

Prüfungsordnung
des weiterbildenden Master-Studiengangs

MBA Aviation and Tourism Management

Fb3: Wirtschaft und Recht – Business and Law

Prüfungsordnung des Fachbereichs 3: Wirtschaft und Recht – Business and Law der Frankfurt University of Applied Sciences für den weiterbildenden Master-Studiengang MBA Aviation and Tourism Management vom 20. Januar 2016

Aufgrund des § 44 Abs. 1 Nr. 1 des Hessischen Hochschulgesetzes (HHG) in der Fassung vom 14. Dezember 2009, zuletzt geändert durch Gesetz vom 30. November 2015 (GVBl. I S. 510), hat der Fachbereichsrat des Fachbereichs 3: Wirtschaft und Recht – Business and Law der Frankfurt University of Applied Sciences am 20. Januar 2016 die nachstehende Prüfungsordnung für den MBA Aviation and Tourism Management beschlossen. Die Prüfungsordnung entspricht den Allgemeinen Bestimmungen für Prüfungsordnungen mit den Abschlüssen Bachelor und Master an der Frankfurt University of Applied Sciences (AB Bachelor/Master) vom 10. November 2004 (Staatsanzeiger für das Land Hessen 2005 S. 519) in der Fassung der Änderung vom 12. November 2014 (veröffentlicht am 19. Februar 2015 auf der Internetseite in den Amtlichen Mitteilungen der Frankfurt University of Applied Sciences) und ergänzt sie.

Die Prüfungsordnung wurde durch das Präsidium am 26. April 2016 gemäß § 37 Abs. 5 HHG genehmigt.

Die Genehmigung ist befristet für die Dauer der Akkreditierung bis zum 31. März 2023.

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§ 1 **Akademischer Grad**

Aufgrund der bestandenen Master-Prüfung verleiht die Frankfurt University of Applied Sciences den akademischen Grad „Master of Business Administration (MBA)“.

§ 2 **Zulassungsvoraussetzungen**

- (1) Zum weiterbildenden berufsbegleitenden Master-Studiengang MBA Aviation Management kann nur zugelassen werden, wer das Studium eines in- oder ausländischen ersten berufsqualifizierenden Studiengangs mit einer Regelstudienzeit von mindestens sechs Semestern abgeschlossen hat und
 1. dabei mindestens 180 ECTS-Punkten (Credits) erworben hat,
 2. mindestens zwei Jahre einschlägige Berufserfahrung nachweisen kann,
 3. ein Empfehlungsschreiben des Arbeitgebers oder eines anderen geeigneten Referenzgebers vorlegt, das auf die persönliche und fachliche Eignung abstellt,
 4. über gute englische Sprachkenntnisse verfügt, die durch
 - den erfolgreichen Abschluss eines englischsprachigen Studiengangs oder
 - den Test of English as a Foreign Language (TOEFL) mit einem Minimalergebnis von 87 Punkten oder IELTS 6.5 oder einen vergleichbarer Sprachtestnachgewiesen werden, und
 5. das positiv bewertete Auswahlgespräch absolviert hat.
- (2) Das Vorliegen der Voraussetzungen gemäß Absatz 1 wird durch den Prüfungsausschuss festgestellt.
- (3) In den Fällen, in denen ein Bewerber oder eine Bewerberin einen ersten berufsqualifizierenden Studienabschluss mit weniger als 210 ECTS-Punkten (Credits) vorlegt, ist die Zulassung mit der Auflage verbunden, dass bis zur Zulassung zum Modul „Masterthesis with Colloquium“ der erfolgreiche Abschluss von Modulen im Umfang von bis zu 30 ECTS-Punkten (Credits) nachzuweisen ist. Hierzu kann u. a. aus dem Modulangebot der Bachelor-Studiengänge am Fachbereich 3: Wirtschaft und Recht der Frankfurt University of Applied Sciences ausgewählt werden. Über die Anzahl und die Auswahl der Module entscheidet der Prüfungsausschuss.
- (4) Bewerberinnen und Bewerber ohne ersten berufsqualifizierenden Hochschulabschluss, die eine Berufsausbildung abgeschlossen haben und über eine mehrjährige einschlägige Berufserfahrung verfügen, können nach erfolgreicher Eignungsprüfung gemäß § 16 Abs. 2 HHG zugelassen werden. Die Zulassungsvoraussetzungen gemäß Absatz 1 Ziffer 2 bis 5 bleiben hiervon unberührt.

Die Eignungsprüfung gemäß § 16 Abs. 2 HHG ist an der Frankfurt University of Applied Sciences gemäß der Satzung über die Eignungsprüfung für die Zulassung zu weiterbildenden Masterstudiengängen ohne ersten berufsqualifizierenden Hochschulabschluss in der jeweils gültigen Fassung abzulegen.

- (5) Für Studienbewerberinnen und Studienbewerber mit ausländischen Vorbildungsnachweisen gilt die Satzung über das Verfahren zur Bewertung und Zulassung von Studienbewerberinnen und Studienbewerber mit ausländischen Vorbildungsnachweisen an der Frankfurt University of Applied Sciences in der jeweils gültigen Fassung.
- (6) Die Bewerbung erfolgt durch ein ein- bis zweiseitiges Bewerbungsschreiben, das Aufschluss über die Motivation für den gewählten Studiengang und den angestrebten Beruf bzw. die angestrebte Position gibt. Das Bewerbungsschreiben muss bis zum Ablauf der Bewerbungsfrist der Hochschule vorliegen, die Bewerbungsfrist wird auf der Homepage der Hochschule veröffentlicht. Dem Schreiben sind der Lebenslauf sowie die Nachweise für die Zulassungsvoraussetzungen gemäß Absatz 1 beizufügen.
- (7) Die Auswahl erfolgt auf Grundlage des Absatz 1 durch ein Auswahlgespräch (mind. 45 Minuten, max. 60 Minuten) mit zwei Mitgliedern des Prüfungsausschusses, darunter die Studiengangsleitung. Dieses Gespräch soll vertiefenden Einblick über die Motivation und Eignung für den gewählten Studiengang und angestrebten Beruf bzw. die angestrebte Position geben. Das Auswahlgespräch sowie die zur Entscheidung führenden Gründe werden von den Mitgliedern des Prüfungsausschusses protokolliert.

§ 3

Entgeltpflicht

- (1) Dieser Studiengang ist entgeltpflichtig. Näheres regelt die Entgeltordnung der Frankfurt University of Applied Sciences für den weiterbildenden Masterstudiengang MBA Aviation and Tourism Management.

§ 4

Regelstudienzeit, Anzahl der ECTS-Punkte

- (1) Die Regelstudienzeit für die Erlangung des zweiten berufsqualifizierenden Abschlusses MBA einschließlich des Moduls Master-Thesis mit Kolloquium beträgt vier Semester.
- (2) Das Studienprogramm umfasst 90 ECTS-Punkte (Credits). Ein ECTS-Punkt entspricht einem Workload von 30 Stunden. Die ECTS-Punkte (Credits) sind jedem Modul zugeordnet und werden durch den erfolgreichen Abschluss des Moduls erworben. Die Inhalte der Module sowie die Anzahl der in den Modulen zu erwerbenden ECTS-Punkte (Credits) sind den Modulbeschreibungen (Anlage 3) zu entnehmen.

