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Examination Regulations for the further
education Master program

Aviation and Tourism Management

Master of Business Administration (MBA)

Faculty 3: Business and Law

Wissen durch Praxis stärkt

Examination Regulations of Faculty 3: Business and Law of the Frankfurt University of Applied Sciences for the continuing education Master's program Aviation and Tourism Management from June 21, 2023

Based on § 50 paragraph 1 number 1 of the Hessian Higher Education Act (HessHG) from December 14, 2021 (GVBl. p. 931), last amended by the Act from March 28, 2023 (GVBl. p. 183, 216), the Faculty Council of Faculty 3: Business and Law of the Frankfurt University of Applied Sciences decided on June 21, 2023, the following Examination Regulations for the continuing education Master's program Aviation and Tourism Management.

The Examination Regulations correspond to the General Provisions for Examination Regulations with the degrees Bachelor and Master at the Frankfurt University of Applied Sciences (AB Bachelor/Master) from November 10, 2004 (State Gazette for the State of Hesse 2005 p. 519), last amended on July 13, 2022 (published on August 19, 2022 on the website in the Official Announcements of the Frankfurt University of Applied Sciences) and supplement them.

The Examination Regulations were approved by the Presidency on July 24, 2023, according to § 43 paragraph 5 HessHG.

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§ 1 Academic Degree

Upon passing the Master's examination, the Frankfurt University of Applied Sciences awards the academic degree "Master of Business Administration" (MBA).

§ 2 Admission Requirements and Enrollment Requirements

- (1) The continuing education Master's program is non-consecutive. Admission to the Master's program is only possible for those who
 - a. have successfully completed an initial professionally qualifying degree program at a German or foreign university with a standard study period of at least seven semesters and at least 210 ECTS credits (Credit Points) and
 - b. can prove at least one year of professional experience and
 - c. have sufficient knowledge of English. This is proven by a language test (e.g. TOEFL, IELTS, Cambridge Certificate, DAAD) or another language certificate demonstrating language competence of at least level B2 of the Common European Framework of Reference for Languages (CEFR) recommended by the Council of Europe and not older than three years.
- (2) Proof of English language skills according to paragraph 1 letter c is waived if
 - a. the first professionally qualifying university degree was obtained in an English-speaking country or at a bilingual institution or
 - b. professional activity in the business language English (written proof by the employer required) can be demonstrated.
- (3) The Examination Committee determines whether the requirements according to paragraph 1 are met.
- (4) Application is made through a one- to two-page English-language application letter that provides information about the motivation for the chosen program and the desired career. The application letter must be submitted to the university by the application deadline. The application deadline and procedure will be published on the university's website. The letter must be accompanied by a curriculum vitae and the proofs for the admission requirements according to paragraph 1.
- (5) Selection is based on paragraph 1 through an English-language selection interview (at least 45, at most 60 minutes) with the program director and the program coordinator. This interview serves to deepen the motivation letter and to verify the
 - a. willingness to perform,
 - b. relevance of professional experience,
 - c. relevance of the program for the applicant's own company or project,
 - d. oral expression skills in English and
 - e. willingness to take on entrepreneurial and social responsibility.

- (6) In cases where an applicant presents a first professionally qualifying degree with less than 210 ECTS (Credit Points), admission is subject to the condition that, before admission to the "Master's Thesis with Colloquium" module, the successful completion of the additional module "Reflections on one's career to date/Crediting postgraduate work experience" with 30 ECTS (Credit Points) is demonstrated.
- (7) Applicants without a first professionally qualifying university degree who have completed vocational training and have several years of relevant professional experience can be admitted after passing an aptitude test according to § 20 paragraph 3 HessHG. The admission requirements according to paragraph 1 remain unaffected. The aptitude test according to § 20 paragraph 3 HessHG is to be taken at the Frankfurt University of Applied Sciences according to the regulations for the aptitude test for admission to continuing education Master's programs without a first professionally qualifying university degree in its current version. The aptitude test is equivalent to a first professionally qualifying degree program with 210 ECTS credits.
- (8) Enrollment or re-registration only becomes effective if the fee set by the presidency and the semester fee have been paid. Details are regulated by the fee regulations of the Frankfurt University of Applied Sciences for the continuing education Master's program Aviation and Tourism Management (MBA) in its current version.

§ 3 Qualification Objectives

The MBA program "Aviation and Tourism Management" is a further education, application-oriented Master Degree Program aimed at a target group with professional experience, in particular from the Aviation and Tourism sectors, in addition to areas of general management including strategy, innovation, transformation, leadership and communication. Graduates have complex and in-depth knowledge in these fields, which are taught based on the results of current research. Graduates use their knowledge and competencies to critically question economic, strategic and future issues and to develop and apply appropriate, solution-based proposals for their field of activity. 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. This applies in particular with regard to the management of innovations and markets as well as customer relationships in the context of change in the areas of sustainability and digitalization. In doing so, they link different bodies of knowledge in order to develop new, innovative and holistic approaches even in unpredictable situations. Graduates have reflected on and actively developed their role in the respective professional contexts during their studies. Furthermore, graduates can consider the possibility of pursuing postgraduate doctorate.

Knowledge and understanding

Broadening knowledge:

Graduates have demonstrated knowledge and understanding that builds on their bachelor level studies, and are significantly expanded and deepened in the areas of Aviation, Tourism and strategic business management. They are able to define, analyse and interpret specifics, boundaries, terminologies and doctrines in these areas. Moreover, they are able to successfully handle new challenges for the transformation of companies in relation to social, technological, economic and political developments, such as digitalization, sustainability, diversity and modern understanding of leadership.

Consolidation of knowledge:

By analysing and reflecting upon practical cases and current literature related to their professional fields, graduates apply their acquired expertise to the issues they face in their current professional environment. They develop independent ideas for Aviation and Tourism Management, especially with regard to the transformation process of the industries, critically incorporating the latest findings in relevant fields of research.

Knowledge comprehension:

Graduates weigh scientific and methodological considerations from the fields of general management (e.g. strategy, innovation, transformation, leadership and communication) and the fields of Aviation and Tourism Management in order to address practice-relevant as well as scientific issues, and thus develop balanced, well-founded solutions.

Use, application, and generation of knowledge

Use and transfer:

Graduates use the acquired knowledge to make solid decisions in a complex and dynamic organizational and business environment, even in times of uncertainty and with limited access to information. They independently acquire knowledge on current developments in the fields of Aviation, Tourism and general management and are therefore prepared to carry out new application-oriented projects in a self-directed or autonomous manner.

Scientific innovation:

Graduates analyse and explain current research findings in the areas of business development, sustainability, digitalization as well as systemic corporate governance and are able to critically question and interpret them. They select suitable methods and concrete ways of operationalizing research results, which they can duly justify, when introducing them into their professional context.

Communication and cooperation

Graduates have developed in-depth competences in the field of Aviation and Tourism Management as well as business management and can lead or work in diverse teams in a cooperative and goal-oriented manner. They are effective in communicating change processes and innovations in dialogue with various stakeholders, including those who form part of their own team, as well as cooperating external companies. In doing so, they create a transparent and inclusive atmosphere.

Scientific self-image / professionalism

Graduates develop a professional self-image that is compatible with sustainable, future-oriented and responsible developments in the Aviation and Tourism Industry, and are prepared to respond to the ongoing economic and ecological challenges that have already begun to impact this sector so profoundly. They act confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable organizational success. In doing so, they critically reflect on their professional decisions and begin to form optimal framework conditions based on their theoretical and methodological knowledge. Graduates are therefore qualified to lead employees and to exercise their leadership role responsibly.

§ 4 Standard period of study, number of ECTS points (credit points)

- (1) The standard period of study for this degree program is four semesters.
- (2) The study program is a modular part-time study program and is organized on the basis of credit points in accordance with the “European Credit Transfer System (ECTS)”.
- (3) The study program comprises of 90 ECTS (credit points). One ECTS point corresponds to a student workload of 25 hours.

§ 5 Modules

- (1) The study program comprises a total of 15 compulsory modules.
- (2) The contents of the modules, the number of ECTS points (credit points) and the type and duration of the respective module examinations can be found in the module and examination overview (Appendix 2) and the module descriptions (Appendix 3).

§ 6 Examinations

- (1) The type of module examination or partial module examination is regulated in the module description (Appendix 3).
- (2) In a portfolio examination, the student should demonstrate that he or she knows the interrelationships and effects of the examination areas, can reflect on them critically and has worked through the examination areas in a learning goal and process-oriented manner.

The portfolio examination consists of the production/completion of so-called workpieces. The workpieces are named and weighted in the respective module description (Appendix 3).

The processing time for the portfolio examination is regulated in the respective module description (Appendix 3).

The deadlines set for the production/completion of individual workpieces are regulated in the respective module descriptions (Appendix 3).

The assessment of the portfolio examination takes place after the end of the processing time and is carried out in accordance with § 15 AB Bachelor/Master. The pieces of work used to form the overall grade are assessed according to points.

In the case of a portfolio examination in the form of group work, the contribution of the individual student must be clearly recognizable and assessable.

- (3) There are modules for which preliminary work must be completed as a prerequisite for admission to the module examination. The prerequisites can be found in the respective module descriptions (Appendix 3).
- (4) A module examination is passed if the module examination or all partial module examinations assigned to the module have been graded at least "sufficient" (4.0).

§ 7 Repeatability of examinations

Failed module examinations and partial module examinations can be repeated twice. The module examination Master's thesis with colloquium can only be repeated once. Module examinations and partial module examinations that have been passed cannot be repeated.

§ 8 Master's thesis with colloquium

- (1) The scope of work for the Master's thesis module with colloquium is 20 ECTS credits.
- (2) The following must be submitted when registering for the Master's thesis:
 - a. proof that at least 60 ECTS (credit points) have been successfully completed in accordance with Annex 3 module descriptions.
 - b. a written declaration of consent from the supervisor that she or he will supervise the Master's thesis.
- (3) The application for admission to the Master's thesis must be submitted in writing to the Examination Board. On the basis of the documents submitted, the Examination Board decides on admission to the Master's thesis and appoints the examiners.
- (4) The period from the issue of the Master's thesis to the submission of the Master's thesis is 20 weeks. The Examination Board decides who is admissible to participate in writing the Master's Thesis. Subsequently, the student may decide on the subject of the thesis, once the approval from the Examination Board has been confirmed.
- (5) The Master's thesis must be submitted by the deadline via the Faculty's digital submission system. The Master's thesis must be accompanied by a digitally signed assurance that the student has written the thesis independently and has not used any sources or aids other than those specified. A simple electronic signature in the form of a scan of the handwritten signature is sufficient. Machine-generated signatures are not sufficient.
- (6) If the submission deadline cannot be met for reasons for which the student is not responsible, the processing time shall be extended by a maximum of ten weeks at the student's request.

