



Technische
Hochschule
Wildau
*Technical University
of Applied Sciences*

Degree course

"Aviation Management (AVIMA)"

Master of Aviation Management (Part time career)

Programme description



As of January 2024

For the academic year 23/24

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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“

Aviation Management (AVIMA) - Matrix - Part time career

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Importiert P - Compulsory									
Aviation Engineering	SMP	1	8	30	32	0	0	0	62
Aviation Law	SMP	1	8	20	28	0	0	0	48
Business Administration	SMP	1	10	40	44	0	0	0	84
Civil Aviation	SMP	1	9	30	32	0	0	0	62
General Management Skills	SMP	1	10	40	44	0	0	0	84
Leadership Skills	SMP	1	8	20	26	0	0	0	46
Aviation Management	SMP	2	10	40	40	0	0	0	80
Master Thesis Workshop	SMP	3	3	12	0	0	0	0	12
Kolloquium	SMP	4	4	1	0	0	0	0	1
120 - Elective									
Advanced Research Methods	SMP	1	5	20	22	0	14	0	56
European Law and Policy	SMP	1	5	25	33	0	0	0	58
Case Study	SMP	2	5	2	0	0	30	0	32
Work Practice Internship	SMP	3	5	16	0	0	0	0	16
Academic credits									
Master Thesis	SMP	4	20						
Total presence hours				233	246	0	0	0	479
Total credit points to be achieved from WPM			0						
Total credit points from PM			70						
Sum of academic achievements			20						
Total credit points			90						

V - Lesson

Ü - Exercise

L - Laboratory

P - Project

PA - Examination type

CP - Credit Points

PM - Compulsory modules

WPM - Elective modules

SPM - Specialization modules

SMP - Examination during the semester

KMP - Combined module examination

FMP - Fixed module examination

Aviation Engineering

Module name Aviation Engineering	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Dipl.-Ing. Michael Hans-Reichel	
As of 2023-04-26	Language English
Type Compulsory	CP according to ECTS 8

Study type Part time career	Semester 1	Presence 62	L / E / L / P / S 30 / 32 / 0 / 0 / 0
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Recommended prerequisites Basic knowledge of mathematics and physics, report writing, literature research
Special regulations

Workload breakdown				
Presence 62,0 h	Self-study 132,0 h	Projects 0,0 h	Exam 6,0 h	Total 200 h

Learning objectives
Knowledge
– Students gain an understanding of the physical fundamentals of aircraft and the specific challenges of the aviation industry in the area of design, manufacturing and aftermarket support and maintenance
Skills
– The students can contribute to decisions concerning new programmes and maintenance concepts.
Social
– The students support each other in the learning process as some of them come from a non-technical background in their primary degree.
Autonomy
– The students discover ways of dealing with their individual strengths and weaknesses.

Aviation Engineering

Content

1. Aviation Technology, the physics of flying, analysis of operating forces, aerodynamics, construction and performance data, flying stability, propulsion systems, materials.
2. Manufacturing Management Programme planning, certification, design, development, testing, supply chain management, programme partners and risk-sharing, customer care and service, manufacturing logistics in aviation industry, design of production facilities, production planning and scheduling.
3. Maintenance Management (drivers, objectives, concepts), Safety in Aerospace Design and Maintenance, Development of maintenance programmes, MRO Business Models, Servitisation, Product Service Systems

Compulsory literature

- Etkin, B & Duff Reid, L. (1995). *Dynamics of Flight: Stability and Control*. Wiley.
- Kinnison, H & Siddiqui, T. (2013). *[(Aviation Maintenance Management)] [By (author) Harry A. Kinnison, By (author) Tariq Siddiqui] [January, 2013]*. MCGRAW-HILL Professional.
- Lawrence, P & Braddon, D. (1999). *Strategic Issues in European Aerospace*. Ashgate.
- Complex Engineering Service Systems, Concepts and Research, Ng, I., Parry, G., Wild, P., McFarlane, D., Tasker, P. (Eds.)
- Integrated Vehicle Health Management: Perspectives on an Emerging Field, Ian K Jennions, SAE International
- The RCM Solution: A Practical Guide for Achieving Powerful Results Hardcover, Nancy Regan
- Airlines for America (A4A) MSG-3: Operator/Manufacturer Scheduled Maintenance Development, Volume 1 - Fixed Wing Aircraft; Volume 2 - Rotorcraft, Rev 2015.1