§ 5

Qualifikationsziel

Das MBA Programm „Aviation and Tourism Management“ befähigt bereits berufserfahrene Menschen für hochqualifizierte und herausfordernde Tätigkeiten und Führungspositionen im Management der Luftfahrt und Tourismus-Industrie.

Für Absolventinnen und Absolventen typische Arbeitsgebiete sind Allgemeines Management, Verkauf, Betriebsführung, Logistik, Marketing, Beratung, Finanzen und andere Managementbereiche in der Luftfahrt- und Tourismusindustrie.

Nach dem erfolgreichen Abschluss des Programms beherrschen die Absolventinnen und Absolventen alle relevanten Unternehmensfunktionen und verstehen ihre Zusammenhänge und Bedeutung für eine erfolgreiche Unternehmensführung. Sie sind in der Lage Projekte zu entwickeln, durchzuführen und zu leiten; sie inspirieren ihr Team, neue Visionen und Strategien einzuführen. Sie sind in besonderer Weise in der Lage, ethisch motivierte Führung im Rahmen eines internationalen und globalisierten Umfelds zu leisten indem sie unter Berücksichtigung der verschiedenen Kulturen nationale und internationale Strategien in lokalen wie in globalen Märkten implementieren können. Sie sind geschult im Verhandeln und in der Lage, unter Berücksichtigung ihrer ethischen und sozialen Verantwortung, Entscheidungen auch basierend auf begrenzten und unvollständigen Informationen zu treffen. Sie haben gelernt, analytisch und konzeptionell zu denken und sowohl ihre Arbeit als auch die Arbeit ihres Teams effektiv und effizient zu gestalten.

Weiterhin sind die Absolventinnen und Absolventen in der Lage, Marktsegmente, internationale Trends und Anforderungen der Luftfahrt- und Tourismusindustrie zu analysieren und zu evaluieren. Sie können Erfolgsfaktoren und Marktpotenziale erkennen und Konzepte und Prozesse der strategischen Unternehmensführung entwickeln und umsetzen. In ihren Entscheidungsprozess fließen Betrachtungen des rechtlichen und behördlichen Rahmens sowie Sicherheits- und Schutzbestimmungen mit ein.

Das Programm ist konzipiert, um die akademischen Fähigkeiten der Absolventinnen und Absolventen zu erweitern und gewonnene Lernmethoden dauerhaft so einzusetzen, dass sie dem technologischen und akademischen Fortschritt folgen können oder auch ihr Studium fortzusetzen um zu promovieren. Sie werden die Vorreiter in der Umsetzung und Anwendung neuer Methoden und Technologien sein.

§ 6

Module

- (1) Das Studienprogramm umfasst einschließlich des Moduls Master-Thesis mit Kolloquium zwölf Pflichtmodule und zwei Wahlpflichtmodule.
- (2) Die Lehr- und Prüfungssprache aller Module ist Englisch.
- (3) Mindestens zwei Module werden an Standorten kooperierender, ausländischer Hochschulen absolviert. Näheres regelt Anlage 1.
- (4) Die Wahlpflichtmodule teilen sich auf in ein Wahlpflichtmodul im ersten Semester und ein Wahlpflichtmodul im dritten Semester. Die Studierende oder der Studierende muss jeweils das Wahlpflichtmodul aus einem Angebot von zwei Wahlpflichtmodulen auswählen. Das Wahlrecht wird mit der erstmaligen Anmeldung zur Modulprüfung ausgeübt. Ein Wechsel eines Wahlpflichtmoduls ist nicht möglich.

§ 7

Prüfungsleistungen

- (1) Die Art der Modulprüfung oder Modulteilprüfung im Sinne von § 7 Abs. 3 in Verbindung mit § 10 Abs. 1 AB Bachelor/Master regelt die Modulbeschreibung (Anlage 3).

- (2) Die Prüfungen der Module werden in englischer Sprache abgelegt.
- (3) Eine Modulprüfung ist bestanden, wenn die Modulprüfungsleistung oder alle dem Modul zugeordneten Modulteilprüfungsleistungen mit mindestens „ausreichend“ (4,0) bewertet wurden. Die Gewichtung von Modulteilprüfungsleistungen bei der Notenbildung ergibt sich aus der jeweiligen Modulbeschreibung.
- (4) Als Zweitprüferin oder Zweitprüfer im letzten Prüfungsversuch werden Professorinnen oder Professoren der Frankfurt University of Applied Sciences benannt.

§ 8

Wiederholbarkeit von Prüfungsleistungen

- (1) Nicht bestandene Modulprüfungsleistungen oder Modulteilprüfungsleistungen können zweimal wiederholt werden. Bestandene Modulprüfungsleistungen oder Modulteilprüfungsleistungen können nicht wiederholt werden.
- (2) Wiederholungsprüfungen für nicht bestandene Prüfungsleistungen für im Ausland zu absolvierende Module können am Standort Frankfurt am Main abgelegt werden.

§ 9

Prüfungsausschuss

Der für den Studiengang gebildete Prüfungsausschuss ist für alle Prüfungsangelegenheiten betreffend den Studiengang nach Maßgabe der AB Bachelor/Master und dieser Prüfungsordnung zuständig.

§ 10

Meldung und Zulassung zu den Prüfungen

- (1) Eine Modulprüfung oder eine Modulteilprüfung kann ablegen, wer als Studierende oder als Studierender in diesem Studiengang das Entgelt für die Teilnahme an dem Modul (Prüfungsentgelt) sowie im Falle von Wiederholungsprüfungen das Entgelt für die Wiederholungsprüfung entrichtet hat oder hiervon befreit wurde; das Nähere regelt die Entgeltordnung.
- (2) Die Voraussetzungen für die Zulassung zu den Prüfungen ergeben sich aus § 9 AB Bachelor/Master und den Modulbeschreibungen (Anlage 3). Für die Anmeldung zur Master-Thesis mit Kolloquium sind mindestens 55 ECTS-Punkte (Credits) erforderlich, § 2 Abs. 3 bleibt davon unberührt. Über die Zulassung entscheidet der Prüfungsausschuss.
- (3) Die Anmeldung zu den Prüfungen erfolgt in einem von dem Prüfungsausschuss festzulegenden Antragsverfahren. Der Prüfungsausschuss legt zu Beginn des Semesters den Zeitraum für die Anmeldung zu den Prüfungen fest (Anmeldezeitraum) und gibt ihn bekannt. Er gibt ferner den Zeitpunkt bekannt, bis zu dem die Anmeldung ohne Anrechnung auf die zulässigen Versuche zurückgenommen werden kann (Rücknahmezeitpunkt). Nach dem Rücknahmezeitpunkt kommt ein Rücktritt von einer Prüfung, zu der die/der Studierende angetreten ist, nur nach Maßgabe des § 16 AB Bachelor/Master in Betracht.

