



Technische
Hochschule
Wildau [FH]
*Technical University
of Applied Sciences*

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

Programm description



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Profile



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

Neue, junge, motivierte und spezialisierte Arbeitskräfte mit fundiertem Wissen in Aviation Management

werden dringend auf dem Arbeitsmarkt benötigt. Dies läßt auf zeitnahen erforderlichen Bedarf an gut ausgebildeten Spezialisten aus unterschiedlichen Fachbereichen in dieser Branche schließen.?

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

Advanced Research Methods (120)

Module: Advanced Research Methods (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 1	Duration: 1	
Hours per week per semester: 72	Of which L/S/LW/P: 72/0/0/0	CP according to ECTS: 8.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: Experience of writing academic texts, basic mathematical skill (algebra, calculus), database systems, handling with Microsoft Excel		
Recognition of external relevant qualification/experience:		
Special regulations: ST (Statistics and Forecasting Methods) AT (Analytical Techniques) AW (Academic Writing)		

Workload distribution	Hours:
In class:	72.0
Pre- and post-course work:	60.0
Project:	60.0
Examinations:	8.0
Total:	200

Advanced Research Methods (120)

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

Advanced Research Methods (120)

Content:

1. Empirical Statistics
 - 1.1. Background mathematics (sets, numbers, graphs,...)
 - 1.2. Experiments, variables, populations, samples, distributions,...)
 - 1.3. Descriptive measures (percentiles, quartiles,...)
 - 1.4. Correlation and regression
 - 1.5. Hypotheses and prediction
2. Analytical Techniques
 - 2.1. Introduction Business Intelligence • Objectives, Definition and Tasks
 - 2.2. Information Overload • as a main reason for require analytical techniques
 - 2.3. Information Systems • for visualization of data (with exercises)
 - 2.4. Database Systems • for management of data (with exercises)
 - 2.5. Business Intelligence • as a Framework (with exercises)
 - 2.6. Data Mining • for using analytical techniques (with exercises)
3. Forecasting Methods
4. Academic Writing
 - 4.1. Knowledge • The students will gain knowledge of key aspects of academic writing such as: Writing introductions, being critical, describing methods, referring to literature, reporting and discussing results, writing conclusions, transition statements, hedging
 - 4.2. Skills • The students will become familiar with a range of corpus tools which should serve to improve their lexical choices, phraseology and overall academic style
 - 4.3. Social competence • In groups the students present results of research in class.
 - 4.4. Autonomy • The students are empowered to carry out their own research on a range to tools. The students should be able to consult these tools to perfect their own writing style in subsequent writing assignments.

Examination format:

Paper (graded)

Advanced Research Methods (120)

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

Aviation Engineering

Module: Aviation Engineering	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Professor Dipl.-Ing. Matthias Prokoph	

Semester: 1	Duration: 3	
Hours per week per semester: 62	Of which L/S/LW/P: 28/20/8/6	CP according to ECTS: 7.0
Form of course: Compulsory	Language: English	As of: 2016-02-25
Recommended prior knowledge: Knowledge of mathematics		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	62.0
Pre- and post-course work:	104.0
Project:	12.0
Examinations:	8.0
Total:	186

Aviation Engineering

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

Content:
<ol style="list-style-type: none"> Aviation Technology, the physics of flying, analysis of operating forces, aerodynamics, construction and performance data, flying stability, simulations. Manufacturing Management Programme planning, certification, design, development, testing, supply chain management, programme partners and risk-sharing, customer care and service, planning in the product life cycle. Maintenance Management maintenance requirements in aviation, business models of MRO-companies (Maintenance/Repair/Overhaul), innovative contract forms in maintenance and repair, documentation.

Examination format:
Verbal exam (50%) Written exam (50%)
Additional rules: Best 2 out of 3

Aviation Engineering

Compulsory reading:
Etkin, B. & Duff Reid, L. (1995). <i>Dynamics of Flight: Stability and Control.</i> Wiley.
Kinnison, H. & Siddiqui, T. (2013). <i>[(Aviation Maintenance Management)] [By (author) Harry A. Kinnison, By (author) Tariq Siddiqui] [January, 2013].</i> MCGRAW-HILL Professional.
Lawrence, P. & Braddon, D. (1999). <i>Strategic Issues in European Aerospace.</i> Ashgate.
Recommended reading:
Brockhaus, R. & Alles, W. & Luckner, R. (2011). <i>Flugregelung.</i> Springer-Verlag.
Delfmann, W. (2008). <i>Strategic management in the aviation industry.</i> Köln: Kölner Wiss.-Verl..

