner, manage diversity, gender and hetrogenity within a group and in a leading position <br><br> Managing yourself: <br><br> Evaluation of the 360-degree feedback, definition of personal development targets, introduction and start of the mentoring programme, self-concept and perception by others <br><br> Negotiation skills: <br><br> Types of conflicts, Negotiation styles, Negotiation theory of the Harvard method, Real-world based cases. |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Time for practice | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Northouse, P. G. (2013): "Leadership: Theory and Practice", Thousand Oaks, California; Sage Publications, 6th ed <br><br> Yukl, G. (2012): "Leadership in Organizations", Pearson, 8th ed. <br><br> Lester, J.D. (2014): "Writing Research Papers: A Complete Guide", Pearson Education Limited; Global ed of 15th revised ed <br><br> Saunders, M.N.K./ Lewis, P./ Thornhill, A. (2012): "Research Methods for Business Students", Financial Times Prent.; 6th Revised edition <br><br> Bryman, A. / Bell, E. (2015): "Business Research Methods", Oxford University Press; 4 Rev ed. <br><br> American Psychological Association (2009): "Publication Manual of the American Psychological Association", Amer Psychological Assn. <br><br> Powell, M. (2012): "International Negotiations Student's Book with Audio CDs (2) (Cambridge Business Skills)", Heinle EL |

| | |
|---|---|
| | Fisher, R./ William U./Bruce P.: Getting to Yes: Negotiating Agreement Without Giving In, Random House, 2012; Lewicki, Roy J./David M. Saunders/Bruce Barry: Negotiation, Boston, 2014 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 1 Management Competencies I: Impression Management**

| | |
|---|---|
| Name of the unit | Rhetorical Skills, Communication Management |
| Code | 307316012 |
| Corresponding module | Management Competencies I: Impression Management |
| Lecturer | Prof. Dr. Yvonne Ziegler, Shala Sultanova |
| Contents of the unit | <u>Internal communication:</u><br>Rules for providing and accepting feedback,<br>Use of presentation techniques as elements of successful leadership (e.g. create enthusiasm for a vision, motivation of staff):<br>Body language and elocution in presentations, preparation and design of presentations, storyline and suspense, correct and appealing assembly of presentation slides, integration of rhetorical elements, use and combination of different presentation techniques and media.<br><u>External communication:</u><br>Press relations as a strategic marketing discipline, media work, PR instruments (press releases, press conferences, interviews, press kits), handling critical situations |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Leinemann, Ralf/Baikaltseva, Elena: Media Relations Measurement, Ashgate Publishing, 2004<br>Morgan, Nick: Give Your Speech, Change the World: How To Move Your Audience to Action, Harvard Business School Press, 2005;<br>Theaker, Alison: The Public Relations Handbook, Routledge, 2011 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Description of Module 2 Research Methods and Project Management**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Research Methods and Project Management |
| Module number | 02 |
| Module code | 30731602 |
| Units | Project Management<br>Quantitative Research |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 1st semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module participation at module assignment | None |
| Module examination | Written examination (120 minutes) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this module, students shall be able to:<br>– identify and manage trade-offs on scope/cost/quality/time of a project,<br>– document and manage changing requirements,<br>– identify, prioritise, mitigate and document project's risks,<br>– constantly monitor project risks as part of project monitoring,<br>– establish work breakdown structure (WBS), time & effort estimates, resource allocation, scheduling etc.,<br>– practice in planning using methods and tools (Microsoft project),<br>– develop, execute and maintain a Project Plan,<br>– apply and monitor the concepts of Quality Assurance and Quality control (test plan, test cases, etc.),<br>– acquire the appropriate vocabulary and understanding of statistical terminology,<br>– understand the use of statistics and quantitative methods, and interpret data to be more effective in aviation business planning, forecasting and management,<br>– use models, formulae, and examples drawn from various applications in their decision making process and project management<br>– analyse problems with quantitative methods, present an discuss findings and solutions while working in a group or as an individual on a project |
| Contents of the module | Project management<br>Project definition and target identifications<br>Project organisation and team building<br>Project steering |

| | |
|---|---|
| | Risk Management |
| | Management of project structure, schedule, duration, capacity and cost planning |
| | Quality assurance and control |
| | International project management |
| | |
| | <u>Quantitative research methods</u> |
| | Forms of research design |
| | Methods of data collection |
| | Sampling methods |
| | Descriptive Statistics |
| | Probability and Central Limit Theory |
| | Hypothesis testing |
| | Regression Analysis |
| | Time Series Analysis |
| | Correlation and variance analysis |
| Lecturing format of the module | Seminar and exercises |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Benjamin Bierwirth |
| Further information | |

**Unit description of Module 2 Research Methods and Project Management**

| | |
|---|---|
| Name of the unit | Project Management |
| Code | 307316031 |
| Corresponding module | Research Methods and Project Management |
| Lecturer | Prof. Dr. Benjamin Bierwirth |
| Contents of the unit | - Project definition and target identifications<br>- Project organisation and team building<br>- Project steering<br>- Risk Management<br>- Management of project structure, schedule, duration, capacity and cost planning<br>- Quality assurance and control<br>- International project management |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Andler, N (2015): Tools for project management, workshops and consulting, Publicis Publishing, Erlangen<br><br>Baker, S. & K./Campbell, G.M.: The complete idiot's guide to project management, 2003, Alpha, Indianapolis<br><br>Lock, D.: Project Management, 2007<br><br>Maylor, H.: Project Management: with MS Project CD, 2005<br><br>Nokes, S., Kelly, S.: The Definitive Guide to Project Management: The Fast Track to Getting the Job Done on Time and on Budget (Financial Times Series), 2007 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 2 Research Methods and Project Management**

| | |
|---|---|
| Name of the unit | Quantitative Research |
| Code | 307316032 |
| Corresponding module | Research Methods and Project Management |
| Lecturer | Prof. Dr. Lars D. Wellejus, Dr. David Warnock |
| Contents of the unit | Quantitative research methods <br> Methods of data collection <br> Sampling methods <br> Descriptive statistics <br> Probability and Central Limit Theory <br> Hypothesis testing <br> Regression Analysis <br> Time Series Analysis <br> Correlation and variance analysis |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours, 3 hours supervised e-learning |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Freedman, David/Pisani, Robert/Purves, Roger: Statistics, W. W. Norton & Co., 2007 <br> Lind, Douglas A.: Basic Statistics for Business and Economics, McGraw Hill, 2008; <br> Newbold, Paul: Statistics for Business and Economics, Pearson, 2009; |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

# Description Module 3 International Tourism Management, Intercultural and Innovation Management

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | International Tourism Management, Intercultural and Innovation Management |
| Module number | 03 |
| Module code | 3073161203 |
| Units | International Tourism Management<br>Intercultural and Innovation Management |
| Level | Specialised Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 1st semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assigment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- Be aware of definition and concepts of international tourism and expound upon, describe and estimate global market development trends in tourism business<br>- Develop a strategic action plan for tourism enterprises with international business activities<br>- Analyse international trends and data on tourism demand and tourism industry<br>- Evaluate and develop an international competetiv strategy for internationally orientated tourism enterprises<br>- reflect upon concepts and tasks of Intercultural Management,<br>- analyse different cultures by using the cultural dimensions of Hofstede and Trompenaars, access and apply various verbal and nonverbal communication methods with cultural sensitivity,<br>- express the requirements of managers and staff working in intercultural environments.<br>- relate the concepts "innovation", "technology" and "strategy",<br>- develop and implement an innovation and technology strategy,<br>- understand management of innovation and technology as core leadership task,<br>- systematically strengthen the innovation competency of a company,<br>- recognise the innovation challenges of established firms and develop appropriate management activities in order to improve the innovation capabilities of an established firm,<br>- design and build an external innovation network.<br>- Work together in diverse and international teams<br>- communicate effectively with others and translate issues of strategic importance |

| | |
|---|---|
| | across cultural barriers |
| Contents of the module | **International Tourism Management**<br><br>Definitions and concepts of international tourism<br><br>Global market development in the tourism business<br><br>Strategic issues of international tourism policies<br><br>Strategic drivers and current trends of international tourism demand<br><br>Strategic drivers and current trends in the global tourism industry<br><br>External and internal strategic analysis, methods of generating and collecting information, competitive strategies and strategy evaluation, challenges of the tourism-industry<br><br>**Intercultural & Innovation Management**<br><br>Cultural Diversity and Cultural Diversity Management (Definition of, Advantages, Risks, Financial benefit for companies)<br><br>Culture and Cultural Dimensions (Definitions of Schein and Adler), Hofstede's Cultural Dimensions, Research of Trompenaars<br><br>Effective Communication and Leadership across Cultures<br><br>Business Ethics<br><br>Integrating innovation, technology and strategy of a company,<br><br>Design and implementation of an Innovation and Technology Strategy Developing a company's innovation competency as core leadership task<br><br>Innovation challenges in established companies<br><br>Establishing an external innovation network<br><br>Advanced and contemporary aspects of the Innovation and Technology Management of a company |
| Teaching methods of the module | Seminar |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Kerstin Wegener |
| Further information | |

