

Beschluss RSO 1585 des Präsidiums der
Frankfurt University of Applied Sciences
am 29.07.2024

RSO 1585

Verteiler: WeLL1, BeSt-Ver-
teiler

Programmspezifische Regelungen für die hochschulzertifizierte Weiterbildungs- maßnahme „DAS Aviation Management“

Das Präsidium der Frankfurt University of Applied Sciences genehmigt auf Grundlage der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote (Präsidiumsbeschluss RSO 1306 vom 25.01.2022) die programmspezifischen Regelungen für die hochschulzertifizierte Weiterbildungsmaßnahme „DAS Aviation Management“.

TOP: Beschlussfassung zu programmspezifischen Regelungen (KompetenzCampus)

Datum: 10. Juli 2024

Als Grundlage für die programmspezifischen Regelungen dienen die Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote (RSO 1306 vom 25.01.2022, Senatsbeschluss vom 15.12.2021) in der vom Senat am 22. November 2023 zugestimmten geänderten Fassung. Laut den Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsangebote wird für jedes Zertifikat eine programmspezifische Regelung geschrieben und durch den Senat beschlossen. Im Hinblick auf die strategische Entwicklung der wissenschaftlichen Weiterbildung an der Frankfurt UAS wurden zwei neue Zertifikate entwickelt. Diese Zertifikate sollen ab dem WiSe 2024/2025 angeboten werden.

Neue programmspezifische Regelungen

Lfd. Nr.	Name des Zertifikats	Fachverantwortung	Abschlussformat	Besonderheiten	Name des Dokuments
1	„Aviation Management“	Dr. Leonie Looser, Dr. Johannes Ohmer	Diploma of Advanced Studies (DAS)	Module aus den MBAs Sustainable Business Development und Aviation and Tourism Management	2024_PSR_DAS AM
2	Start-Up Werkstatt	Prof. Dr. Cord Siemon	Certificate of Advanced Studies (CAS)	Anerkennung im MBA Sustainable Business Development möglich	2024_PSR_CAS_SuW

Programmspezifische Regelungen

Certificate of Advanced Studies (DAS) “Aviation Management”

KompetenzCampus – Weiterbildung und Lebenslanges Lernen

Programmspezifische Regelungen Diploma of Advanced Studies „Aviation Management“ des KompetenzCampus der Frankfurt University of Applied Sciences vom 10. Juli 2024

Die nachfolgenden Programmspezifischen Regelungen entsprechen den Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen der Frankfurt University of Applied Sciences, am 15.12.2021 vom Senat beschlossen und am 25.01.2022 vom Präsidium der Frankfurt University of Applied Sciences genehmigt nach § 43 Abs. 5 des Hessischen Hochschulgesetzes (HessHG) vom 14. Dezember 2021, zuletzt geändert durch Gesetz vom 29. Juni 2023 (GVBl. S. 456, 472), veröffentlicht auf der Internetseite der Amtlichen Mitteilungen der Frankfurt University of Applied Sciences.

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§ 1 Gegenstand, Inhalt und Format

Der KompetenzCampus, Abteilung für Weiterbildung und Lebenslanges Lernen an der Frankfurt University of Applied Sciences bietet kostenpflichtige hochschulzertifizierte Weiterbildungsmodulen an, die mit ECTS-Punkten (Credit Points) versehen sind. Das Entgelt richtet sich § 3, Absatz 5 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen der Frankfurt University of Applied Sciences.

Das Angebot umfasst folgendes Format:

Diploma of Advanced Studies, 45 ECTS-Punkte (Credit Points).