Aviation Law

Module: Aviation Law	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. jur. Jörg Peter	

Semester: 1	Duration: 2	
Hours per week per semester: 48	Of which L/S/LW/P: 24/24/0/0	CP according to ECTS: 6.0
Form of course: Compulsory	Language: English	As of: 2016-02-25
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	48.0
Pre- and post-course work:	100.0
Project:	0.0
Examinations:	4.0
Total:	152

Aviation Law

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

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

Examination format:
Verbal exam (100%)

Aviation Law

Compulsory reading:

Henrietta Philepina Diederiks-Verschoor, I. & A. Butler (legal adviser.), M. (2012). *[(An Introduction to Air Law * *)]* [Author: I. H. Philepina Diederiks-Verschoor] [Apr-2012]. Kluwer Law International.

Recommended reading:

B. Larsen, P. & Gillick, J. & Sweeney, J. (2012). *Aviation Law: Cases, Laws and Related Sources: Second Edition*. Martinus Nijhoff Publishers.

Giemulla, E. & Schwenk, D. (2013). *Handbuch des Luftverkehrsrechts*. Heymanns, Carl.

Henrietta Philepina Diederiks-Verschoor, I. & A. Butler (legal adviser.), M. (2012). *[(An Introduction to Air Law * *)]* [Author: I. H. Philepina Diederiks-Verschoor] [Apr-2012]. Kluwer Law International.

M. Jarvis, R. (2006). *Aviation Law: Cases and Materials*. Carolina Academic Press.

Stephen Dempsey, P. (2004). *European Aviation Law*. Kluwer Law International.

Business Administration

Module: Business Administration	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Professorin Nikola Budilov-Nettelmann	

Semester: 1	Duration: 2	
Hours per week per semester: 84	Of which L/S/LW/P: 50/26/0/8	CP according to ECTS: 6.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: Fundamentals of business administration.		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	84.0
Pre- and post-course work:	44.0
Project:	44.0
Examinations:	8.0
Total:	180

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

Business Administration

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

Content:

1. Financial Accounting (external accounting) Accounting as a Language of Business, Basic Financial Statements und the Underlying Principles (Accruals and Deferrals, Recognition of Assets and Liabilities, Measurement), Reporting Financial Results / Annual Report, Financial Statement Analysis
2. Managerial Accounting (internal Rechnungswesen) Forms of cost accounting, marginal income, planning and supervision, concepts of financial controlling.
3. Corporate Finance equity and borrowed capital, mezzanine capital, capital costs, capital budgeting, financial planning, risk management.
4. Marketing Fundamentals of Marketing, marketing strategies, analysis concepts, marketing mix, product life cycle.

Examination format:

Written exam (100%)

Additional rules:

Examination or term essay on a relevant topic and presentation with discussion as a test for the whole module. Parts of the course can be tested in examination format.

Business Administration

Compulsory reading:

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

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

Haka, S. & Carcello, J. & Bettner, M. & Williams, J. (2014). *Financial & Managerial Accounting 16th (sixteenth) by Williams, Jan, Haka, Susan, Bettner, Mark, Carcello, Joseph (2011) Hardcover*. McGraw-Hill Education.

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

Recommended reading:

& Company Inc., M. & Koller, T. & Goedhart, M. & Wessels, D. (2010). *Valuation: Measuring and Managing the Value of Companies*. John Wiley & Sons.

Bhimani, A. & T. Horngren, C. & M.. Datar, S. (2008). *Management and Cost Accounting with MyAccountingLab Access Card by Bhimani, Alnoor, Horngren, Charles T., Datar, Srikant M., Ra (2011) Paperback*. Financial Times/ Prentice Hall.

Brealey, R. & Myers, S. & Allen, F. (2006). *CORPORATE FINANCE*. McGraw-Hill Education.

Damodaran, A. (2001). *By Damodaran, Aswath (Author) [Corporate Finance: Theory and Practice (Wiley Series in Finance)] Jan - 2001 { Hardcover }*. Wiley India Pvt. Limited.

