

# Excerpts

of

# Module Descriptions

for the Dual Bachelor's degree program in

# Aviation Management

Bachelor of Arts (B.A.)  
Fb 3: Business and Law

The content of this document has been compiled with meticulous care and to the best of our knowledge. However, we do not assume any liability for the currentness, completeness or accuracy of any of the pages.

For further information, please refer to the German version.

**Table of contents**

Module Descriptions .....	4
Module 1: Introduction to Business Administration and Study Skills .....	4
Module 2: Business Mathematics .....	4
Module 3: Human Resource Management and Organization .....	4
Module 4: Business Law I .....	5
Module 5: Aviation Management I .....	5
Module 6: Business English .....	5
Module 7: Practical Studies I .....	6
Module 8: Microeconomics .....	6
Module 9: Financial Accounting .....	6
Module 10: Business Administration Methods .....	7
Module 11: Aviation Management II .....	7
Module 12: Business Information Systems .....	7
Module 13: Practical Studies II .....	8
Module 14: Macroeconomics .....	8
Module 15: Management Accounting .....	8
Module 16: Statistics .....	9
Module 17: Aviation Management III .....	9
Module 18: Marketing .....	9
Module 19: Practical Studies III .....	10
Module 20: International and National Aviation Law .....	10
Module 21: Advanced Financial/Management Accounting .....	10
Module 22: Interdisciplinary General Studies .....	11
Module 23: Aviation Management IV .....	11
Module 24: Logistics and Purchasing Management .....	11
Module 25: Practical Studies IV .....	12
Module 26: Taxation .....	12
Module 27: Finance and Investment .....	13
Module 28: Applied Project and Requirements Management .....	13
Module 29: Aviation Management V .....	13
Module 30: Controlling .....	14
Module 31: Integrated Practical Project (Practical Studies V) .....	14
Module 32: Risk Management .....	14
Module 33: Bachelor-Thesis with Colloquium .....	15
Module 34: Aviation Management VI .....	15

Module 35: International and Cross-Cultural Management.....15

Module 36: Practical Studies VI.....16

## Module Descriptions

### Module 1: Introduction to Business Administration and Study Skills

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Portfolio comprising the following parts: Term paper (8 weeks for submission) with a weighting of 50%. Written examination (60 min.) with a weighting of 50%. The examination is passed if at least 50% of the possible number of points has been reached.
Learning outcomes and skills	After this module, students are familiar with the fundamentals of decision making in business as well as the most important theories and research methods in business administration. They have the ability to understand, analyze and implement business matters. Students have the ability to prepare academic reports and to correctly apply academic work methods (literature research, citation format, structuring, scientific writing).
Module language	German
Module availability	Winter semester

### Module 2: Business Mathematics

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students master the fundamentals of mathematics required to solve central tasks in economics. They also have the ability to understand and interpret more complex mathematical presentations of economic issues. They can independently describe, analyze and solve simple problems in mathematical terms in business and economics. They understand the difference between a mathematical model and a real problem and are able to classify and critically examine mathematical solutions. They can apply their skills using case studies from the entire area of business administration. Interdisciplinary skills: Students have the ability to think in formal structures.
Module language	German
Module availability	Winter semester

### Module 3: Human Resource Management and Organization

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (90 min.)
Learning outcomes and skills	Students have the ability to categorize HRM and organization in the context of business management. They are familiar with the fundamentals, goals and focal areas of today's approach to human resources. They have the ability to flesh out the tasks of HRM and are familiar with methods used to steer employee performance. Students are able to categorize the company organization as a management function. They have a basic understanding of the organizational structure and an overview of process organization tasks and approaches. Students have mastered the basic methodologies and concepts needed to analyze, plan and implement HR and organizational measures. Interdisciplinary skills: Discussions and group work during events allow students to critically review and compare their own ideas and approaches.