Suggested literature

- Brockhaus, R, Alles, W & Luckner, R. (2011). *Flugregelung* (3., neu bearb. Aufl.). Heidelberg [u.a.] : Springer.
- Delfmann, W. (2008). *Strategic management in the aviation industry*. Köln: Kölner Wiss.-Verl..
- Wald, A. (2007). *Aviation-Management : aktuelle Herausforderungen und Trends*. Berlin [u.a.] : LIT-Verl.
- (2011). *Security : safeguarding international civil aviation against acts of unlawful interference ; international standards and recommended practices; Grundwerk* (9. ed.). Montreal.

Aviation Law

Module name Aviation Law	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Dr. Frank Fuchs	
As of 2021-05-05	Language English
Type Compulsory	CP according to ECTS 8

Study type Part time career	Semester 1	Presence 48	L / E / L / P / S 20 / 28 / 0 / 0 / 0
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Recommended prerequisites
Special regulations

Workload breakdown				
Presence 48,0 h	Self-study 100,0 h	Projects 52,0 h	Exam 0,0 h	Total 200 h

Learning objectives
<p>Knowledge</p> <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. The students understand, analyze and apply national and international laws and rules. <p>Skills</p> <ul style="list-style-type: none"> – The students are able to understand complex legal or political texts, to summarise, analyse and discuss them from their own point of view. The students can evaluate legal problems and their consequences and consider these in their decision-making process. <p>Social</p> <ul style="list-style-type: none"> – The students work in small teams on case studies. <p>Autonomy</p> <ul style="list-style-type: none"> – The students learn to analyse legal problems in the aviation industry independently.

Aviation Law

Content

1. Law of International Air Carriage International legal frameworks in aviation, Montreal Agreement, Warsaw Agreement, role of the European Union, manned and unmanned aviation.
2. Civil Legal Framework national, European and international legal norms; Transferring international standards into national laws; institutions and authorities; liability problems in aviation.

Compulsory literature

- Diederiks-Verschoor, I. (2006). *An introduction to air law* (8. rev. ed.). The Hague : Kluwer Law Internat.

Suggested literature

- B. Larsen, P, Gillick, J & Sweeney, J. (2012). *Aviation Law: Cases, Laws and Related Sources: Second Edition*. Martinus Nijhoff Publishers.
- Schwenk, W, Giemulla, E & Schyndel, H. (2013). *Handbuch des Luftverkehrsrechts* (4. Aufl.). Köln ; München [u.a.] : Heymanns.
- 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 name Business Administration	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Professorin Nikola Budilov-Nettelmann	
As of 2021-02-16	Language English
Type Compulsory	CP according to ECTS 10

Study type Part time career	Semester 1	Presence 84	L / E / L / P / S 40 / 44 / 0 / 0 / 0
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Recommended prerequisites Fundamentals of business administration.
Special regulations

Workload breakdown				
Presence 84,0 h	Self-study 156,0 h	Projects 0,0 h	Exam 10,0 h	Total 250 h

Learning objectives
Knowledge
– The students acquire comprehensive knowledge concerning current business problems and solutions in an international context.
Skills
– The students learn how to analyse company data and subsequently to make appropriate business decisions.
Social
– The students gain an understanding of various goals and priorities in business decision-making processes and to find appropriate business solutions in groups.
Autonomy
– The students are capable of making important business decisions and assume responsibility for these choices.