The processing time shall be extended in accordance with § 24 para. 8 sentence

1 AB Bachelor/Master by the period of the hindrance, but by no more than ten weeks. If the hindrance lasts longer, the student may withdraw from the examination.

- (7) The topic of the Master's thesis can only be returned once and only within the first third fraction of the processing time. If a new topic for the Master's thesis is issued as a result of the withdrawal in accordance with paragraph 6, the return of this topic is excluded.
- (8) The Master's thesis must be assessed independently by two examiners. If the Master's thesis is assessed differently, the Chair of the Examination Board shall calculate the grade from the arithmetic mean of the individual grades.
If the examiners' assessments differ by more than two grades or if one examiner assesses the Master's thesis as "insufficient", the Examination Board shall obtain the opinion of a third examiner. In this case, the grade is calculated from the grades of the first examiner, the second examiner and the third examiner from the arithmetic mean of the individual grades.
- (9) The Master's thesis is the subject of a final colloquium. As part of the module "Master's thesis with colloquium", the colloquium must be held at the end of the module. The colloquium lasts a minimum of 30 minutes and a maximum of 45 minutes. The colloquium requires the Master's thesis to be passed and takes place in front of two examiners. The colloquium should take place no later than six weeks after submission of the thesis.

§ 9 Formation of the overall grade

The overall grade for the Master's examination is calculated from the grades of the module examinations as follows:

1. the grade of the Master's thesis module with colloquium and
2. the arithmetic average of the grades of the remaining 14 modules with a weighting of 3 to 14.

§ 10 Certificate, diploma and diploma supplement

After passing the Master's examination, the student receives a certificate, the Master's certificate and a Diploma Supplement (Appendix 4) in accordance with § 22 AB Bachelor/Master.

§ 11 Effective date and transitional regulations

- (1) These examination regulations shall enter into force on October 1, 2023 for the winter semester 2023/2024 and shall be published in a central directory on the website (in the official announcements) of Frankfurt University of Applied Sciences.
- (2) The examination regulations dated January 20, 2016, last amended on October 31, 2018, are abolished. Paragraph 3 remains unaffected.
- (3) Students who began their studies before these examination regulations came into force may complete their studies in accordance with the examination regulations dated January 20, 2016, last amended on October 31, 2018, until the end of the summer semester 2025 (September 30, 2025) at the latest and then continue their studies in accordance with these examination regulations.
- (4) When switching to the examination regulations of June 21st, the Examination Board recognizes achievements that were completed in accordance with the examination regulations of January 20, 2016, last amended on October 31, 2018.

Frankfurt am Main, _____

Prof. Dr. Dietmar Franzen

The Dean of Faculty 3: Business and Law - Business and Law

Frankfurt University of Applied Sciences

Recommended curriculum: MBA Aviation and Tourism Management

Appendix 1 to the examination regulations¹

						ECTS Points (CP)
Semester 4	15 Master-Thesis with Colloquium 20 CP					20
Semester 3	11 Transformative Leadership 5 CP	12 Sustainability and Legal Impact Management 5 CP	13 Finance Management and Management Accounting 5 CP	14 Business Case Studies in Avia- tion and Tourism Manage- ment 5 CP	10 Innovation and Project Man- agement 5 CP	25
Semester 2	6 Future Trends in Marketing and Sales 5 CP	7 International Tourism and Travel Management 5 CP	8 Global Logistics 5 CP	9 Digitalization and Business Transformation in Aviation and Tourism 5 CP		20
Semester 1	1 Interpersonal Communica- tion Skills 5 CP	2 Safety and Risk Management 5 CP	3 Data Science in Business Research 5 CP	4 Strategic Airline, Airport and Air Traffic Management 5 CP	5 Strategic Business Develop- ment 5 CP	25

¹ This appendix contains the thematic connections between the modules and the recommended sequence of modules in the degree program.

Module and examination overview MBA Aviation and Tourism Management

– Appendix 1 to the examination regulations–

(Modules – Credit Points – Duration - Examination type - Module language)

No.	Module title	ECTS [CP]	Duration [Sem.]	Examination type	Language
1. Semester					
1	Interpersonal Communication Skills	5	1	Presentation (at least 5, at most 15 minutes) with written assignment (submission period 4 weeks)	English
2	Safety and Risk Management	5	1	Presentation (at least 10, at most 15 minutes) with written assignment (submission period 2 weeks)	English
3	Data Science in Business Research	5	1	Portfolio examination consisting of: 1. Project work (submission period 4 weeks), weighing 50% 2. Written examination (60 minutes), weighing 50% The examination is passed if at least 50% of the possible score has been achieved.	English
4	Strategic Airline, Airport and Air Traffic Management	5	1	Written project work (submission period 8 weeks) with presentation (at least 5, at most 10 minutes)	English
5	Strategic Business Development	5	1	Written examination (120 minutes)	English
2. Semester					
6	Future Trends in Marketing and Sales	5	1	Written examination (120 minutes)	English
7	International Tourism and Travel Management	5	1	Written assignment (submission period 8 weeks)	English
8	Global Logistics	5	1	Written assignment (submission period 8 weeks)	English
9	Digitalization and Business Transformation in Aviation and Tourism	5	1	Presentation (at least 5, at most 10 minutes) with project work (submission period 6 weeks)	English

No.	Module title	ECTS [CP]	Duration [Sem.]	Examination type	Language
10	Innovation and Project Management	5	1	Project work (submission period 10 weeks) with presentation (at least 10, at most 15 minutes)	English
3. Semester					
11	Transformative Leadership	5	1	Portfolio examination consisting of: 1. Written homework assignment (submission period 2 weeks), weighing 20% 2. Presentation (at least 10, at most 20 minutes), weighing 40% 3. Written report (submission period 4 weeks), weighing 40% The examination is passed if at least 50% of the possible score has been achieved.	English
12	Sustainability and Legal Impact Management	5	2	Written examination (120 minutes)	English
13	Finance Management and Management Accounting	5	1	Written examination (120 minutes)	English
14	Business Case Studies in Aviation and Tourism Management	5	1	Presentation (at least 5, at most 10 minutes) with written assignment (submission period 8 weeks)	English
4. Semester					
15	Master-Thesis with Colloquium	20	20 weeks	Master-Thesis (submission period 20 weeks) with Colloquium (at least 30, at most 45 minutes)	English
Additional Module Modul 16: Reflections on One's Career to Date / Crediting postgraduate work experience					
16	Reflections on one's career to date / Crediting postgraduate work experience	30	1	Project work (submission period 20 weeks) with presentation (at least 20, at most 45 minutes)	English

Module description: MBA Aviation and Tourism Management

– Appendix 3 to the examination regulations –

Module 1: Interpersonal Communication Skills

Module title	Interpersonal Communication Skills
Module number	1
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an introduction to Leadership Skills and is an entry-level module.
Module duration	One semester
Recommended semester	1st semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 5, at most 15 minutes) with written assignment (submission period 4 weeks)
Learning outcomes and skills	<p>Students understand the concept of communication theories.</p> <p>Students analyze selected communication theories applying the methods of scientific work.</p> <p>Students know tools for mindful communication and can apply them.</p> <p>Students work on cases, present their results, and give/receive feedback.</p> <p>Students are able to moderate a discussion / questions and answers session.</p> <p>Students apply their knowledge and skills of communication to situations in their own professional environment. Through critically reflecting on their own professional actions, they improve their social and communicative competencies.</p> <p>Students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</p> <p>Students are able to write a scientific paper according to scientific standards.</p> <p>Students are able to apply the methods of scientific work, e.g. develop research questions.</p>
Module contents	Interpersonal Communication Skills
Module teaching methods	Seminar with inverted classroom
Module language	English
Module availability	Each winter semester

Module 2: Safety and Risk Management

Module title	Safety and Risk Management
Module number	2
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an introduction to Safety and Risk Management and is an entry-level module.
Module duration	One semester
Recommended semester	1st semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 10, at most 15 minutes) with written assignment (submission period 2 weeks)
Learning outcomes and skills	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> • Describe and differentiate the ICAO Safety Management standards. • Use safety concepts. • Identify and analyze hazards. • Evaluate safety risks. • Specify and apply ICAO Safety Management requirements. • Explain safety management system (SMS) design. • Critically assess safety management systems, strategies and measures and develop them accordingly. • Develop and apply appropriate and systemic solution proposals for their field of activity. • Link different bodies of knowledge in order to develop new, innovative and holistic approaches even in unpredictable situations. • Contribute positively to a transparent and inclusive environment. • Critically reflect on their professional decisions and specifically help shape the framework conditions of their work environment based on the acquired theoretical and methodological knowledge. • Lead employees and exercise leadership roles responsibly.
Module contents	Safety and Risk Management
Module teaching methods	Seminar format including international case studies
Module language	English
Module availability	Each winter semester

Module 3: Data Science in Business Research

Module title	Data Science in Business Research
Module number	3
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an introduction to Data Science in Business Research and is an entry-level module.
Module duration	One semester
Recommended semester	1st semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	<p>b. Portfolio examination consisting of:</p> <ol style="list-style-type: none"> 1. Project work (submission period 4 weeks), weighing 50% 2. Written examination (60 minutes), weighing 50% <p>The examination is passed if at least 50% of the possible score has been achieved.</p>
Learning outcomes and skills	<p>The students understand the research process and are able to define and answer empirical questions. They are able to formulate hypotheses. They use appropriate statistical methods to analyze data and to derive conclusions. They are able to critically review previous research and literature. Students are able to work with statistical software. They know how to collect data, conduct surveys and to create questionnaires. Students understand ethical issues in the research process.</p> <p>Students will be able to critically evaluate aviation or tourism data sources and their usefulness to derive more effective decisions for business planning, forecasting, and strategic management. Students will therefore be able to develop and apply appropriate solution proposals for their field of activity.</p>
Module contents	Data Science in Business Research
Module teaching methods	Seminar with exercises
Module language	English
Module availability	Each winter semester

Module 4: Strategic Airline, Airport and Air Traffic Management

Module title	Strategic Airline, Airport and Air Traffic Management
Module number	4
Study program	MBA Aviation and Tourism Management
Module usability	This is a core Module for the Study program. It serves as an in-depth Module to the Aviation topic.
Module duration	One semester
Recommended semester	1st semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written project work (submission period 8 weeks) with presentation (at least 5, at most 10 minutes)
Learning outcomes and skills	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> • Use strategic management as key element of successful corporate management. • Apply concepts and instruments of strategic business unit management. • Carry out external and internal analysis by applying state-of-the-art models and instruments, in order to understand the strategic position of an organization. • Identify relevant business influences and future trends and their implications for the organization and the market, master different methods for generating and collecting information as a basis for the analysis. • Develop competitive strategies, assess options for strategies in terms of their efficiency and effectiveness. • Resolve specific strategic problems of the airline, airport and air traffic control. • Work successfully as a virtual team on an academic topic over distance and a longer period of time. • Communicate effectively within a team, also using methods of long-distance communication. • Prepare a presentation using scientific methods and language to argue a case.
Module contents	Strategic Airline, Airport and Air Traffic Management
Module teaching methods	Seminar including international case studies and teamwork
Module language	English
Module availability	Each winter semester