Module language	German
Module availability	Winter semester

#### Module 4: Business Law I

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students master the ability to apply basic business law methods as part of their basic understanding of law in order to solve practical cases and tasks; they can apply them using case studies from relevant areas of aviation and tourism management as well as related companies. They have the ability to independently classify legal bases, they can evaluate them and apply them in their professional work.
Module language	German
Module availability	Winter semester

#### Module 5: Aviation Management I

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students are familiar with the different types of transport, transport operators, and transport supply and demand. They can name stakeholders in aviation. They are familiar with the different types of organizations, business fields and products of airlines, airport operators, air navigation service providers and other stakeholders and can present them. They understand the role of aviation in the tradeoff between politics, economics and ecology.  Interdisciplinary skills: Students have the ability to recognize the different viewpoints of system partners in aviation.
Module language	German
Module availability	Winter semester

#### Module 6: Business English

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Portfolio consisting of: 1. A written test based on course work (90 min.; weighting of 70%) 2. Oral presentation based on course work (min. 5, max. 10 min.; weighting of 30%)  The examination is passed if at least 50% of the possible number of points has been reached.
Learning outcomes and skills	This course aims to strengthen and consolidate students' general linguistic knowledge. Abilities and skills are further developed in the four fundamental areas of business communication: speaking, listening, reading and writing.  Interdisciplinary/general competence (30%): Students are equipped to understand work-related content as well as general economic issues, to formulate these issues in writing and orally present their assessments of a given issue, topic or situation.  Students are thus prepared to effectively use the knowledge and skills acquired during this course of study in future professional work environments. They will be able to competently operate, interact and negotiate in an international setting in the English language.
Module language	English
Module availability	Winter semester

**Module 7: Practical Studies I**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Presentation (at least 15 and no more than 20 min.) with a written report (4 weeks for submission)
Learning outcomes and skills	After completing Practical Studies I, students have an overview of the general organization of companies and the different functional areas. They have the ability to take on suitable business tasks and projects in which they become familiar with the typical features in the functional areas. The tasks lead to more in-depth practical knowledge in individual subject areas and processes.  Interdisciplinary skills: Students strengthen their communication and team skills.
Module language	German
Module availability	Winter semester

**Module 8: Microeconomics**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students have the ability to: <ul style="list-style-type: none"> <li>• Understand economic concepts and apply them to problems and issues</li> <li>• Reflect basic economic terms and basic economic models. And to analyze and apply market mechanisms and strategic decision making to markets (also on aviation markets)</li> <li>• Apply mathematical models</li> <li>• Independently examine economic problems</li> </ul> Students have the following interdisciplinary skills: <ul style="list-style-type: none"> <li>• Academic mindset</li> <li>• Ability to analyze relationships</li> <li>• Ability to use literature and media to form their own opinion</li> </ul>
Module language	German
Module availability	Summer semester

**Module 9: Financial Accounting**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students master the basic methods of management accounting, preparation and evaluation of balance sheets as well as assessment of annual accounts.  They have the ability to draw up company annual accounts and to analyze them based on practical examples. Students are able to outline possible problems in balance sheet analysis and, if necessary, to critically examine their work.
Module language	German
Module availability	Winter semester

**Module 10: Business Administration Methods**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Portfolio comprising the following parts: 1. Presentation (at least 15 and no more than 30 min.) with a written report (4 weeks for submission) with a weighting of 50% 2. Written examination (60 min.) with a weighting of 50%. The examination is passed if at least 50% of the possible number of points has been reached.
Learning outcomes and skills	Students are familiar with the most important qualitative and quantitative methods in business administration. They have the ability to classify business administration methods and to name cases where they are applied in practice. Students are able to describe business administration problems in a structured manner, and to analyze and solve them using suitable methods. They can compare different solutions and critically evaluate their results.  Students are able to describe simple optimization problems in mathematical terms and have mastered methods to solve these problems. They know the difference between an optimization problem and an optimization model; they can name this and apply model solutions accordingly. They have the ability to solve simple optimization problems in practice using standard software.  Interdisciplinary skills: Students strengthen their analytical, problem structuring and methodological skills.
Module language	German
Module availability	Summer semester

**Module 11: Aviation Management II**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students are familiar with processes in aviation. They intensify their skills and methodologies in the transport infrastructure of an airport. They are familiar with passenger, freight and airside transport processes and they understand general safety aspects. This allows them to classify and analyze problems in logistics processes and to independently develop solutions to such problems.  Interdisciplinary skills: They have the ability to recognize and describe the problems that arise from different perspectives at the interface between system partners.
Module language	German
Module availability	Summer semester

**Module 12: Business Information Systems**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (90 min.) with computer exercise
Learning outcomes and skills	Students are familiar with and understand the basic concepts and subjects of business information systems and they can assess and explain their importance for business infonomics. The have an overview of the development of this subject, its relationship with other disciplines and its goals.  They are familiar with the basic technical design of IT systems, especially in regard to presenting information as data, computer technology, programming and networking, and can take this into account in business activities and decisions.  They also know which technical, organizational and project-related aspects are important for designing and implementing IT systems and they can actively use and communicate this knowledge from a technical perspective in relevant IT projects. This

	also includes elements of requirements management and the selection of (standard) software.
Module language	German
Module availability	Winter semester