Business Administration

Content

1. Financial Accounting: Accounting as a Language of Business, Basic Financial Statements and the Underlying Principles (Accruals and Deferrals, Recognition of Assets and Liabilities, Measurement), Reporting Financial Results / Annual Report, Financial Statement Analysis
2. Managerial Accounting (Internal Performance Measurement, Pricing and Budgeting): Forms of cost accounting, marginal income, planning and supervision, concepts of financial controlling.
3. Corporate Finance: Equity and borrowed capital, capital costs, stocks, bonds and loans as source of financing, company valuation
4. Marketing Fundamentals of Marketing, marketing strategies, analysis concepts, marketing mix, product life cycle.

Compulsory literature

- A. Brealey, R & C. Myers, S. (2014). *Principles of Corporate Finance, 7th Edition*. McGraw-Hill Irwin.
- Williams, Haka, Carcello, Bettner (2020). *Financial Accounting. The Basis for Business Decisions*, MacGraw-Hill Education
- C. Ferrell, O & Hartline, M. (2012). *Marketing Strategy*. Cengage Learning.
- R. Cateora, P. (2013). *International Marketing*. Cram101 Textbook Reviews.

Suggested literature

- Strategic performance management : accounting for organizational control (2018) Adler, Ralph William London ; New York : Routledge
- Activity Based Costing for Construction Companies Deckblatt von Yong-Woo Kim VERLAG John Wiley & Sons, Incorporated Chapter 2
- The master guide to controllers' best practices / (2020) Stattler, Elaine, [editor.] ; Grabel, Joyce Anne, [editor.] Hoboken, New Jersey:Wiley
- Westerfield, Ross; Jordan, Jaffe (2019): *Corporate Finance, Twelfth Edition*, McGraw-Hill Education
- Cudby, Adrian (2019): *Commercial Lending, Principles and Practice*, Kogan Page Limited
- Dibb, S. (2006). *Marketing Concepts & Strategies (with CourseMate & EBook Access Card) by Ferrell, O.C., Dibb, Sally, Simkin, Lyndon, Pride, William M (2012) Paperback*. Cengage Learning EMEA.

Civil Aviation

Module name Civil Aviation	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Prof. Dr.-Ing. Andreas Hotes	
As of 2023-08-02	Language English
Type Compulsory	CP according to ECTS 9

Study type Part time career	Semester 1	Presence 62	L / E / L / P / S 30 / 32 / 0 / 0 / 0
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Recommended prerequisites None.
Special regulations

Workload breakdown				
Presence 62,0 h	Self-study 163,0 h	Projects 0,0 h	Exam 0,0 h	Total 225 h

Learning objectives
Knowledge
– The students understand the economic and political principles of civil aviation in the areas of flight safety and aviation security in both its historical and current context.
Skills
– The students are able to analyse specific problems in civil aviation and contribute to finding optimal solutions in all areas named in the content.
Social
– The students appreciate the necessity of resolving conflicts arising from different goals and interests in a cooperative manner.
Autonomy
– The students are able to develop their own positions and defend these positions with clear arguments.

Civil Aviation

Content

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

Compulsory literature

- Reason, J. (2009). *Human error* (20. print.). Cambridge [u.a.] : Cambridge Univ. Press.
- Button, K. (2006). *Transport Economics*. Edward Elgar Publishing.