**Unit description of Module 3 International Tourism Management and Intercultural & Innovation Management**

| | |
|---|---|
| Name of the unit | International Tourism Management |
| Code | 307316031 |
| Corresponding module | International Tourism Management and Intercultural & Innovation Management |
| Lecturer | Prof. Dr. Kerstin Wegener |
| Contents of the unit | International Tourism Management<br><br>Definitions and concepts of international tourism<br>Global market development in the tourism business<br>Strategic issues of international tourism policies<br>Strategic drivers and current trends of international tourism demand<br>Strategic drivers and current trends in the global tourism industry<br>External and internal strategic analysis, methods of generating and collecting information, competitive strategies and strategy evaluation, challenges of the tourism-industry |
| Teaching methods | Seminar |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Conrady, Roland/Buck, Martin (Hrsg.): Trends and Issues in Global Tourism.<br>Evans, Nigel: Strategic Management for Tourism, Hospitality and Events, Routledge, 2015<br>OECD: Oecd Tourism Trends and Policies 2014: Edition 2014<br>Page, Stephen J.: Tourism Management, Routledge, 2015<br>Reisinger, Yvette/ Dimanche, Frederic: International Tourism<br>Telfer, David J./Sharpley, Richard: Tourism and Development in the Developing World (Routledge Perspectives on Development), 2015<br>Current editions |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 3 International Tourism Management and Intercultural & Innovation Management**

| | |
|---|---|
| Name of the unit | Intercultural and Innovation Management |
| Code | 307316032 |
| Corresponding module | Leadership in a Global Environment |
| Lecturer | Prof.Dr. Yvonne Ziegler, Prof. Dr. Tino Michalski |
| Contents of the unit | Cultural Diversity and Cultural Diversity Management (Definition of, Advantages, Risks, Financial benefit for companies)<br><br>Culture and Cultural Dimensions (Definitions of Schein and Adler), Hofstede's Cultural Dimensions, Research of Trompenaars<br><br>Effective Communication and Leadership across Cultures<br><br>Business Ethics<br><br>Integrating innovation, technology and strategy of a company,<br><br>Design and implementation of an Innovation and Technology Strategy Developing a company's innovation competency as core leadership task<br><br>Innovation challenges in established companies<br><br>Establishing an external innovation network<br><br>Advanced and contemporary aspects of the Innovation and Technology Management of a company |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Adler, N.J./Gundersen, A.: International dimensions of organizational behavior, South-Western, 2007;<br><br>Cranfield School of Management & PricewaterhouseCoopers: Measuring the value of international assignments, 2006;<br><br>Dowling, P.J/Festing M./Engle A.D.: International Human Resource Management 2013;<br><br>Hofstede, G., / Hofstede G. J.: Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for SurvivalTrompenaars, F./ Hampden-Turner, C.: Riding the Waves of Culture 2012;<br><br>UNESCO World Report: Investing in Cultural Diversity and Intercultural Dialogue, 2008<br><br>Burgelman, R./Christensen, C./Wheelwright, S.: Strategic Management of Technology and Innovation, 2009;<br><br>Dyer, J.; Gregersen, H. B.; Christensen, C.M.: The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, Harvard Business Publishing 2011<br><br>Tidd, J./Bessant, J./Pavitt, K.: Managing Innovation, 2003<br><br>Christensen, C. M: The Innovator's Solution: Creating and Sustaining Successful Growth, Harvard Business School Press 2003 |

| | |
|---|---|
| | Amit, R.; Zott, C.: Creating Value Through Business Model Innovation, Spring Vol. 53 No.3, North Hollywood: MIT Sloan Management Review 2012Christensen, C.M.; Alton, R.; Rising, C.; Waldec, A.: The Big Idea: The New M&A Playbook, Harvard Business Review 2011 |
| | Johnson, M. W; Christensen, C.M.; Kagermann, H.: Reinventing Your Business Model, Harvard Business Review 2011 |
| | Antony, Major League Innovation, in: Harvard Business Review, hbr.org 2009, pp. 51-54 |
| | Casadesus-Masanell, R.; Zhu, F.: Business Model Innovation and Competitive Imitation: The Case Of Sponsor-Based Business Models, Strategic Management Journal 34, Chicago: Strategic Management Society 2013 |
| | Cash/Earl/Morison, Teaming Up to Crack Innovation & Enterprise Integration, in: Harvard Business Review, hbr.org 2008, pp. 90-100 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Description of Module 4 Strategic Management and Airline Management**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Strategic Management and Airline Management |
| Module number | 4 |
| Module code | 30731604 |
| Units | Strategic Airline Management<br>Strategic Management |
| Level | Advanced Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 1$^{st}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written project report (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)". |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students will be able to:<br>- use strategic management as key element of successful corporate management,<br>- apply concepts and instruments of strategic business unit management,<br>- carry out external and internal analysis by applying state of the art models and instruments, in order to understand the strategic position of an organisation,<br>- identify relevant business influences and future trends and their implications for the organisation and the market,master different methods for generating and collecting information as a basis for the analysis,<br>- develop competitive strategies,assess options for strategies in terms of their efficiency and effectiveness,<br>- resolve specific strategic problems of the airline and tourism industry,<br>- work successfully as a virtual team on an academic topic over distance and a longer period of time.<br>- Communicate effectively within a team, also using methods of long-distance communication<br>- Prepare a presentation using scientific methods and language to argue a case |
| Contents of the module | Strategic Management : Strategic analysis and strategic choice<br>− Definitions and concepts of strategic management,<br>− Strategic management of business units,<br>− External and internal strategic analysis (PEST Analysis, Market Analysis, Porter's 5 Forces, Competitor Analysis, SWOT Analysis, Portfolio Analysis)<br>− Methods of generating and collecting information, |

|  | |
|---|---|
|  | − Competitive strategies and strategy evaluation.<br><br>Strategic Airline Management:<br>Global market development of the airline business, evaluation of airline business models (low cost, charter, traditional carrier)and underlying competitive strategies (Cost Leadership, Differentiation) and business segments (passenger services, logistics, MRO, catering), strategic success factors and leadership challenges (alliances, brands), core competencies (cost management, route development, revenue management, distribution channels), current trends |
| Teaching methods of the module | Seminar including future workshop, international case studies and teamwork |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Yvonne Ziegler |
| Further information | |

**Unit description of Module 4 Strategic Management and Airline Management**

| | |
|---|---|
| Name of the unit | Strategic Airline Management |
| Code | 307316041 |
| Corresponding module | Strategic AirlineManagement |
| Lecturer | Prof. Dr. Yvonne Ziegler, Heike Wörner |
| Contents of the unit | <u>Strategic Airline Management</u><br><br>Global market development of the airline business, evaluation of airline business models (low cost, charter, traditional carrier) and business segments (passenger services, logistics, catering), strategic success factors and leadership challenges (alliances, brands), core competencies (cost management, route development, revenue management, distribution channels), Strategic core competencies: Revenue Management & Ancilliary Services, Distribution Management, Security Challenges, Air Cargo Management<br><br>Case study: Development of a competitive strategy for the passenger or cargo business unit of an international airline |
| Teaching methods | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Barrett, Sean: Deregulation and the Airline Business in Europe, Routledge, 2009;<br>Doganis, Rigas: Flying off course, Routledge, 2009;<br>Taneja, Nawal K.: Looking beyond the runway, Ashgate, 2010<br>Taneja, Nawal K.: Designing Future-Oriented Airline Businesses, Ashgate, 2014<br>Doganis, Rigas: The airline business, Routledge, 2005;<br>Flouris, Triant G./Oswald, Sharon L.: Designing and Executing Strategy in Aviation Management, Ashgate, 2008;<br>Delfmann et al.: Strategic Management in the Aviation Industry, Ashgate, 2005;<br>Iatrou, Kostas/Oretti, Mauro: Airline Choices for the Future, Ashgate, 2007;<br>Shaw, Stephen: Airline Marketing and Management, Ashgate, 2007 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations für PO |
| Further information | |

**Unit description of Module 4 Strategic Management and Airline Management**

| | |
|---|---|
| Name of the unit | Strategic Management |
| Code | 307316042 |
| Corresponding module | Strategic Management and Airline Management |
| Lecturer | Prof. Dr. Yvonne Ziegler, Heike Wörner |
| Contents of the unit | - Strategic Management : Strategic analysis and strategic choice<br>- Definitions and concepts of strategic management,<br>- Strategic management of business units,<br>- External and internal strategic analysis (PEST Analysis, Market Analysis, Porter's 5 Forces, Competitor Analysis, SWOT Analysis, Portfolio Analysis)<br>- Methods of generating and collecting information,<br>- Competitive strategies and strategy evaluation |
| Teaching methods | Seminar including online simulation project |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Aaker, David A.: Strategic Market Management, Wiley, 2010<br>Fleisher, Craig S./Bensoussan, Babette: Strategic and Competitive Analysis, Pearson Education, 2004;<br>Porter, Michael E.: Competitive Strategy, Free Press, 2004<br>David, Fred: Strategic Management: Concepts and Cases, Pearson Education, 12th edition, 2008;<br>Lynch, David: Strategic Management, Prentice Hall, 2009 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Description of Module 5 Safety Management Systems**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Safety Management Systems |
| Module number | 5 |
| Module code | 30731605A |
| Units | Safety and Security |
| Level | Specialised Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 1$^{st}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module participation at module assignment | None |
| Module examination | Presentation (mind. 10, max. 20 minutes) with written assigment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students will be able to: <br> - introduce safety concepts, <br> - recognise and manage hazards, <br> - evaluate safety risks, <br> - appreciate and apply ICAO safety management requirements, <br> - understand safety management system (SMS) design, <br> - recognise safety and security management as a core leadership task. |
| Contents of the module | Differences between safety and security, definition of accident, incident and harzard, ICAO standards and recommended practices for aviation safety, costs of accidents, incidents and safety, error forms of human error and human factors: the main reason for flight incidents and accidents, Safety Management Systems requirements, safety and security as leadership challenge, concepts and methods for building safety plans, approaches towards hazard identification and risks, choice of actions |
| Teaching methods of the module | Seminar including online simulation project |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Yvonne Ziegler |
| Further information | This Module is taught by partner University Embry-Riddle Aeronautical University in Daytona Beach, USA. |