Module 5: Strategic Business Development

Module title	Strategic Business Development
Module number	5
Study program	MBA Aviation and Tourism Management
Module usability	It serves as an introduction to the topic Strategy and Business Development and is connected to the core Modules "Strategic Airline, Airport and Air Traffic Management" (4) and "International Tourism and Travel Management" (7).
Module duration	One semester
Recommended semester	1st semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Understand the definition and basic concepts of business development. • Analyze the increasing dynamics and unpredictability of global competition in the airline and tourism industry and the interaction of air travel and tourism products and services. • Analyze and identify the interdependencies and complex relationships between corporate and SBU business development. • Apply the most important business development methods, tools and concepts for business development on the corporate as well as the SBU level. • Develop new business opportunities, business areas and business models and evaluate opportunities, risks, strengths and weaknesses of new business areas. • Identify and handle international and intercultural business development challenges. • Implement the international and intercultural roll-out of new business opportunities, business areas and business models as well as M & A-based market entry strategies. • Implement sustainability, diversity and gender topics in business development.
Module contents	Strategic Business Development
Module teaching methods	Seminar with group-based solution and presentation of in-class case studies
Module language	English
Module availability	Each winter semester

Module 6: Future Trends in Marketing and Sales

Module title	Future Trends in Marketing and Sales
Module number	6
Study program	MBA Aviation and Tourism Management
Module usability	It serves as an introduction to the topic Marketing and Sales and is based on Module 5 “Strategic Business Development” and with focus on the Aviation and Tourism industry (core Modules 4 and 7).
Module duration	One semester
Recommended semester	2nd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> Identify and apply future trends in marketing and sales, especially with regard to aviation and tourism. Apply the concept of customer centricity in aviation and tourism. Differentiate and apply marketing and sales concepts, instruments and planning and implementation according to B2C- and B2B-markets in aviation and tourism. Generate a marketing plan for innovative products, services and business models in aviation and tourism and understand and evaluate the customer life cycle in aviation and tourism industry. 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. Identify and implement sustainability, diversity and gender aspects in marketing.
Module contents	<p>Future Trends in Marketing and Sales in Aviation and Tourism</p> <p>State-of-the-art Marketing and Sales</p>
Module teaching methods	Seminar teaching format, group-based case solutions and presentations of in-class case studies
Module language	English
Module availability	Each summer semester

Module 7: International Tourism and Travel Management

Module title	International Tourism and Travel Management
Module number	7
Study program	MBA Aviation and Tourism Management
Module usability	This is a core Module for the Study program. It serves as an in-depth Module to the Tourism topic.
Module duration	One semester
Recommended semester	2nd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written 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"> • Be aware of definition and concepts of international 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; • Analyze international trends and data on tourism demand and tourism industry; • Evaluate and develop an international competitive strategy for internationally orientated tourism enterprises; • Develop strategies for resilience and crisis management for tourism enterprises; • Comprehend and manage a destination as a product and brand; • Execute competition analysis and optimize strategic positioning of destinations; • Define and evaluate tourism market segments and recognize key success factors and market potential. • Evaluate the current trends in E-Business and know how to manage them through the applications of E-Business theories. • Act self-confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable corporate success. • Develop a professional self-image that sees an inevitable response to the economic and ecological changes that have begun to take place in the economy and society.
Module contents	International Tourism and Travel Management
Module teaching methods	Seminar including international case studies and teamwork
Module language	English
Module availability	Each summer semester

Module 8: Global Logistics

Module title	Global Logistics
Module number	8
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an introduction to Global Logistics and is an entry-level module to transfer the knowledge to Module 4 "Strategic Airline, Airport and Air Traffic Management" and Module 7 "International Tourism and Travel Management".
Module duration	One semester
Recommended semester	2nd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Knowledge and Understanding:</p> <p>On completion of this module students will:</p> <ul style="list-style-type: none"> • Demonstrate a conceptual and critical understanding of theories, principles and practices of supply chain management in the context of global businesses. • Critically apply supply chain and/or purchasing principles and techniques to complex business challenges. • Have a critical understanding of the role of operations management across different supply chain functions. • Understand the importance of effective planning and scheduling systems for manufacture. • Understand how manufacturing systems operate within different industrial sectors and what methods are the most appropriate. <p>Ability:</p> <p>On completion of this module students will:</p> <ul style="list-style-type: none"> • Make sound judgements when applying logistics and supply chain theory to solve supply chain problems. • Critically evaluate risks and vulnerabilities affecting global supply chains. • Communicate complex information relating to the theories, principles and practice of purchasing and supply chain management in an appropriate format. • Apply appropriate concepts and techniques for operations management to practical case material and interpret the implications. • Use a range of established techniques to initiate and undertake critical analysis of different production scheduling options. • Discuss the issues involved in the implementation and operation of these methods within a sustainable supply chain. • Develop independent ideas with a focus on the transformation process in the industry. • Critically incorporating the current state of research. • Select suitable methods and concrete ways of operationalizing research results. • Justify methods and research results when applying them in their professional context. • Act self-confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable corporate success.
Module contents	Global Logistics

Module teaching methods	Simulation game, SAP computer lab, case studies
Module language	English
Module availability	Each summer semester

for information purposes only

Module 9: Digitalization and Business Transformation in Aviation and Tourism

Module title	Digitalization and Business Transformation in Aviation and Tourism
Module number	9
Study program	MBA Aviation and Tourism Management
Module usability	The module builds on Module 5 "Strategic Business Development" and Module 6 "Future Trends in Marketing and Sales".
Module duration	One semester
Recommended semester	2nd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 5, at most 10 minutes) with project work (submission period 6 weeks)
Learning outcomes and skills	<p>Upon completion of this course, students will be able to engage in theory and practice:</p> <ul style="list-style-type: none"> • Identify critical factors of successful and failed Digital Transformation ventures. • Assess the impact of Digital Business on business models and strategy. • Discuss the momentum in Digital Business, especially regarding intermediation and disintermediation. • Discuss alternatives for sourcing and working environments (e.g. cloud Computing, working remote). • Identify important organizational patterns in inter-organizational networks and social networks. • Select and assess Digital Strategies. • Explain the role of Digital Business Technology in Transformation Projects. <p>Regarding interpersonal competencies, students can solve moderately complex Digital Business and E-Commerce design tasks and present their results to an interested audience.</p> <p>The skills and competencies acquired in this course support students in starting their professional career in various employment areas, especially in managing IT projects, customer relationship management, business process management, and in consulting. The theoretical IT and Internet knowledge is discussed on the basis of practical examples and is therefore also applied in the industry-specific environment.</p>
Module contents	Digitalization and Business Transformation in Aviation and Tourism
Module teaching methods	Interactive classroom lecture
Module language	English
Module availability	Each summer semester

Module 10: Innovation and Project Management

Module title	Innovation and Project Management
Module number	10
Study program	MBA Aviation and Tourism Management
Module usability	This in-depth Module gives basics to Project Management methods. Projects are processed on the basis of what has been learned so far.
Module duration	Two semesters
Recommended semester	2nd semester / 3rd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Recommended previous knowledge	None
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Project work (submission period 10 weeks) with presentation (at least 10, at most 15 minutes)
Learning outcomes and skills	<p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Appreciate the basic concepts of innovation and project management with regard to Aviation and Tourism. • Understand the trends and disruptive developments in innovation. • Explain different approaches of the most important standardized and agile methods of the project management. • Apply Design Thinking in Innovation Management. • Manage innovation and innovation processes in Aviation and Tourism. • Successfully handle resistance against innovations. • Know the market partners of innovation management. • Create initiatives for innovation. • Measure innovation success and know the aims of innovation. • Use entrepreneurship and corporate entrepreneurship for innovation. • Select the appropriate project management method for the respective situation.
Module contents	<p>Innovation Management</p> <p>Project Management for Innovation Projects</p>
Module teaching methods	Seminar teaching format as well as group-based solution and presentation of in-class case studies
Module language	English
Module availability	Each summer semester

Module 11: Transformative Leadership

Module title	Transformative Leadership
Module number	11
Study program	MBA Aviation and Tourism Management
Module usability	The module builds on Module 1 "Interpersonal Communication Skills" and is an in-depth Module to strengthen the Leadership Skills.
Module duration	One semester
Recommended semester	3rd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	<p>b. Portfolio examination consisting of:</p> <ol style="list-style-type: none"> 1. Written homework assignment (submission period 2 weeks), weighing 20% 2. Presentation (at least 10, at most 20 minutes), weighing 40% 3. Written report (submission period 4 weeks), weighing 40% <p>The examination is passed if at least 50% of the possible score has been achieved.</p>
Learning outcomes and skills	<p>Students reflect on leadership roles and tasks within a dynamic and agile business environment. They understand the concept of transformative leadership as a participatory process of creative collaboration and transformation for mutual benefit without the requirement of a specific position or line of authority.</p> <p>Based on this understanding, they are able to take on leadership tasks in a team and manage them successfully. Specifically, they will:</p> <ul style="list-style-type: none"> • Be able to motivate themselves and others. • Become familiar with the mechanisms by which conflicts arise and can moderate conflicts in a de-escalating manner. • Recognize negotiation situations and to shape them in a results-oriented manner. • Successfully handle challenges and resistance in change processes. • Understand the characteristics of intercultural teams and be able to reflect on their own stereotypes. • Continuously reflect themselves and their leadership behaviour in order to lead sustainable. <p>Students apply their knowledge and skills of leadership roles and tasks to situations in their own professional environment. They critically reflect on their own professional actions and identify potential for personal development. The students are able to link different bodies of knowledge in order to develop new, innovative and systemic approaches even in unpredictable situations.</p>
Module contents	Transformative Leadership
Module teaching methods	Seminar, inverted classroom
Module language	English
Module availability	Each winter semester

Module 12: Sustainability and Legal Impact Management

Module title	Sustainability and Legal Impact Management
Module number	12
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an in-depth module with regard to Modul 4 “Strategic Airline, Airport and Air Traffic Management”, Module 7 “International Tourism and Travel Management” and Module 10 “Innovation and Project Management”.
Module duration	One semester
Recommended semester	3rd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<p>Students will be able to:</p> <ul style="list-style-type: none"> • Verify and manage effectively the social and environmental impacts of organizations. • Differentiate underlying regulatory norms, frameworks and standards which provide a deepened understanding of why internal and external impact matters for an organization. • Classify the differences between ESG (Environmental, Social, Governance) and impact. • Critically discuss sustainability and its global meaning. • Evaluate related risks as well as how to use those data for strategic decision-making through integration of ESG aspects into business operations. • Implement effective strategies for impact management through practical insights from the aviation and tourism industries. • Differentiate the requirements for a sustainability strategy. • Justify the influence of the sustainability environment related regulatory framework on the organization of the aviation and tourism industry. • Evaluate the impact of air traffic and tourism on the environment and society. • Explain management processes as a requirement to manage sustainability in a company. • Contrast the different scopes of sustainability centered operations planning. • Assess the different standards in sustainability management. • Classify the different stakeholders and identify different thinking from stakeholders’ points of views. • Select suitable methods and concrete ways of operationalizing research results and are also able to justify them when applying them in their professional context. • Critically incorporate state-of-the-art research. • Develop a professional profile that includes a response to the economic and ecological changes that have begun to impact the economy and society. • Develop and apply appropriate and systemic solution proposals for their field of activity.
Module contents	Sustainability and Legal Impact Management
Module teaching methods	Seminar
Module language	English
Module availability	Each winter semester