Suggested literature

- Biermann, T. (2015). *Safety Management in Aviation - and Beyond*. Wildau : Wildau Verlag.
- Dekker, S. (2012). *Just culture : balancing safety and accountability* (2. ed.). Hampshire : Ashgate.
- (2013). *ICAO: Safety Management Manual (SMM)*.
- (2015). Air transport revolution: socio-economic impact and open questions. The Geographies of Air Transport, Andrew R. Goetz, Lucy Budd. Ashgate, UK (2014). £65, ISBN: 978-1409453314 (hardcover); ISBN: 978-1472405302 (ebook). Low Cost Carriers – Emergence, Expan. *Journal of Transport Geography* Elsevier.
- Schwenk, W, Giemulla, E & Schyndel, H. (2013). *Handbuch des Luftverkehrsrechts* (4. Aufl.). Köln ; München [u.a.] : Heymanns.
- Herkenhoff, P, Krautheim, S, Semrau, F & Steglich, F. (2021). *Corporate Social Responsibility along the Global Value Chain*. Munich: Center for Economic Studies and ifo Institute (CESifo).
- Müller, R. (2014). *Aviation risk and safety management : methods and applications in aviation organizations*. Cham [u.a.] : Springer.
- Niccoli, R. (2013). *History of Flight: From the Flying Machine of Leonardo da Vinci to the Conquest of the Space*. White Star.
- Wittmer, A, Bieger, T & Müller, R. (2021). *Aviation Systems : Management of the Integrated Aviation Value Chain* (Second edition). Cham : Springer.

General Management Skills

Module name General Management Skills	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Haack, Bertil	
As of 2023-04-26	Language English
Type Compulsory	CP according to ECTS 10

Study type Part time career	Semester 1	Presence 84	L / E / L / P / S 40 / 44 / 0 / 0 / 0
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Recommended prerequisites Fundamentals of business administration.
Special regulations

Workload breakdown				
Presence 84,0 h	Self-study 128,0 h	Projects 30,0 h	Exam 8,0 h	Total 250 h

General Management Skills

Learning objectives

Knowledge

- Students will be able to apply, deepen and develop their understanding of the essential principles of effective management of organizations and projects in an international context.

Skills

- Students are able to recognize, assess, systematically prepare, plan and execute the necessity of management decisions in working contexts in companies or projects.

Social

- The students are able to analyze and assess the working conditions in mixed teams of specialists and responsible managers and are able to design and implement them in a goal-oriented manner.

Autonomy

- The students understand their specific role in a management team and using their special knowledge contribute to a successful outcome.
- Students understand their specific role in a management team and use their specialized knowledge to independently contribute to the design of collaboration and successful outcome of the work tasks of that team.

Content

1. Decision Making overview of methods of finding decisions systematically, information analysis, developing and evaluating alternatives.
2. Human Resource Management core elements of personnel management, personnel development, Human-Factors problems and solutions.
3. Project Management Project organisation, Project controlling, success factors and barriers in project teams.
4. Supply Chain Management concepts of value-added chain, bottleneck planning, problems at the interface.
5. International Management history of world trade, international division of labour and comparative competitive advantages, characteristic forms of internationalisation, planning and implementing internationalisation.

Compulsory literature

- Verzuh, E. (2021). *The fast forward MBA in project management : the comprehensive, easy-to-read handbook for beginners and pros* (Sixth edition.). Hoboken, New Jersey :Wiley,.
- Gattorna, J. (1998). *Strategic Supply Chain Alignment*. Taylor & Francis Ltd.
- M. Rugman, A, Collinson, S & M. Hodgetts, R. (2012). *International Business*. Pearson Education.
- Michalko, M. (2006). *Thinkertoys A Handbook of Creative-Thinking Techniques*. Potter/TenSpeed/Harmony.

General Management Skills

Suggested literature

- Banfield, P & Kay, R. (2012). *Introduction to human resource management* (2. ed.). Oxford [u.a.] : Oxford Univ. Press.
- de Bono, E. (2016). *Six Thinking Hats*. Penguin Life.
- Kerzner, H & Saladis, F. (2013). *Project management workbook and PMP/CAPM exam study guide* (11. ed.). Hoboken, New Jersey : John Wiley & Sons, Inc.
- L. Lengnick-Hall, M & A. Lengnick-Hall, C. (2003). *Human Resource Management in the Knowledge Economy: New Challenges, New Roles, New Capabilities*. Berrett-Koehler Publishers.
- Losey, M, Meisinger, S & Ulrich, D. (2005). *The Future of Human Resource Management*. Wiley.
- N. Baron, J & M. Kreps, D. (2009). *Strategic Human Resources: Frameworks for General Managers*. Wiley India Pvt. Limited.
- Yukl, G. (2019). *Leadership in Organizations*. Pearson Education Limited.