**Unit description of Module 5 Safety Management Systems**

| | |
|---|---|
| Name of the unit | Safety and Security |
| Code | 30731605A1 |
| Corresponding module | Safety Management Systems |
| Lecturer | Prof. Dr. Yvonne Ziegler/ Orin L. Godsey, Associate Professor, College of Aeronautics, Embry Riddle Aeronautical University |
| Contents of the unit | Differences between safety and security, definition of accident, incident and harzard, ICAO standards and recommended practices for aviation safety, costs of accidents, incidents and safety, error forms of human error and human factors: the main reason for flight incidents and accidents, Safety Management Systems requirements, safety and security as leadership challenge, concepts and methods for building safety plans, approaches towards hazard identification and risks, choice of actions |
| Teaching methods | Seminar including online simulation project |
| Contact hours per week | 2 SWS |
| Total workload of the unit (h) | 150 hours |
| Contact hours | 30 hours |
| Total time of examination incl preparation (h) | 60 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 60 hours |
| Language of the unit | English |
| Basis literature | International Civil Aviation Organisation (2009), ICAO Safety Management Manual, Montreal: ICAO Publications<br><br>Reason, J. (1997), Managing the Risks of Organisational Accidents. Aldershot: Ashgate Publishing Limited |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General regulations for PO |
| Further information | The seminar will be offered at the Embry-Riddle Aeronautical University in Daytona Beach, USA |

**Description of Module 6 Corporate Management I**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Corporate Management I |
| Module number | 06 |
| Module code | 30731606 |
| Units | Strategic Marketing & Sales<br>Information Systems Management |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 2nd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module participation assignment | None |
| Module assignment | Written examination (120 minutes) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students will be able to:<br>- apply strategic marketing & sales theories and concepts as part of successful corporate management,<br>- manage the planning and implementation processes of strategic marketing & sales,<br>- differentiate marketing & sales concepts and instruments according to B2C- and B2B-markets,<br>- develop a strategic marketing plan for innovative products, services and business models,<br>- design and build the customer value of a firm,<br>- communicate customer values and to use advertising and public relations for this purpose,<br>- strengthen the sales competency of a firm systematically,<br>- apply contemporary and advanced aspects of the sales management of a firm; especially in relation to personnel selling, sales promotion, direct sales and online sales,<br>- sell in a global marketplace,<br>- recognise ethically relevant situations in marketing & sales and act in a socially responsible manner,<br>- evaluate the importance of successful information systems management as a competitive advantage for the strategic corporate management,<br>- design IT Governance concepts,<br>- demand a leadership role of CIO and IT,<br>- using information systems to forecast trends and support decision making by collecting and analysing data (Big Data) |

| | |
|---|---|
| | - acknowledge and develop opportunities of the new internet based business models like cloud computing or mobile business in the aviation industry |
| Contents of the module | Strategic Marketing & Sales:<br>– Theories of Strategic Marketing,<br>– Planning processes of Strategic Marketing,<br>– Implementation processes of Strategic Marketing,<br>– Strategic Marketing in international B2C-markets, Strategic Marketing in international B2B-markets,<br>– Marketing of innovative products and services,<br>– Marketing of new business models.<br>– Sales Channels,<br>– Multi-Channel Sales Approach,<br>– Retailing and Wholesaling,<br>– Communicating Customer Value,<br>– Advertising and Public Relations,<br>– Personnel Selling and Sales Promotion,<br>– Direct and Online Sales,<br>– Creating Competitive Sales Advantage,<br>– Selling in the Global Marketplace,<br>– Social Responsibility and Ethics in Marketing & SalesInformation Systems Management:<br>– Information Systems Management: Strategic IT Alignment, Capabilities and IT Governance<br>– Strategic Information Management: Decision Making and Corporate Performance Management based on big data<br>– eBusiness, eCommerce and Enterprise2.0<br>– Customer Relationship Management<br>– New Business Models based on the Internet<br>– Web 2.0 and Social Media<br>– Leadership: CIO and IT Leadership Roles,<br>– International case studies from the Tourism Industry |
| Lecturing format of the module | Seminar format including international case studies and e-learning |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each summer semester |
| Module coordination | Prof. Dr. Tino Michalski |
| Further information | |

**Unit description of Module 6 Corporate Management I**

| | |
|---|---|
| Name of the unit | Strategic Marketing & Sales |
| Code | 307316061 |
| Corresponding module | Corporate Management I |
| Lecturer | Prof. Dr. Tino Michalski |
| Contents of the unit | Theories, concepts, techniques and methods of strategic marketing, planning processes of strategic marketing, implementation processes of strategic marketing, strategic marketing in international B2C-markets, strategic marketing in international B2B-markets, marketing of innovative products and services, the marketing of new products, services and business models |
| | Sales Channels, Multi-Channel Sales Approach, Retailing and Wholesaling, Communicating Customer Value, Advertising and Public Relations, Personnel Selling and Sales Promotion, Direct and Online Sales, Creating Competitive Sales Advantage, Selling in the Global Marketplace, Social Responsibility and Ehtics in Marketing & Sales |
| Teaching methods | Seminar format including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Kotler, P.; Armstrong, G.: Principles of Marketing, 2014; |
| | Dawar, N.: Shifting Your Strategy form Products to Customers, 2013; |
| | Levitt, T.: HBR'S 10 Must Reads – On Strategic Marketing, 2013; |
| | Chernev, A.: Strategic Marketing Management, 2012: |
| | Rugman, A. M; Collinson, S.: International Business, 2012; |
| | Cravens, D./Piercy, N.: Strategic Marketing, 2012; |
| | Proctor, T.: Strategic Marketing, 2008. |
| | Giligan, C./Wilson, R.: Strategic Marketing Management, 2004; |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 6 Corporate Management I**

| | |
|---|---|
| Name of the unit | Information Systems Management |
| Code | 307316062 |
| Corresponding module | Corporate Management I |
| Lecturer | Prof. Dr. Swen Schneider |
| Contents of the unit | Information Systems Management: Strategic IT Alignment, Capabilities and IT Governance |
| | Strategic Information Management: Decision Making and Corporate Performance Management, |
| | eBusiness: Customer Relationship Management and New Business Models based on the Internet |
| | Web 2.0: Trends of Collecting, Analysing and Using Data |
| | Leadership: CIO and IT Leadership Roles, |
| | International case studies from the Tourism Industry |
| Teaching methods | Seminar format including e-learning |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Gil-Pechuán , I.: Strategies in E-Business - Positioning and Social Networking in Online Markets; Springer; 2014 [online] |
| | Martínez-López, F.: Handbook of Strategic e-Business Management Springer, 2014, [online]Morabito, V.: Big Data and Analytics - Strategic and Organizational Impacts; Springer, 2015; [online] |
| | Turban, E.: E-commerce 2010: a managerial perspective; Pearson, 2010 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Description of Module 7 Logistics**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Logistics |
| Module number | 7 |
| Module code | 30731610 |
| Units | Operations Management<br>Supply Chain Management |
| Level | Specialised Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 2$^{nd}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assignment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- describe the challenges of operations management,<br>- identify customer satisfaction by using different methods,<br>- develop and implement optimization initiatives,<br>- support Collaborative Decision Making-processes,<br>- classify Supply Chain Management processes and components,<br>- apply methods of Supply Chain Management to new tasks,<br>- identify constraints of Supply Chain Management,<br>- analyse specific characteristics related to the aviation industry.<br>They master interdisciplinary teamwork and deal with and appreciate multicultural aspects.<br>They can communicate their conclusions, and the knowledge and rationale underpinning these conclusions to specialist and non-specialist audiences clearly and unambiguously. |
| Contents of the module | Operations Management<br><br>Introduction Operations management – The Service Concept<br><br>Demand forecast (qualitative methods, causal forecast, time-series methods, quality of forecasting, appraisal of forecasting methods, Assessment – The Transformation Process, Customer Expectations and Satisfaction, Customer and Supplier Relations)<br><br>Process optimization (process analysis methods, process modeling, continuous process improvement, example:  Improvement – Service People and Processes, Operational Complexity, Techniques for Improving Operation, Design and Improvement of Processes, Continuous Improvement, People and Culture, Cognitive Engineering, Business process reengineering) Overarching – Performance Measures, Decision Analysis Case Study – Airport- Collaborative Decision Making at Munich Airport<br><br>Inventory management (classical inventory management systems, Optimization considering incertitude, one and multiple cycle methods). |

| | Production- and process planning (Manufacture Resources Planning, aggregate planning, just-in-time, Toyota Production System).Introduction: Theoretical basis, difference between Supply Chain Management and Logistics <br><br>Supply Chain Management <br><br>Definitions: Supply Chain and SCM, different levels of SCM, involved partners, benefit approaches: Bull-whip-Effect, inventory build up, from Push to Pull-Principle <br><br>Elements and diverse functions of SCM <br><br>Reasons for SCM: transaction cost theory, New Institutional Economics, Inter organisation theory and Economic Approaches, Strategic Competition Concepts <br><br>Methods in SCM (e.g. Efficient Consumer Response, Quick Response, Vendor Management Inventory) <br><br>Optimisation approaches and controlling <br><br>SCM trends, Supply Chain Collaboration, Success stories <br><br>Constraints in SCM (financial and non financial aspects) <br><br>SCM in Aviation Industry |
|---|---|
| Teaching methods of the module | Seminar including international case studies |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Susanne Koch |
| Further information | This module takes place at the University of Huddersfield, UK |