§ 2 Ausbildungsziel und Abschlussbezeichnung

- (1) Das Qualifikationsziel der einzelnen Weiterbildungsmodulen ergibt sich aus den jeweiligen Modulbeschreibungen gemäß Anlage 1.
- (2) Die Modulen werden auf dem Qualifikationsniveau des zweiten Studienzyklus (Master-Ebene) angeboten.
- (3) Das Qualifikationsziel des Zertifikatskurses „Diploma of Advanced Studies „Aviation Management“ ist eine vertiefende Ausbildung im Bereich Luftfahrtmanagement und Strategisches Management. Hier stehen insbesondere die Themen Strategic Airline, Airport and Air Traffic Management, Safety and Risk Management, Sustainability and Legal Impact Management, Global Logistics, Transformative Leadership, Digital Business and Applied Artificial Intelligence, Innovation Management, Value-based Leadership: Business Ethics and Corporate Culture sowie Interpersonal Communication Skills im Vordergrund.
- (4) Das Zertifikat mit der Abschlussbezeichnung „Diploma of Advanced Studies – Aviation Management“ mit 45 ECTS-Punkten wird vergeben, wenn alle neun Weiterbildungsmodulen des Zertifikats mit 5 Einzelprüfungen und einer Gesamtabschlussarbeit erfolgreich absolviert wurden. Das Zertifikat enthält eine Beschreibung des Programms sowie eine Übersicht über die nachgewiesenen Leistungen in den Modulen.

§ 3 Zugangsvoraussetzungen

Zu den hochschulzertifizierten Weiterbildungsangeboten können diejenigen zugelassen werden, die über einen ersten Hochschulabschluss verfügen sowie diejenigen, die die für die Teilnahme erforderliche Eignung im Beruf oder auf andere Weise erworben haben.

§ 4 Aufnahmeverfahren

- (1) Die Aufnahme in die Weiterbildungsmodulen und die Zertifikatskurse richtet sich nach den verfügbaren Plätzen. Ein Anspruch auf Aufnahme besteht nicht.
- (2) Die Aufnahme in die Weiterbildungsmodulen und Zertifikatskurse erfolgt nur, wenn das Entgelt entrichtet wurde.

§ 5 Module und Leistungsnachweise

- (1) Die einzelnen Weiterbildungsmodule haben einen Umfang von 5 ECTS-Punkten (Credit Points). Dabei umfasst ein ECTS-Punkt (Credit Point) einen Arbeitsaufwand von 25 Stunden.
- (2) Das Programm des „Diploma of Advanced Studies“ hat einen Umfang von 45 ECTS-Punkten (Credit Points).
- (3) Die Lernergebnisse und Inhalte der Module, die ECTS-Punkte (Credit Points), die Arbeitslast und die Art und Dauer der jeweiligen Prüfungen und Leistungsnachweise ergeben sich aus den Modulbeschreibungen (Anlage 1). Die Häufigkeit des Angebots ergibt sich aus der Nachfrage zum jeweiligen Modul.
- (4) Für die Anrechnung der Weiterbildungsmodule gilt § 16 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen.

§ 6 Prüfungsausschuss

Der KompetenzCampus richtet gemäß § 17 der Allgemeinen Regelungen für hochschulzertifizierte Weiterbildungsmaßnahmen einen Prüfungsausschuss ein, dem mindestens drei Mitglieder und höchstens fünf angehören. Diese werden für die Dauer von bis zu 3 Jahren gewählt.

§ 7 Meldung und Zulassung zu Prüfungsleistungen

Der Prüfungsausschuss legt die Prüfenden, die Termine, den Anmeldezeitraum sowie den Rücknahmezeitraum für Meldungen zu Prüfungsleistungen der Module fest.

§ 8 Inkrafttreten

Diese Programmspezifischen Regelungen treten am 30. Juli 2024 in Kraft. Sie werden auf der Website des KompetenzCampus veröffentlicht.

Frankfurt am Main, 29.07.2024

Prof. Dr. Oliver Schocke
Präsident

Anlage 1: Modulbeschreibungen

(vorbehaltlich positiver Akkreditierung)

Modul 1: Strategic Airline, Airport and Air Traffic Management

Module title	Strategic Airline, Airport and Air Traffic Management
Module number	1
Study program	DAS Aviation Management
Module usability	This is a core Module for the Study program. It serves as an in-depth Module to the Aviation topic.
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Recommended previous knowledge	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Presentation (at least 10, at most 15 minutes) with written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> • Use strategic management as key element of successful corporate management. • Apply concepts and instruments of strategic business unit management. • Carry out external and internal analysis by applying state-of-the-art models and instruments, in order to understand the strategic position of an organization. • Identify relevant business influences and future trends and their implications for the organization and the market, master different methods for generating and collecting information as a basis for the analysis. • Develop competitive strategies, assess options for strategies in terms of their efficiency and effectiveness. • Resolve specific strategic problems of the airline, airport and air traffic control. • Work successfully as a virtual team on an academic topic over distance and a longer period of time. • Communicate effectively within a team, also using methods of long-distance communication. • Prepare a presentation using scientific methods and language to argue a case.
Module contents	Strategic Airline, Airport and Air Traffic Management
Module teaching methods	Seminar including international case studies and teamwork
Module language	English