Leadership Skills

Module name Leadership Skills	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Bond, Gregory	
As of 2021-02-16	Language English
Type Compulsory	CP according to ECTS 8

Study type Part time career	Semester 1	Presence 46	L / E / L / P / S 20 / 26 / 0 / 0 / 0
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Recommended prerequisites None
Special regulations

Workload breakdown				
Presence 46,0 h	Self-study 94,0 h	Projects 50,0 h	Exam 10,0 h	Total 200 h

Learning objectives
Knowledge
– Students understand various cultural approaches to communication and leadership and the theoretical basics of leadership and motivation.
Skills
– Students gain the ability to communicate appropriately in different settings, including difficult negotiations and in leadership roles.
Social
– Students experience situations of cooperation and conflict in the context of different cultures and learn to manage difference.
Autonomy
– Students are able to express their own interests and positions appropriately and to take on leadership responsibilities.

Leadership Skills

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. Personal approach to leadership.
3. Negotiation and Presentation effective presentations, public speaking and using media, negotiating strategies, interests, difficult conversations, intercultural aspects in presentations and negotiations.

Compulsory literature

- Students write their paper based on a recommended reading list, which includes the titles below and many more selected titles.

Suggested literature

- Alison, Emily; Alison, Laurence, Rapport. The Four Ways to Read People (London 2020)
- Edmundsen, Amy, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth (Hoboken, 2019)
- Fisher / Ury, Getting to Yes: How to Reach Agreement without Giving In (any edition)
- Meyer, Erin, The Culture Map: Breaking through Invisible Boundaries of Global Business (New York, 2014)
- Pink, Daniel, Drive; The Surprising Truth about What Motivates Us (New York, 2009)

Aviation Management

Module name Aviation Management	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Prof. Dr. rer. pol. Thomas Biermann	
As of 2021-05-06	Language English
Type Compulsory	CP according to ECTS 10

Study type Part time career	Semester 2	Presence 80	L / E / L / P / S 40 / 40 / 0 / 0 / 0
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Recommended prerequisites Fundamentals of business administration, technical fundamentals of flying, aviation law.
Special regulations

Workload breakdown				
Presence 80,0 h	Self-study 170,0 h	Projects 0,0 h	Exam 0,0 h	Total 250 h

Learning objectives
Knowledge
– Students gain an understanding of the business models of service providers in the value-added chain of the aviation industry.
Skills
– The students learn to solve operational and business problems, especially in the interface of various operators in the value-added chain with the special focus of the civil aviation industry.
Social
– The students analyse problems and develop solutions in internationally mixed small groups in a cross cultural context.
Autonomy
– The students are encouraged to develop and defend their own ideas.

Aviation Management

Content

1. 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.
2. 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.
3. 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.

Compulsory literature

- de Neufville, R, Odoni, A, Belobaba, P & Reynolds, T. (2013). *Airport Systems: Planning, Design, and Management (Aviation Week Book)* by De Neufville, Richard L., Odoni, Amedeo R. published by McGraw-Hill Professional (2002). McGraw-hill.
- Shaw, S. (2011). *Airline Marketing and Management*. Routledge.
- Biermann, T. (2015). *Safety management in aviation - and beyond*. Wildau : Wildau Verl.

Suggested literature

- Morell, P. (2020). *Moving Boxes by Air: The Economics of International Air Cargo*. Routledge.
- Billig, B & Cook N., G. (2017). *Airline Operations and Management: A management textbook*. Routledge.
- Ison, S & Budd, L. (2016). *Air Transportation Management*. Routledge.
- Stolzer, A, Halford, C & Goglia, J. (2012). *Safety management systems in aviation* (Reprinted). Farnham, Surrey : Ashgate.
- Doganis, R. (2005). *The Airline Business*. Routledge.
- G. Wensveen, J. (2015). *Air Transportation*. Routledge.
- Holloway, S. (2012). *Straight and Level: Practical Airline Economics*. Ashgate Publishing Limited.
- K. Taneja, N. (2017). *21rst Century Airlines*. Taylor and Francis.
- Kirwan, B, Rodgers, M & Schäfer, D. (2017). *Human Factors Impacts in Air Traffic Management*. Routledge.
- Morell, P. (2013). *Airline Finance*. Routledge.