§ 11

Master-Thesis mit Kolloquium

- (1) Die Ausgabe des Themas für die Master-Thesis erfolgt nach Zulassung der Studierenden oder des Studierenden zum Modul „Master-Thesis with Colloquium“ durch den Prüfungsausschuss.
- (2) Die Bearbeitungszeit für die Master-Thesis beträgt sechs Monate. Sie beginnt mit dem Tag der Ausgabe des Themas. Für das Modul „Master-Thesis with Colloquium“ werden 20 ECTS-Punkte (Credits) vergeben.
- (3) Kann der erste Abgabetermin aus Gründen, welche die Studierende oder der Studierende nicht zu vertreten hat, nicht eingehalten werden, so wird die Bearbeitungszeit nach Maßgabe des § 25 Abs. 8 AB Bachelor/Master um die Zeit der Verhinderung, längstens jedoch um acht Wochen verlängert.
- (4) Die Master-Thesis ist fristgerecht in drei gebundenen schriftlichen Exemplaren im Prüfungsamt abzugeben. Darüber hinaus ist die Arbeit auf einem digitalen Datenträger im Format eines gängigen Textverarbeitungsprogramms einzureichen.
- (5) Die Master-Thesis ist Gegenstand eines Abschluss-Kolloquiums. Das Kolloquium setzt das Bestehen der Master-Thesis voraus und findet vor zwei Prüferinnen und Prüfern statt. Die Dauer des Kolloquiums beträgt mindestens 30 Minuten, höchstens 45 Minuten. Das Kolloquium soll spätestens sechs Wochen nach Abgabe der Master-Thesis stattfinden. Das Ergebnis geht mit einem Gewicht von einem Fünftel in die Bewertung des Moduls „Master-Thesis with Colloquium“ ein.

§ 12

Bildung der Gesamtnote

- (1) Die Gesamtnote für die Master-Prüfung errechnet sich aus den Noten der Modulprüfungen wie folgt:
 1. aus der Note des Moduls „Master-Thesis with Colloquium“ und
 2. dem arithmetischen Mittel der Noten der übrigen 12 Module.Dabei geht das Modul „Master-Thesis with Colloquium“ mit einer Gewichtung von 25% in die Gesamtnote ein. Es gilt § 15 Abs. 4 Sätze 2 und 3 der AB Bachelor/Master entsprechend.
- (2) Entsprechend § 15 Abs. 5 der AB Bachelor/Master wird für die Gesamtnote der Master-Prüfung ein ECTS-Rang vergeben.

§ 13

Zeugnis, Urkunde und Diploma Supplement

- (1) Nach bestandener Master-Prüfung erhält die Studierende oder der Studierende ein Zeugnis, die Master-Urkunde und ein Diploma Supplement nach Maßgabe des § 23 der AB Bachelor/Master.
- (2) In das Zeugnis über die Master-Prüfung sind ergänzend zu den Angaben nach § 23 Abs. 1 Satz 2 der AB Bachelor/Master, auf schriftlichen Antrag der Studierenden oder des Studierenden das Ergebnis der Prüfungen in Zusatzmodulen einschließlich der erworbenen ECTS-Punkte (Credits) aufzunehmen.

§ 14

Inkrafttreten und Übergangsregelung

- (1) Diese Prüfungsordnung tritt am 01. Oktober 2016 zum Wintersemester 2016/2017 in Kraft und wird auf einem zentralen Verzeichnis auf der Internetseite der Frankfurt University of Applied Sciences veröffentlicht.
- (2) Die Prüfungsordnung des weiterbildenden MBA Aviation Management vom 30. März 2011 (veröffentlicht am 25. August 2011 auf der Internetseite in den Amtlichen Mitteilungen der Frankfurt University of Applied Sciences), zuletzt geändert am 12. Juni 2013 wird aufgehoben. Der Absatz 3 bleibt unberührt.
- (3) Studierende, die vor Inkrafttreten dieser Prüfungsordnung ihr Studium begonnen haben, können noch bis spätestens mit Ablauf des Sommersemesters 2018 (30. September 2018) ihr Studium nach der Prüfungsordnung des weiterbildenden MBA Aviation Management vom 30. März, zuletzt geändert am 12. Juni 2013 abschließen, danach setzen sie ihr Studium gemäß dieser Prüfungsordnung fort.
- (4) Beim Wechsel in die Prüfungsordnung vom 20. Januar 2016 werden Leistungen, die nach der Prüfungsordnung des weiterbildenden MBA Aviation Management vom 30. März 2011, zuletzt geändert am 12. Juni 2013, erbracht wurden, durch den Prüfungsausschuss anerkannt.

Frankfurt am Main, _____

Prof. Dr. Swen Schneider

Der Dekan des Fachbereichs 3: Wirtschaft und Recht – Business Law

Frankfurt University of Applied Sciences

Strukturmodell MBA Aviation and Tourism Management (MBA)

Anlage 1 zur Prüfungsordnung

Semester 4	9) Management Competencies II 5 CP	14) Master's Thesis and Colloquium 20 CP				25 CP
Semester 3		10) Logistics*** 5 CP	11) Corporate Management II 5 CP	12) Economic and Environmental Basis 5 CP	Wahlpflichtmodul 2 5 CP 13.1 Strategic Air Traffic and Airport Management 13.2 Strategic Tourism Management II	20 CP
Semester 2	1) Management Competencies I 5 CP	6) Corporate Management I 5 CP	7) Leadership and the Legal and Regulatory Framework 5 CP	8) Applied Research Project 10 CP		25 CP
Semester 1		2) Research Methods and Project Management 5 CP	3) Fundamentals of Tourism Management and Intercultural and Innovation Management 5 CP	4) Strategic Management and Airline Management 5 CP	Wahlpflichtmodul 1 5 CP 5.1 Safety Management Systems* 5.2 Strategic Tourism Management I**	20 CP
<p>*Lehrtort: Embry-Riddl-Aeronautical University Daytona Beach, USA **Lehrtort: University of West London, GB ***Lehrtort: University of Huddersfield; GB</p>						

Modulübersicht MBA Aviation and Tourism Management (MBA)

- Anlage 2 zur Prüfungsordnung –

(Module – ECTS – Dauer – Prüfungsform – Sprache d. Moduls)

Nr.	Modultitel	ECTS	Dauer [Sem.]	Prüfungsform	Sprache
1	Management Competencies I	5	2	Written project (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)	English
2	Research Methods and Project Management	5	1	Written examination (120 minutes)	English
3	Fundamentals of Tourism Management and Intercultural and Innovation Management	5	1	Written project (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)	English
4	Strategic Management and Airline Management	5	1	Written team project (submission period 8 weeks) with presentation (mind. 10, max. 15 minutes per person)	English
5.1	Safety Management Systems	5	1	Written assignment (submission period 8 weeks)	English
5.2	Strategic Tourism Management I	5	1	Written examination (120 minutes)	English
6	Corporate Management I	5	1	Written examination (120 minutes)	English
7	Leadership and the Legal and Regulatory Framework	5	1	Written assignment (submission period 8 weeks)	English
08	Applied Research Project	10	1	Written team Project (submission period 3 months) with presentation (mind. 10, max. 15 minutes per person)	English
9	Management Competencies II	5	2	Written assignment (submission period 8 weeks)	English
10	Logistics	5	1	Written assignment (submission period 8 weeks)	English
11	Corporate Management II	5	1	Written examination (120 minutes)	English
12	Economic and Environmental Basis	5	1	Written assignment (submission period 8 weeks)	English
13.1	Strategic Air Traffic and Airport Management	5	1	Written teamproject (submission period 8 weeks) with presentation (mind. 10, max. 15 minutes per person)	English