Module 13: Finance Management and Management Accounting

Module title	Finance Management and Management Accounting
Module number	13
Study program	MBA Aviation and Tourism Management
Module usability	The Module serves as an introduction to Finance Management and Management Accounting.
Module duration	One semester
Recommended semester	3rd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Written examination (120 minutes)
Learning outcomes and skills	<p>Upon successful completion of this module, students shall be able to:</p> <p><u>Finance Management:</u></p> <ul style="list-style-type: none"> Define the concept and scope of corporate finance and assess the impact of corporate finance decisions on other branches of the firm (e.g. Marketing, Accounting, Human Capital, Operations Management). Differentiate between the traditional “accounting balance sheet” vision and the “financial view” of the firm with specific regard to firm’s life cycle (i.e. start-up vs. mature firm). Assess the theoretical and empirical differences between different debt sources (stocks, bonds, convertible bonds, etc.) and their impact on the financing mix of the firm. Evaluate the impact of the different strategic decisions (i.e. investment decision, financing decision and dividend decision) on corporate finance’s main goal (i.e. max firm value). Evaluate potential conflict of interests between the TMT and stockholders, bondholders, financial markets and society (applied corporate governance principles I). Differentiate the corporate governance systems in different industrial contexts (public companies, pyramid holdings, golden shares, etc.) and evaluate alternative corporate governance systems (applied corporate governance principles II). Understand and apply the basic time value of money concept (present value, future value, compounding interest, annuity and perpetuity). Elaborate the basic financial concepts into bonds evaluation and advanced investment decisions (NPV, IRR and complex evaluations of projects). Understand the concept of hurdle rate and derive the Capital Asset Pricing model (CAPM). Contrast and evaluate the different models for measuring the risk (CAPM, APM, Multi-Factor Models, Proxy models). Understand and estimate the risk-free rate in different macroeconomic conditions and geographical contexts. Understand and estimate the equity risk premium with different methods (i.e. investors’ surveys, industry experts’ panel, historical estimation). <p><u>Management Accounting:</u></p> <ul style="list-style-type: none"> Specify the concept of management accounting as a sub-system of corporate management and recognize the functions of planning, steering and control. Distinguish the instruments of management accounting and the context-specific adoption. Apply long-term and short-term oriented methods of cost management. Distinguish the forms of budgeting and budget control.
Module contents	Management Accounting

	Finance Management
Module teaching methods	Seminar including e-learning
Module language	English
Module availability	Each winter semester

for information purposes only

Module 14: Business Case Studies in Aviation and Tourism Management

Module title	Business Case Studies in Aviation and Tourism Management
Module number	14
Study program	MBA Aviation and Tourism Management
Module usability	This module builds up on all Modules of the study program. The aim is to apply all the skills acquired up to that point in a Business Case Study.
Module duration	One semester
Recommended semester	3rd semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	5 CP / 125 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Presentation (at least 5, at most 10 minutes) with written assignment (submission period 8 weeks)
Learning outcomes and skills	<p>Given the increasingly complex and dynamic environment in which companies need to compete today, addressing strategic considerations and developing as well as implementing suitable business/corporate strategies have become key factors of success. Against this background, students learn to:</p> <ul style="list-style-type: none"> Identify and analyze strategic challenges. Develop adequate strategies based on scientific tools and make suggestions for an efficient and effective implementation. <p>In this module, ambitious case studies and intensive classroom discussions are used to deepen existing knowledge in strategic management. Along these lines, the meaning and implications of globalization for the continued success of companies is emphasized. Topics like positioning strategies, cooperative strategies and/or digital strategies are applied to the discussed case studies. The discussion of state-of-the-art academic journal papers complement the case study approach and ensure the highest academic standards.</p> <p>At the end of the module the student will be able to:</p> <ul style="list-style-type: none"> Develop independent ideas with a focus on the transformation process in the industry. Critically incorporate the current trends in research. Select suitable methods and concrete ways of operationalizing research results. Justify them when applying them in their professional context. Act self-confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable corporate success. Develop a professional self-image that sees an inevitable response to the economic and ecological changes that have begun to take place in the economy and society.
Module contents	Business Case Studies in Aviation and Tourism Management
Module teaching methods	Seminar with case studies and classroom discussions, presentations
Module language	English
Module availability	Each winter semester

Module 15: Master-Thesis with Colloquium

Module title	Master-Thesis with Colloquium
Module number	15
Study program	MBA Aviation and Tourism Management
Module usability	
Module duration	One semester
Recommended semester	4th semester
Module type	Compulsory module
ECTS-Credit Points (CP) / Workload (hours)	20 CP / 500 hours
Prerequisites for participation in the module and the module examination	At least 60 ECTS-Credit Points
Prerequisites for the acquisition of credit points: a. preliminary examination	a. None
b. Module examination	b. Master-Thesis (submission period 20 weeks) with Colloquium (at least 30, at most 45 minutes)
Learning outcomes and skills	<p>The Master's thesis is a supervised dissertation that demonstrates that the candidate is able to independently apply scientific methods within a given period of time.</p> <p>Students generate problem solutions on the basis of in-depth and/or specialized knowledge, particularly in the areas of aviation and tourism management, to solve problems in new and unfamiliar subject areas.</p> <p>Students find their own research topics and choose suitable ways of operationalizing and justify them. They critically review the results and point out questions that are still open.</p> <p>Furthermore, the successful master's thesis should prove that the candidate is able to arrive at solutions to problems, also in new and unknown environments, on the basis of in-depth and/or specialized knowledge in the field of study. The topic can be interdisciplinary or can deepen a topic from a practical case.</p>
Module contents	Master-Thesis with Colloquium
Module teaching methods	Supervised individual work
Module language	English
Module availability	Each semester

Additional Module 16: Reflections on One's Career to Date / Crediting Postgraduate Work Experience

Module title	Additional Module: Reflections on One's Career to Date / Crediting Postgraduate Work Experience
Module number	16
Study program	MBA Aviation and Tourism Management
Module usability	
Module duration	One semester
Recommended semester	1st, 2nd or 3rd semester
Module type	Elective module
ECTS-Credit Points (CP) / Workload (hours)	30 CP / 750 hours
Prerequisites for participation in the module and the module examination	None
Prerequisites for the acquisition of credit points:	a. None
a. preliminary examination	
b. Module examination	b. Project work (submission period 20 weeks) with presentation (at least 20, at most 45 minutes)
Learning outcomes and skills	<p>The students are able to:</p> <ul style="list-style-type: none"> • Use their previously acquired methodological skills of scientific work to acquire a theory or a concept from the context of the study and to apply and reflect this on the basis of previous or current activities. • Discuss examples from professional practice against the background of theoretical content and reflect on the mutual relevance of content and methods. • Recognize current practice-relevant and theoretical developments, analyze them and classify them in the respective field of practice as well as transfer scientific methodological competence to a field of practice. • Reflect on their own considerations and approaches and to critically question them. Students are able to acquire new knowledge independently and on their own responsibility and to take a self-critical look at their own learning progress.
Module contents	Reflections on one's career to date / Crediting postgraduate work experience
Module teaching methods	Supervised individual work
Module language	English
Module availability	Each semester

Diploma Supplement: MBA Aviation and Tourism Management

Appendix 4 to the examination regulations

Diese Diploma Supplement-Vorlage wurde von der Europäischen Kommission, dem Europarat und UNESCO/CEPES entwickelt. Das Diploma Supplement soll hinreichende Daten zur Verfügung stellen, die die internationale Transparenz und angemessene akademische und berufliche Anerkennung von Qualifikationen (Urkunden, Zeugnisse, Abschlüsse, Zertifikate, etc.) verbessern. Das Diploma Supplement beschreibt Eigenschaften, Stufe, Zusammenhang, Inhalte sowie Art des Abschlusses des Studiums, das von der in der Originalurkunde bezeichneten Person erfolgreich abgeschlossen wurde. Die Originalurkunde muss diesem Diploma Supplement beigefügt werden. Das Diploma Supplement sollte frei sein von jeglichen Werturteilen, Äquivalenzaussagen oder Empfehlungen zur Anerkennung. Es sollte Angaben in allen acht Abschnitten enthalten. Wenn keine Angaben gemacht werden, sollte dies durch eine Begründung erläutert werden.

- 1. ANGABEN ZUR INHABERIN/ZUM INHABER DER QUALIFIKATION**
 - 1.1 Familienname**
«Nachname»
 - 1.2 Vorname**
«Vorname»
 - 1.3 Geburtsdatum (TT/MM/JJJJ)**
«Gebdat»
 - 1.4 Matrikelnummer oder Code zur Identifizierung des/der Studierenden (wenn vorhanden)**
«mtknr»
- 2. ANGABEN ZUR QUALIFIKATION**
 - 2.1 Bezeichnung der Qualifikation und (wenn vorhanden) verliehener Grad (in der Originalsprache)**
Master of Business Administration (MBA)
 - 2.2 Hauptstudienfach oder -fächer für die Qualifikation**
Aviation and Tourism Management
 - 2.3 Name und Status (Typ/Trägerschaft) der Einrichtung, die die Qualifikation verliehen hat (in der Originalsprache)**
Frankfurt University of Applied Sciences
Fachbereich 3: Wirtschaft und Recht - Business and Law
Hochschule für angewandte Wissenschaften, staatlich
 - 2.4 Name und Status (Typ/Trägerschaft) der Einrichtung (falls nicht mit 2.3 identisch), die den Studiengang durchgeführt hat (in der Originalsprache)**
siehe 2.3
 - 2.5 Im Unterricht/in der Prüfung verwendete Sprache(n)**
Englisch, 90 CP
- 3. ANGABEN ZUR EBENE UND ZEITDAUER DER QUALIFIKATION**
 - 3.1 Ebene der Qualifikation**
2. berufsqualifizierender Abschluss mit Master-Thesis mit Kolloquium
 - 3.2 Offizielle Dauer des Studiums (Regelstudienzeit) in Leistungspunkten und/oder Jahren**
2 Jahre = 4 Semester, 90 ECTS-Punkte
 - 3.3 Zugangsvoraussetzung(en)**
Erster Hochschulabschluss mit mindestens 210 ECTS-Punkten, mindestens ein Jahr Berufserfahrung, Nachweis englischer Sprachkenntnis, erfolgreiche Teilnahme an einem Auswahlgespräch

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.