### Module 13: Practical Studies II

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	Project report (12 weeks for submission) with a presentation (at least 15 and no more than 20 min.)
Learning outcomes and skills	<p>Students have the ability to participate in projects that are particularly suitable for matters of logistics or business administration in aviation and the transport industry. Acting as an assistant, they can perform preparation and follow-up work, for instance, prepare meetings, draw up simple analyses, prepare results, produce slide sets for project presentations.</p> <p>Interdisciplinary skills: Students improve their communication and team skills and intensify their presentation skills and written expression.</p>
Module language	German
Module availability	Summer semester

### Module 14: Macroeconomics

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students understand the real and the financial mechanisms of national and international economies; they are able to apply economic models to the world economy and discuss current economic developments and policy measures.</p> <p>Students are trained in scientific thinking, in their ability to analyze complex relationships and their use of relevant literature to develop their own opinions.</p>
Module language	English
Module availability	Winter semester

### Module 15: Management Accounting

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>• Apply basic methods of management accounting to simple operational matters</li> <li>• Perform and critically review calculations and operating income according to various methods</li> <li>• Solve simple optimization problems in business operations</li> </ul> <p>Interdisciplinary skills:</p> <ul style="list-style-type: none"> <li>• Students have advanced structuring skills and can apply a commercial mindset</li> <li>• They can also use the above skills on case studies in order to develop solutions</li> </ul>
Module language	German
Module availability	Summer semester



**Module 16: Statistics**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students master statistical methods for solving central economic analyses implemented on the basis of case studies from the transport industry. They are able to prepare and analyze data material using probability distributions in business conclusions drawn from data on underlying hypotheses and to conduct error assessments. They have the ability to independently intensify and increase their skills in further reaching statistical methods. They can, in particular, apply the methods learned to examples from the tourism and aviation industry.
Module language	German
Module availability	Winter semester

**Module 17: Aviation Management III**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students are able to systematically analyze, present and critically compare the infrastructure needs of system partners, airlines, airport operators and air traffic control in order to ensure smooth and effective air traffic. Infrastructure needs are examined with in regard to buildings, space and terminal design as well as the requirements of information management systems so that students can handle simple business issues and find the right solution on their own.</p> <p>Students understand infrastructure needs in terms of airport systems, airport design, terminal processes, tower positioning of line and short-range facilities, apron and parking positions, lounges as well as office buildings.</p> <p>They are familiar with information processes and their importance for system partners in aviation. Building upon the Aviation Industry II module, they gain an in-depth understanding of interface problems.</p> <p>Their expertise includes planning infrastructures from the point of view of the individual system partners in aviation and the resultant integrated information management of the system partners. They independently solve moderately difficult business administration matters in infrastructure planning that call for an interdisciplinary perspective. They have the ability, for instance, to draw up investment or financial planning or to prepare statistical data for infrastructure management. Their methodological and social skills are improved using case studies from infrastructure planning, introductory tasks for group work moderation followed by discussions on decision making. Legal aspects along with problem related key figures are addressed in the Traffic Law or Accounting II modules.</p>
Module language	German
Module availability	Winter semester

**Module 18: Marketing**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	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"> <li>• Understand the concept of marketing and the complexity of services marketing</li> <li>• Apply strategic marketing theories and concepts to complex case studies</li> <li>• Manage the planning and implementation processes of strategic marketing</li> <li>• Implement market research methods according to different research questions</li> <li>• Understand the importance of the 7 Ps concept and their interdependencies</li> <li>• Develop a strategic marketing plan for products and services</li> </ul>

	<ul style="list-style-type: none"> <li>Recognize ethically relevant situations in marketing and act in a socially responsible manner</li> <li>Develop solutions to specific marketing issues in teams and present their results</li> </ul>
Module language	English
Module availability	Summer semester