**Unit description of Module 7 Logistics**

| | |
|---|---|
| Name of the unit | Operations Management |
| Code | 307316101 |
| Corresponding module | Logistics |
| Lecturer | Prof. Dr. Koch/ Prof. Dr. Nick Hubbardi |
| Contents of the unit | Introduction – The Service Concept |
| | Demand forecast (qualitative methods, causal forecast, time-series methods, quality of forecasting, appraisal of forecasting methods, Assessment – The Transformation Process, Customer Expectations and Satisfaction, Customer and Supplier Relations) |
| | Process optimisation (process analysis methods, process modeling, continuous process improvement, example:  Improvement – Service People and Processes, Operational Complexity, Techniques for Improving Operation, Design and Improvement of Processes, Continuous Improvement, People and Culture, Cognitive Engineering, Business process reengineering) Overarching – Performance Measures, Decision Analysis Case Study – Airport |
| | Production- and process planning (Manufacture Resources Planning, Enterprise Resource Planning, aggregate planning, just-in-time, Toyota Production System). |
| Teaching methods | Seminar including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Heizer J & Reinder B  Principles of operations Management: sustainability and supply chain management, Pearson, 2014 |
| | Slack et al. Operations Management, Pearson, Seventh Edition, 2013 |
| | Waller, Derek: Operations Management – A Supply Chain Approach, Int. Thompson Business Press, 1999 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | This unit takes place at the University of Huddersfield, UK |

**Unit description of Module 7 Logistics**

| | |
|---|---|
| Name of the unit | Supply Chain Management |
| Code | 307316102 |
| Corresponding module | Logistics |
| Lecturer | Prof. Dr. Susanne Koch/ Prof. Dr. Nickk Hubbard |
| Contents of the unit | Theoretical foundations, differences between Supply Chain Management and Logistics |
| | Definitions: Supply Chain and SCM, different levels of SCM, involved partners, benefit approaches: Bull-whip-Effect, lean&agile, from Push to Pull-Principle |
| | Strategic Supply Chain Management |
| | Methods in SCM (e.g. Efficient Consumer Response, Quick Response, Vendor Managed Inventory) |
| | Inventory management (classical inventory management systems, Optimization considering incertitude, one and multiple cycle methods). |
| | SCM trends, Supply Chain Collaboration, |
| | Constraints in SCM (financial and non financial aspects) |
| | Supply chain risk and vulnerability |
| | SCM in Aviation Industry |
| Teaching methods | Seminar including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Bowersox, Donald J., Closs, David J. and Cooper, M. Bixby (2012) - Supply chain logistics management (4th ed) |
| | Chopra, Sunil and Meindl, Peter (2013) - Supply chain management : strategy, planning, and operation (5th ed) |
| | Lambert, Douglas M. (2008) (ed.) - Supply Chain Management: process, partnership, performance |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | This unit takes place at the University of Huddersfield, UK |

**Description of Module 8 Applied Research Project**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Applied Research Project |
| Module number | 08 |
| Module code | 30731608 |
| Units | International Research and Consulting Project |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 2$^{nd}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written project report (submission period 2 months) with presentation (min. 10, max. 15 minutes per person) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- apply appropriate consulting approaches,<br>- turn the business consultation process into their own project,<br>- assess their approaches to problem solving regarding opportunities, threats and costs and choose the most target-oriented approach,<br>- form a research team,<br>- assess and develop research objective and research questions,<br>- analyse state of the art academic literature relevant to a chosen research topic in aviation management,<br>- design an appropriate methodology for the specific research project and implement the chosen methods,<br>- evaluate methods, sources, parametric and non-parametric data regarding their quality and relevance to the research question,<br>- evaluate ethical issues relevant to the research methodology,<br>- present their results convincingly.<br>The students master analytical and conceptual thinking, structured working, efficient and effective teamwork and time management for a given applied research project. |
| Contents of the module | Management Consulting as a service, responsibilities and proceedings of Management Consulting, business planning and decision-making processes, methods for problem-solving<br>Principles and methods of academic research, research design, research ethics, qualitative and quantitative research methods, selecting samples,analysing qualitative and quantitative data<br>Applied research project based on a company's problem |

| | |
|---|---|
| Teaching methods of the module | Seminar structure including case study and project |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each summer semester |
| Module coordination | Prof. Dr. Benjamin Bierwirth |
| Further information | |

**Unit description of Module 8 Applied Research Project**

| | |
|---|---|
| Name of the unit | International Research and Consulting Project |
| Code | 307316081 |
| Corresponding module | Applied Research Project |
| Lecturer | Prof. Dr. Benjamin Bierwirth |
| Contents of the unit | Management Consulting as a service, responsibilities and proceedings of Management Consulting, business planning and decision-making processes, methods for problem-solving |
| | Principles and methods of academic research, research design, research ethics, qualitative and quantitative research methods, selecting samples, analysing qualitative and quantitative data |
| | Applied research project based on a company's problem |
| Teaching methods | Seminar including case study and project |
| Contact hours per week | 2 SWS |
| Total workload of the unit (h) | 150 hours |
| Contact hours | 30 hours |
| Total time of examination incl preparation (h) | 60 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 60 hours |
| Language of the unit | English |
| Basis literature | O'Mahoney, Joe: Management Consultancy, OUP Oxford, 2010; |
| | Sadler, Philip: Management Consultancy: A Handbook for Best Practice, Kogan Page Ltd, 2$^{nd}$ edition, 2001; |
| | Saunders, Mark N. K./ Lewis, Phillip/ Thornhill, Adrian: Research Methods for Business Students, Financial Times, 2009 |
| | Wickham, Philip A. & Louise: Management Consulting: Delivering an Effective Project, Prentice Hall, 2007 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

## Description of Module 9 Strategic Tourism Management I

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Strategic Tourism Management I |
| Module number | 9 |
| Module code | 30731605B |
| Units | Strategic Destination Management<br>Strategic Tourism Marketing and E-Business |
| Level | Advanced Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 2nd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written examination (120 minutes) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>• recognize the complexity of the tourism product development and modification in destinations in the global competitive environment<br>• comprehend and manage a destination as a product and brand<br>• define a quality strategy for destinations<br>• execute competition analysis and optimize strategic positioning of destinations<br>• understand and reflect the peculiarities of tourism marketing and E-Business in Tourism<br>• define and evaluate tourism market segments and recognize key success factors and market potential<br>• identify, develop and implement concepts and processes in strategic tourism marketing<br>• evaluate the current trends in E-Business and know how to manage them through the applications of E-Business theories<br>• understand processes and structures of the Business-Travel and MICE-(Meeting, Incentive, Congress and Event) market |
| Contents of the module | Strategic Destination Management<br>• Global development of international tourism and destinations<br>• Strategic positioning of destinations<br>• Competition analysis<br>• Strategic Quality Management in destinations<br>• Strategic product development and modification in destinations in the global competitive environment<br>• Destination Marketing |

|  | Strategic Tourism Marketing and E-Business <br> • Leading the Strategy Tourism Marketing Management Process <br> • Leading the Strategic E-Business Management Process in Tourism <br> • Leading the Strategy Business Travel Management Process |
|---|---|
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each summer semester |
| Module coordination | Prof. Dr. Kerstin Wegener |
| Further information | This module is taught by partner University of the Aegean, Mytilene, Greece. |

**Unit description of Module 9 Strategic Tourism Management I**

| | |
|---|---|
| Name of the unit | Strategic Destination Management |
| Code | 30731605B1 |
| Corresponding module | Strategic Tourism Management I |
| Lecturer | Prof. Dr. Kerstin Wegener, associated lecturers |
| Contents of the unit | Global development of international tourism and destinations<br>Strategic positioning of destinations<br>Competition analysis<br>Strategic quality management in destinations<br>Strategic product development and modification in destinations in the global competitive environment<br>Destination Marketing |
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Morrison, Alastair M.: Marketing and Managing Tourism Destinations, Routledge, 2013<br>Beritelli, Pietro/Reinhold, Stephan/Laesser, Christian/Bieger, Thomas: The St.Gallen Model for Destination Management, Institut for Systemic Management and Public Governance, University of St. Gallen, 2015<br>Tur, Artatal/Kozak, Metin/Artal-Tur, Andreas: Destination Competitiveness, the Environment and Sustainability: Challenges and Cases (Cabi Tourism Management and Research), Cab Intl, 2016<br>Pike, S (2008): Destination Marketing, Elsevier LTD, Oxford<br>Kolb, Bonita M. (2006): Tourism Marketing for Cities and Towns –<br>Using Branding and Events to Attract Tourists, Butterworth-<br>Heinemann, Oxford<br>Jeweils aktuelle Ausgabe |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | This unit is taught by partner University of the Aegean, Mytilene, Greece. |