INFORMATION IDENTIFYING THE HOLDER OF THE QUALIFICATION

- Family name(s)**
«Nachname»
- First name(s)**
«Vorname»
- Date of birth (dd/mm/yyyy)**
«Gebdat»
- Student identification number or code (if applicable)**

«mtknr»

INFORMATION IDENTIFYING THE QUALIFICATION

- Name of qualification and (if applicable) title conferred (in original language)**
Master of Business Administration (MBA)
- Main field(s) of study for the qualification**
Aviation and Tourism Management
- Name and status of awarding institution (in original language)**

Frankfurt University of Applied Sciences
Faculty 3: Wirtschaft und Recht - Business and Law
University of Applied Sciences, State Institution
- Name and status of institution (if different from 2.3) administering studies (in original language)**

siehe 2.3
- Language(s) of instruction/examination**
Englisch, 90 CP

INFORMATION ON THE LEVEL AND DURATION OF THE QUALIFICATION

- Level of the qualification**
Second level degree with Master-Thesis and Colloquium
- Official duration of programme in credits and/or years**

2 years = 4 semesters, 90 ECTS Credit-Points
- Access requirement(s)**
First university degree with at least 210 ECTS-Credit Points, at least one year of professional experience, proof of English language skills, successful participation in a selection interview

4. ANGABEN ZUM INHALT UND ZU DEN ERZIELTEN ERGEBNISSEN

4.1 Studienform Teilzeitstudium

4.2 Lernergebnisse des Studiengangs

Der MBA-Studiengang "Aviation and Tourism Management" ist ein weiterbildender, anwendungsorientierter Master-Studiengang, der sich an eine berufserfahrene Zielgruppe, insbesondere aus den Bereichen Luftfahrt und Tourismus sowie den General-Management-Bereichen Strategie, Innovation, Transformation, Führung und Kommunikation richtet. Die Absolventinnen und Absolventen verfügen über komplexe und vertiefte Kenntnisse in diesen Bereichen, die auf der Grundlage aktueller Forschungsergebnisse vermittelt werden.

Die Absolventinnen und Absolventen nutzen ihr Wissen und ihre Kompetenzen, um wirtschaftliche, strategische und zukunftsorientierte Fragestellungen kritisch zu hinterfragen und für ihr Tätigkeitsfeld geeignete Lösungs- und Handlungsvorschläge zu entwickeln und anzuwenden. Sie erkennen wesentliche Erfolgsfaktoren und Marktpotenziale und können Konzepte und Prozesse in strategischen Bereichen des Luftverkehrs- und Tourismusmanagements identifizieren, entwickeln und umsetzen. Bei ihren Entscheidungen berücksichtigen sie die rechtlichen und regulatorischen Rahmenbedingungen der Branche sowie Sicherheitsbelange und -vorschriften. Dies gilt insbesondere im Hinblick auf das Management von Innovationen und Märkten sowie von Kundenbeziehungen im Kontext des Wandels im Bereich der Nachhaltigkeit und Digitalisierung. Dabei verknüpfen sie unterschiedliche Wissensbestände, um auch in unvorhersehbaren Situationen neue, innovative und ganzheitliche Ansätze zu entwickeln. Die Absolventinnen und Absolventen haben während ihres Studiums ihre Rolle in den jeweiligen beruflichen Kontexten reflektiert und aktiv weiterentwickelt. Darüber hinaus besteht die Möglichkeit einer Promotion.

Wissen und Verstehen

Wissensverbreiterung:

Die Absolventinnen und Absolventen verfügen über ein Wissen und Verständnis, das auf dem Bachelor-Niveau aufbaut und dieses in den Bereichen Luftfahrt, Tourismus und strategische Unternehmensführung deutlich erweitert und vertieft. Sie sind in der Lage, Spezifika, Grenzen, Terminologien und Doktrinen in diesen Bereichen zu definieren, zu analysieren und zu interpretieren. Sie befassen sich u. a. mit neuen Herausforderungen für die Transformation von Unternehmen in Bezug auf gesellschaftliche, technologische, wirtschaftliche und politische Entwicklungen, wie Digitalisierung, Nachhaltigkeit, Diversität und modernes Führungsverständnis.

Wissensvertiefung:

Die Absolventinnen und Absolventen wenden das erworbene Fachwissen durch Analyse und Reflexion von Praxisfällen und aktueller Literatur an und übertragen es auf ihre individuelle Praxis. Sie entwickeln eigenständige Ideen für das Luftverkehrs- und Tourismusmanagement insbesondere im Hinblick auf den Transformationsprozess der Branchen unter kritischer Einbeziehung des aktuellen Forschungsstandes.

Wissensverständnis:

Die Absolventinnen und Absolventen wägen wissenschaftliche und methodische Überlegungen aus den Bereichen des General Managements (z. B. Strategie, Innovation, Transformation, Führung und Kommunikation) und den Bereichen des Luftverkehrs- und Tourismusmanagements ab, um auf dieser Basis praxisrelevante und wissenschaftliche Fragestellungen zu bearbeiten und ausgewogene Lösungen zu entwickeln.

Einsatz, Anwendung und Erzeugung von Wissen

Nutzung und Transfer:

INFORMATION ON THE PROGRAMME COMPLETED AND THE RESULTS OBTAINED

Mode of study Half time

Programme learning outcomes

The MBA program "Aviation and Tourism Management" is a further education, application-oriented Master Degree Program aimed at a target group with professional experience, in particular from the Aviation and Tourism sectors, in addition to areas of general management including strategy, innovation, transformation, leadership and communication. Graduates have complex and in-depth knowledge in these fields, which are taught based on the results of current research.

Graduates use their knowledge and competences to critically question economic, strategic and future issues and to develop and apply appropriate, solution-based proposals for their field of activity. 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. This applies in particular with regard to the management of innovations and markets as well as customer relationships in the context of change in the areas of sustainability and digitalization. In doing so, they link different bodies of knowledge in order to develop new, innovative and holistic approaches even in unpredictable situations. Graduates have reflected on and actively developed their role in the respective professional contexts during their studies. Furthermore, graduates can consider the possibility of pursuing postgraduate doctorate.

Knowledge and understanding

Broadening knowledge:

Graduates have demonstrated knowledge and understanding that builds on their bachelor level studies, and are significantly expanded and deepened in the areas of Aviation, Tourism and strategic business management. They are able to define, analyse and interpret specifics, boundaries, terminologies and doctrines in these areas. Moreover, they are able to successfully handle new challenges for the transformation of companies in relation to social, technological, economic and political developments, such as digitalization, sustainability, diversity and modern understanding of leadership.

Consolidation of knowledge:

By analysing and reflecting upon practical cases and current literature related to their professional fields, graduates apply their acquired expertise to the issues they face in their current professional environment. They develop independent ideas for Aviation and Tourism Management, especially with regard to the transformation process of the industries, critically incorporating the latest findings in relevant fields of research.

Knowledge comprehension:

Graduates weigh scientific and methodological considerations from the fields of general management (e.g. strategy, innovation, transformation, leadership and communication) and the fields of Aviation and Tourism Management in order to address practice-relevant as well as scientific issues, and thus develop balanced, well-founded solutions.

Use, application, and generation of knowledge

Use and transfer:

Die Absolventinnen und Absolventen nutzen das erworbene Wissen, um in einem komplexen und dynamischen Organisations- und Geschäftsumfeld auch unter Unsicherheit und mit begrenzten Informationen fundierte Entscheidungen zu treffen. Sie eignen sich selbstständig Wissen über aktuelle Weiterentwicklungen im Bereich Luft-fahrt, Tourismus und General Management an und sind in der Lage, auch neue anwendungsorientierte Projekte selbstgesteuert bzw. eigenverantwortlich durchzuführen.

Wissenschaftliche Innovation:

Die Absolventinnen und Absolventen analysieren und erklären aktuelle Forschungsergebnisse in den Bereichen Unternehmensentwicklung, Nachhaltigkeit, Digitalisierung sowie systemische Unternehmensführung und sind in der Lage, diese kritisch zu hinterfragen und zu interpretieren. Sie wählen geeignete Methoden und konkrete Wege zur Operationalisierung von Forschungsergebnissen aus und sind in der Lage, diese auch bei der Anwendung im beruflichen Kontext zu begründen.

Kommunikation und Kooperation:

Die Absolventinnen und Absolventen verfügen über vertiefte Kompetenzen im Bereich des Luftverkehrs- und Tourismusmanagements sowie der Unternehmensführung und können kooperativ und zielorientiert unterschiedliche Teams leiten oder in ihnen arbeiten. Sie sind in der Lage, Veränderungsprozesse und Innovationen im Dialog mit verschiedenen Stakeholdern sowie mit kooperierenden Unternehmen nach innen und außen zu kommunizieren. Dabei nutzen sie die Vorteile einer offenen Kultur und Vielfalt.

Wissenschaftliches Selbstverständnis / Professionalität:

Die Absolventinnen und Absolventen entwickeln ein professionelles Selbstverständnis, das nachhaltige, zukunftsorientierte und verantwortungsvolle Entwicklungen in der Luftverkehrs- und Tourismusbranche als attraktive und unumgängliche Reaktion auf den begonnenen ökonomischen und ökologischen Wandel von Wirtschaft und Gesellschaft versteht. Sie handeln selbstbewusst in einem dynamischen Organisationsumfeld und suchen nach innovativen Lösungen, die einen nachhaltigen Unternehmenserfolg sichern. Dabei reflektieren sie kritisch ihr berufliches Handeln und gestalten die Rahmenbedingungen ihres beruflichen Handelns auf der Grundlage ihrer theoretischen und praktischen Kenntnisse gezielt mit.

4.3 Einzelheiten zum Studiengang, individuell erworbene Leistungspunkte und erzielte Noten

Siehe „Transcript of Records“ sowie „Prüfungszeugnis“ für die Auflistung der Module und Noten sowie für das Thema der Abschluss-Arbeit mit Note.

4.4 Notensystem und, wenn vorhanden, Notenspiegel

Siehe das Bewertungsschema in Pkt. 8.6.
Einstufungstabelle nach dem Modell des ECTS-Leitfadens:
Die Berechnung erfolgt nur, wenn die Referenzgruppe aus mindestens 50 Absolventinnen oder Absolventen besteht.

4.5 Gesamtnote (in Originalsprache)

Das Ergebnis der Masterprüfung basiert auf den kumulierten Noten des Studiums sowie der „Master-Thesis mit Kolloquium“ (Details siehe „Transcript of Records“).

5. ANGABEN ZUR BERECHTIGUNG DER QUALIFIKATION

5.1 Zugang zu weiterführenden Studien

Der Abschluss berechtigt zur Aufnahme einer Promotion.