Nr.	Modultitel	ECTS	Dauer [Sem.]	Prüfungsform	Sprache
13.2	Strategic Tourism Management I	5	1	Written project (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)	English
14	Master-Thesis with Colloquium	20	6 Monate	Written Master-Thesis (submission period 6 months) with Colloquium (mind. 30, max. 45 minutes)	English
15	Additional Module: Reflections on one's career to date / Crediting post-graduate work experience	30	1	Project report (Time allowed: 4 months)	English

Module description MBA Aviation and Tourism Management

- Anlage 3 zur Prüfungsordnung –

Module title	Management Competencies I
Module number	1
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	Two semesters
Status of the module	Compulsory Module
Recommended semester during the study programme	1 st and 2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module examination	None
Module examination	Written project (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, the students are able to:</p> <ul style="list-style-type: none"> - work according to academic standards (literature research, citation and referencing skills, clear structure and academic writing), - apply core management and leadership skills, - understand the importance of team work for problem solving and innovation processes, - be aware of relevant psychological influences of leadership (own and other perception of self, biased perception, team processes), - build, manage and lead an interdisciplinary team, - understand communication and self-reflection as key instrument for authentic leadership, - give and receive constructive feedback, - reflect upon themselves, compare own and other perception of self, define personal areas of competence with a need for improvement, evaluate their own performance in view of leadership competencies, - both individually and as a team member apply the negotiation theory of the Harvard method and other tools in different real-world based cases. - act as a representative or mediator of a party that is involved in a

	<p>negotiation.</p> <ul style="list-style-type: none"> - use rhetorical and presentation techniques as elements of convincing leadership, - understand communication theories, and master working with the media.
Contents of the module	Introduction to Study Programme, Academic Methods and Presentation Skills Rhetorical Skills, Press Management and Media Communications
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Research Methods and Project Management
Module number	2
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module participation at module examination	None
Module examination	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, students shall be able to:</p> <ul style="list-style-type: none"> - identify and manage trade-offs on scope/cost/quality/time of a project, - document and manage changing requirements, - identify, prioritise, mitigate and document project's risks, - constantly monitor project risks as part of project monitoring, - establish work breakdown structure (WBS), time & effort estimates, resource allocation, scheduling etc., - practice in planning using methods and tools (Microsoft project), - develop, execute and maintain a Project Plan, - apply and monitor the concepts of Quality Assurance and Quality control (test plan, test cases, etc.), - acquire the appropriate vocabulary and understanding of statistical terminology, - understand the use of statistics and quantitative methods, and interpret data to be more effective in aviation business planning, forecasting and management, - use models, formulae, and examples drawn from various applications in their decision making process and project management - analyse problems with quantitative methods, present and discuss findings and solutions while working in a group or as an individual on a project
Contents of the module	Project Management Quantitative Research

Lecturing format of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Fundamentals of Tourism Management, Intercultural and Innovation Management
Module number	3
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written project (submission period 8 weeks) with presentation (mind. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - Be aware of definition and concepts of contemporary tourism and expound upon, describe and estimate global market development trends in tourism business - Develop a strategic action plan for tourism enterprises with international business activities - Analyse international trends and data on tourism demand and tourism industry - Evaluate and develop an international competitive strategy for internationally orientated tourism enterprises - reflect upon concepts and tasks of Intercultural Management, - analyse different cultures by using the cultural dimensions of Hofstede and Trompenaars, access and apply various verbal and nonverbal communication methods with cultural sensitivity, - express the requirements of managers and staff working in intercultural environments. - relate the concepts "innovation", "technology" and "strategy", - develop and implement an innovation and technology strategy, - understand management of innovation and technology as core leadership task, - systematically strengthen the innovation competency of a company, - recognise the innovation challenges of established firms and develop appropriate management activities in order to improve the innovation capabilities

	<p>ties of an established firm,</p> <ul style="list-style-type: none"> - - design and build an external innovation network. - Work together in diverse and international teams - communicate effectively with others and translate issues of strategic importance across cultural barriers
Contents of the module	<p>Fundamentals of Tourism Management Intercultural and Innovation Management</p>
Teaching methods of the module	<p>Seminar</p>
Total workload	<p>150 hours/semester</p>
Language of the module	<p>English</p>
Frequency of the module	<p>Each winter semester</p>

Module title	Strategic Management and Airline Management
Module number	4
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written team project (submission period 8 weeks) with presentation (min. 10, max. 15 minutes per person)
Intended learning outcomes /acquired competencies of the module	<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 organisation, - identify relevant business influences and future trends and their implications for the organisation and the market, master different methods for generating and collecting information as a basis for the analysis, - develop competitive strategies, assess options for strategies in terms of their efficiency and effectiveness, - resolve specific strategic problems of the airline and tourism industry, - 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
Contents of the module	Strategic Airline Management Strategic Management
Teaching methods of the module	Seminar including future workshop, international case studies and teamwork
Total workload	150 hours/semester

Language of the module	English
Frequency of the module	Each winter semester

Module title	Safety Management Systems
Module number	5.1
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Optional Module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> - introduce safety concepts, - recognise and manage hazards, - evaluate safety risks, - appreciate and apply ICAO safety management requirements, - understand safety management system (SMS) design, - recognise safety and security management as a core leadership task.
Contents of the module	Safety and Security
Teaching methods of the module	Seminar including online simulation project
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Strategic Tourism Management I
Module number	5.2
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Optional Module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> • recognize the complexity of the tourism product development and modification in destinations in the global competitive environment • comprehend and manage a destination as a product and brand • define a quality strategy for destinations • execute competition analysis and optimize strategic positioning of destinations • understand and evaluate different tour operation models • identify and evaluate strategic success factors and leadership challenges in the tour operation market • develop opportunities of the internet based tour operation business models
Contents of the module	Strategic Destination Management Strategic Tour Operation Management
Teaching methods of the module	Seminar including international case studies and teamwork
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Corporate Management I
Module number	6
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module participation examination	None
Module examination	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> - apply strategic marketing & sales theories and concepts as part of successful corporate management, - manage the planning and implementation processes of strategic marketing & sales, - differentiate marketing & sales concepts and instruments according to B2C- and B2B-markets, - develop a strategic marketing plan for innovative products, services and business models, - design and build the customer value of a firm, - communicate customer values and to use advertising and public relations for this purpose, - strengthen the sales competency of a firm systematically, - apply contemporary and advanced aspects of the sales management of a firm; especially in relation to personnel selling, sales promotion, direct sales and online sales, - sell in a global marketplace, - recognise ethically relevant situations in marketing & sales and act in a socially responsible manner, - evaluate the importance of successful information systems management as a competitive advantage for the strategic corporate management, - design IT Governance concepts, - demand a leadership role of CIO and IT, - using information systems to forecast trends and support decision making by

	collecting and analysing data (Big Data) - acknowledge and develop opportunities of the new internet based business models like cloud computing or mobile business in the aviation industry
Contents of the module	Strategic Marketing & Sales Information Systems Management
Lecturing format of the module	Seminar format including international case studies and e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