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

Hansen, D. & Mowen, M. & Guan, L. (2007). *Cornerstones of Cost Management (EDN 2) by Don Hansen, Maryanne Mowen*. Cengage Learning.

Needles, B. & Powers, M. & Crosson, S. (2013). *Financial and Managerial Accounting 10th (tenth) by Needles, Belverd E., Powers, Marian, Crosson, Susan V. (2013) Loose Leaf*. Cengage Learning.

Stolowy, H. & Lebas, M. (2006). *Financial Accounting and Reporting by STOLOWY, LEBAS, DING (2010) Paperback*. CENGAGE Lrng Business Press.

Walton, P. & Aerts, W. (2006). *Global Financial Accounting and Reporting: Principles and Analysis by Aerts, Walter, Walton, Peter (2013) Paperback*. Cengage Learning EMEA.

Watson, D. & Head, A. (2010). *Corporate Finance: Principles and Practice*. Pearson Education.

Civil Aviation

Module: Civil Aviation	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann	

Semester: 1	Duration: 3	
Hours per week per semester: 64	Of which L/S/LW/P: 34/20/0/10	CP according to ECTS: 6.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: None.		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	64.0
Pre- and post-course work:	50.0
Project:	30.0
Examinations:	6.0
Total:	150

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

Civil Aviation

Skills <ul style="list-style-type: none"> The students are able to analyse specific problems in civil aviation and contribute to finding solutions. 	30%
Personal competences	
Social competence <ul style="list-style-type: none"> The students appreciate the necessity of resolving conflicts arising from different goals and interests in a cooperative manner. 	40%
Autonomy <ul style="list-style-type: none"> The students are able to develop their own positions and defend these positions with clear arguments. 	

Content:

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

Examination format:

other

Additional rules:

Additional rules: A term essay on a suitable topic and presentation with discussion. This counts as the examination for the whole module. Sections of the course may be tested in an examination.

Civil Aviation

Compulsory reading:

- Biermann, T.** (2015). *Safety Management in Aviation - and Beyond*.
- Delfmann, W.** (2005). [(Strategic Management in the Aviation Industry)] [Edited by Werner Delfmann, Edited by Herbert Baum, Edited by Stefan Auerbach, Edited by Sascha Albers] [November, 2005]. Ashgate Publishing Limited.
- E. McDysan, D. & Paw, D.** (2002). *ATM & MPLS theory & application: foundations of multi-service networking*. McGraw-Hill/Osborne.
- Hoekstra, J.** *Designing for safety: the free flight air traffic management concept*.

Recommended reading:

- (2006). *ICAO: Safety Management Manual (SMM)*. Montreal.
- Button, K.** (2004). [(Wings Across Europe: Towards an Efficient European Air Transport System)] [Author: Kenneth Button] [Nov-2004]. Ashgate Publishing Limited.
- Doganis, R.** (2005). ({THE AIRLINE BUSINESS}) [{ By (author) Rigas Doganis }] on [December, 2005]. Psychology Press.
- Forsyth, P. & John Button, K. & Nijkamp, P.** (2002). *Air Transport*. Edward Elgar Pub..
- Giemulla, E. & Schwenk, D.** (2013). *Handbuch des Luftverkehrsrechts*. Heymanns, Carl.
- J Hirschland, M.** (2006). [CORPORATE SOCIAL RESPONSIBILITY AND THE SHAPING OF GLOBAL PUBLIC POLICY (POLITICAL EVOLUTION AND INSTITUTIONAL CHANGE (HARDCOVER)) BY HIRSCHLAND, MATTHEW J][HARDCOVER]. Palgrave MacMillan.
- L. Rhoades, D.** (2008). (EVOLUTION OF INTERNATIONAL AVIATION) BY [RHOADES, DAWNA L.](AUTHOR)HARDBACK. Ashgate Publishing Group.
- Müller, R. & Wittmer, A. & Drax, C.** (2014). *Qualitätsmanagement in der Luftfahrtindustrie: Ein Praxisleitfaden für die Luftfahrtnorm EN 9100*. Springer Science & Business Media.
- Niccoli, R.** (2013). [(History of Flight: From the Flying Machine of Leonardo da Vinci to the Conquest of the Space)] [Author: Riccardo Niccoli] published on (October, 2013). White Star.
- Reason, J.** (1990). [(Human Error)] [By (author) James Reason] [October, 1990]. CAMBRIDGE UNIVERSITY PRESS.
- Wittmer, A. & Bieger, T. & Müller, R.** (2011). *Aviation Systems: Management of the Integrated Aviation Value Chain*. Springer Science & Business Media.