Modul 2: Safety and Risk Management

Module title	Safety and Risk Management
Module number	2
Study programme	DAS Aviation Management
Module usability	The Modul serves as an introduction to Safety and Risk Management and is an entry-level module.
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Presentation (at least 10, at most 15 minutes) with written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> • Describe and differentiate the ICAO Safety Management standards. • Use safety concepts. • Identify and analyse hazards. • Evaluate safety risks. • Specify and apply ICAO safety management requirements. • Explain safety management system (SMS) design. • Critically assess safety management systems, strategies and measures and develop them accordingly. • Develop and apply appropriate and systemic solution proposals for their field of activity. • Link different bodies of knowledge in order to develop new, innovative and holistic approaches even in unpredictable situations. • Contribute positively to a transparent and inclusive environment. • Critically reflect on their professional decisions and specifically help shape the framework conditions of their work environment based on the acquired theoretical and methodological knowledge. • Lead employees and exercise leadership roles responsibly.
Module contents	Safety and Risk Management
Module teaching methods	Seminar format including international case studies
Module language	English
Module coordination	Prof. Dr. Karl-Rudolf Rupprecht

Modul 3: Interpersonal Communication Skills

Module title	Interpersonal Communication Skills
Module number	3
Study programme	DAS Aviation Management
Module usability	MBA Sustainable Business Development
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	Prior knowledge and skills in academic writing are assumed. Gaps in knowledge must be filled independently. Self-study with course material and participation of courses, e.g. writing lab @fsz, are recommended and part of the unit workload.
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Presentation (at least 5, at most 15 minutes) with written reflection (submission period 4 weeks)
Learning outcomes and skills	<p>Students understand the concept of communication theories.</p> <p>Students analyze selected communication theories applying the methods of scientific work.</p> <p>Students know tools for mindful communication and can apply them.</p> <p>Students work on cases, present their results, and give/receive feedback.</p> <p>Students are able to moderate a discussion/ questions and answers session.</p> <p>Students apply their knowledge and skills of communication to situations in their own professional environment. Through critically reflecting on their own professional actions, they improve their social and communicative competencies.</p> <p>Students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</p> <p>Students are able to write a scientific paper according to scientific standards.</p> <p>Students are able to apply the methods of scientific work, e.g. develop research questions.</p>
Module contents	Interpersonal Communication Skills
Module teaching methods	Seminar with inverted classroom
Module language	English
Module coordination	Prof. Dr. Barbara Lämmlein

Modul 4: Global Logistics

Module title	Global Logistics
Module number	4
Study programme	DAS Aviation Management
Module usability	The Modul serves as an introduction to Global Logistics and is an entry-level module to transfer the knowledge to Modul 1 “Strategic Airline, Airport and Air Traffic Management
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Presentation (at least 10, at most 15 minutes) with written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Knowledge and Understanding:</p> <p>On completion of this module students will:</p> <ul style="list-style-type: none"> • Demonstrate a conceptual and critical understanding of theories, principles and practices of supply chain management in the context of global businesses. • Critically apply supply chain and/or purchasing principles and techniques to complex business challenges • Have a critical understanding of the role of operations management across different supply chain functions. • Understand the importance of effective planning and scheduling systems for manufacture. • Understand how manufacturing systems operate within different industrial sectors and what methods are the most appropriate. <p>Ability:</p> <p>On completion of this module students will:</p> <ul style="list-style-type: none"> • Make sound judgements when applying logistics and supply chain theory to solve supply chain problems. • Critically evaluate risks and vulnerabilities affecting global supply chains. • Communicate complex information relating to the theories, principles and practice of purchasing and supply chain management in an appropriate format. • Apply appropriate concepts and techniques for operations management to practical case material and interpret the implications. • Use a range of established techniques to initiate and undertake critical analysis of different production scheduling options. • Discuss the issues involved in the implementation and operation of these methods within a sustainable supply chain. • Develop independent ideas with a focus on the transformation process in the industry. • Critically incorporating the current state of research. • Select suitable methods and concrete ways of operationalizing research results. • Justify methods and research results when applying them in their

	professional context. <ul style="list-style-type: none">• Act self-confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable corporate success.
Module contents	Global Logistics
Module teaching methods	Simulation game, SAP computer lab, case studies
Module language	English
Module coordination	Prof. Dr. Oliver Schocke