**Unit description of Module 9 Strategic Tourism Management I**

| | |
|---|---|
| Name of the unit | Strategic Tourism Marketing and E-Business |
| Code | 30731605B2 |
| Corresponding module | Strategic Tourism Management I |
| Lecturer | Prof. Dr. Kerstin Wegener, N.N. |
| Contents of the unit | Strategic Tourism Management 2: Strategic Tourism Marketing and E-Business |
| | 1. Leading the Strategic Tourism Marketing Management Process |
| | - Tourism marketing as marketing of services |
| | - Strategic success factors in tourism marketing |
| | - Strategic international tourism marketing |
| | - Future trends and challenges in tourism marketing |
| | 2. Leading the Strategic E-Business Management Process in tourism |
| | - Strategic Information Management in tourism |
| | - Impact of information and communication technologies on the E-Business strategy in Tourism |
| | - Online- and Social Media Management in tourism |
| | - E-Business-applications in tourism |
| | - Future trends and challenges in E-Business |
| Teaching methods | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Keegan, Warren J./Green, Mark C.: Global Marketing, Prentice Hall |
| | Conrady, Roland/ Buck, Martin. (eds.): Trends and Issues in Global Tourism 2012, Springer |
| | Kotler, Philip/Bowen, John T./Makens, James C.: Marketing for Hospitality and Tourism, Pearson 2013 |
| | Egger, Roman/Gula, Igor, Walcher, Dominik (eds.): Open Tourism: Open Innovation, Crowdsourcing and Co-Creation Challenging the Tourism Industry (Tourism on the Verge) Springer 2015 |
| | Buhalis, Dimitrios: eTourism: Information Technology for Strategic Tourism Management, Pearson, 2003. |
| | Tsiotsou, Rodoula H. / Goldsmith, Ronald E.: Strategic Marketing in Tourism Services, Emerald Group Publishing Limited, 2012 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | This unit is taught by partner University of the Aegean, Mytilene, Greece. |

**Description of Module 10 Political, Legal and Regulatory Framework**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Political, legal and regulatory framework |
| Module number | 10 |
| Module code | |
| Units | Lobbying and Lawmaking Legal and Regulatory Framework of the Aviation and Tourism Industry |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | Two semesters |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 3$^{rd}$ and 4$^{th}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assignment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- use lobbying instruments effectively,<br>- develop a lobbying strategy.<br>- master basics on employment contracts and employer-employee relationships,<br>- identify situations in labour law which require special actions,<br>- be aware of the legal and regulatory bases of aviation and tourism management and consider the legal framework for all strategic and operative decisions |
| Contents of the module | Lobbying<br>Defining lobbying, instruments and methods, area of conflict: representation of personal/corporate interests and threats to basic democratic principles, strategies for successful application of lobbying<br><br>Lawmaking<br>Understanding how laws and guidelines for the aviation and tourism industry are initiated, discussed and implemented within the European Union<br>Visit of the European Commission, European Parliament, Eurocontrol, Airport Council International, IATA, Law firms specialized on European Aviation law and other industry lobbists; discussion of current issues and planned laws and guidelines;<br><br>Legal and Regulatory Framework of the Aviation and Tourism Industry<br>Aviation Law:<br>Institutions and authorities<br>Liability & Consumer Protection<br>ATC<br>Aircraft Registration |

|  | Traffic Rights |
| --- | --- |
|  | Access to Airports |
|  | Safety & Security |
|  | Compliance |
|  |  |
|  | Travel and Tourism Law: |
|  | Tourist rights |
|  | Special travel, cruises, guest school trips, time sharing, traveling minors |
|  | Transport law (air, bus, train, shipping) |
|  | Travel agent liability |
| Teaching methods of the module | Seminar and exercises |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each summer semester |
| Module coordination | Prof. Dr. Prof. Dr. Christoph Schäfer |
| Further information | A two-day study trip to Brussels is a core part of this unit. |

**Unit description of Module 10 Political, Legal and Regulatory Framework**

| | |
|---|---|
| Name of the unit | Lobbying and Lawmaking Seminar |
| Code | |
| Corresponding module | Political, legal and regulatory framework |
| Lecturer | Prof. Dr. Yvonne Ziegler, Knut Walther |
| Contents of the unit | Lobbying<br>Defining lobbying, instruments and methods, area of conflict: representation of personal/corporate interests and threats to basic democratic principles, strategies for successful application of lobbying<br>Lawmaking<br>Understanding how laws and guidelines for the aviation and tourism industry are initiated, discussed and implemented within the European Union<br>Visit of the European Commission, European Parliament, Eurocontrol, Airport Council International, IATA, Law firms specialized on European Aviation law and other industry lobbists; discussion of current issues and planned laws and guidelines |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Thomson, Stuart/John, Steven A.: Public Affairs in Practice: A Practical Guide to Lobbying, Kogan Page Ltd, 2006;<br>Zetter, Lionel: Lobbying: The Art of Political Persuasion, Harriman House Publishing, 2011 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | A two-day study trip to Brussels is a core part of this unit. |

**Unit description of Module 10 Political, Legal and Regulatory Framework**

| | |
|---|---|
| Name of the unit | Legal and Regulatory Framework of the Aviation and Tourism Industry |
| Code | |
| Corresponding module | Political, legal and regulatory framework |
| Lecturer | Prof. Dr. Christoph Schäfer, Christian Nuehlen, Richard Taylor |
| Contents of the unit | Legal and Regulatory Bases of Aviation and Tourism Management<br><br>Aviation Law:<br>Institutions and authorities<br>Liability & Consumer Protection<br>ATC<br>Aircraft Registration<br>Traffic Rights<br>Access to Airports<br>Safety & Security<br>Compliance<br><br>Travel and Tourism Law:<br>Tourist rights<br>Special travel, cruises, guest school trips, time sharing, traveling minors<br>Transport law (air, bus, train, shipping)<br>Travel agent liability |
| | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | 1. Diederiks-Verschoor, An Introduction to Air Law, 9$^{th}$ rev. edition<br>2. Schladebach, Europäisches Luftverkehrsrecht: Entwicklungsstand und Perspektiven, Europarecht 2006, 773ff.<br>3. Schladebach, Luftrecht, 2007<br>4. Schwenk/Giemulla, Handbuch des Luftverkehrsrechts, 4. Aufl. 2013 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General regulations for PO |
| Further information | |

**Description of Module 11 Management Competencies II: People Management**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Management Competencies II: People Management |
| Module number | 11 |
| Module code | |
| Units | Talent management, Leadership and Labour Law<br>Work-Life-Balance and Networking |
| Level | Intermediate Level Course |
| Applicability of the module to other stu programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 3rd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assignment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- develop approaches to enhance team and individual performance,<br>- master determinants of group culture,<br>- understand the importance of communication for leadership,<br>- behave professionally in different leadership situatons (staff appraisal, meetings),<br>- reflect typical leadership situations and act appropriately<br>- develop leadership skills by designing a vision of the future, align the organisation behind that vision and motivate people to achieve the vision, organise personnel development in light of current business trends, place labour law within a corporate framework/context,<br>- formulate and maintain their own work-life-balance,<br>- effective time – self and stress management techniques,<br>- recognise self-care as basis of a healthy leadership style,<br>- apply appropriate and acceptable networking codes of conduct when building an international network system,<br>- use networking as a leadership instrument in order to realise their vision and objectives,<br>- assess the chances and risks of social networks, |
| Contents of the module | Talent Management, Leadership and Labor Law:<br>Talent Management:<br>Predictive Workforce management, flexible and anticipatory talent sourcing, personnel development, managing demographics<br>Leadership:<br>Characteristics of a leader, |

|  | Visions, targets and target agreements, |
|  | Enhancing employee commitment and team performance, |
|  | Trust and leadership styles |
|  | Individual and collective labour law: |
|  | Employment contract |
|  | Salary |
|  | Employer-employee relationship |
|  | Disciplinary actions Termination Co-determination |
|  | Final seminar to compile positive aspects and ascertain areas of concern for the purpose of programme improvement, reflect on achievements and results |
|  | Work-Life Balance: |
|  | Analysis of current situation, taking stock of professional career, methods and usage of time-, self- and stress-management, comparison of occupational requirements and private requests, analysis of social influences on work-life-balance; self-care as basis of a healthy leadership style |
|  | Internal and External Communications: |
|  | Composition, importance, risks and functionality of social networks, steps involved in building a network of one's own, code of conduct |
| Teaching methods of the module | Seminar and exercises |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Regine Graml |
| Further information |  |

**Unit description of Module 11 Management Competencies II: People Management**

| | |
|---|---|
| Name of the unit | Work-Life-Balance and Networking |
| Code | |
| Corresponding module | Management Competencies II: People Management |
| Lecturer | Prof. Dr. Yvonne Ziegler, Isabel Schürmann |
| Contents of the unit | <u>Work-Life Balance</u><br>Analysis of current situation, taking stock of professional career, methods and usage of time-, self- and stress-management, comparison of occupational requirements and private requests, analysis of social influences on work-life-balance; self-care as basis of a healthy leadership style<br><u>Networking</u><br>Composition, importance, risks and functionality of social networks, steps involved in building a network of one's own, code of conduct |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Moon, Jennifer A.: Reflection in Learning and Professional Development, Routledge, 2000;<br>D'Souza, Steven: Brilliant Networking, Prentice Hall, 2010, 2nd edt.<br>Lindenfield, Gael & Stuart: Confident Networking, Piatkus Books, 2010<br>Gambles, Richenda/Lewis, Suzan/Rapoport, Rhona: The Myth of Work-Life Balance, WileyBlackwell, 2006;<br>Harvard Business Review: Work and Life Balance, Harvard Business School Press, 2000 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 11 Management Competencies II: People Management**

| | |
|---|---|
| Name of the unit | Talent management, Leadership and Labour Law |
| Code | |
| Corresponding module | Management Competencies II: People Management |
| Lecturer | Prof. Dr. Regine Graml, R.A. Hjalmar Hütte |
| Contents of the unit | Talent Management:<br>Predictive Workforce management, flexible and anticipatory talent sourcing, personnel development<br>Managing demographics<br>Leadership:<br>Characteristics of a leader,<br>Visions, targets and target agreements,<br>Enhancing employee commitment and team performance,<br>Trust and leadership styles<br>Individual and collective labour law:<br>Employment contractSalary<br>Employer-employee relationshipDisciplinary actions<br>Termination<br>Co-determination: works council, election, rights and obligations, status of the works council members |
| Teaching methods | Seminar including e-learning |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Bohlander, G. W./Snell, S.: Managing Human Resources, Latest edition;<br>Burns, J.M.: Leadership, Harper Perennial Modern Classics, 2010;<br>Effron, M./Gandossy, R./Goldsmith, M.: Human Resources in the 21$^{st}$ Century, 2003;<br>Cheese, P./Thomas, R.J./Craig, E.: The Talent Powered Organization – Strategies for Globalization, Talent Management and High Performance, 2007;<br>Vaiman, V./Vance, C.M.: Smart Talent Management – Building Knowledge for Competitive Advantage, 2008 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | Advice on the organisation of the self-study portion is provided during class |