European Law and Policy (120)

Module: European Law and Policy (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann & MBA Katharina Branske	

Semester: 1	Duration: 1	
Hours per week per semester: 56	Of which L/S/LW/P: 56/0/0/0	CP according to ECTS: 7.0
Form of course: Compulsory	Language: English	As of: 2016-02-23
Recommended prior knowledge: General business administration knowledge		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	56.0
Pre- and post-course work:	70.0
Project:	70.0
Examinations:	0.0
Total:	196

European Law and Policy (120)

Lerning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> • Students will comprehend Micro/Macro economics, Workings of a market economy, Challenges of economic policy, Consequences of political decisions 	40%
Skills <ul style="list-style-type: none"> • They acquire the competence to Analyse current political issues, draw conclusions for a business firm, participate in relevant discussion, anticipate and solve problems in a conflict situation 	20%
Personal competences	
Social competence <ul style="list-style-type: none"> • During the case study work in small groups they can train their personal behaviour in discussions and desicion making techniques 	40%
Autonomy	

European Law and Policy (120)

Content:

1. Political economy
 - 1.1. Economics – What is it good for?
 - 1.2. Micro- and Macro Economics
 - 1.2.1. The mechanisms of the market
 - 1.2.2. Data Analysis and Economic Policy
 - 1.2.3. Distribution and taxes
 - 1.3. Economic Policy in the European Union
 - 1.3.1. Aims, ideas, instruments
 - 1.3.2. The economic community
 - 1.3.3. Eurozone institutions and policy
 - 1.3.4. European Monetary Union
 - 1.4. Trade institutions and policy
 - 1.4.1. Trade theory, tools and politics
 - 1.4.2. Institutions, agreements and disputes
 - 1.5. Current challenges/Case Studies
2. Labour Policy
 - 2.1.
3. European Law
 - 3.1.
4. Job Application
 - 4.1. Strategies for your job-search
 - 4.2. Writing your CV
 - 4.3. Writing a proper cover letter
 - 4.4. Preparing for your job interview
 - 4.5. Dos and don'ts in your job interview
 - 4.6. Legal issues when working in Germany while you study
 - 4.7. Legal issues when working in Germany after your graduation

European Law and Policy (120)

Examination format:

other (100%)

Additional rules:

Team presentation/paper

Compulsory reading:

Recommended reading:

Baldwin, R. & Wyplosz, C.: The economics of European integration, Maidenhead: McGraw-Hill 2015
 De Grauwe, P.: Economics of monetary union. Oxford: Oxford Univ Press 2016
 Krugmann, Paul/Wells, Robin: Economics, Palgrave Macmillan 2009
 Marsh, D.: Europe's deadlock: how the euro crisis could be solved – and why it won't happen. New Haven and London: Yale Univ Press 2016
 Sachs, Jeffrey D.: Common wealth: Economics for a crowded planet. Penguin 2009
 Samuelson, Paul/Nordhaus, William: Economics, McGraw-Hill 2009
 Steger, M.: Globalization: a very short introduction. Oxford: Oxford Univ Press 2016
 Talani, L. S.: European political economy: issues and theories. Farnham, Surrey: Ashgate 2014

General Management Skills

Module: General Management Skills	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 1	Duration: 2	
Hours per week per semester: 84	Of which L/S/LW/P: 50/26/0/8	CP according to ECTS: 6.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: Fundamentals of business administration.		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	84.0
Pre- and post-course work:	44.0
Project:	32.0
Examinations:	8.0
Total:	168

General Management Skills

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

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

General Management Skills

Examination format:

Presentation

Additional rules:

Term essay and presentation with discussion, possibly tests covering sections of the course (in examination format).

Compulsory reading:

Berkun, S. (2008). *The Art of Project Management (Theory in Practice (O'Reilly))* by Berkun, Scott (2005) Paperback. "O'Reilly Media, Inc."