Modul 5: Transformative Leadership

Module title	Transformative Leadership
Module number	5
Study programme	DAS Aviation Management
Module usability	MBA Sustainable Business Development
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	<p>b. Portfolio examination consisting of:</p> <ol style="list-style-type: none"> 1. Written homework assignment (submission period 2 weeks), weighting 20 % 2. Presentation (at least 10, at most 20 minutes), weighting 40 % 3. Written report (submission period 4 weeks), weighting 40 % <p>The examination is passed if at least 50% of the possible score has been achieved.</p>
Learning outcomes and skills	<p>Students reflect on leadership roles and tasks within a dynamic and agile business environment. They understand the concept of transformative leadership as a participatory process of creative collaboration and transformation for mutual benefit without the requirement of a specific position or line of authority.</p> <p>Based on this understanding, they are able to take on leadership tasks in a team and manage them successfully. Specifically, they will:</p> <ul style="list-style-type: none"> • Be able to motivate themselves and others. • Become familiar with the mechanisms by which conflicts arise and can moderate conflicts in a de-escalating manner. • Recognize negotiation situations and to shape them in a results-oriented manner. • Successfully handle challenges and resistance in change processes. • Understand the characteristics of intercultural teams and be able to reflect on their own stereotypes. • Continuously reflect themselves and their leadership behaviour in order to lead sustainable <p>Students apply their knowledge and skills of leadership roles and tasks to situations in their own professional environment. They critically reflect on their own professional actions and identify potential for personal development. The students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</p>
Module contents	Transformative Leadership
Module teaching methods	Seminar, inverted classroom
Module language	English
Module coordination	Prof. Dr. Veronika Kneip

Modul 6: Digital Business and Applied Artificial Intelligence

Module title	Digital Business and Applied Artificial Intelligence
Module number	6
Study programme	DAS Aviation Management
Module usability	MBA Sustainable Business Development; CAS Innovation Manager:in
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Written examination (60 minutes)
Learning outcomes and skills	<p>After completing the module, students will be able to:</p> <ul style="list-style-type: none"> • Explain the fundamentals of digital business in terms of digital business model innovations, data-driven business models, and smart products and services. • Discuss emerging digital technologies as drivers of digital business and enablers of sustainable business model innovation. • Evaluate selected emerging digital technologies, their potential business implications and the challenges of organizational adoption. • Reflect on the need for and areas of action in the digital transformation of businesses and public organizations as well as their societal impact. • Discuss synergies between digitalization and sustainability and the potentials für a joint consideration (twin transformation). • Provide informed assessments on digital development for their professional context. • Explain to others and break down the complexity of what impact digitization developments can have on companies and the society in large. • Critically incorporate the current state of research and analyze and explain current research findings as well as to critically question and interpret them. • Select suitable methods and concrete ways of operationalizing research results and to justify them when applying them in their professional context.
Module contents	Digital Business and Applied Artificial Intelligence
Module teaching methods	Interactive classroom lecture
Module language	English
Module coordination	Prof. Dr. Nils Urbach