5.2 Zugang zu reglementierten Berufen (sofern zutreffend)

6. WEITERE ANGABEN

6.1 Weitere Angaben

Graduates use the acquired knowledge to make solid decisions in a complex and dynamic organizational and business environment, even in times of uncertainty and with limited access to information. They independently acquire knowledge on current developments in the fields of Aviation, Tourism and general management and are therefore prepared to carry out new application-oriented projects in a self-directed or autonomous manner.

Scientific innovation:

Graduates analyse and explain current research findings in the areas of business development, sustainability, digitalization as well as systemic corporate governance and are able to critically question and interpret them. They select suitable methods and concrete ways of operationalizing research results, which they can duly justify, when introducing them into their professional context.

Communication and cooperation:

Graduates have developed in-depth competences in the field of Aviation and Tourism Management as well as business management and can lead or work in diverse teams in a cooperative and goal-oriented manner. They are effective in communicating change processes and innovations in dialogue with various stakeholders, including those who form part of their own team, as well as cooperating external companies. In doing so, they create an transparent and inclusive atmosphere.

Scientific self-image / professionalism:

Graduates develop a professional self-image that is compatible with sustainable, future-oriented and responsible developments in the Aviation and Tourism Industry, and are prepared to respond to the ongoing economic and ecological challenges that have already begun to impact this sector so profoundly. They act confidently in a dynamic organizational environment and look for innovative solutions that ensure sustainable organizational success. In doing so, they critically reflect on their professional decisions and begin to form optimal framework conditions based on their theoretical and methodological knowledge. Graduates are therefore qualified to lead employees and to exercise their leadership role responsibly.

Programme details, individual credits gained and grades/marks obtained

See “Transcript of Records” and “Prüfungszeugnis” (Final Examination Certificate) for the list of courses and grades, as well as the topic and grade of the final thesis.

Grading system and, if available, grade distribution table

See general grading scheme cf. Sec. 8.6.
Grade distribution tables as described in the ECTS Users’ Guide: The calculation only takes place if the reference group consists of at least 50 graduates.

Overall Classification of the qualification (in original language)

The result of the Master Examination is based on the accumulation of grades received during the study programme and the “Master-Thesis with Colloquium” (See „Transcript of Records“ for details).

INFORMATION ON THE FUNCTION OF THE QUALIFICATION

Access to further study

The degree entitles the holder to take up a promotion.

Access to a regulated profession (if applicable)

ADDITIONAL INFORMATION

Additional information

6.2 Weitere Informationsquellen

Zur Institution <https://www.frankfurt-university.de>

Further information sources

On the Institution <https://www.frankfurt-university.de/en/>

7. ZERTIFIZIERUNG des Diploma Supplements

Dieses Diploma Supplement nimmt Bezug auf folgende Original-Dokumente:

Urkunde über die Verleihung des Grades vom:

Prüfungszeugnis vom:

Transkript vom:

Datum der Zertifizierung:

Offizieller Stempel/Siegel

Official Stamp/Seal

CERTIFICATION

This Diploma Supplement refers to the following original documents:

Degree issued:<...>

Certificate issued:<...>

Transcript of Records issued:<...>

Certification Date:<...>

Prof. Dr. <...>

Vorsitzende/r des Prüfungsausschusses

Chairwoman/Chairmen of the Examination Committee

8. INFORMATIONEN ZUM HOCHSCHULSYSTEM IN DEUTSCHLAND¹

Die Informationen über das nationale Hochschulsystem auf den folgenden Seiten geben Auskunft über die Qualifikation und den Status der Institution, die sie vergeben hat.

The information on the national higher education system on the following pages provides a context for the qualification and the type of higher education that awarded it.

8.1 Die unterschiedlichen Hochschulen und ihr institutioneller Status

Die Hochschulausbildung wird in Deutschland von drei Arten von Hochschulen angeboten.²

- *Universitäten*, einschließlich verschiedener spezialisierter Institutionen, bieten das gesamte Spektrum akademischer Disziplinen an. Traditionell liegt der Schwerpunkt an deutschen Universitäten besonders auf der Grundlagenforschung, so dass das fortgeschrittene Studium vor allem theoretisch ausgerichtet und forschungsorientiert ist.

- *Fachhochschulen (FH)/Hochschulen für Angewandte Wissenschaften (HAW)* konzentrieren ihre Studienangebote auf ingenieurwissenschaftliche technische Fächer und wirtschaftswissenschaftliche Fächer, Sozialarbeit und Design. Der Auftrag von angewandter Forschung und Entwicklung impliziert einen praxisorientierten Ansatz und eine ebensolche Ausrichtung des Studiums, was häufig integrierte und begleitete Praktika in Industrie, Unternehmen oder anderen einschlägigen Einrichtungen einschließt.

- *Kunst- und Musikhochschulen* bieten Studiengänge für künstlerische Tätigkeiten an, in Bildender Kunst, Schauspiel und Musik, in den Bereichen Regie, Produktion und Drehbuch für Theater, Film und andere Medien sowie in den Bereichen Design, Architektur, Medien und Kommunikation.

Hochschulen sind entweder staatliche oder staatlich anerkannte Institutionen. Sowohl in ihrem Handeln einschließlich der Planung von Studiengängen als auch in der Festsetzung und Zuerkennung von Studienabschlüssen unterliegen sie der Hochschulgesetzgebung.

Studiengänge und -abschlüsse

In allen Hochschularten wurden die Studiengänge traditionell als integrierte „lange“ (einstufige) Studiengänge angeboten, die entweder zum Diplom oder zum Magister Artium führten oder mit einer Staatsprüfung abschlossen.

Im Rahmen des Bologna-Prozesses wird das einstufige Studiensystem sukzessive durch ein zweistufiges ersetzt. Seit 1998 wurden in fast allen Studiengängen gestufte Abschlüsse (Bachelor und Master) eingeführt. Dies soll den Studierenden mehr Wahlmöglichkeiten und Flexibilität beim Planen und Verfolgen ihrer Lernziele bieten sowie Studiengänge international kompatibler machen.

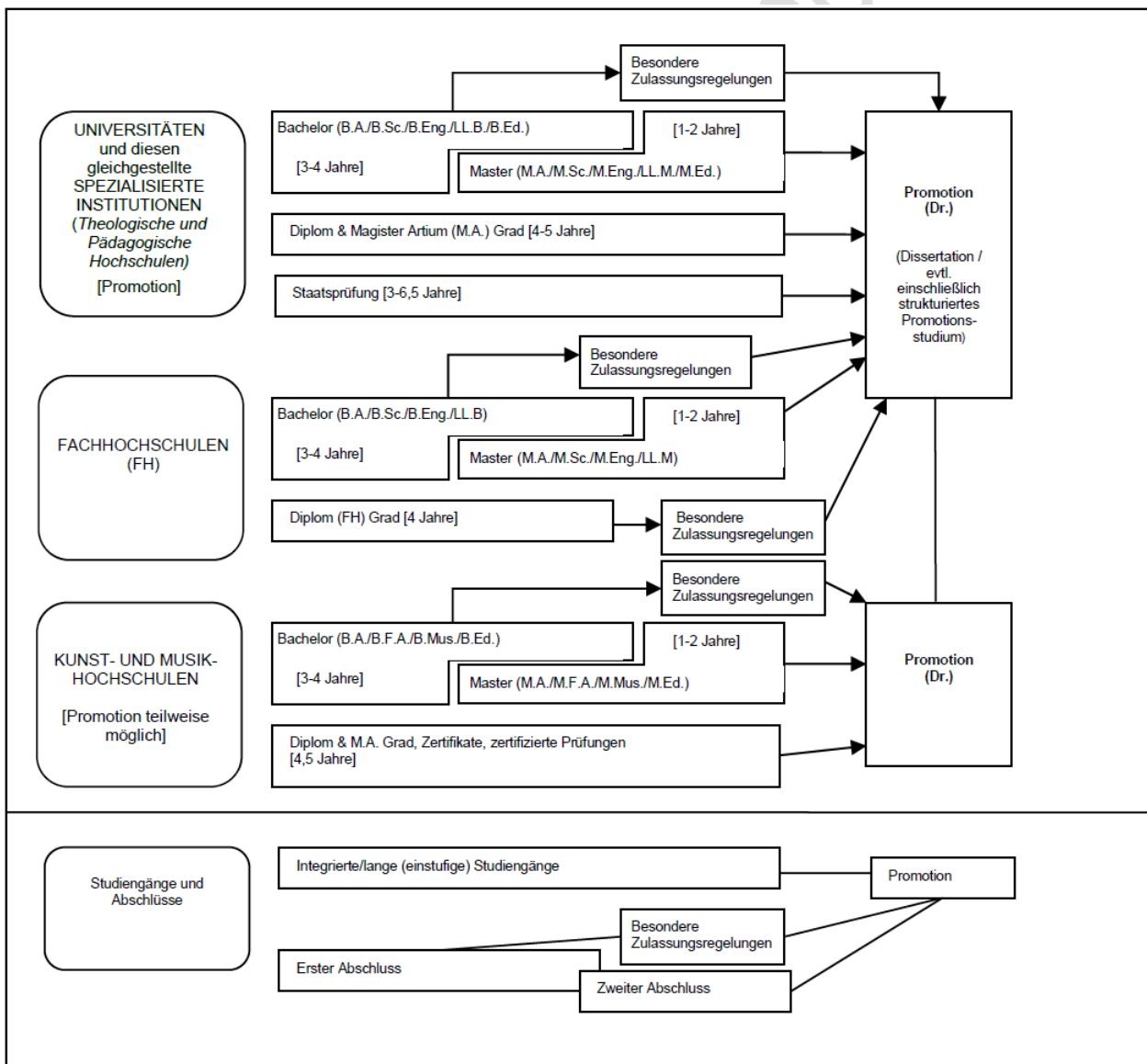
Die Abschlüsse des deutschen Hochschulsystems einschließlich ihrer Zuordnung zu den Qualifikationsstufen sowie die damit einhergehenden Qualifikationsziele und Kompetenzen der Absolventinnen und Absolventen sind im Qualifikationsrahmen für deutsche Hochschulabschlüsse (HQR)³ beschrieben. Die drei Stufen des HQR sind den Stufen 6, 7 und 8 des Deutschen Qualifikationsrahmens für lebenslanges Lernen (DQR)⁴ und des Europäischen Qualifikationsrahmens für lebenslanges Lernen (EQR)⁵ zugeordnet.

Einzelheiten s. Abschnitte 8.4.1, 8.4.2 bzw. 8.4.3. Tab. 1 gibt eine zusammenfassende Übersicht.