### Module 19: Practical Studies III

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	Project report (12 weeks for submission) with a presentation (at least 15 and no more than 20 min.)
Learning outcomes and skills	<p>Students expand and improve their previously acquired business and aviation-specific skills by applying them in practice in a company area and/or project.</p> <p>They have the ability to take part in interdisciplinary projects that are particularly suitable for the selected aviation management study program and therefore have an interdisciplinary mindset. They can perform tasks to a large extent independently, putting what they have already learned into practice. In line with their work practice, they acquire specialist skills, preferably in marketing, especially in sales planning or market research, or calculation and preparation and/or analysis of annual accounts. They have also acquired methodological skills in the use of information systems, for instance, computer reservation and/or booking systems.</p> <p>They are able to systematically analyze specialist literature in the English language.</p> <p>Students use this project work to derive and implement consequences for other demanding tasks and for time and cost management.</p>
Module language	German
Module availability	Winter semester

### Module 20: International and National Aviation Law

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students master the specific legal framework that applies to the aviation industry. They are familiar with and can name the tasks distributed among government, federal states and private service providers in air safety. They understand the economic and political background of aviation law. They have the ability to sensibly classify issues of aviation management in its legal and regulatory context. They have acquired basic skills in order to provide general solutions to legal issues of aviation management.</p>
Module language	German
Module availability	Summer semester

### Module 21: Advanced Financial/Management Accounting

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>Apply the fundamentals of accounting according to IFRS</li> <li>Analyze annual accounts and, in particular, generate, interpret and scrutinize KPIs from annual accounts</li> </ul> <p>Students are familiar with newer forms of management accounting. They can apply activity-based costing and target costs to practical case studies.</p>

Module language	German
Module availability	Winter semester

### Module 22: Interdisciplinary General Studies

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Project work (time for submission: variable, depending on the module type) with a presentation.
Learning outcomes and skills	<p>Students expand their specific skillset (theories and methods) through insights into specialist knowledge, methodological skills and the rationale of other disciplines.</p> <p>Students have the ability to:</p> <ul style="list-style-type: none"> <li>• Adopt an interdisciplinary mindset and identify different aspects of a cross-sectional subject, weigh these against each other and view the situation holistically</li> <li>• Present the contexts of their future profession within the field of different disciplines and social interests in understandable terms and to adeptly defend these contexts</li> <li>• Reflect on the impacts and consequences of their professional and social activities and to draw consequences from these for their own actions</li> <li>• Develop understanding for mindsets from other disciplines based on specific interdisciplinary tasks and to act in a cooperative manner when dealing with different cultures and value systems</li> </ul> <p>Students learn to apply new methods and skills to specific problems (depending on the module type).</p>
Module language	Variable, depending on the specific module
Module availability	Summer and winter semester

### Module 23: Aviation Management IV

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students acquire an overview of airline and airspace management. They are familiar with the planning processes of an airline and they understand the new airspace order (Single European Sky) and the impacts on the three system partners, i.e. airline, airport operator and air traffic control.</p> <p>They have a differentiated insight into slot management and know the differences between airport and airway slots. They are familiar with and have mastered methods of network management, flight scheduling and flight schedule preparation, rostering, flight operation systems and slot management. They have the ability to independently analyze simple scheduling problems and to develop solutions to problems. They are familiar with airport coordination tasks as well as alternative allocation methods and also central airspace control. They have expanded their skills in the development of innovative airspace structures as well as the recording and processing of flight schedules.</p> <p>They understand airspace from the different perspectives of the system partners, i.e. airline, airport operator and air traffic control. They have the ability to present the different perspectives of the system partners in regard to slot allocation.</p>
Module language	German
Module availability	Summer semester

### Module 24: Logistics and Purchasing Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)

Learning outcomes and skills	<p>Students are familiar with the basic concepts of logistics, especially in relation to aviation and tourism management.</p> <p>Students are able to judge the importance of sourcing and purchasing management for a company. They are familiar with several concepts in purchasing and the importance of interfaces with other departments.</p> <p>As logistics and purchasing are part of the primary functions of all companies, students gain a significant insight into these elementary processes and are able to adapt the content to their daily tasks at the company.</p>
Module language	English
Module availability	Summer semester

### Module 25: Practical Studies IV

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	Project report (12 weeks for submission) with a presentation (at least 15 and no more than 20 min.)
Learning outcomes and skills	<p>By working in one or more areas of the company, students expand the commercial and aviation-specific skills already acquired at an interdisciplinary and cross-company level and apply them in an aviation context.</p> <p>They have the ability to independently assume in an interdisciplinary project: a very difficult task that is particularly suitable for the study program selected and which involves an interdisciplinary issue.</p> <p>Interdisciplinary skills (30%): Students are able to independently coordinate a project. They can apply project management and project controlling skills to complex issues and precisely coordinate the different company areas or teams involved in the project using suitable interface management (methodological and social skills).</p> <p>Students expand their competence through a coordinated shift in place of learning. By working several weeks in functional areas or on projects of other companies involved in this cooperation, students become familiar with the tasks of other stakeholders in aviation. This experience provides them with a greater understanding of interaction between the system partners.</p> <p>They also improve their command of business English even further.</p>
Module language	German
Module availability	Summer semester