Modul 7: Innovation Management

Module title	Innovation Management
Module number	7
Study programme	DAS Aviation Management
Module usability	MBA Sustainable Business Development; CAS Innovation Manager:in
ECTS-Credit Points (CP) / Work-load (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written examination (60 minutes)
Learning outcomes and skills	<p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Understand and explain innovation management from a general strategic management perspective (C-level view). • Discuss the operational view of innovation and product managers. • Turn ideas into new products and design innovation processes and routines within the operations. • Base the design of corporate innovation strategies on a thorough analysis of the industrial setting. • Reflect on sustainable innovation strategies and efforts. • Analyze and understand the overall industrial settings and frameworks. • Discuss insights from innovation economics on the dynamics of diffusion and network effects. • Manage concrete innovation projects and to turn innovative ideas into products and sustainable business models. • Introduce instruments and tools for product development. • Design processes and management systems to stimulate and analyse concrete innovation efforts within the organization. • Critically incorporate the current state of research and analyse and explain current research findings and are able to critically question and interpret them. • Select suitable methods and concrete ways of operationalizing research results and also justify them when applying them in their professional context. • Understand the perspective of sustainable innovation management and are able to consider the environmental and social dimensions of the production and use of goods and services. • Manage the environmental and social impacts of their goods and services and to translate them into their technology and innovation strategies, moving 'beyond compliance'.
Module contents	Innovation Management
Module teaching methods	Lecture with inputs, group-based case study work, discussions, videos and podcasts
Module language	English
Module coordination	Prof. Dr. Cord Siemon

Modul 8: Value-based: Leadership Business Ethics and Corporate Culture

Module title	Value-based Leadership: Business Ethics and Corporate Culture
Module number	8
Study programme	DAS Aviation Management
Module usability	MBA Sustainable Business Development; CAS Systemic Business Manager*in
ECTS-Credit Points (CP) / Workload (h)	5 CP / 125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	Presentation (at least 10, at most 20 minutes)
Learning outcomes and skills	<ul style="list-style-type: none"> • Students understand the research field of business and corporate ethics and understand the necessity of addressing the topic of business and corporate ethics. • Students will have an overview of essential theoretical foundations of business and corporate ethics and also establish numerous practical application references. • Students can apply important theoretical foundations of business and corporate ethics as well as corporate social responsibility (CSR). • Students are able to discuss the fundamental relationship between law, economics and ethics and are able to define the essential terms. • Students will be sensitized to ethical issues in the international context. • Students are enabled to apply the learned contents to concrete practical problems and are able to independently reflect on the ethical behavior of companies. • Students can apply their knowledge to analyze special problems of economic and business ethics in the international context and to concrete situations. • Students can explain and represent their gained experiences and knowledge in project and group work. • Students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.
Module contents	Value-based Leadership: Business Ethics and Corporate Culture
Module teaching methods	Seminar with Case Studies, Presentations, Group work, Class discussions
Module language	English
Module availability	Each summer semester
Module coordination	Prof. Dr. Veronika Kneip

Comments	
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Modul 9: Sustainability and Legal Impact Management

Module title	Sustainability and Legal Impact Management
Module number	9
Study programme	DAS Aviation Management
Module usability	The Module serves as an in-depth module with regard to Modul 1 “Strategic Airline, Airport and Air Traffic Management” and Module 7 “Innovation Management”.
ECTS-Credit Points (CP) / Workload (h)	5 CP /125 h
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 10, at most 15 minutes) with written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Students will be able to:</p> <ul style="list-style-type: none"> • Verify and manage effectively the social and environmental impacts of organisations. • Differentiate underlying regulatory norms, frameworks and standards which provide a deepened understanding of why internal and external impact matters for an organization. • Classify the differences between ESG (Environmental, Social, Governance) and impact. • Critically discuss sustainability and its global meaning. • Evaluate related risks as well as how to use those data for strategic decision-making through integration of ESG aspects into business operations. • Implement effective strategies for impact management through practical insights from the aviation industries. • Differentiate the requirements for a sustainability strategy. • Justify the influence of the sustainability environment related regulatory framework on the organisation of the aviation industry. • Evaluate the impact of air traffic on the environment and society. • Explain management processes as a requirement to manage sustainability in a company. • Contrast the different scopes of sustainability centered operations planning. • Assess the different standards in sustainability management. • Classify the different stakeholders and identify different thinking from stakeholders’ points of views. • Select suitable methods and concrete ways of operationalizing research results and are also able to justify them when applying them in their professional context. • Critically incorporate state of the art research. • Develop a professional profile that includes a response to the economic and

	ecological changes that have begun to impact the economy and society. <ul style="list-style-type: none">• Develop and apply appropriate and systemic solution proposals for their field of activity.
Module contents	Sustainability and Legal Impact Management
Module teaching methods	Seminar
Module language	English
Module coordination	Prof. Dr. Oliver Schocke