**Description of Module 12 Corporate Management II**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Corporate Management II |
| Module number | 12 |
| Module code | 30731611 |
| Units | Management Accounting<br>Corporate Finance |
| Level | Intermediate Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 3$^{rd}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written examination (120 minutes) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- delineate the concept of management accounting as a sub-system of corporate management and recognise the functions of planning, coordinating and control,<br>- distinguish the instruments of management accounting and the context-specific adoption,<br>- apply methods of cost management in a target-oriented way,<br>- distinguish financial ratios and use them appropriate,<br>- distinguish the forms of budgetingarrange input for management-oriented reporting,<br>- apply capital budgeting and corporate financing theories,<br>- establish a relationship between corporate strategies and corporate financing strategies. |
| Contents of the module | <u>Management Accounting</u><br>Concept of management accounting, characteristics of planning, control, coordination and information supply<br>Field of application of full costing, direct costing and related instruments, recent methods of cost management<br>Structure of management ratio systems, comparison of ratios, profit-related and finance-related indicators<br>Requirements concerning budgets, methods of operative planning and control, advancements of budgeting,<br>Features of management reports<br><u>Corporate Finance</u><br>Time Value of Money<br>Capital Budgeting/Investment Appraisal |

| | Corporate Finance Theory |
| --- | --- |
| | Strategic Interaction in Markets |
| Teaching methods of the module | Seminar including e-learning |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Christian Rieck / Prof. Dr. Peter Werner |
| Further information | |

**Unit description of Module 12 Corporate Management II**

| | |
|---|---|
| Name of the unit | Management Accounting |
| Code | 307316111 |
| Corresponding module | Corporate Management II |
| Lecturer | Prof. Dr. Peter Werner |
| Contents of the unit | Concept of management accounting, characteristics of planning, control, coordination and information supply |
| | Field of application of full costing, direct costing and related instruments, recent methods of cost management |
| | Structure of management ratio systems, comparison of ratios, profit-related and finance-related indicators |
| | Requirements concerning budgets, methods of operative planning and control, advancements of budgeting |
| | Features of management reports |
| Teaching methods | Seminar and exercises |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Drury, Colin: Management and Cost Accounting, 9th ed., Andover (Hampshire): Cengage, 2015. |
| | Horngren, Charles T./Datar, Srikant M./Rajan, Madhav V.: Cost Accounting: A Managerial Emphasis, 14th ed., London et al.: Pearson, 2012. |
| | Seal, Will: Management Accounting for Business Decisions, Maidenhead: McGraw-Hill, 2011. |
| | Zimmerman, Jerold L.: Accounting for Decision Making and Control, 8th ed., Boston, Mass.: McGraw-Hill, 2014. |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 12 Corporate Management II**

| Name of the unit | Corporate Finance |
|---|---|
| Code | 307316112 |
| Corresponding module | Corporate Management II |
| Lecturer | Prof. Dr. Christian Rieck |
| Contents of the unit | Time Value of Money<br>Capital Budgeting/Investment Appraisal<br>Corporate Finance Theory<br>Strategic Interaction in Markets |
| Teaching methods | Seminar format including e-learning |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3 hours supervised e-learning |
| Total time of examination incl preparation (h) | 11 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 49 hours |
| Language of the unit | English |
| Basis literature | Brealey, Richard A./Myers, Stewart C./Marcus, Alan J: Fundamentals of Corporate Finance, McGraw Hill, latest edition |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | Advice on the organisation of the self-study portion is provided during class. |

**Description of Module 13 Economic and Environmental Basis**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Economic and Environmental Basis |
| Module number | 13 |
| Module code | 30731612 |
| Units | Applied Regional Analysis and Spatial Economics<br>Sustainability Management in the Aviation and Tourism Industry |
| Level | Specialised Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the study programme | 3rd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assignment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- Expound on facts related to the applied analysis of spatial economics and spatial structures,<br>- analyse spatial dimensions of economic structures and patterns of demand,<br>- make decisions about infrastructure planning in the aviation industry,<br>- devise problem-solving strategies for spatial development,<br>- define the requirements for a sustainability strategy,<br>- explain the influence of the environment related regulatory framework on the organisation of the aviation and tourism industry,<br>- evaluate the impact of air traffic and tourism on the environment,<br>- understand measures available to reduce negative impacts on the environment as leadership task in destination, aviation and tourism management.<br>The students master thinking from different stakeholders' points of views |
| Contents of the module | Applied Regional Analysis and Spatial Economics<br>a) Theory: The Regional Impact of Air Transport<br>- Linkages, Leakages, Displacement Effects<br>- Regional Multiplier: Concept and Application<br>- External Benefits and Costs of Air Transport<br>- Air Transport and Land Use<br>- Air Transport and New Economic Geography<br>- Air Transport, Accessibility and Spatial Interaction<br>- Air Transport, Core and Periphery: Passenger and Freight Flows<br>- Major Competition Issues in Air Transport |

b) Applied Topics: Regional Strategy in Air Transport
- The Airline – Airport Relationship
- Public Service Obligations (PSO) Routes


c) Quantitative Methods: Spatial Economic Analysis in Air Transport
- Principles of Spatial Concentration Analysis
- Principles of Catchment Area Analysis
- Principles of Competition AnalysisPrinciples of Regional Forecasting Analysis


<u>Sustainability Management in the Aviation and Tourism Industry:</u>

Aviation and Tourism Sustainability (economy, ecology, social responsibility), stakeholder involvement, sustainability indices, sustainable growth

Political and regulatory framework

Ecology: noise, local air pollution ($CO_2$, $NO_x$), impacts of the aviation industry on ecosystems

Actions: Emission Trading Scheme (ETS), joint sustainable aviation strategies for airports, airlines, air traffic control and manufacturers

Bio fuel

Sustainability in Destination Management, Tourism Mobility and Marketing

Economic aspects of the sustainable business management in tourism

| | |
|---|---|
| Teaching methods of the module | Seminar including international case studies |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Kirstin Zimmer |
| Further information | |

**Unit description of Module 13 Economic and Environmental Basis**

| | |
|---|---|
| Name of the unit | Applied Regional Analysis and Spatial Economics |
| Code | 307316121 |
| Corresponding module | Economic and Environmental Basis |
| Lecturer | Prof. Dr. Kirstin Zimmer, Prof. Dr. Andreas Papatheodorou |
| Contents of the unit | a) Theory: The Regional Impact of Air Transport<br>- Linkages, Leakages, Displacement Effects<br>- Regional Multiplier: Concept and Application<br>- External Benefits and Costs of Air Transport<br>- Air Transport and Land Use<br>- Air Transport and New Economic Geography<br>- Air Transport, Accessibility and Spatial Interaction<br>- Air Transport, Core and Periphery: Passenger and Freight Flows<br>- Major Competition Issues in Air Transport<br><br>b) Applied Topics: Regional Strategy in Air Transport<br>- The Airline – Airport Relationship<br>- Public Service Obligations (PSO) Routes<br><br>c) Quantitative Methods: Spatial Economic Analysis in Air Transport<br>- Principles of Spatial Concentration Analysis<br>- Principles of Catchment Area Analysis<br>- Principles of Competition Analysis<br>- Principles of Regional Forecasting Analysis |
| Teaching methods | Seminar including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Doganis, R. (2010) Flying off Course: Airline Economics and Marketing (fourth edition). London: Routledge.<br>Graham A. (2014) Managing Airports: An International Perspective (fourth edition), London: Routledge.<br>Graham, A., Papatheodorou, A. and Forsyth, P. (eds) (2008) Aviation and Tourism: Implications for Leisure Travel. Aldershot: Ashgate.<br>Hanlon, P. (2006) Global Airlines: Competition in a Transnational Industry (third edition). Oxford: Butterworth – Heinemann.<br>Papatheodorou, A. (ed.) (2006) Corporate Rivalry and Market Power: Competition Issues in the Tourism Industry, London: IB Tauris. |

| | |
|---|---|
| | Stabler, M. J., Papatheodorou, A. and Sinclair, M. T. (2010) The Economics of Tourism, (second edition), London: Routledge.<br><br>Stimson, R. J., Stough, R. R., Roberts, B. H. (2006) Regional Economic Development: Analysis and Planning Strategy (second edition). Heidelberg: Springer Verlag |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit Description of Module 13 Economic and Environmental Basis**