Gattorna, J. (1998). *[(Strategic Supply Chain Alignment)] [Edited by John Gattorna] [July, 1998]*. Gower Publishing, Ltd..

M. Rugman, A. & Collinson, S. & M. Hodgetts, R. (2006). *International Business*. Pearson Education.

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

Recommended reading:

Banfield, P. & Kay, R. (2012). *An Introduction to Human Resource Management by Wilton, Nick (2010) Paperback*. SAGE Publications Ltd.

Carol, K. & Sandi, Z. (2009). *[(Six Thinking Hats)] [By (author) Edward de Bono] [December, 2009]*. Pembroke Publishers Limited.

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

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

Losey, M. & Meisinger, S. & Ulrich, D. (2014). *Motivation in der ganzheitlichen Unternehmensführung: Zukunftsorientierte Mitarbeitermotivation in der evolutionären Führungskonzeption*. Optimus Mostafa Verlag.

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

Mintzberg, H. (2003). *The Strategy Process: Concepts, Contexts, Cases by Lampel, Joseph B., Mintzberg, Henry, Quinn, James, Ghoshal, (2013) Paperback*. Pearson Education.

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

Perlitz, M. & Schrank, R. (2013). *International Management*. Walter de Gruyter.

YUKL, G. (2013). *Leadership in Organizations*. Pearson Education Limited.

Leadership Skills

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

Semester: 1	Duration: 3	
Hours per week per semester: 46	Of which L/S/LW/P: 16/24/0/6	CP according to ECTS: 6.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: None		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	46.0
Pre- and post-course work:	90.0
Project:	10.0
Examinations:	4.0
Total:	150

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

Leadership Skills

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

Content:

1. Cross Cultural Communication theoretical fundamentals, models of intercultural communication, perceptions of self and the other, practical consequences.
2. Leadership and Motivation leadership styles, motivation theories, intrinsic/extrinsic motivation, situational leadership, change management.
3. Negotiation and Presentation effective presentations, public speaking and using media, negotiating strategies, interests, not positions, intercultural aspects in presentations and negotiations.

Examination format:

Verbal exam (100%)

Additional rules:

Essay and presentation / discussion / colloquium (50/50)

Leadership Skills

Compulsory reading:

Fisher, R. & Ury, W. (2012). *Getting to Yes: Negotiating an agreement without giving in*. Random House Business.

H. Hersey, P. & H. Blanchard, K. & E. Johnson, D. (2012). *Management of Organizational Behavior*. Prentice Hall.

Milton J Bennet, D. (2013). *Basic Concepts of Intercultural Communication*. Nicholas Brealey Publishing Ltd.

Recommended reading:

Cellich, C. (2012). *Global Business Negotiations: A Practical Guide*. Business Expert Press.

D. Lewis, R. (2005). *WHEN CULTURES COLLIDE*. Nicholas Brealey Publishing.

Ferdinand Drucker, P. (2012). *The practice of management*. Routledge.

Hofstede, G. & Jan Hofstede, G. (2004). *Cultures and Organizations: Software of the Mind, Third Edition: Intercultural Cooperation and Its Importance for Survival by Hofstede, Geert, Hofstede, Gert Jan, Minkov, Michael 3 edition (2010)*. Mcgraw-hill.

J. Adler, N. & Gundersen, A. (2007). *International Dimensions of Organizational Behavior*. Cengage Learning.

Jan Hofstede, G. & Pedersen, P. & Hofstede, G. (2002). *Exploring Culture: Exercises, Stories and Synthetic Cultures by Hofstede, Geert (2002) Paperback*. Nicholas Brealey Publishing.

John Hickson, D. & Salman Pugh, D. (2003). *Management Worldwide: Distinctive Styles Among Globalization*. Penguin Books Ltd.

M. Hampden-Turner, C. & Trompenaars, F. (2008). *Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values*. Yale University Press.

Mead, R. (1998). *International Management: Cross-cultural Dimensions (Blackwell Business)*. Blackwell Publishers.

P. Ferraro, G. (2005). *Cultural Dimension of International Business, The (5th Edition)*. Pearson.

Sadler, P. (2003). *LEADERSHIP (MBA MASTERCLASS)*. Kogan Page Publishers.