Module title	Leadership and the legal and regulatory framework
Module number	7
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - develop approaches to enhance team and individual performance, - master determinants of group culture, - understand the importance of communication for leadership, - behave professionally in different leadership situations (staff appraisal, meetings), - reflect typical leadership situations and act appropriately, - develop leadership skills by designing a vision of the future, align the organisation behind that vision and motivate people to achieve the vision,organise personnel development in light of current business trends,place labour law within a corporate framework/context, - master basics on employment contracts and employer-employee relationships, - identify situations in labour law which require special actions, - be aware of the legal and regulatory bases of aviation and tourism management and consider the legal framework for all strategic and operative decisions
Contents of the module	Talent Management, Leadership and Labor Law Legal and Regulatory Framework of the Aviation and Tourism Industry
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester

Language of the module	English
Frequency of the module	Each summer semester

Module title	Applied Research Project
Module number	8
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	10
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written team Project (submission period 3 months) with presentation (min. 10, max. 15 minutes per person)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - apply appropriate consulting approaches, - turn the business consultation process into their own project, - assess their approaches to problem solving regarding opportunities, threats and costs and choose the most target-oriented approach, - form a research team, - assess and develop research objective and research questions, - analyse state of the art academic literature relevant to a chosen research topic in aviation management, - design an appropriate methodology for the specific research project and implement the chosen methods, - evaluate methods, sources, parametric and non-parametric data regarding their quality and relevance to the research question, - evaluate ethical issues relevant to the research methodology, - present their results convincingly. <p>The students master analytical and conceptual thinking, structured working, efficient and effective teamwork and time management for a given applied research project.</p>
Contents of the module	International Research and Consulting Project
Teaching methods of the module	Seminar structure including case study and project

Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

Module title	Management Competencies II
Module number	9
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	Two semesters
Status of the module	Compulsory Module
Recommended semester during the study programme	3 rd and 4 th semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - formulate and maintain their own work-life-balance, - effective time – self and stress management techniques, - recognise self-care as basis of a healthy leadership style, - apply appropriate and acceptable networking codes of conduct when building an international network system, - use networking as a leadership instrument in order to realise their vision and objectives, - assess the chances and risks of social networks, - use lobbying instruments effectively, - develop a lobbying strategy.
Contents of the module	Work-Life-Balance and Networking Lobbying and Feedback Seminar
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Logistics
Module number	10
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - describe the challenges of operations management, - identify customer satisfaction by using different methods, - develop and implement optimization initiatives, - support Collaborative Decision Making-processes, - classify Supply Chain Management processes and components, - apply methods of Supply Chain Management to new tasks, - identify constraints of Supply Chain Management, - analyse specific characteristics related to the aviation industry. <p>They master interdisciplinary teamworkThey can deal with and appreciate multicultural aspects.</p> <p>They can communicate their conclusions, and the knowledge and rationale underpinning these conclusions to specialist and non-specialist audiences clearly and unambiguously.</p>
Contents of the module	Operations Management Supply Chain Management
Teaching methods of the module	Seminar including international case studies
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Corporate Management II
Module number	11
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - delineate the concept of management accounting as a sub-system of corporate management and recognise the functions of planning, coordinating and control, - distinguish the instruments of management accounting and the context-specific adoption, - apply methods of cost management in a target-oriented way, - distinguish financial ratios and use them appropriate, - distinguish the forms of budgeting arrange input for management-oriented reporting, - apply capital budgeting and corporate financing theories, - establish a relationship between corporate strategies and corporate financing strategies.
Contents of the module	Management Accounting Corporate Finance
Teaching methods of the module	Seminar including e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Economic and Environmental Basis
Module number	12
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - Expound on facts related to the applied analysis of spatial economics and spatial structures, - analyse spatial dimensions of economic structures and patterns of demand, - make decisions about infrastructure planning in the aviation industry, - devise problem-solving strategies for spatial development, - define the requirements for a sustainability strategy, - explain the influence of the environment related regulatory framework on the organisation of the aviation and tourism industry, - evaluate the impact of air traffic and tourism on the environment, - understand measures available to reduce negative impacts on the environment as leadership task in destination, aviation and tourism management . <p>The students master thinking from different stakeholders' points of views</p>
Contents of the module	Applied Regional Analysis and Spatial Economics Sustainability Management in the Aviation and Tourism Industry
Teaching methods of the module	Seminar including international case studies
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Strategic Air Traffic and Airport Management
Module number	13.1
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Optional Module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written team project (submission period 8 weeks) with presentation (min. 10, max. 15 minutes per person)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - expound upon and describe facts on development of the international Air Traffic Control Systems, - - formulate statements on future market development, - - develop a strategic action plan, - - analyse European ATC projects and their implications on the aviation industry as a whole - reflect upon development and future trends of the international airport business, - identify relevant implications for the own market and - initiate appropriate actions to resolve strategic problems specific to the airport industry. <p>They have the skills to organise a virtual team successfully, which can work on an academic topic over distance and for longer periods of time.</p>
Contents of the module	Strategic Air Traffic Management Strategic Airport Management
Teaching methods of the module	Seminar including international case studies and teamwork
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Strategic Tourism Management II
Module number	13.2
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Optional Module
Recommended semester during the study programme	3rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Prerequisites for module examination	None
Module examination	Written Project (submission period 8 weeks) with presentation (min. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - understand and reflect the peculiarities of tourism marketing and E-Business in Tourism - define and evaluate tourism market segments and recognize key success factors and market potential - identify, develop and implement concepts and processes in strategic tourism marketing - evaluate the current trends in E-Business and know how to manage them through the applications of E-Business theories - understand processes and structures of the Business-Travel and MICE- (Meeting, Incentive, Congress and Event) market - analyse, evaluate and optimize processes between travel management companies, service providers and enterprises - lead the strategy-implementing/strategy-executing phase as a make-things-happen and make-things-right kind of managerial exercise - identify and understand relevant implications of the above mentioned outcomes for their own national/regional market(s) and their companies - initiate appropriate actions to resolve strategic problems - organise a virtual team successfully, which can work on an academic topic over distance and for longer periods of time.
Contents of the module	Strategic Tourism Marketing and E-Business Strategic Business Travel Management
Teaching methods of the module	Seminar including international case studies and teamwork
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

Module title	Master-Thesis with Colloquium
Module number	14
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	
Duration of the module	One semester
Status of the module	Compulsory Module
Recommended semester during the study programme	4 th semester
Credit points (Cp) of the module	20
Prerequisites for module participation	At the minimum 55 Credits
Prerequisites for module examination	At the minimum 55 Credits
Module examination	Written Master-Thesis (submission period 6 months) with Colloquium (mind. 30, max. 45 minutes)
Intended learning outcomes /acquired competencies of the module	By completing the supervised Master-Thesis the student proves her/his ability to apply scientific methods within a determined period of time. Furthermore, the student demonstrates her/his ability to solve problems in the area of study as well as in unknown environments on the basis of the expanded and specialised knowledge gained through the studies.
Contents of the module	
Teaching methods of the module	
Total workload	Master Thesis 570 hours/semester, Colloquium 30 hours/Semester
Language of the module	English
Frequency of the module	Each semester