| | |
|---|---|
| Name of the unit | Sustainabilty Management in the Aviation and Tourism Industry |
| Code | 307316122 |
| Corresponding module | Sustainability and Contemporary Management |
| Lecturer | Prof. Dr. Kirstin Zimmer, Dr. Karl-Heinz Haag |
| Contents of the unit | Aviation Sustainability as leadership task (economy, ecology, social responsibility), stakeholder involvement, sustainability indices, sustainable growth<br><br>Political and regulatory framework<br><br>Ecology: noise, local air pollution ($CO_2$, $NO_x$), impacts of the aviation industry on ecosystems<br><br>Actions: Emission Trading Scheme (ETS), conjoint sustainable aviation strategies of airports, airlines, air traffic control and manufacturers<br><br>Sustainable alternative fuel<br><br>Sustainability in Destination Management, Touristic Mobility and Marketing<br><br>Economic aspects of the sustainable business management in tourism |
| Teaching methods | Seminar including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | IATA: A global approach to reducing aviation emissions;<br><br>IATA: Aviation and climate change: Pathway to carbon neutral growth in 2020;<br><br>IATA: Building a greener Future;<br><br>ATAG: Beginner's guide to Aviation Biofuels;<br><br>AEA: European Aviation Industry Joint Position Paper on Emmissions Containment Policy;<br><br>AEA: Contributions to a global approach for international aviation emissions;<br><br>Lee, D.S. et al.: Transport impacts on atmosphere and climate: aviation;<br><br>Fuglestvedt, J.S. et al: Atmospheric environment;<br><br>Jenkins, Schröder: Sustainability in Tourism, Springer<br><br>Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW): Environmentally Friendly Travelling in Europe. Challenges and Innovations Facing Environment, Transport and Tourism, Walla, 2006<br><br>Fischer, Anton: Sustainable Tourism, Haupt 2014<br><br>Manente, Mara/Minghetti, Valeria/Mingotto, Erica: Responsible Tourism and CSR: Assessment Systems for Sustainable Development of SMEs in Tourism (CSR, Sustainability, Ethics & Governance), Springer 2014 |
| Type and form of assessment | |

| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
|---|---|
| Further information | |

**Description of Module 14.1 Strategic Air Traffic and Airport Management**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Strategic Air Traffic and Airport Management |
| Module number | 14.1 |
| Module code | 30731613A |
| Units | Strategic Air Traffic Management<br>Strategic Airport Management |
| Level | Advanced Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Optional Module |
| Recommended semester during the study programme | 3$^{rd}$ semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written assignment (submission period 8 weeks) |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>- expound upon and describe facts on development of the international Air Traffic Control Systems,<br>- formulate statements on future market development,<br>- develop a strategic action plan,<br>- analyse European ATC projects and their implications on the aviation industry as a whole<br>- reflect upon development and future trends of the international airport business,<br>- identify relevant implications for the own market and<br>- initiate appropriate actions to resolve strategic problems specific to the airport industry.<br>They have the skills to organise a virtual team successfully, which can work on an academic topic over distance and for longer periods of time. |
| Contents of the module | Strategic Air Traffic Management<br>1. Global development of the aviation industry<br>2. Current status on SESAR, Functional Air Space Blocks (FAB), Single European Sky (SES) and further Pan-European projects<br>3. Fee / Charges calculation<br>4. Safety, Crisis and Contingency management<br>5. Future technological development<br>6. Competition analysis<br>7. Challenges of the Air Navigation Service provider (ANSP) markets<br>8. The Air Navigation Service Provider Business Modell and forms of ownership<br>9. The role of the civil-/military interaction in the ANSP market |

|  | Strategic Airport Management |
| --- | --- |
|  | Future trends and challenges of the global airport market |
|  | Aviation Security Basics |
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Yvonne Ziegler |
| Further information |  |

**Unit description of Module 14.1 Strategic Air Traffic and Airport Management**

| | |
|---|---|
| Name of the unit | Strategic Air Traffic Management |
| Code | 30731613A1 |
| Corresponding module | Strategic Air Traffic and Airport Management |
| Lecturer | Prof. Dr. Yvonne Ziegler, Markus Biedermann |
| Contents of the unit | Global development of the aviation industry<br><br>Current status on SESAR, Functional Air Space Blocks (FAB), Single European Sky (SES) and further Pan-European projects<br><br>Fee / Charges calculation<br><br>Safety, Crisis and Contingency management<br><br>Future technological development<br><br>Competition analysis<br><br>Challenges of the Air Navigation Service provider (ANSP) markets<br><br>The Air Navigation Service Provider Business Modell and forms of ownership<br><br>The role of the civil-/military interaction in the ANSP market |
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 3,5 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Eurocontrol (Hrsg.), 2009: Performance Review Report 2008. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2009: ACE Benchmarking Report 2007. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2006: Evaluation of the Impact of the Single European Sky Initiative on ATM Performance. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2010: Report on the Operation of the Route Charges System in 2009. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2004: ESARR 1 – Safety oversight in ATM. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2004: ESARR 2 – Reporting and assessment of safety occurencies in ATM. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2000: ESARR 2 – Reporting and assessment of safety occurencies in ATM. Edition 2. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2000: ESARR 3 – Use of safety management systems by ATM service providers. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2001: ESARR 4 – Risk assessment and mitigation in ATM. Brüssel: Eurocontrol.<br><br>Eurocontrol (Hrsg.), 2002: ESARR 5 – ATM services' personnel. Brüssel: Eurocontrol. |

Eurocontrol (Hrsg.), 2003: ESARR 6 – Software in ATM systems. Brüssel: Eurocontrol.

SESAR Consortium (Hrsg.), 2007: The ATM target concept (D3). Brüssel: Eurocontrol.

Europäische Union (Hrsg.), 2004: Regulation No 549/2004 laying down the framework for the creation of the single European sky (the framework Regulation). In: Europäische Union, Official Journal of the European Union, L96/1, 31.03.2004.

Europäische Union (Hrsg.), 2004: Regulation No 550/2004 on the provision of air navigation services in the single European sky (the service provision Regulation). In: Europäische Union, Official Journal of the European Union, L96/10, 31.03.2004.

Europäische Union (Hrsg.), 2004: Regulation No 551/2004 on the organisation and use of the airspace in the single European sky (the airspace Regulation). In: Europäische Union, Official Journal of the European Union, L96/20, 31.03.2004.

Europäische Union (Hrsg.), 2004: Regulation No 552/2004 on the interoperability of the European Air Traffic Management network (the interoperability Regulation). In: Europäische Union, Official Journal of the European Union, L96/26, 31.03.2004.

Europäische Union (Hrsg.), 2005: Regulation No 2096/2005 laying down common requirements for the provision of air navigation services. In: Europäische Union, Official Journal of the European Union, L335/13, 21.12.2005.

Europäische Union (Hrsg.), 2008: Regulation No 216/2008 on common rules in the field of civil aviation and establishing a European Aviation Safety Agency. In: Europäische Union, Official Journal of the European Union, L79/1, 19.03.2008.

Europäische Union (Hrsg.), 2009: Regulation No 1108/2009 amending Regulation (EC) No 216/2008 in the field of aerodromes, air traffic management and air navigation services. In: Europäische Union, Official Journal of the European Union, L309/51, 24.11.2009.

Europäische Union (Hrsg.), 2009: Regulation No 1070/2009 amending Regulations (EC) No 549/2004, (EC) No 550/2004, (EC) No 551/2004 and (EC) No 552/2004 in order to improve the performance and sustainability of the European aviation system. In: Europäische Union, Official Journal of the European Union, L300/34, 14.11.2009.

Rat der Europäischen Union (Hrsg.), 2009: European Air Traffic Management Master Plan Edition 1. Brüssel: Europäische Union.

Association of European Airlines (Hrsg.), 2007: Yearbook 2007. Brüssel: AEA

George S. Everly, Jeffrey T. Mitchell, 2002: CISM - Stressmanagement nach kritischen Ereignissen - ein neuer Versorgungsstandard bei Notfällen, Krisen und Katastrophen. Wien: Facultas-Universitäts.-Verlag

European Air Traffic Management – Principles, Practice and Research, Andrew Cook 2007

Managing the Skies: Public Policy, Organization and Financing of Air Traffic Management, Clinton V., Jr. Oster, John S. Strong 2011

The ETTO Principle: Efficiency-Thoroughness Trade-Off

| | |
|---|---|
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | |

**Unit description of Module 14.1 Strategic Airport Management**

| | |
|---|---|
| Name of the unit | Strategic Airport Management |
| Code | 30731613A2 |
| Corresponding module | Strategic Air Traffic and Airport Management |
| Lecturer | Prof. Dr. Yvonne Ziegler, Knut Walther, associated lecturers |
| Contents of the unit | Future trends and challenges of the global airport market<br>The role of security in the aviation industry.<br>Managing security risks; aviation security methods of profiling and technological screening and their economic impacts on the industry.<br>Future trends in aviation security |
| Teaching methods | Seminar format including international case studies |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours, 4 hours supervised e-learning |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Aaker, David A.: Strategic Market Management, Wiley, 2009;<br>De Neufville, Richard: Airport Systems: Planning, Design, and Management, McGraw-Hill, 2003;<br>Fleisher, Craig S./Bensoussan, Babette: Strategic and Competitive Analysis, Pearson Education, 2004;<br>Graham, Anne: Managing Airport: An international perspective, Butterworth-Heinemann, 2003;<br>ICAO-Annexes 12 and 14;<br>McKelvey, Francis X./Sproule, William J./Sproule, Bob/ Horonjeff, Robert M./Young, Seth: Planning and Design of Airports, McGraw-Hill, 1994;<br>Porter, Michael E.: Competitive Strategy, Free Press 2004;<br>SES-Regulations: 1592/2022, 216/2008, 1108/2009 ff<br>Elias Bartholomew: Airport and aviation security, CRP Press, 2010<br>Price, Jeffrey/Forrester, Jeffrey: Practical aviation security, Butterworth-Heinemann, 2013<br>Sweet, Kathleen: Aviation and Airport Security. Hoboken:CRP Press, 2008 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations for PO |
| Further information | Advice on the organisation of the self-study portion is provided during class. |