Master Thesis Workshop

Module name Master Thesis Workshop	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) M.A. John Paul O Donoghue	
As of 2023-04-26	Language English
Type Compulsory	CP according to ECTS 3

Study type Part time career	Semester 3	Presence 12	L / E / L / P / S 12 / 0 / 0 / 0 / 0
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Recommended prerequisites Basic knowledge of scientific working methods, basis of bachelor thesis
Special regulations

Workload breakdown				
Presence 12,0 h	Self-study 63,0 h	Projects 0,0 h	Exam 0,0 h	Total 75 h

Master Thesis Workshop

Learning objectives

Knowledge

- Students know principles and the scientific working methods and are able to prepare a qualified master thesis.

Skills

- Students should have applicable knowledge and a high level of competence for problem analysis, solution development and the presentation of scientific results. They are able to justify their scientific results and defend them in discourse.

Social

- Students can independently study the material learned in exercises and solve further problems together in working groups. They can present and justify the solutions appropriately.

Autonomy

- Students can set and check their learning goals themselves. The learning process can be planned and monitored independently. For this purpose, students can independently consult the relevant specialist literature and other media.

Content

1. Basis of the scientific working methods
2. Methods of problem development by means of technical and technological analytics
3. Evaluation criteria of scientific work
4. Practice of presentation techniques

Compulsory literature

Suggested literature

Kolloquium

Module name Kolloquium	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s)	
As of 2023-04-26	Language English
Type Compulsory	CP according to ECTS 4

Study type Part time career	Semester 4	Presence 1	L / E / L / P / S 1 / 0 / 0 / 0 / 0
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Recommended prerequisites Preparation of Master Thesis
Special regulations

Workload breakdown				
Presence 1,0 h	Self-study 98,0 h	Projects 0,0 h	Exam 1,0 h	Total 100 h

Kolloquium

Learning objectives

Knowledge

- Students can identify and present the main contents and results of their master thesis. They can apply technical and methodological knowledge to explain or justify their work.

Skills

- Students can prepare the essential contents and results of their master thesis in a structured, comprehensible and descriptive way in the form of a presentation. Students design the scope of the presentation according to the specified time fund.

Social

- Students can present the essential contents and results of their master thesis in a focused, comprehensible and understandable manner. They can answer specialist questions about your master's thesis and its methodological environment in a factual manner. Students are able to discuss factual contexts.

Autonomy

- Students can critically reflect on their work, their approach and their results.

Content

1. **Substantive content of Master's Thesis.**

Compulsory literature

Suggested literature

Master Thesis

Module name Master Thesis	
Degree course Aviation Management (AVIMA)	Degree Master of Aviation Management
Module responsible(s) Prof. Dr.-Ing. Andreas Hotes	
As of 2021-05-04	Language English
Type Compulsory	CP according to ECTS 20

Study type Part time career	Semester 4	Presence 0	L / E / L / P / S 0 / 0 / 0 / 0 / 0
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Recommended prerequisites
Special regulations

Workload breakdown				
Presence 0,0 h	Self-study 500,0 h	Projects 0,0 h	Exam 0,0 h	Total 500 h

Learning objectives
Knowledge
Skills
– Students can conduct scientific work in accordance with established scientific standards.
Social
– The general study guidelines ("Rahmenordnung") offer the possibility to work in teams of two persons.
Autonomy
– Students are able to work independently on a concrete scientific problem and develop their own answers and solutions.

Content
1. Master Thesis

Master Thesis

Compulsory literature
Suggested literature