Module title	Additional Module: Reflections on one's career to date / Crediting postgraduate work experience
Module number	15
Study programme	Master of Business Administration Aviation and Tourism Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	1 semester
Status of the module	Additional module
Recommended semester during the study programme	1st, 2nd or 3rd semester
Credit points (Cp) of the module	30
Prerequisites for module participation	Certified apprenticeship and at least three-years' work experience, two of which have to be in the aviation or tourism sector
Requirements for participation in the module assignment	Certified apprenticeship and at least three-years' work experience, two of which have to be in the aviation or tourism sector
Module assignment	Project report (Time allowed: 4 months)
Intended learning outcomes /acquired competencies of the module	<ul style="list-style-type: none"> - Compiling a personal, specialist and general competency profile - Being aware of specialist and general competencies acquired when working - Making a target-actual comparison with regard to one's own profile - Recognising one's own strengths and potential weaknesses - Defining action fields
Contents of the module	<ul style="list-style-type: none"> - Overview of and reflection on one's own specialist competencies: summary of the know-how one has gained from work experience; applying theoretical knowledge in practice; critical evaluation - Overview of and reflection on interpersonal and personal competencies, i.e. social and self-critical competencies which facilitate cooperation with superiors, colleagues and subordinates: <ul style="list-style-type: none"> conflict management, (interdisciplinary and/or intercultural) teamwork moderation techniques verbal communication (rhetoric) and nonverbal communication (body language) conversation techniques personnel management and leadership - Overview of and reflection on instrumental personal competencies: instruments, techniques and methods which support the generation and/or planned <ul style="list-style-type: none"> (targeted) application of knowledge: information management learning techniques, general techniques

	<p>working scientifically time management presentation techniques (basic) EDP techniques knowledge of foreign languages</p> <ul style="list-style-type: none"> - Overview of and reflection on systemic competencies: skills (e.g. creativity, adaptability) which are necessary to see one's work as part of a complex system and to carry it out accordingly: <ul style="list-style-type: none"> introducing innovations initiating, planning and implementing change processes networked thinking
Teaching methods of the module	
Total workload	900
Language of the module	English
Frequency of the module	Every semester

DIPLOMA SUPPLEMENT

This Diploma Supplement model was developed by the European Commission, Council of Europe and UNESCO/CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

1. HOLDER OF THE QUALIFICATION

1.1 Family Name / 1.2 First Name

«Nachname», «Vorname»

1.3 Date, Place, Country of Birth

«Gebdat», «Gebort», «Gebland»

1.4 Student ID Number or Code

«mtknr»

2. QUALIFICATION

2.1 Name of Qualification / Title conferred

(full, abbreviated; in original language)

Master of Business Administration in Aviation and Tourism Management (MBA)

2.2 Main Field(s) of Study

MBA Aviation and Tourism Management

2.3 Institution Awarding the Qualification (in original language)

Frankfurt University of Applied Sciences

Status (Type / Control)

University of Applied Sciences / State Institution

2.4 Institution Administering Studies (in original language)

(same)

Status (Type / Control)

(same)

2.5 Language(s) of Instruction / Examination

English

3. LEVEL OF QUALIFICATION

3.1 Level

Second degree (2 years) by research with Master Thesis

3.2 Official Length of Programme

2 years, 90 credits (ECTS)

3.3 Access Requirements

Letter of Application, Diploma or first Bachelor Degree with at least 210 credits (ECTS) or first Bachelor Degree with at least 180 credits (ECTS) supplemented by certificates with at least 30 credits (ECTS) or Foreign

Equivalent with at least 180 credits (ECTS), at least two years of relevant professional experience, TOEFL 87 points or IELTS band 6.5

4. CONTENTS AND RESULTS GAINED

4.1 Mode of study

part-time

4.2 Programme Requirements / Qualification Profile of the Graduate

The MBA programme "Aviation and Tourism Management" qualifies professionals for challenging and demanding management and leadership positions in the aviation and tourism industry.

Typical fields of employment for graduates are general management, sales, operations management, logistics, marketing, consulting, controlling and other fields of management in the aviation and tourism industries.

After successful completion of the study program graduates master relevant corporate functions and understand their interdependence and importance for a successful management of a company. They have the ability to develop, manage and lead projects and inspire confidence in their team to implement new visions and strategies. In particular they are competent in providing ethical leadership in international and globalized settings, dealing with diverse cultures and implementing national and international strategies in local as well as globalized markets. They are excellent negotiators and communicators and able to take decisions with incomplete or limited information, reflecting on social and ethical responsibilities. They have learnt to think in an analytical and conceptual way, manage their time and to structure their work and the work of their teams in efficient and effective manner.

Furthermore they are capable of analyzing, defining and evaluating market segments, international trends and demands of the aviation and tourism industry. They recognize key success factors and market potentials and can identify, develop and implement concepts and processes in strategic aviation and tourism management areas. In their decision making process, they consider the legal and regulatory framework of the industry as well as safety concerns and security regulations.

The programme improves the graduates' academic skills and provides them with tools to enhance their study and learning skills so they will be able to follow the technological and academic development for life or to continue their studies to earn a doctorate. They will be in the vanguard of implementing new methods and technologies.

4.3 Programme Details

See "Transcript of records" for list of courses and grades, and "Prüfungszeugnis" (Final Examination Certificate) for subjects offered in final examinations (written and oral), and topic of thesis, including evaluations.

4.4 Grading Scheme

General grading scheme cf. Sec. 8.6

4.5 Overall Classification (in original language)

Gesamtnote <Note als Zahl mit einer Nachkommastelle>, <Note als Langtext>

Based on the accumulation of grades received during the study programme and the final thesis.

cf. Prüfungszeugnis (Final Examination Certificate)

5. FUNCTION OF THE QUALIFICATION

5.1 Access to Further Study

Qualifies to apply for admission for Ph.D. (doctorate)

5.2 Professional Status

The graduates are well equipped to take positions:

in corporate management as leaders of functional business units and strategic business units in aviation companies as managers,

in management consultancies,

in government agencies at the regional or national level.

The final position could be that of a CEO, head of division or business unit, project executive, or senior consultant.

6. ADDITIONAL INFORMATION

6.1 Additional Information

The programme is taught in English.

Two units of the module "Safety Management Systems" will be taught by lecturers of Griffith University, Brisbane, Australia at their Nathan campus. The module "Logistics" will be taught at the University of Petroleum and Energy Services, Dehradun, India.

6.2 Further Information Sources

On the institution: www.frankfurt-university.de

Hessisches Ministerium für Wissenschaft und Kunst (State Ministry), www.hmwk.hessen.de, Rheinstraße 23-25, D-65185 Wiesbaden

For national information sources cf. Sect. 8.8

7. CERTIFICATION

This Diploma Supplement refers to the following original documents:

- Urkunde über die Verleihung des Bachelor/Master-Grades vom «PrDatumL»
- Prüfungszeugnis vom «PrDatumL»
- Transcript of Records of «PrDatumL» (wenn es das gibt)

(Official Stamp/ seal)

Certification Date: «PrDatumL»

Prof. XYZ

Chairman Examination Committee

8. INFORMATION ON THE GERMAN HIGHER EDUCATION SYSTEM¹

8.1 Types of Institutions and Institutional Status

Higher education (HE) studies in Germany are offered at three types of Higher Education Institutions (HEI)².

- *Universitäten* (Universities) including various specialized institutions, offer the whole range of academic disciplines. In the German tradition, universities focus in particular on basic research so that advanced stages of study have mainly theoretical orientation and research-oriented components.
- *Fachhochschulen* (Universities of Applied Sciences) concentrate their study programmes in engineering and other technical disciplines, business-related studies, social work, and design areas. The common mission of applied research and development implies a distinct application-oriented focus and professional character of studies, which include integrated and supervised work assignments in industry, enterprises or other relevant institutions.
- *Kunst- und Musikhochschulen* (Universities of Art/Music) offer studies for artistic careers in fine arts, performing arts and music; in such fields as directing, production, writing in theatre, film, and other media; and in a variety of design areas, architecture, media and communication.