**Description of Module 14.2 Strategic Tourism Management II**

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Strategic Tourism Management II |
| Module number | 14.2 |
| Module code | 30731613B |
| Units | Strategic Tour Operation Management<br>Strategic Business Travel Management |
| Level | Advanced Level Course |
| Applicability of the module to other study programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Optional Module |
| Recommended semester during the study programme | 3rd semester |
| Credit points (Cp) of the module | 5 |
| Prerequisites for module participation | None |
| Recommended contents of previous modules | None |
| Prerequisites for module examination | None |
| Module examination | Written project (submission period 8 weeks |
| Intended learning outcomes /acquired competencies of the module | Upon successful completion of this Module, students shall be able to:<br>• understand and evaluate different tour operation models<br>• identify and evaluate strategic success factors and leadership challenges in the tour operation market<br>• develop opportunities of the internet based tour operation business models<br>• analyse, evaluate and optimize processes between travel management companies, service providers and enterprises<br>• lead the strategy-implementing/strategy-executing phase as a make-things-happen and make-things-right kind of managerial exercise<br>• identify and understand relevant implications of the above mentioned outcomes for their own national/regional market(s) and their companies<br>• initiate appropriate actions to resolve strategic problems<br>• organise a virtual team successfully, which can work on an academic topic over distance and for longer periods of time. |
| Contents of the module | Strategic Tour Operation Management<br>• market development of the international tour operation business<br>• Evaluation of tour operation business models (traditional, building block tour operators, vertical and horizontal concentration) and underlying competitive strategies and business segments<br>• Strategic success factors and leadership challenges (brand policy and brand management, ICT – Information and Communication Technology, CSR - Corporate Social Responsibility, crisis management, demand changes)<br>• Current trends |

| | |
|---|---|
| | Strategic Business Travel Management |
| | Leading the Strategic Business Travel Management Process |
| | • Global markets/marketing of business travel and MICE and its development |
| | • Business Travel Management as a management function in companies and leadership challenges |
| | • Evaluation and optimization of processes between travel management companies, service providers and companies |
| | • Development of a strategy for the business travel sector of your own company |
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Total workload | 150 hours/semester |
| Language of the module | English |
| Frequency of the module | Each winter semester |
| Module coordination | Prof. Dr. Kerstin Wegener |
| Further information | |

**Unit description of Module 14.2 Strategic Tourism Management II**

| | |
|---|---|
| Name of the unit | Strategic Tour Operation Management |
| Code | 30731613B2 |
| Corresponding module | Strategic Tourism Management II |
| Lecturer | Prof. Dr. Kerstin Wegener, associated lecturers |
| Contents of the unit | Global market development of the Tour Operation business |
| | Evaluation of tour operation business models (traditional, building block tour operators, vertical and horizontal concentration) and underlying competitive strategies and business segments |
| | Strategic success factors and leadership challenges (brand policy and brand management, ICT – Information and Communication Technology, CSR - Corporate Social Responsibility, crisis management, demand changes) |
| | Current trends |
| Teaching methods of the module | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Conrady, Roland/Buck, Martin (Hrsg.): Trends and Issues in Global Tourism. 2012 |
| | Keller, Peter /Bieger, Thomas et al: Tourism Development after the Crises: Global Imbalances - Poverty Alleviation (International Tourism Research and Concepts, Band 5), ESV 2011 |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General regulations for PO |
| Further information | |

**Unit description of Module 14.2 Strategic Tourism Management II**

| | |
|---|---|
| Name of the unit | Strategic Business Travel Management |
| Code | 30731613B2 |
| Corresponding module | Strategic Tourism Management II |
| Lecturer | Prof. Dr. Kerstin Wegener, n.N. |
| Contents of the unit | Strategic Tourism Management 2: Strategic Business Travel Management<br><br>Leading the Strategic Business Travel Management Process<br><br>• Global markets/marketing of business travel and MICE and its development<br><br>• Business Travel Management as a management function in companies and leadership challenges<br><br>• Evaluation and optimization of processes between travel management companies, service providers and companies<br><br>• Development of a strategy for the business travel sector of your own company<br><br>• Global market development and trends in MICE Tourism |
| Teaching methods | Seminar including international case studies and teamwork |
| Contact hours per week | 1 SWS |
| Total workload of the unit (h) | 75 hours |
| Contact hours | 15 hours |
| Total time of examination incl preparation (h) | 30 hours |
| Total time of practical training (h) | 0 hours |
| Total time of self-study (h) | 30 hours |
| Language of the unit | English |
| Basis literature | Announced in the lecture<br><br>Rogers, Tony/Davidson, Rob: Marketing Destinations and Venues for Conferences, Conventions and Business Events (Events Management) Routledge 2015<br><br>Davidson, Rob/ Cope, Beulah: Business Travel: Conferences, Incentive Travel, Exhibitions, Corporate Hospitality, and Corporate Travel.  Financial Times Prentice Hall<br><br>Swarbrook, John / Horner, Susan: Business Travel and Tourism. Routledge |
| Type and form of assessment | |
| Grading of the assessment | Graded, according to § 15 General Regulations für PO |
| Further information | |

## Description of Module 15 Master-Thesis with Colloquium

| | |
|---|---|
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module title | Master-Thesis with Colloquium |
| Module number | 15 |
| Module code | 30731614 |
| Units | - |
| Level | Sepzialised Level Course |
| Applicability of the module to other stud programmes | |
| Duration of the module | One semester |
| Status of the module | Compulsory Module |
| Recommended semester during the stud programme | 4$^{th}$ semester |
| Credit points (Cp) of the module | 20 |
| Prerequisites for module participation | At the minimum 55 Credits |
| Recommended contents of previous modules | Successful completion of Modules 1 – 10 |
| Prerequisites for module examination | At the minimum 55 Credits |
| Module examination | Written Master-Thesis (submission period 6 months) with Colloquium (min. 30, max 45 minutes) |
| Intended learning outcomes / acquired competencies of the module | By completing the supervised Master-Thesis the student proves her/his ability to apply scientific methods within a determined period of time. Furthermore, the student demonstrates her/his ability to solve problems in the area of study as well as in unknown environments on the basis of the expanded and specialised knowledge gained through the studies. |
| Contents of the module | |
| Teaching methods of the module | |
| Total workload | Master Thesis 570 hours/semester, Colloquium 30 hours/Semester |
| Language of the module | English |
| Frequency of the module | Each semester |
| Module coordination | Prof. Dr. Yvonne Ziegler / Prof. Dr. Kerstin Wegener |
| Further information | |

**Description of Module 16 Additional Module: Reflections on one's career to date / Crediting postgraduate work experience**

| | |
|---|---|
| Module title | Additional Module: Reflections on one's career to date / Crediting postgraduate work experience |
| Study programme | Master of Business Administration Aviation and Tourism Management |
| Module number | 16 |
| Units | - |
| Applicability of the module to other stud programmes | MBA Aviation Management |
| Duration of the module | 1 semester |
| Status of the module | Additional module |
| Recommended semester during the study programme | 1st, 2nd or 3rd semester |
| Credit points (Cp) of the module | 30 |
| Prerequisites for module participation | Certified apprenticeship and at least three-years' work experience, two of which have to be in the aviation or tourism sector |
| Requirements for participation in the module assignment | Certified apprenticeship and at least three-years' work experience, two of which have to be in the aviation or tourismsector |
| Module assignment | Project report (Time allowed: 4 months) |
| Intended learning outcomes / acquired competencies of the module | Compiling a personal, specialist and general competency profile<br>Being aware of specialist and general competencies acquired when working<br>Making a target-actual comparison with regard to one's own profile<br>Recognising one's own strengths and potential weaknesses<br>Defining action fields |
| Contents of the module | Overview of and reflection on one's own specialist competencies: summary of the know-how one has gained from work experience; applying theoretical knowledge in practice; critical evaluation<br>Overview of and reflection on interpersonal and personal competencies, i.e. social and self-critical competencies which facilitate cooperation with superiors, colleagues and subordinates:<br>- conflict management,<br>- (interdisciplinary and/or intercultural) teamwork<br>- moderation techniques<br>- verbal communication (rhetoric) and nonverbal communication<br>- (body language)<br>- conversation techniques<br>- personnel management and leadership<br>Overview of and reflection on instrumental personal competencies: instruments, techniques and methods which support the generation and/or planned (targeted application of knowledge:<br>- information management<br>- learning techniques, general techniques<br>- working scientifically<br>- time management<br>- presentation techniques |

|  |  |
|---|---|
| | - (basic) EDP techniques<br>- knowledge of foreign languages<br><br>Overview of and reflection on systemic competencies: skills (e.g. creativity, adaptability) which are necessary to see one's work as part of a complex<br><br>system and to carry it out accordingly:<br>- introducing innovations<br>- initiating, planning and implementing change processes<br>- networked thinking |
| Teaching methods of the module | |
| Total workload | 900 |
| Language of the module | English |
| Frequency of the module | Each semester |