### Module 26: Taxation

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	<p>Portfolio comprising the following parts:</p> <ol style="list-style-type: none"> <li>Short presentation (at least 15 and no more than 30 min.) with a written report (2 weeks for submission) with a weighting of 10%</li> <li>Written examination (120 min.) with a weighting of 90%.</li> </ol> <p>The examination is passed if at least 50% of the possible number of points has been reached.</p>
Learning outcomes and skills	<p>Students learn the fundamentals of tax law. They have a thorough overview of the components of selected types of taxation (sales, income, corporation and trade tax).</p> <p>Students are able to provide solutions to case examples and to present these in a clear-cut manner. In doing so, they make economic decisions taking issues of taxation into account. They are also familiar with and have mastered the most important work methods for expertise in tax law and can apply these skills in practice.</p>
Module language	German
Module availability	Winter semester

**Module 27: Finance and Investment**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Participants acquire basic knowledge about investment and finance, which they can use to support decisions analysis, planning and organization by finance departments of public or private corporations, public entities or regulators on financing, and they can assess the significance of the characteristics of different kinds of equity or debt finance. Students also gain skills and methodological knowledge of investment planning and investment accounting methods by working on practical examples in aviation and tourism management, and they are familiar with the fundamentals and instruments of financial planning and external financing.
Module language	English
Module availability	Summer semester

**Module 28: Applied Project and Requirements Management**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Term paper (8 weeks for submission) with a presentation (at least 10 and no more than 20 min.)
Learning outcomes and skills	Students master project management methods and have the skills needed to initiate, plan, steer, control, conclude and document projects. They also gain strategic process management skills and can apply the related practical tools. Using project and process management methods, they can overcome the challenges posed by transformation processes that result from both the privatization of general interest services and the renationalization of privatized services. Students are familiar with software engineering methods and approaches and have the ability to capably support the selection of methods and IT development projects from a tourism perspective. They understand the roles and tasks of IT departments and they can understand the contents of requirements documents. They have the ability to independently expand their skills in project, process and requirements management, also in regard to cases in the tourism industry.
Module language	German
Module availability	Winter semester

**Module 29: Aviation Management V**

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students understand marketing measures for the different products and services of the system partners, i.e. airline, airport operator and air traffic control, and are therefore familiar with success-based management from different perspectives. They gain a comprehensive insight into decision making for products, pricing policy and distribution. They are also familiar with communication policies, customer relations management, HR management and the KPIs of the individual system partners. They understand interaction between system partner services and the conflict of aims. The first four aviation industry modules in which operative skills are taught and where the foundation was laid for decision-making form the basis for this fifth module. Students are able to market the different products and services in practice. The skills acquired in the modules of previous semesters, such as business administration, services marketing and accounting, are expanded in case studies so that students have greater competence in marketing aviation products and services that they can apply in practice.
Module language	German

Module availability	Winter semester
---------------------	-----------------

### Module 30: Controlling

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>After passing the module, students should:</p> <ul style="list-style-type: none"> <li>• Have an enhanced understanding of and insight into the use of management accounting and control concepts for implementing strategies</li> <li>• Understand and be able to analyze and interpret the financial performance indicators of an organization</li> <li>• Be able to identify financial and operational drivers of a specific organization, e.g. customer drivers, process drivers</li> </ul> <p>Moreover, students will have a sound knowledge in management accounting and control as well as having gained general competencies after passing the module. They will be able to identify and solve problems and furthermore manage communication in a structured way. Additionally, students acquire a critical and systems mindset.</p>
Module language	English
Module availability	Winter semester