8.2 Anerkennung/Akkreditierung von Studiengängen und Abschlüssen

Um die Qualität und die Vergleichbarkeit von Qualifikationen sicherzustellen, müssen sich sowohl die Organisation und Struktur von Studiengängen als auch die grundsätzlichen Anforderungen an Studienabschlüsse an den Prinzipien und Regelungen der Ständigen Konferenz der Kultusminister der Länder (KMK) orientieren.⁶ Seit 1999 existiert ein bundesweites Akkreditierungssystem für Studiengänge unter der Aufsicht des Akkreditierungsrates, nach dem alle neu eingeführten Studiengänge akkreditiert werden. Akkreditierte Studiengänge sind berechtigt, das Qualitätssiegel des Akkreditierungsrates zu führen.⁷

Tab. 1: Institutionen, Studiengänge und Abschlüsse im Deutschen Hochschulsystem



Organisation und Struktur der Studiengänge

Die folgenden Studiengänge können von allen drei Hochschultypen angeboten werden. Bachelor- und Masterstudiengänge können nacheinander, an unterschiedlichen Hochschulen, an unterschiedlichen Hochschultypen und mit Phasen der Erwerbstätigkeit zwischen der ersten und der zweiten Qualifikationsstufe studiert werden. Bei der Planung werden Module und das Europäische System zur Übertragung und Akkumulierung von Studienleistungen (ECTS) verwendet, wobei einem Semester 30 Kreditpunkte entsprechen.

8.4.1 Bachelor

In Bachelorstudiengängen werden wissenschaftliche Grundlagen, Methodenkompetenz und berufsbezogene Qualifikationen vermittelt. Der Bachelorabschluss wird nach 3 bis 4 Jahren vergeben.

Zum Bachelorstudiengang gehört eine schriftliche Abschlussarbeit. Studiengänge, die mit dem Bachelor abgeschlossen werden, müssen gemäß dem Studienakkreditierungsstaatsvertrag akkreditiert werden.⁸

Studiengänge der ersten Qualifikationsstufe (Bachelor) schließen mit den Graden 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.) oder Bachelor of Education (B.Ed.) ab.

Der Bachelorgrad entspricht der Qualifikationsstufe 6 des DQR/EQR.

8.4.2 Master

Der Master ist der zweite Studienabschluss nach weiteren 1 bis 2 Jahren. Masterstudiengänge können nach den Profiltypen „anwendungsorientiert“ und „forschungsorientiert“ differenziert werden. Die Hochschulen legen das Profil fest.

Zum Masterstudiengang gehört eine schriftliche Abschlussarbeit. Studiengänge, die mit dem Master abgeschlossen werden, müssen gemäß dem Studienakkreditierungsstaatsvertrag akkreditiert werden.⁹

Studiengänge der zweiten Qualifikationsstufe (Master) schließen mit den Graden 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.) oder Master of Education (M.Ed.) ab. Weiterbildende Masterstudiengänge können andere Bezeichnungen erhalten (z.B. MBA). Der Mastergrad entspricht der Qualifikationsstufe 7 des DQR/EQR.

8.4.3 Integrierte „lange“ einstufige Studiengänge: Diplom, Magister Artium, Staatsprüfung

Ein integrierter Studiengang ist entweder mono-disziplinär (Diplomabschlüsse und die meisten Staatsprüfungen) oder besteht aus einer Kombination von entweder zwei Hauptfächern oder einem Haupt- und zwei Nebenfächern (Magister Artium). Das Vorstudium (1,5 bis 2 Jahre) dient der breiten Orientierung und dem Grundlagenwerb im jeweiligen Fach. Eine Zwischenprüfung (bzw. Vordiplom) ist Voraussetzung für die Zulassung zum Hauptstudium, d.h. zum fortgeschrittenen Studium und der Spezialisierung. Voraussetzung für den Abschluss sind die Vorlage einer schriftlichen Abschlussarbeit (Dauer bis zu 6 Monaten) und umfangreiche schriftliche und mündliche Abschlussprüfungen. Ähnliche Regelungen gelten für die Staatsprüfung. Die erworbene Qualifikation entspricht dem Master.

- Die Regelstudienzeit an *Universitäten* beträgt bei integrierten Studiengängen 4 bis 5 Jahre (Diplom, Magister Artium) oder 3,5 bis 6,5 Jahre (Staatsprüfung). Mit dem Diplom werden ingenieur-, natur- und wirtschaftswissenschaftliche Studiengänge abgeschlossen. In den Geisteswissenschaften ist der entsprechende Abschluss in der Regel der Magister Artium (M.A.). In den Sozialwissenschaften variiert die Praxis je nach Tradition der jeweiligen Hochschule. Juristische, medizinische und pharmazeutische Studiengänge schließen mit der Staatsprüfung ab. Dies gilt in einigen Ländern auch für Lehramtsstudiengänge.

Die drei Qualifikationen (Diplom, Magister Artium und Staatsprüfung) sind akademisch gleichwertig und auf der Qualifikationsstufe 7 des DQR/EQR angesiedelt. Sie bilden die formale Voraussetzung zur Promotion. Weitere Zulassungsvoraussetzungen können von der Hochschule festgelegt werden, s. Abschnitt 8.5.

- Die Regelstudienzeit an *Fachhochschulen (FH)/Hochschulen für Angewandte Wissenschaften (HAW)* beträgt bei integrierten Studiengängen 4 Jahre und schließt mit dem Diplom (FH) ab. Dieses ist auf der Qualifikationsstufe 6 des DQR/EQR angesiedelt. Qualifizierte Absolventinnen und Absolventen von Fachhochschulen/Hochschulen für Angewandte Wissenschaften können sich für die Zulassung zur Promotion an promotionsberechtigten Hochschulen bewerben, s. Abschnitt 8.5.

- Das Studium an *Kunst- und Musikhochschulen* ist in seiner Organisation und Struktur abhängig vom jeweiligen Fachgebiet und der individuellen Zielsetzung. Neben dem Diplom- bzw. Magisterabschluss gibt es bei integrierten Studiengängen Zertifikate und zertifizierte Abschlussprüfungen für spezielle Bereiche und berufliche Zwecke.

8.5 Promotion

Universitäten, gleichgestellte Hochschulen sowie einige Fachhochschulen (FH)/Hochschulen für Angewandte Wissenschaften (HAW) und einige Kunst- und Musikhochschulen sind promotionsberechtigt. Formale Voraussetzung für die Zulassung zur Promotion ist ein qualifizierter Masterabschluss (Fachhochschulen und Universitäten), ein Magisterabschluss, ein Diplom, eine Staatsprüfung oder ein äquivalenter ausländischer Abschluss. Entsprechende Abschlüsse von Kunst- und Musikhochschulen können in Ausnahmefällen (wissenschaftliche Studiengänge, z.B. Musiktheorie, Musikwissenschaften, Kunst- und Musikpädagogik, Medienwissenschaften) formal den Zugang zur Promotion eröffnen. Besonders qualifizierte Inhaber eines Bachelorgrades oder eines Diploms (FH) können ohne einen weiteren Studienabschluss im Wege eines Eignungsfeststellungsverfahrens zur Promotion zugelassen werden. Die Universitäten

bzw. promotionsberechtigten Hochschulen regeln sowohl die Zulassung zur Promotion als auch die Art der Eignungsprüfung. Voraussetzung für die Zulassung ist außerdem, dass das Promotionsprojekt von einem Hochschullehrer als Betreuer angenommen wird.

Die Promotion entspricht der Qualifikationsstufe 8 des DQR/EQR.

8.6 Benotungsskala

Die deutsche Benotungsskala umfasst üblicherweise 5 Grade (mit zahlenmäßigen Entsprechungen; es können auch Zwischennoten vergeben werden): „Sehr gut“ (1), „Gut“ (2), „Befriedigend“ (3), „Ausreichend“ (4), „Nicht ausreichend“ (5). Zum Bestehen ist mindestens die Note „Ausreichend“ (4) notwendig. Die Bezeichnung für die Noten kann in Einzelfällen und für die Promotion abweichen.

Außerdem findet eine Einstufungstabelle nach dem Modell des ECTS-Leitfadens Verwendung, aus der die relative Verteilung der Noten in Bezug auf eine Referenzgruppe hervorgeht.

8.7 Hochschulzugang

Die Allgemeine Hochschulreife (Abitur) nach 12 bis 13 Schuljahren ermöglicht den Zugang zu allen Studiengängen. Die Fachgebundene Hochschulreife ermöglicht den Zugang zu allen Studiengängen an Fachhochschulen, an Universitäten und gleichgestellten Hochschulen, aber nur zu bestimmten Fächern. Das Studium an Fachhochschulen ist auch mit der Fachhochschulreife möglich, die in der Regel nach 12 Schuljahren erworben wird. Der Zugang zu Studiengängen an Kunst- und Musikhochschulen und entsprechenden Studiengängen an anderen Hochschulen sowie der Zugang zu einem Sportstudiengang kann auf der Grundlage von anderen bzw. zusätzlichen Voraussetzungen zum Nachweis einer besonderen Eignung erfolgen.

Beruflich qualifizierte Bewerber und Bewerberinnen ohne schulische Hochschulzugangsberechtigung erhalten eine allgemeine Hochschulzugangsberechtigung und damit Zugang zu allen Studiengängen, wenn sie Inhaber von Abschlüssen bestimmter, staatlich geregelter beruflicher Aufstiegsfortbildungen sind (zum Beispiel Meister/in im Handwerk, Industriemeister/in, Fachwirt/in (IHK), Betriebswirt/in (IHK) und (HWK), staatlich geprüfte/r Techniker/in, staatlich geprüfte/r Betriebswirt/in, staatlich geprüfte/r Gestalter/in, staatlich geprüfte/r Erzieher/in). Eine fachgebundene Hochschulzugangsberechtigung erhalten beruflich qualifizierte Bewerber und Bewerberinnen mit einem Abschluss einer staatlich geregelten, mindestens zweijährigen Berufsausbildung und i.d.R. mindestens dreijähriger Berufspraxis, die ein Eignungsfeststellungsverfahren an einer Hochschule oder staatlichen Stelle erfolgreich durchlaufen haben; das Eignungsfeststellungsverfahren kann durch ein nachweislich erfolgreich absolviertes Probestudium von mindestens einem Jahr ersetzt werden.¹⁰

Die Hochschulen können in bestimmten Fällen zusätzliche spezifische Zulassungsverfahren durchführen.

8.8 Informationsquellen in der Bundesrepublik

Kultusministerkonferenz (KMK) (Ständige Konferenz der Kultusminister der Länder in der Bundesrepublik Deutschland); Graurheindorfer Str. 157, D-53117 Bonn; Tel.: +49(0)228/501-0; www.kmk.org; E-Mail: hochschulen@kmk.org
Zentralstelle für ausländisches Bildungswesen (ZAB) als deutsche NARIC; www.kmk.org; E-Mail: zab@kmk.org

Deutsche Informationsstelle der Länder im EURYDICE-Netz, für Informationen zum Bildungswesen in Deutschland; www.kmk.org; E-Mail: eurydice@kmk.org
Hochschullektorenkonferenz (HRK); Leipziger Platz 11, D-10117 Berlin, Tel.: +49 30 206292-11; www.hrk.de; E-Mail: post@hrk.de
„Hochschulkompass“ der Hochschullektorenkonferenz, enthält umfassende Informationen zu Hochschulen, Studiengängen etc. (www.hochschulkompass.de)

¹Die Information berücksichtigt nur die Aspekte, die direkt das Diploma Supplement betreffen.