Higher Education Institutions are either state or state-recognized institutions. In their operations, including the organization of studies and the designation and award of degrees, they are both subject to higher education legislation.

8.2 Types of Programmes and Degrees Awarded

Studies in all three types of institutions have traditionally been offered in integrated "long" (one-tier) programmes leading to *Diplom- or Magister Artium* degrees or completed by a *Staatsprüfung* (State Examination).

Within the framework of the Bologna-Process one-tier study programmes are successively being replaced by a two-tier study system. Since 1998, a scheme of first- and second-level degree programmes (Bachelor and Master) was introduced to be offered parallel to or instead of integrated "long" programmes. These programmes are designed to provide enlarged variety and flexibility to students in planning and pursuing educational objectives, they also enhance international compatibility of studies.

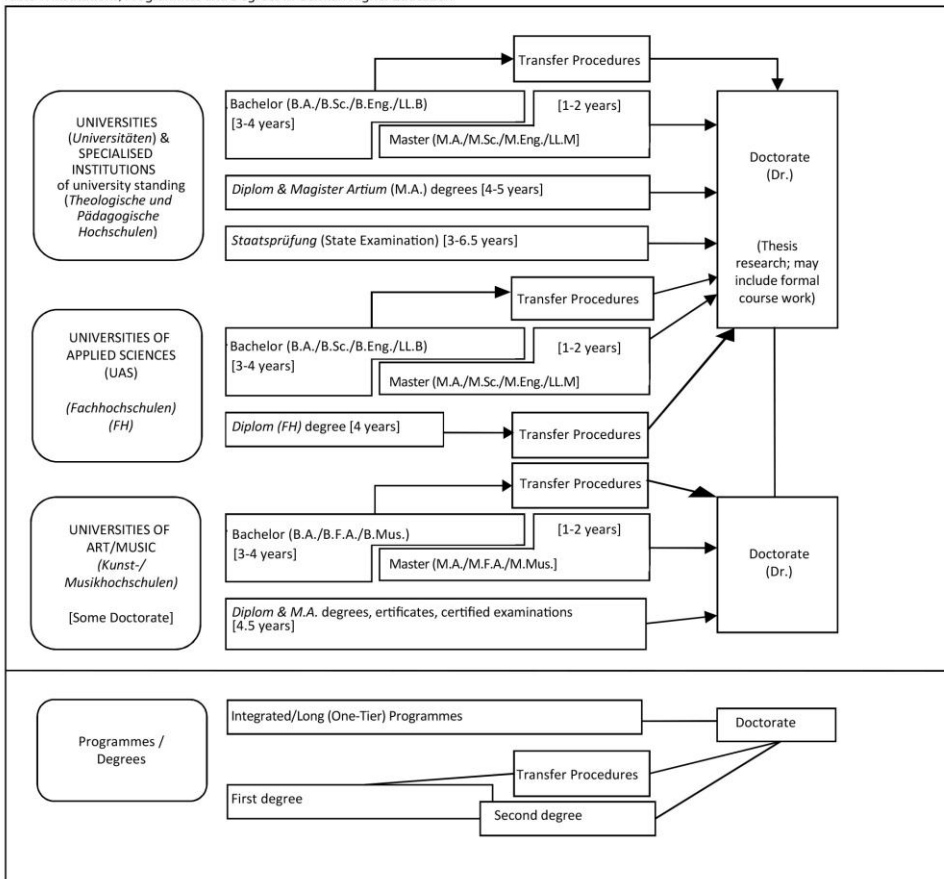
The German Qualifications Framework for Higher Education Degrees³, the German Qualifications Framework for Lifelong Learning⁴ and the European Qualifications Framework for Lifelong Learning⁵ describe the degrees of the German Higher Education System. They contain the classification of the qualification levels as well as the resulting qualifications and competencies of the graduates.

For details cf. Sec. 8.4.1, 8.4.2, and 8.4.3 respectively. Table 1 provides a synoptic summary.

8.3 Approval/Accreditation of Programmes and Degrees

To ensure quality and comparability of qualifications, the organization of studies and general degree requirements have to conform to principles and regulations established by the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany (KMK).⁶ In 1999, a system of accreditation for programmes of study has become operational under the control of an Accreditation Council at national level. All new programmes have to be accredited under this scheme; after a successful accreditation they receive the quality-label of the Accreditation Council.⁷

Table 1: Institutions, Programmes and Degrees in German Higher Education



8.4 Organization and Structure of Studies

The following programmes apply to all three types of institutions. Bachelor's and Master's study courses may be studied consecutively, at various higher education institutions, at different types of higher education institutions and with phases of professional work between the first and the second qualification. The organization of the study programmes makes use of modular components and of the European Credit Transfer and Accumulation System (ECTS) with 30 credits corresponding to one semester.

8.4.1 Bachelor

Bachelor degree study programmes lay the academic foundations, provide methodological skills and lead to qualifications related to the professional field. The Bachelor degree is awarded after 3 to 4 years.

The Bachelor degree programme includes a thesis requirement. Study courses leading to the Bachelor degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁸

First degree programmes (Bachelor) lead to Bachelor of Arts (B.A.), Bachelor of Science (B.Sc.), Bachelor of Engineering (B.Eng.), Bachelor of Laws (LL.B.), Bachelor of Fine Arts (B.F.A.), Bachelor of Music (B.Mus.) or Bachelor of Education (B.Ed.).

The Bachelor degree corresponds to level 6 of the German Qualifications Framework / European Qualifications Framework.

8.4.2 Master

Master is the second degree after another 1 to 2 years. Master study programmes may be differentiated by the profile types "practice-oriented" and "research-oriented". Higher Education Institutions define the profile. The Master degree study programme includes a thesis requirement. Study programmes leading to the Master degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁹ Second degree programmes (Master) lead to Master of Arts (M.A.), Master of Science (M.Sc.), Master of Engineering (M.Eng.), Master of Laws (LL.M.), Master of Fine Arts (M.F.A.), Master of Music (M.Mus.) or Master of Education (M.Ed.). Master study programmes which are designed for continuing education may carry other designations (e.g. MBA). The Master degree corresponds to level 7 of the German Qualifications Framework / European Qualifications Framework.

8.4.3 Integrated "Long" Programmes (One-Tier): Diplom degrees, Magister Artium, Staatsprüfung

An integrated study programme is either mono-disciplinary (Diplom degrees, most programmes completed by a Staatsprüfung) or comprises a combination of either two major or one major and two minor fields (Magister Artium). The first stage (1.5 to 2 years) focuses on broad orientations and foundations of the field(s) of study. An intermediate Examination (*Diplom-Vorprüfung* for Diplom degrees; *Zwischenprüfung* or credit requirements for the *Magister Artium*) is prerequisite to enter the second stage of advanced studies and specializations. Degree requirements include submission of a thesis (up to 6 months duration) and comprehensive final written and oral examinations. Similar regulations apply to studies leading to a *Staatsprüfung*. The level of qualification is equivalent to the Master level.

• Integrated studies at *Universitäten (U)* last 4 to 5 years (*Diplom* degree, *Magister Artium*) or 3 to 6.5 years (*Staatsprüfung*). The *Diplom* degree is awarded in engineering disciplines, the natural sciences as well as economics and business. In the humanities, the corresponding degree is usually the *Magister Artium* (M.A.). In the social sciences, the practice varies as a matter of institutional traditions. Studies preparing for the legal, medical and pharmaceutical professions are completed by a *Staatsprüfung*. This applies also to studies preparing for teaching professions of some *Länder*.

The three qualifications (*Diplom*, *Magister Artium* and *Staatsprüfung*) are academically equivalent and correspond to level 7 of the German Qualifications Framework / European Qualifications Framework. They qualify to apply for admission to doctoral studies. Further prerequisites for admission may be defined by the Higher Education Institution, cf. Sec. 8.5.

• Integrated studies at *Fachhochschulen (FH)*/Universities of Applied Sciences (UAS) last 4 years and lead to a *Diplom (FH)* degree which corresponds to level 6 of the German Qualifications Framework / European Qualifications Framework. While the *FH/UAS* are non-doctorate granting institutions, qualified graduates may apply for admission to doctoral studies at doctorate-granting institutions, cf. Sec. 8.5.

• Studies at *Kunst- and Musikhochschulen* (Universities of Art/Music etc.) are more diverse in their organization, depending on the field and individual objectives. In addition to *Diplom/Magister* degrees, the integrated study programme awards include Certificates and certified examinations for specialized areas and professional purposes.

8.5 Doctorate

Universities as well as specialized institutions of university standing and some Universities of Art / Music are doctorate-granting institutions. Formal prerequisite for admission to doctoral work is a qualified Master (UAS and U), a *Magister* degree, a *Diplom*, a *Staatsprüfung*, or a foreign equivalent. Comparable degrees from universities of art and music can in exceptional cases (study programmes such as music theory, musicology, pedagogy of arts and music, media studies) also formally qualify for doctoral work.

Particularly qualified holders of a Bachelor or a *Diplom (FH)* degree may also be admitted to doctoral studies without acquisition of a further degree by means of a procedure to determine their aptitude. The universities respectively the doctorate-granting institutions regulate entry to a doctorate as well as the structure of the procedure to determine aptitude. Admission further requires the acceptance of the Dissertation research project by a professor as a supervisor. The doctoral degree corresponds to level 8 of the German Qualifications Framework / European Qualifications Framework.

8.5 Grading Scheme

The grading scheme in Germany usually comprises five levels (with numerical equivalents; intermediate grades may be given): "Sehr Gut" (1) = Very Good; "Gut" (2) = Good; "Befriedigend" (3) = Satisfactory; "Ausreichend" (4) = Sufficient; "Nicht ausreichend" (5) = Non-Sufficient/Fail. The minimum passing grade is "Ausreichend" (4). Verbal designations of grades may vary in some cases and for doctoral degrees.

In addition, grade distribution tables as described in the ECTS Users' Guide are used to indicate the relative distribution of grades within a reference group.

8.7 Access to Higher Education

The General Higher Education Entrance Qualification (*Allgemeine Hochschulreife, Abitur*) after 12 to 13 years of schooling allows for admission to all higher educational studies. Specialized variants (*Fachgebundene Hochschulreife*) allow for admission at Fachhochschulen (UAS), universities and equivalent higher education institutions, but only in particular disciplines. Access to study programmes at *Fachhochschulen* (UAS) is also possible with a *Fachhochschulreife*, which can usually be acquired after 12 years of schooling. Admission to study programmes at Universities of Art/Music and comparable study programmes at other higher education institutions as well as admission to a study programme in sports may be based on other or additional evidence demonstrating individual aptitude. Applicants with a vocational qualification but without a school-based higher education entrance qualification are entitled to a general higher education entrance qualification and thus to access to all study programmes, provided they have obtained advanced further training certificates in particular state-regulated vocational fields (e.g. *Meister/Meisterin im Handwerk, Industriemeister/in, Fachwirt/in (IHK und HWK), staatlich geprüfte/r Betriebswirt/in, staatliche geprüfte/r Gestalter/in, staatlich geprüfte/r Erzieher/in*). Vocationally qualified applicants can obtain a *Fachgebundene Hochschulreife* after completing a state-regulated vocational education of at least two years' duration plus professional practice of normally at least three years' duration, after having successfully passed an aptitude test at a higher education institution or other state institution; the aptitude test may be replaced by successfully completed trial studies of at least one year's duration.¹⁰ Higher Education Institutions may in certain cases apply additional admission procedures.

8.8 National Sources of Information

- *Kultusministerkonferenz (KMK)* [Standing Conference of the Ministers of Education and Cultural Affairs of the Länder in the Federal Republic of Germany]; Graurheindorfer Str. 157, D-53117 Bonn; Tel.: +49(0)228/501-0; Fax: +49(0)228/501-777
- Central Office for Foreign Education (ZaB) as German NARIC; www.kmk.org; E-Mail: zab@kmk.org
- "Documentation and Educational Information Service" as German EURYDICE-Unit, providing the national dossier on the education system (<http://www.kmk.org/dokumentation/deutsche-eurydice-stelle-der-laender.html>)
- *Hochschulrektorenkonferenz (HRK)* [German Rectors' Conference]; Ahhrstrasse 39, D-53175 Bonn; Fax: +49(0)228/887-110; Phone: +49(0)228/887-0; www.hrk.de; E-Mail: post@hrk.de
- "Higher Education Compass" of the German Rectors' Conference features comprehensive information on institutions, programmes of study, etc. (www.higher-education-compass.de)

¹ The information covers only aspects directly relevant to purposes of the Diploma Supplement. All information as of January 2015.

² *Berufsakademien* are not considered as Higher Education Institutions, they only exist in some of the *Länder*. They offer educational programmes in close cooperation with private companies. Students receive a formal degree and carry out an apprenticeship at the company. Some *Berufsakademien* offer Bachelor courses which are recognized as an academic degree if they are accredited by a German accreditation agency.

³ German Qualifications Framework for Higher Education Degrees. (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 21 April 2005).

⁴ German Qualifications Framework for Lifelong Learning (DQR). Joint resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany, the German Federal Ministry of Education and Research, the German Conference of Economics Ministers and the German Federal Ministry of Economics and Technology (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 15 November 2012). More information at www.dqr.de

⁵ Recommendation of the European Parliament and the European Council on the establishment of a European Qualifications Framework for Lifelong Learning of 23 April 2008 (2008/C 111/01 – European Qualifications Framework for Lifelong Learning – EQF).

⁶ Common structural guidelines of the *Länder* for the accreditation of Bachelor's and Master's study courses (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 10.10.2003, as amended on 04.02.2010).

⁷ "Law establishing a Foundation "Foundation for the Accreditation of Study Programmes in Germany", entered into force as from 26 February 2005, GV. NRW. 2005, No. 5, p. 45 in connection with the Declaration of the *Länder* to the Foundation "Foundation for the Accreditation of Study Programmes in Germany" (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 16 December 2004).

⁸ See note No. 7.

⁹ See note No. 7.

¹⁰ Access to higher education for applicants with a vocational qualification, but without a school-based higher education entrance qualification (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 6 March 2009).