### Module 31: Integrated Practical Project (Practical Studies V)

ECTS Credits (CP) / Workload (h)	10 / 300
Module examination	Project report (12 weeks for submission) with a presentation (at least 15 and no more than 20 min.)
Learning outcomes and skills	<p>Students are able to apply the skills acquired based on a specific task at a services company in practice. They improve their competence (i.e. social, subject-related and methodological skills in this field).</p> <p>Students have the ability to handle a specific task with an academic reference as part of a practical project and to work and moderate in a team in a targeted manner. They can present their results in a professional manner to management of the company or institute.</p> <p>They can gather, document and analyze commercial processes. They master the procedure to optimize business processes. They can present their results to the company.</p> <p>They are familiar with methods for planning and steering in industrial or services companies. They apply methods of project management.</p> <p>By the end of the study program, the key qualifications have been strengthened and expanded ready for the start of a career. The practical project integrates the skills acquired during the practical studies modules. The project is also designed as a starting point for the Bachelor thesis.</p> <p>Advanced command of business English.</p>
Module language	German
Module availability	Winter semester

### Module 32: Risk Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	Students are familiar with the fundamentals of risk management and the main methods applied in practice. They master the basic concepts of rational decision making for

	<p>innovations. They are familiar with methods in aircraft technology, air traffic control and airport systems. They have the ability to shape the risk management process, to identify and analyze possible risks, to implement risk management measures and to verify their effectiveness.</p> <p>Interdisciplinary skills: Students can handle risks in a responsible and mindful manner.</p>
Module language	German
Module availability	Summer semester

### Module 33: Bachelor-Thesis with Colloquium

ECTS Credits (CP) / Workload (h)	15 / 450
Module examination	Bachelor-Thesis (8 weeks for submission) with a final colloquium (at least 30 and no more than 45 min.)
Learning outcomes and skills	The Bachelor-Thesis is a supervised thesis in which students can demonstrate their ability to independently examine problems related to an area of their studies according to scientific methods and findings and to present the results of this work in an appropriate manner and within a specified period of time. The topic should be of an interdisciplinary nature and should have a strong focus on the aviation industry. The Bachelor thesis must be submitted in writing.
Module language	German
Module availability	Winter and summer semester

### Module 34: Aviation Management VI

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students have the competence to plan and develop strategies for major international airports, airlines and air traffic control. They understand the development perspectives of the system partners as well as the importance of strategic cooperation.</p> <p>Students have the ability to combine skills acquired in the previous aviation industry modules. They can apply their knowledge and skills in line with operating conditions, commercial requirements and marketing circumstances in order to correctly interpret strategic interdependences for decision making at the company. Students' methodological and social skills are promoted and expanded through the preparation of case studies on mobility culture and introductory tasks for moderating independent group work along with the subsequent discussion on decision making.</p>
Module language	German
Module availability	Summer semester

### Module 35: International and Cross-Cultural Management

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Written examination (120 min.)
Learning outcomes and skills	<p>Students are able to:</p> <ul style="list-style-type: none"> <li>• Define the concepts of "Global Competition" and "Globalization of Business"</li> <li>• Describe the basic concepts and methods of international management</li> <li>• Develop an international strategy and assist a business in strengthening its internationalization competence</li> <li>• Manage the planning and implementation processes of international management</li> <li>• Identify challenges established businesses face when internationalizing and develop tools to manage the change and assist in the process</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop a strategy for international market entry</li> </ul> <p>Students are able to:</p> <ul style="list-style-type: none"> <li>• Describe basic definitions, models and concepts of "culture"</li> <li>• Apply cross-cultural analysis and comparisons</li> <li>• Define the concept of "cross-cultural management"</li> <li>• Reflect on recent and complex aspects of cross-cultural management</li> <li>• Systematically strengthen the cross-cultural competence of a business</li> <li>• Identify challenges established businesses face in cross-cultural processes and develop appropriate management activities</li> <li>• Manage organizational cultures in a cross-cultural context</li> <li>• Motivate employees in cross-cultural contexts</li> </ul>
Module language	English
Module availability	Summer semester

### Module 36: Practical Studies VI

ECTS Credits (CP) / Workload (h)	5 / 150
Module examination	Presentation (at least 15 and no more than 20 min.) with a written report (4 weeks for submission)
Learning outcomes and skills	<p>Students have the ability to expand the commercial and aviation-specific skills already acquired on a practical level by applying them in an interdisciplinary manner in one area of a company or in an interdisciplinary project with a high degree of complexity.</p> <p>Interdisciplinary skills: In a project or an international team, students have the ability to handle a strategically relevant task that is particularly suitable for the study program selected. They can combine subject-related, methodological and social skills in order to expand their competence. This allows them to apply scientific methods in order to develop and present complex solutions to problems to top management.</p> <p>Students have the ability to apply methods of business administration systematically in their decision making while taking into account the special circumstances of the aviation industry and to moderate team work in a successful manner.</p>
Module language	German
Module availability	Summer semester