Aviation Management

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

Semester: 2	Duration: 2	
Hours per week per semester: 80	Of which L/S/LW/P: 40/30/0/10	CP according to ECTS: 7.0
Form of course: Compulsory	Language: English	As of: 2016-02-24
Recommended prior knowledge: Fundamentals of business administration, technical fundamentals of flying, aviation law.		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	80.0
Pre- and post-course work:	45.0
Project:	45.0
Examinations:	6.0
Total:	176

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

Aviation Management

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

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

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

Aviation Management

Compulsory reading:

Shaw, S. (2011). *[AIRLINE MARKETING AND MANAGEMENT]* by (Author)Shaw, Stephen on Jul-07-11. Ashgate Publishing Group.

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

Recommended reading:

Carl D Halford, M. & John J Goglia, M. & Alan J Stolzer, P. (2004). *Moderne Flugsicherung: Organisation, Verfahren, Technik (VDI-Buch)*. Ashgate Publishing, Ltd..

Doganis, R. (2005). *(THE AIRLINE BUSINESS)* [By (author) Rigas Doganis] on [December, 2005]. Psychology Press.

Forsyth, P. (2013). *[(Liberalization in Aviation: Competition, Cooperation and Public Policy)]* [Author: Peter Forsyth] [Jul-2013]. American Enterprise Institute.

G. Wensveen, J. (2012). *Air Transportation (Edition 7)* by John G. Wensveen [Paperback(2011??)]. Ashgate Publishing, Ltd..

Holloway, S. (2012). *Straight and Level: Practical Airline Economics* by Holloway, Stephen (2008) Paperback. Ashgate Publishing Limited.

K. Taneja, N. (2010). *[(Looking Beyond the Runway: Airlines Innovating with Best Practices While Facing Realities)]* [Author: Nawal K. Taneja] [May-2010]. Ashgate Publishing Limited.

Kirwan, B. & Rodgers, M. & Schäfer, D. (2005). *[(Human Factors Impacts in Air Traffic Management)]* [Author: Barry Kirwan] [Nov-2005]. Ashgate Publishing Limited.

Peter S Morrell, D. (2012). *Moving Boxes by Air: The Economics of International Air Cargo* by Peter, S. Morrell unknown Edition [Hardcover(2011)]. Ashgate Publishing, Ltd..

S Nolan, M. (2010). *[FUNDAMENTALS OF AIR TRAFFIC CONTROL]* *Fundamentals of Air Traffic Control* By Nolan, Michael S (Author) Feb-2010 [Hardcover]. Cengage Learning.

Wells, A. & Young, S. (2003). *AIRPORT PLANNING AND MANAGEMENT 6/E* by Young, Seth, Wells, Alexander (2011) Paperback. McGraw-Hill Professional.

Wittmer, A. & Bieger, T. & Müller, R. (2011). *Aviation Systems: Management of the Integrated Aviation Value Chain*. Springer Science & Business Media.

Case Study Work (120)

Module: Case Study Work (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. phil. Bertil Haack & Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 2	Duration: 1	
Hours per week per semester: 32	Of which L/S/LW/P: 32/0/0/0	CP according to ECTS: 15.0
Form of course: Compulsory	Language: English	As of: 2016-02-15
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
<p>Special regulations: The content of the module can change each year because it depends on the choice of the topic of the responsible lecturer. Case studies have to be actual and they have to fit to the theoretical context. The module contains specific components as for example excursions (depending on the topic) which have to be prepared by the students or contrivutions to a conference etc.</p>		

Workload distribution	Hours:
In class:	32.0
Pre- and post-course work:	45.0
Project:	300.0
Examinations:	0.0
Total:	377

Case Study Work (120)

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

Content:

- The lecturer informs about the given case study in the beginning of the semester.
- During the lectures the theoretical input (background of the case study) is given.
- Excursions or other elements of this modules have to be planned by the students (supported by the lecturer)

Examination format:

- Project (50%)
- Presentation (50%)

Compulsory reading:

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

Recommended reading:

Master Thesis Workshop

Module: Master Thesis Workshop	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. nat. Ulrike Tippe & Dipl.-Wirt.-jur. (FH) Franziska Götze	

Semester: 3	Duration: 1	
Hours per week per semester: 12	Of which L/S/LW/P: 12/0/0/0	CP according to ECTS: 1.0
Form of course: Compulsory	Language: English	As of:
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	12.0
Pre- and post-course work:	0.0
Project:	0.0
Examinations:	0.0
Total:	12