²Berufsakademien sind keine Hochschulen, es gibt sie nur in einigen Bundesländern. Sie bieten Studiengänge in enger Zusammenarbeit mit privaten Unternehmen an. Studierende erhalten einen offiziellen Abschluss und machen eine Ausbildung im Betrieb. Manche Berufsakademien bieten Bachelorstudiengänge an, deren Abschlüsse einem Bachelorgrad einer Hochschule gleichgestellt werden können, wenn sie vom Akkreditierungsrat akkreditiert sind.

³Qualifikationsrahmen für deutsche Hochschulabschlüsse (Beschluss der Kultusministerkonferenz vom 16.02.2017).

⁴Deutscher Qualifikationsrahmen für lebenslanges Lernen (DQR), Gemeinsamer Beschluss der Ständigen Konferenz der Kultusminister der Länder in der Bundesrepublik Deutschland, des Bundesministeriums für Bildung und Forschung, der Wirtschaftsministerkonferenz und des Bundesministeriums für Wirtschaft und Technologie (Beschluss der Kultusministerkonferenz vom 15.11.2012). Ausführliche Informationen unter www.dqr.de.

⁵Empfehlung des Europäischen Parlaments und des Europäischen Rates zur Einrichtung des Europäischen Qualifikationsrahmens für lebenslanges Lernen vom 23.04.2008 (2008/C 111/01 – Europäischer Qualifikationsrahmen für lebenslanges Lernen – EQR).

⁶Musterrechtsverordnung gemäß Artikel 4 Absätze 1 – 4 Studienakkreditierungsstaatsvertrag (Beschluss der Kultusministerkonferenz vom 07.12.2017).

⁷Staatsvertrag über die Organisation eines gemeinsamen Akkreditierungssystems zur Qualitätssicherung in Studium und Lehre an deutschen Hochschulen (Studienakkreditierungsstaatsvertrag) (Beschluss der KMK vom 08.12.2016) In Kraft getreten am 01.01.2018.

⁸Siehe Fußnote Nr. 7

⁹Siehe Fußnote Nr. 7

¹⁰Hochschulzugang für beruflich qualifizierte Bewerber ohne schulische Hochschulzugangsberechtigung (Beschluss der Kultusministerkonferenz vom 06.03.2009).

8.1 Types of Institutions and Institutional Status

Higher education (HE) studies in Germany are offered at three types of Higher Education Institutions (HEI).¹

- *Universitäten* (Universities) including various specialised 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 (FH)/Hochschulen für Angewandte Wissenschaften (Universities of Applied Sciences, UAS)* 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 an application-oriented focus of studies, which includes 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-recognised institutions. In their operations, including the organisation 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).

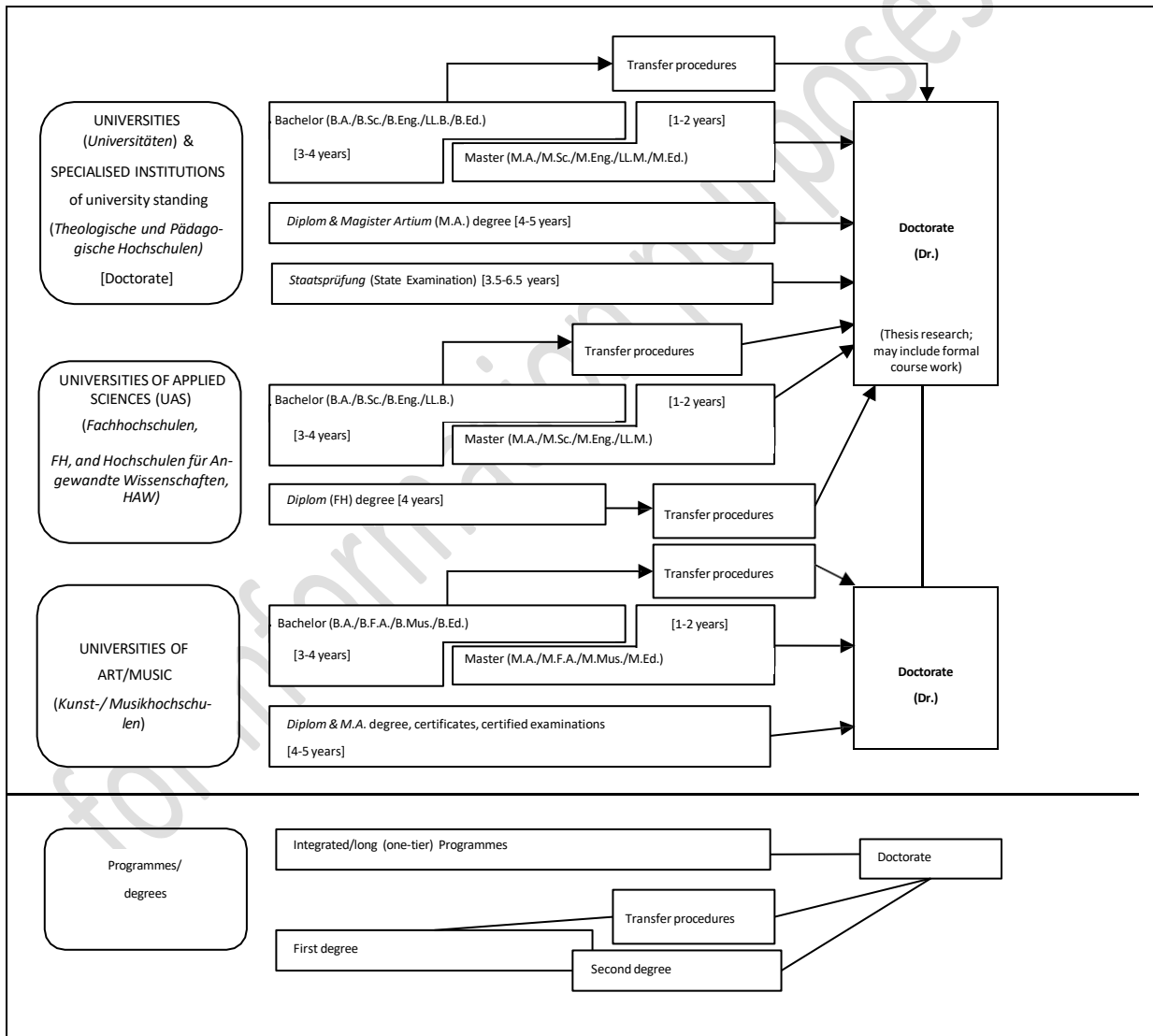
Within the framework of the Bologna-Process one-tier study programmes are successively being replaced by a two-tier study system. Since 1998, two-tier degrees (Bachelor and Master) have been introduced in almost all study programmes. This change is designed to provide enlarged variety and flexibility to students in planning and pursuing educational objectives, it also enhance international compatibility of studies. The German Qualifications Framework for Higher Education Qualifications (HQR)ⁱⁱ describes the qualification levels as well as the resulting qualifications and competences of the graduates. The three levels of the HQR correspond to the levels 6, 7 and 8 of the German Qualifications Framework for Lifelong Learningⁱⁱⁱ and the European Qualifications Framework for Lifelong Learning^{iv}.

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).^v In 1999, a system of accreditation for Bachelor and Master's programmes has become operational. All new programmes have to be accredited under this scheme; after a successful accreditation they receive the seal of the Accreditation Council.^{vi}

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



8.4 Organisation 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 organisation 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's degree programmes lay the academic foundations, provide methodological competences and include skills related to the professional field. The Bachelor's degree is awarded after 3 to 4 years.

The Bachelor's degree programme includes a thesis requirement. Study programmes leading to the Bachelor's degree must be accredited according to the Interstate study accreditation treaty.^{vii}

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's 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's programmes may be differentiated by the profile types "practice-oriented" and "research-oriented". Higher Education Institutions define the profile.

The Master's degree programme includes a thesis requirement. Study programmes leading to the Master's degree must be accredited according to the Interstate study accreditation treaty.^{viii}

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's programmes which are designed for continuing education may carry other designations (e.g. MBA).

The Master's 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 specialisations. 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's level.

- Integrated studies at *Universitäten (U)* last 4 to 5 years (*Diplom* degree, *Magister Artium*) or 3.5 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)/Hochschulen für Angewandte Wissenschaften (HAW)* (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.

Qualified graduates of FH/HAW/UAS 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 organisation, depending on the field and individual objectives. In addition to *Diplom/Magister* degrees, the integrated study programme awards include certificates and certified examinations for specialised areas and professional purposes.

8.5 Doctorate

Universities as well as specialised institutions of university standing, some of the FH/HAW/UAS and some Universities of Art/Music are doctorate-granting institutions. Formal prerequisite for admission to doctoral work is a qualified Master's degree (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's degree 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.

8.6 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. Specialised variants (*Fachgebundene Hochschulreife*) allow for admission at *Fachhochschulen (FH)/Hochschulen für Angewandte Wissenschaften (HAW)* (UAS), universities and equivalent higher education institutions, but only in particular disciplines. Access to study programmes at *Fachhochschulen (FH)/Hochschulen für Angewandte Wissenschaften (HAW)* (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 qualification in vocational education and training 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), Betriebswirt/in (IHK) und (HWK), staatlich geprüfte/r Techniker/in, staatlich geprüfte/r Betriebswirt/in, staatlich 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.^{ix}

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; Phone: +49[0]228/501-0; www.kmk.org; E-Mail: hochschulen@kmk.org
- Central Office for Foreign Education (ZAB) as German NARIC; www.kmk.org; E-Mail: zab@kmk.org
- German information office of the *Länder* in the EURYDICE Network, providing the national dossier on the education system; www.kmk.org; E-Mail: Eurydice@kmk.org
- Hochschulrektorenkonferenz (HRK) [German Rectors' Conference]; Leipziger Platz 11, D-10117 Berlin, Phone: +49 30 206292-11; 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)

ⁱ *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 recognised as an academic degree if they are accredited by the Accreditation Council.

ⁱⁱ 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 16 February 2017).

ⁱⁱⁱ 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

^{iv} 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).

^v Specimen decree pursuant to Article 4, paragraphs 1 – 4 of the interstate study accreditation treaty (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 7 December 2017).

^{vi} Interstate Treaty on the organisation of a joint accreditation system to ensure the quality of teaching and learning at German higher education institutions (Interstate study accreditation treaty) (Decision of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 8 December 2016), Enacted on 1 January 2018.

^{vii} See note No. 7.

^{viii} See note No. 7.

^{ix} 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).