Lerning objectives	Anteil
Subject specific competences	
Knowledge	%
Skills	0%

Master Thesis Workshop

Personal competences	
Social competence	%
Autonomy	

Content:

Examination format:

Compulsory reading:
Recommended reading:

Work Practice Internship (120)

Module: Work Practice Internship (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 3	Duration: 1	
Hours per week per semester: 16	Of which L/S/LW/P: 16/0/0/0	CP according to ECTS: 15.0
Form of course: Compulsory	Language: English	As of: 2016-02-15
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

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

Lerning objectives	Anteil
Subject specific competences	
Knowledge <ul style="list-style-type: none"> The students learn special practical aspects related to their theoreticl background. 	20%

Work Practice Internship (120)

Skills <ul style="list-style-type: none"> The students get practical work experiences. The students learn how to apply theoretical knowledge in an practical environment. 	50%
Personal competences	
Social competence <ul style="list-style-type: none"> The students learn to integrate in a working team. The students take part in discussions and decision making processes- 	30%
Autonomy <ul style="list-style-type: none"> The students have to organise themselves in a professional environment. 	

Content:

- The practical internship is accompanied by a one-day workshop in the university in the beginning of the semester and ends with a one-day workshop in the end of the semester.
- The students have to choose a company by themselves but they get support by the university.
- The duration of the internship is at least 10 weeks (full-time).

Examination format:

Written paper (report)

Compulsory reading:

Recommended reading:

Kolloquium

Module: Kolloquium	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann & Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 4	Duration: 1	
Hours per week per semester: 1	Of which L/S/LW/P: 1/0/0/0	CP according to ECTS: 1.0
Form of course: Compulsory	Language: English	As of:
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	1.0
Pre- and post-course work:	0.0
Project:	0.0
Examinations:	0.0
Total:	1

Lerning objectives	Anteil
Subject specific competences	
Knowledge	%
Skills	0%

Kolloquium

Personal competences	
Social competence	%
Autonomy	

Content:

Examination format:

Compulsory reading:
Recommended reading:

Master Thesis

Module: Master Thesis	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann & Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 4	Duration: 1	
Hours per week per semester: 1	Of which L/S/LW/P: 0/0/0/1	CP according to ECTS: 15.0
Form of course: Compulsory	Language: English	As of:
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	1.0
Pre- and post-course work:	0.0
Project:	0.0
Examinations:	0.0
Total:	1

Lerning objectives	Anteil
Subject specific competences	
Knowledge	%
Skills	0%

Master Thesis

Personal competences	
Social competence	%
Autonomy	

Content:

Examination format:

Compulsory reading:
Recommended reading:

Master Thesis (120)

Module: Master Thesis (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann & Prof. Dr. rer. nat. Ulrike Tippe	

Semester: 4	Duration: 1	
Hours per week per semester: 1	Of which L/S/LW/P: 0/0/0/1	CP according to ECTS: 30.0
Form of course: Compulsory	Language: English	As of:
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	1.0
Pre- and post-course work:	0.0
Project:	0.0
Examinations:	0.0
Total:	1

Lerning objectives	Anteil
Subject specific competences	
Knowledge	%
Skills	0%

Master Thesis (120)

Personal competences	
Social competence	%
Autonomy	

Content:

Examination format:

Compulsory reading:
Recommended reading:

Project Work Internship (120)

Module: Project Work Internship (120)	
Degree programme: Aviation Management (AVIMA)	Degree: Master
Responsible for the module: Prof. Dr. rer. pol. Thomas Biermann	

Semester: 4	Duration: 1	
Hours per week per semester: 16	Of which L/S/LW/P: 16/0/0/0	CP according to ECTS: 15.0
Form of course: Compulsory	Language: English	As of:
Recommended prior knowledge:		
Recognition of external relevant qualification/experience:		
Special regulations:		

Workload distribution	Hours:
In class:	16.0
Pre- and post-course work:	0.0
Project:	0.0
Examinations:	0.0
Total:	16

Lerning objectives	Anteil
Subject specific competences	
Knowledge	%
Skills	0%

Project Work Internship (120)

Personal competences	
Social competence	%
Autonomy	

Content:

Examination format:

Compulsory reading:
Recommended reading: