

Modulhandbuch

für den englischsprachigen Weiterbildungsstudiengang

“Master of Business Administration” (MBA)



der Fachhochschule Trier,
Standort Umwelt-Campus Birkenfeld,
Fachbereich Umweltwirtschaft/Umweltrecht

in Kooperation mit

Embry-Riddle Aeronautical University Worldwide Campus,
Daytona Beach, Florida

Dokument vorbereitet von:

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MASTER OF BUSINESS ADMINISTRATION (MBA)

The Master of Business Administration degree program is designed to emphasize the application of modern management concepts, methods, and tools to the challenges of aviation and business applications. The special intricacies of aviation are woven into a strong, traditional business foundation by combining a specific core of distinctive business competencies with a strong aviation foundation.

The demand for professional managers continues to grow in response to the increasing need to improve the efficient and effective use of scarce resources, of operating in an atmosphere of heightened national and international competition; of accommodating the expansion of emerging nations, and of responding to the call to preserve the fragile eco-system. The MBA in Aviation curriculum is oriented toward the needs of the strategic aviation decision-maker in the rapidly changing global environment.

Specific prerequisite knowledge for each graduate course in the MBA is contained in the Course Description section of this catalog. Students should assume responsibility to see that prerequisites are satisfied. However, students who still lack prerequisite knowledge in one of the following areas, may be required to register for one or all of the modules contained in MBAA 503 (A through F): management, quantitative methods, marketing, accounting, economics, and/or finance. The prerequisite subject knowledge for a specific graduate course must be satisfied before enrollment in that specific course is permitted. Students may enroll in other graduate level courses as they meet any specific prerequisite knowledge required.

DEGREE REQUIREMENTS (OVERVIEW)

Business Core

Course	Title
MBAA 511	Operations Research
UCBA 101	Strategic Marketing Management in Aviation
UCBA 102	Accounting for sustainable Decision Making
MBAA 518	Managerial Finance
MBAA 520	Organizational Behavior, Theory and Applications in Aviation
UCBA 103	Advanced Aviation Economics
MBAA 635	Business Policy and Decision Making

Specified Electives

Students must complete a total of 6 credit hours from the courses listed below.

Course	Title
MGMT 521	Global Information and Technology Management
MGMT 533	Legal, Ethical, and Regulatory Bases of Management Practices
MGMT 604	International Management and Aviation Policy
MGMT 607	Human Resource Development
MGMT 641	Airport Management
MGMT 642	Air Carrier, Passenger, and Cargo Management
MGMT 643	Labor Issues in Air Transportation
MGMT 651	Production and Procurement in Aviation and Aerospace Industries
UCBA 201	Concepts and Practices of Project Management
MGMT 671	Entrepreneurship and Leadership
MGMT 685	Global Logistics and Supply Chain Management
UCBA 202	Special Topics in sustainable Aviation Management

Thesis

UCBA 300	Thesis (includes UCBA 104 Business Research Methods)
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COURSE DESCRIPTIONS

Business Core

Course Title	Operations Research				
Course ID	MBAA 511				
Credits [ECTS]	5		Semester		1
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course is designed to: provide the student with an opportunity to enhance his/her understanding of problem-solving, scientific method, and Quantitative Analysis (QA); improve the individual's ability and skills to systematically analyze management problems, apply quantitative methods, and learn to use Management Information Systems (MIS) and Decision Support Systems (DSS) to manage the information resources necessary for resolving the problems and/or issues at hand.				
Course Description	An advanced study in the use of mathematical and scientific tools and techniques in managerial decision making. Operations research seeks to determine how best to design and operate a system, usually under conditions requiring the allocation of scarce resources. Emphasis will be on the applications of these methods in aviation, and aviation-related industries. Topics include: linear programming, probabilistic dynamic programming, game theory, forecasting, queuing theory, transportation, decision making under uncertainty, network models, and Markov Chains.				
Prerequisite Knowledge	Advanced knowledge in quantitative methods or MBAA 503B				
Person Responsible	Dr. Kirk G. Horton (PhD in Operations Research), ERAU				
Grading Policy	Assigned problems and questions 10% Quizzes (announced and unannounced) 15% Class discussion and in class problems 10% Airline case 10% Capstone problem set 25% Final Examination 30%				
Required Readings	<p>TEXTBOOK(S): Render, B. & Stair, R., (2003) Quantitative Analysis for Management, Prentice-Hall, 8th Edition</p> <p>SUPPLEMENTAL MATERIALS:</p> <p>a. Quantitative Methods for Business (9th ed.) by Anderson, Sweeny and Williams, South-Western College Publishing and associated PowerPoint Slides.</p> <p>b. The Management Scientist (software), version 4.0, West Publishing</p> <p>c. Other Videos from CCE Academic Support Video Catalog, Heading: MGMT511</p>				

Course Title	Strategic Marketing Management in Aviation				
Course ID	UCBA 101				
Credits [ECTS]	5		Semester		1
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	The course is designed to provide the student with information regarding the marketing manager's strategic considerations in the planning and operation of the organization.				
Course Description	The traditional role of marketing management is enlarged to include the development, implementation, and control of marketing strategies in the dynamic aviation/aerospace organization. Strategic marketing decisions, analysis, and issues are integrated with the goal of achieving customer satisfaction to gain a sustainable competitive advantage within the aviation industry. Course topics include strategic marketing management methods in general, product policy issues in aviation (scheduling and service management), distribution management, yield management and pricing techniques. Emphasis is given on online marketing and online distribution in the aviation industry.				
Prerequisite Knowledge	Knowledge in marketing or MBAA 503C				
Person Responsible	Prof. Dr. Conrady, Prof. Dr. Dörnberg, Prof. Dr. Rück (all FH Worms)				
Grading Policy	Exams 30% Written/Oral Presentation 40% Final Exam 30%				
Required Readings	<p>TEXTBOOK(S):</p> <ul style="list-style-type: none"> - Hanlon, P. (2007): Global Airlines. Competition in a Transnational Industry, 3rd Edition, Amsterdam – Boston – Heidelberg et al., 2007. - Shaw, S. (2007): Airline Marketing and Management, Ashgate 2007. - Boyd, Jr., Harper, W., Walker Jr., Orville C. and Larreche, J.-C. (2005): Marketing Management, A Strategic Global Approach, 5th Ed, Irwin - Faria, Compete (1994): A Dynamic Marketing Simulation, 4th Ed, Irwin <p>SUGGESTED SUPPLEMENTAL MATERIAL:</p> <p>Selected Videos from CCE Academic Support Video Catalog, Heading BA 514</p> <p>Electronic Resources</p>				

Course Title	Accounting for sustainable Decision Making				
Course ID	UCBA 102				
Credits [ECTS]	5		Semester		1
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	The course is designed to provide the student an opportunity to build on the principles of financial and managerial accounting previously learned. Students will realize the evidence and the business case for eco-efficiency and sustainability in aviation companies.				
Course Description	A study of management's use of accounting information to make decisions related to planning, controlling, and evaluating the organization's operations. Using electronic spreadsheets, the budgeting function and use of performance reports is demonstrated. The behavior and management of costs, as well as techniques used to evaluate and control results of operations, are discussed. Topics include: cost-volume-profit analysis, activity based costing in production and service companies, decentralized operations, and differential analysis techniques for eco-efficiency and sustainability management. Through the use of case studies, current readings, and course projects, emphasis is placed on aviation, and aviation-related industries.				
Prerequisite Knowledge	Knowledge in accounting or MBAA 503D				
Person Responsible	Prof. Dr. Helling, Prof. Dr. Heuer, Prof. Dr. Struwe (all FH Trier)				
Grading Policy	Tests(2) 30% Homework Problems 25% Term Project 35% Financial Analysis 10%				
Required Readings	TEXTBOOK(S): 1. Garrison, R. H., Noreen, E. W., Managerial Accounting, 10th Ed. Irwin Pub. Includes text, CD-ROM, Powerweb, Ebook & Net Tutor 2. Garrison, R. H., Noreen, E. W., Working Papers to Accom. Mgt. Acc't 10th Ed. SUGGESTED SUPPLEMENTAL MATERIAL: Case Studies				

Course Title	Managerial Finance				
Course ID	MBAA 518				
Credits [ECTS]	5		Semester		2
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	<p>The course is designed to:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the financial markets and the general environment in which the business firm operates. 2. Develop an understanding of the qualitative and judgmental factors of financial decisions making under condition of uncertainty. 3. Develop skill for use in modern quantitative methods in a structured procedure for reaching a financial decision. 4. Equip the business manager with the capability of evaluating the financial impact of a business decision, under conditions of risk, before the fact. 				
Course Description	<p>A study of the theoretical and practical approaches to effective financial management. Planning, analyzing and controlling investment, and short and long term financing are examined for decision making purposes. Emphasis is placed on the application of these methods in the aviation, and aviation-related industries. Topics include: capital budgeting, risk and diversification, asset liability management, airport financing, aircraft financing, financial derivatives and financial engineering, swaps, options and financial future, and international finance.</p>				
Prerequisite Knowledge	Knowledge in finance or MBAA 503F				
Person Responsible	Dr. Mark Bellnap (DPA with Acct/Fin), ERAU				
Grading Policy	Problems 30% Reports 35% Exams 35%				
Required Readings	<p>TEXTBOOK:</p> <ol style="list-style-type: none"> 1. Ross, F.A., Westerfield, R.W. & Jaffe, J.F. (2005) Corporate Finance, Irwin-McGraw-Hill Publications <p>OR</p> <ol style="list-style-type: none"> 2. Bringham, 10th Ed., Financial Management, Theory and Practice, HB&Co. <p>SUGGESTED SUPPLEMENTAL MATERIALS:</p> <ol style="list-style-type: none"> a. Selected Video Tapes see Center CCE Video Catalog, Heading: MGMT 518 				

Course Title	Organizational Behavior, Theory and Applications in Aviation				
Course ID	MBAA 520				
Credits [ECTS]	5		Semester		2
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	The purpose of this course is to provide the student with the principles, research, and applications of organizational theory. The student should be capable of recognizing principles being applied to actual managerial situations. While the course includes a thorough grounding in organization behavioral research, the main thrust of the course is to provide the managerial practitioner with insights into how people behave in organizational settings.				
Course Description	This course focuses on current organizational issues which have a direct impact on management in the aviation industry. The emphasis is on human development and the development of effective work elements, as well as the personnel concerns which must be resolved for successful leadership. Topics will provide insights to behavior, structure, authority, motivation, leadership, organizational development, and social responsibility.				
Prerequisite Knowledge	Knowledge in management or MBAA 503A				
Person Responsible	Dr. Stephen S. Holloway (DBA Management and Master of Aeronautical Science), ERAU				
Grading Policy	Examinations 20% Written/Oral Presentations 30% Class Projects/Activities 30% Final Examination 20%				
Required Readings	<p>TEXTBOOK:</p> <p>Gordon, J. R., A Diagnostic Approach to Organizational Behavior, 7th ed., Prentice Hall Publishing, 2002.</p> <p>Wolff, S. & Wohlberg, J. OB in Action: Cases and Exercises, 6th ed., Houghton Mifflin, 2001.</p> <p>SUGGESTED SUPPLEMENTAL MATERIAL:</p> <p>a. Organization Reality: Reports from the Firing Line, Frost, Mitchel & Nord, 4th ed., 1997</p> <p>b. An excellent instructor's manual is available. Also a videotape consisting of actual edited clips from ABC appropriate to various portions of the text can be obtained when ordering the instructors copy of text and manual.</p> <p>c. Selected Videos from CCE Academic Support Video Catalog, Heading: BA 520</p>				

Course Title	Advanced Aviation Economics				
Course ID	UCBA 103				
Credits [ECTS]	5		Semester		2
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	The course is designed to provide the student with an in-depth understanding of the various economic issues faced by commercial airlines. Real world, up-to-date economic problems are stressed, as the class "dissects" air carrier costs one-by-one. Exams and projects are analytical in nature, requiring the student to bring together a variety of economic concepts.				
Course Description	A study of economic applications to the aviation and aerospace industry. Students will examine the evolution of market forces in the industry with particular emphasis on airlines, airports, and manufacturing. Concepts of yield management, air passenger demand forecasting, price and cost study, airport economics, air and land space optimization strategies, government's role in aviation, international implications of competition and government regulation, economic analysis of safety, and other relevant industry issues are examined. Emphasis is placed on an increasingly international air transportation environment as well as on aviation and the environment (noise, CO2 emissions etc.).				
Prerequisite Knowledge	Knowledge in economics or MBAA 503E				
Person Responsible	Prof. Dr. Knorr (DHV Speyer), Mr. Kessler (European Commission, Directorate General for Energy and Transport Air Transport - Aviation Safety)				
Grading Policy	Exam(s) 30% Term Paper 40% Participation/Periodic Assignments 30%				
Required Readings	<p>TEXTBOOK: Doganis, Rigas (2002). Flying off course: The economics of international airlines (3rd ed.). Routledge.</p> <p>INTERESTING RELATED READINGS:</p> <ul style="list-style-type: none"> a. Bailey, E., et al. (1985). Deregulating the airlines. MIT Press. b. Biederman, P. (1982). The U.S. airline industry: End of an era. Praeger. c. Caves, R. E. (1962). Air transport and its regulators. Harvard University Press. d. Daudel, S., & Vialle, G. (1994). Yield management: Applications to air transport and other service industries. e. James, G. (1982). Airline economics. Lexington. f. Jenkins, D. (Ed.). (1995). The handbook of airline economics. McGraw-Hill. <p>SUPPLEMENTAL MATERIALS:</p> <ul style="list-style-type: none"> a. Selected videos from the CCE Academic Support Video Catalog, Heading: MGMT 523 b. Internet presence of: ICAO, FAA, European Commission (DG Energy and Transport), EASA and Eurocontrol. 				

Course Title	Business Policy and Decision Making				
Course ID	MBAA 635				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course is taught from the viewpoint of the General Manager and brings together material and viewpoints from other business disciplines such as Marketing, Personnel, Finance systems and Organizational Behavior. During this course the student(s) will learn to "sniff out" the problem areas in a situation in just the same way that Top Management does, and then turn the focus on those tools needed to attack and solve the problem(s).				
Course Description	A capstone course in the MBA program that expands on the skills, knowledge, and abilities the students have achieved in their core courses. Students will examine applications of long-term planning and management tools in aviation related industries, and be able to formulate the strategic vision and policies to achieve such a perspective. Concepts of strategic management, total quality management, continuous quality improvement, reengineering, customer-driven management, and other evolving management methodologies will be examined. Applications of the concepts will be applied to the domestic and international activities of airlines, airports, manufacturing and government to sustain a long term competitive advantage.				
Prerequisite Knowledge	Completion of all other MBA core courses.				
Person Responsible	Dr. Robert N. McGrath (PhD Business Administration/Strategic Management), ERAU				
Grading Policy	Midterm Examination: 25% Case Studies or Simulation: 25% Final Exam: 25% Class Participation (Includes all Class Activities): 25%				
Required Readings	<p>TEXTBOOK(S):</p> <ol style="list-style-type: none"> 1. Thompson A.A. Jr. & Strickland A.J. (2004) STRATEGIC MANAGEMENT - Concepts & Cases, 13th Ed., Irwin-McGraw-Hill 2. Jerald R. Smith and Peggy A. Golden (2001) AIRLINE - A Strategic Management Simulation, 4th Ed., Prentice Hall <p>SUGGESTED SUPPLEMENTAL MATERIALS:</p> <ol style="list-style-type: none"> a. Thompson A.A. Jr. & Strickland A.J. (2004) INSTRUCTOR'S MANUAL to Accompany Strategic Management - Concepts & Cases, 12th Ed. b. Jerald R. Smith & Peggy A. Golden (1995) Instructor's Manual, Airline A Strategic Management Simulation, 3rd Ed. c. Video available for this course include: 9010 and 9011. Contact EC Library Support. 				

Specified Electives

Students must complete a total of 6 credit hours from the courses listed below.

Course Title	Global Information and Technology Management				
Course ID	MGMT 521				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course will develop managerial skills in using information systems to conduct daily operations, to plan business strategies, and to solve business problems. A systems approach to planning, scheduling and controlling will provide the student with effective decision-making resources.				
Course Description	A combination of technical and managerial material is presented. This material is necessary to achieve an understanding of the operations and strategic uses of management information systems within the aviation industry. Emphasis is placed on the use of computers as an information processor, decision tool, and as a means of linking management more closely to the organization. In addition, topics relating to the management of information resources are presented.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Dr. Alfredo Herrera (DBA in Information Technology Management), ERAU				
Grading Policy	Class Participation and Involvement 16 % MIS Topic Outline 8 % MIS Topic Report 20 % MIS Topic Presentation 16 % Mid-Term Exam (Case Study) 20 % Final Exam (Case Study) 20 %				
Required Readings	<p>TEXTBOOK: Laudon, K. C. & Laudon, J. P. (2004). Management information systems</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS:</p> <p>a. Davis & Olson, MIS, McGraw Hill Publishing Co., Latest Edition. b. Lorette, Richard J., and H. Charles Walton, Cases in the management of Information systems and information technology, Latest ed., Irwin Publishing Company. c. Selected Videos from EC Library Support Video Catalog: 9005, 9006, 9007, also under heading: MGMT 521. d. Selected Harvard Business School (HBS) cases.</p>				

Course Title	Legal, Ethical, and Regulatory Bases of Management Practices				
Course ID	MGMT 533				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	The purpose of this course is to provide students with an understanding of legal, ethical, and regulatory principles, which form the context for sound management practice. The student will have exposure to or gain knowledge of legal sources affecting regulation, concepts of liability and contract formation, labor relations issues, ethical decision-making, and safety and security issues in the workplace. Although acquiring knowledge of such concepts is an essential component of the course, the primary focus is on how the legal, ethical, and regulatory environment shapes management practice today.				
Course Description	The emphasis in this course is on managerial decision-making and sound management practice based on knowledge of legal, ethical, and regulatory fundamentals. Liability, contract, and labor law constraints as well as cultural and ethical foundations of management practice are included in the topics addressed. Regulatory controls and constraints on managerial decision making in areas such as occupational and environmental safety and discrimination in the workplace are included, as are other safety and security issues of which the manager should have knowledge.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Dr. Aaron S. Springer, ERAU				
Grading Policy	Formal class presentations: 15%, Final Examination: 35%, Class Project: 35%, Class Participation: 15%				
Required Readings	Emerson, R. & Hardwicke, J. (2003). Business Law (4rd edition). Hauppauge, New York: Barron's Educational Series, Inc. ISBN: 0-764-119842. Fisher, B. & Phillips, M. (2004). The Legal, Ethical, and Regulatory Environment of Business. Cincinnati: West Legal Studies in Business, South-Western College Publishing. ISBN: 0-324-154747. (Text is in run out status)				

Course Title	International Management and Aviation Policy				
Course ID	MGMT 604				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course will provide the graduate student with a comprehensive understanding international management in general and issues in the aviation /aerospace industries in particular. The student will be encouraged to take a global perspective and to deal with dynamic global and local issues in the same way as a manager of any nationality.				
Course Description	An advanced study of international management and aviation policy through the examination of major trends and issues challenging the aviation manager. Cross-cultural situations are evaluated from the perspective of interpersonal relationships in a diverse domestic and foreign environment, and in the context of evolving global trends. Strategic planning and negotiation are examined by defining the major tasks involved in organizing for international aviation, such as designing the organization and staffing. Managing work force diversity is examined from culture-based and comparative perspectives, along with the function of control through the examination of effective control systems for overseas operations that ensure environmental interdependence through social responsibility and ethical behavior				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Dr. William L. Vasquez (DBA and MBA International Management), ERAU				
Grading Policy	Formal class presentations: 15%, Final Examination: 35%, Class Project: 35%, Class Participation: 15%				
Required Readings	<p>TEXTBOOK(S): Ball, P. & McCulloch, W., (2002) International Business - The Challenge of Global Competition, 9th Ed., Irwin McGraw-Hill, Inc.</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS:</p> <p>a. Reference publications/supplemental reading: Periodicals: Wall Street Journal, (the International section, Daily), Air Transport World, Aviation Week and Space Technology.</p> <p>b. Brochures and Leaflets from Banks and Trade Organizations.</p> <p>c. Audio-visual materials: Inside the Global Economy. (Annenberg/CPR).</p>				

Course Title	Human Resource Development				
Course ID	MGMT 607				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course examines organization and organization behavior concepts and theories in the context of individual students' understanding of his/her roles as managers and leaders. A primary objective is for students to comprehend how her/his traits and characteristics, the organizational structure, and his/her organizational role and relationships influence her/his management style and performance. Of equal importance, they should gain deeper insight into themselves and develop his/her personal repertoire of essential management skills.				
Course Description	This course emphasizes the integration of the individual into the organization by studying the current and fundamental issues in organization theory and organizational behavior as they relate to the individual. The effectiveness of the individual in the organization is examined in terms of personal traits such as communicative abilities, leadership style and potential, and beliefs about organizational ethics and social responsibility.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Dr. Larry Carlton (DBA Management and Master in Aeronautical Science and Master of Human Resources Management), ERAU				
Grading Policy	Tests 40% Term Project 35% Class Attendance and Participation 25%				
Required Readings	<p>TEXTBOOK: Whetton, D. A., and Cameron, K. S., 6th Ed., Developing Management Skills, Prentice Hall</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS: a. Aviation Week and Space Technology, Fortune, Business Week, The Wall Street Journal, U. S. News, or other news medium. b. Videos available from EC Library Support: 9016, 9017</p> <p>ELECTRONIC RESOURCES (Help in keeping abreast of latest trends in subject matter)</p>				

Course Title	Airport Management				
Course ID	MGMT 641				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This elective course is designed to give the graduate student an in-depth look at the regulation, financing, revenue/expense sources, safety, security, planning, design, and management of air carrier airports.				
Course Description	In this course students have the opportunity to gain significant knowledge of the broad aspects of managing airports. Topics include air-carrier relationships, governing body relationships, regulatory compliance, physical plant management, vendor relationships, zoning and land use issues and more.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Alexander T. Wells, ERAU				
Grading Policy	Midterm 30% Final 30% Term Paper 20% Presentation 20%				
Required Readings	<p>TEXTBOOK: Wells, A.T., & Young, S.B., 5th ed. (2004). Airport Planning and Management, McGraw-Hill.</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS: Selected books from CCE Academic Support RAC Collection.</p> <p>ELECTRONIC RESOURCES</p>				

Course Title	Air Carrier, Passenger, and Cargo Management				
Course ID	MGMT 642				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	<p>The course is designed to provide students with the opportunity to:</p> <ol style="list-style-type: none"> 1. Understand the importance and scope of airline operations in both the domestic and international arenas. 2. Understand the economic forces that shape the airline industry and the measures that are taken in response to those forces. 3. Comprehend the nature of the product airlines provide, its characteristics, forms and methods of delivery. 4. Understand the factors that affect the choice of airline business strategy. 				
Course Description	<p>The course provides students with a broad perspective of passenger and cargo air carrier management. Topics include the role of air transportation in global economic development, alternative strategic approaches to route structure and product design, fleet selection, finance, and revenue management. Distribution systems including the role of travel agencies, freight forwarders, global distribution systems, and Internet portals are explored. The regulatory foundation of international aviation, the effects of liberalization and privatization, and emerging global alliances receive attention. The course concludes with a review of the evolving role of governments, airports, and air carriers in protecting the security of passengers and cargo.</p>				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Gerald Cook, D.B.A. ERAU				
Grading Policy	Papers (2 @ 15pts. each) Mid-term/Final @ 20pts. each Simulation 20pts. Participation @ 10pts				
Required Readings	<p>TEXTBOOKS: Jenkins, D. (Ed.). (2002). Handbook of Airline Economics (2nd ed.) Riddle Air Transport Association. (2003). The Airline Handbook- Online Version (available at /www.airlines.org/ about/d.aspx?nid=7946).</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS: 1. Doganis, R. (2001). The Airline Business in the Twenty-first Century, New York: Routledge. 2. Shaw, S. (2004). Airline Marketing and Management (5th Ed.), Ashgate Publishing. 3. Wells, A. T. & Wensveen, J. G. (2003) Air Transportation: A Managerial Perspective, Wadsworth.</p>				

Course Title	Labor Issues in Air Transportation				
Course ID	MGMT 643				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course is designed to provide the student(s) with a practical working knowledge of labor/management relations' terminology, applications, regulations, and enabling legislation. The emphasis will be on the 'real world' applications the student(s) will experience				
Course Description	Current labor issues specific to air transportation and the historical and regulatory aspects of these issues are the theme of this course. Topics include the union movement in aviation, including public policy decisions, judicial rulings, early collective bargaining, and labor legislation. Additional topics emphasized are representation elections, the collective bargaining process, contract administration, and conflict resolution (grievance procedures). The primary focus of the course will be on current issues in labor relations and the effect private and public sector labor/management practices have, and have had, on the aviation industry. The impact of labor/management relations on human resource management will be analyzed.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Larry S. Carlton, Ph.D. ERAU				
Grading Policy	Papers (2 @ 15pts. each) Mid-term/Final @ 20pts. each Simulation 20pts. Participation @ 10pts				
Required Readings	<p>TEXTBOOK(S):</p> <ol style="list-style-type: none"> 1. Kaps, Robert W., (1997) "Air Transport Labor Relations", 1st Edition, Southern Illinois University Press 2. Smith, J. R., and Golden (2005) Collective Bargaining Simulation, Fifth Edition, Pearson Education. <p>SUGGESTED SUPPLEMENTAL MATERIAL(S):</p> <ol style="list-style-type: none"> a. Selected videos from CCE Academic Support Video Catalog, Heading: MGMT 632 b. Selected books from CCE Academic Support RAC Collection, Heading: MGMT 632 <p>ELECTRONIC RESOURCES</p>				

Course Title	Production and Procurement in Aviation and Aerospace Industries				
Course ID	MGMT 651				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	In this course the student will explore the aspects of production/operations management and the procurement processes necessary to maximize efficiency and effectiveness. This includes an in-depth analysis of production/operations concepts, methods, and techniques from a systems perspective. Areas of emphasis are quality management, MRP II, scheduling, inventory management, purchasing, material management, JIT and manufacturing strategy.				
Course Description	In this course the student will explore the aspects of production/operations management and the procurement processes necessary to maximize efficiency and effectiveness. This includes an in-depth analysis of production/operations concepts, methods, and techniques from a systems perspective. Areas of emphasis are quality management, MRP II, scheduling, inventory management, purchasing, material management, JIT and manufacturing strategy. It will include issues such as layout, storage and warehousing decisions, produce-procure decision-making, application of learning curves, and maintenance and reliability issues.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Chester G. Crosby, Ph.D. ERAU				
Grading Policy	Mid-Term 30% Final 30% Project/Presentation 30% Class Participation 10%				
Required Readings	TEXTBOOK(S): Chase, R.B., Aquilano, N.J., & Jacobs, F. R., Operations Management for Competitive Advantage, 11th Ed, 2006, McGraw-Hill/Irwin OR Stevenson, W.J., Operations Management, 9th Ed, 2006. McGraw-Hill/Irwin				

Course Title	Concepts and Practices of Project Management				
Course ID	UCBA 201				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	In this course the student has the opportunity to learn the techniques and principles related to project management, following the national standards for project management.				
Course Description	Current labor issues specific to air transportation and the historical and regulatory aspects of these issues are the theme of this course. Topics include the union movement in aviation, including public policy decisions, judicial rulings, early collective bargaining, and labor legislation. Additional topics emphasized are representation elections, the collective bargaining process, contract administration, and conflict resolution (grievance procedures). The primary focus of the course will be on current issues in labor relations and the effect private and public sector labor/management practices have, and have had, on the aviation industry. The impact of labor/management relations on human resource management will be analyzed.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Sidney E. Wheeler, Ph.D. ERAU				
Grading Policy	Tests/activities 25% Reports/project 45% Final Exam 30%				
Required Readings	Textbook: Meredith, J. R. & Mantel, S. J. (2006). Project management: A managerial approach (6th ed.). with 120 day use MS Project disk. Somerset, NJ: John Wiley A Guide to the Project Management Body of Knowledge, Project Management Institute 3rd Edition, Exton, PA Supplemental Materials: a. MS Project 2000© or higher loaded on student accessible computers b. Lowry & Ferrara, Managing projects with Microsoft project. or other suitable project software hands-on guide.				

Course Title	Entrepreneurship and Leadership				
Course ID	MGMT 671				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course is designed to provide the student with an opportunity to enhance his/her understanding of leadership and entrepreneurship; understand methods to motivate personnel, systematically analyze organizational problems, apply leadership skills methods, create an organization vision and strategic direction, leading change, and create an entrepreneurial corporate environment.				
Course Description	In this course, students explore the roles and interrelationships of leadership and entrepreneurship in successful enterprises in a global environment. The primary focus is on analyzing the leadership skills and entrepreneurship that enhance organizational success. Topics to be explored are the approaches and models of leadership, entrepreneurship, organization change, implementing an entrepreneurial strategy inside existing organizations, product innovation and technology, and developing new ventures. In addition, students gain insight to the important elements required for a supportive environment needed to sustain the corporate entrepreneurship process. Lastly, the entrepreneurship orientation of organizations for the future is discussed.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Thomas Henkel, ERAU				
Grading Policy	Class discussion and participation 10% Assigned problems and questions 15% Mid Term Examination 35% Final Project 40%				
Required Readings	TEXTBOOK: Richard L. Daft. The Leadership Experience, Third edition, South-Western, Donald F. Kuratko & Harold Welsch. Strategic Entrepreneurial Growth Exercises, Second edition, South-Western SUGGESTED READING:: Raymond Smilor and Donald Sexton. Leadership and Entrepreneurship, Quorum Books				

Course Title	Global Logistics and Supply Chain Management				
Course ID	MGMT 685				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	This course is designed to provide students with a comprehensive understanding of the activities and challenges associated with building and managing global supply chains.				
Course Description	Today, globalization is affecting almost every aspect of the world's economy. The focus of this course is on understanding the role of logistics and supply chain management in meeting the needs of the transnational enterprise, from the sourcing of raw materials, to manufacturing, to delivery to the final customer and back when necessary. Successful students will understand the role and scope of logistics in the global economy; the impact of regional trading blocs on logistics and supply chain management; strategies for designing global supply chain networks; strategies for supporting different market entry alternatives; the impact of different transportation modes on global supply chain management; the role of freight forwarders, export management companies, and other intermediaries; the use of free trade zones; the use of international commerce terms and international contracts; the impact of the choice of currency on the enterprise; documentation associated with international logistics and supply chain operations; and supply chain security. A number of case studies are also analyzed throughout the course to highlight important principles and best practices in global logistics and supply chain management.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Robert Materna, Ph.D. ERAU				
Grading Policy	Class Participation and Involvement 10 % Presentation 10 % Homework 20 % Mid-Term Exam 30 % Final Exam 30 %				
Required Readings	TEXTBOOK: David, P. (2004). International Logistics. Cincinnati, OH: Atomic Dog Publishing DVD video entitled "What in the World is the Global Supply Chain" (2005) produced by the Council of Supply Chain Management Professionals (CSCMP). There are a number of other Logistics and Supply Chain Management videos available from the EC Library Support Department. See video catalog for current selections.				

Course Title	Special Topics in sustainable Aviation Management				
Course ID	UCBA 202				
Credits [ECTS]	5		Semester		3
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	TBA				
Course Description	In this course, students elect to perform a special, directed analysis and/or independent study in an area of interest. Candidates selecting this elective must prepare a detailed proposal for the desired project and present the proposal to the graduate program chair or department chair for faculty review. Proposals must be submitted at least four weeks prior to the start of the term in which the elective is being taken.				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Various				
Grading Policy	TBA				
Required Readings	See instructor				

Thesis

Includes MBAA 522 Business Research Methods

Course Title	Thesis				
Course ID	UCBA 300				
Credits [ECTS]	12		Semester		4
Workload [h]	300	Contact time [h]	25	Self-Study [h]	275
Course Objectives	The purpose of this work is to give the students academic training in the independent production of a scientific work on some aspect of aviation management. The Thesis is also aimed at giving the student the skills in how to independently structure, plan and carry out a big project.				
Course Description	A written document on an aviation/aerospace topic supervised throughout its preparation by the student's Thesis Committee, which demonstrates the student's mastery of the topic and is of satisfactory quality for publication. The thesis work should comprise not more than 45 pages, appendixes excluded.				
Prerequisite Knowledge	Completion of MBAA 522 (Business Research Methods)				
Person Responsible	Various				
Grading Policy	Apart from writing a report, the student is also expected to hold an oral presentation, which gives the student the opportunity to convey the message to the public, and practice presentation technique.				
Required Readings	See instructor				

Course Title	Business Research Methods				
Course ID	UCBA 104				
Credits [ECTS]	5		Semester		4
Workload [h]	150	Contact time [h]	50	Self-Study [h]	100
Course Objectives	Provide students a comprehensive understanding into the logic of the scientific method and its application to the practice of research. Although research methods are generally the same between academic disciplines, specific concentration in this course is on application of current business aviation research methods. Course focuses on student synthesis of the various different research methodologies, identification of appropriate sources of information, and the use of valid steps in collecting and analyzing data.				
Course Description	An introduction to the art and science of solving aviation business research problems and making students better users of research. Topics include: research design, the scientific method and other research methodologies, problem formulation, operational definition, measurement and its impact on error and design, classification and modeling. The application of statistics, sampling surveys, decision analysis, management science techniques, and the use of statistical/operations research computer software are studied. An introduction of a style manual for the preparation of a research proposal				
Prerequisite Knowledge	Completion of all MBA core courses.				
Person Responsible	Dr. Larry Carlton (DBA Management and Master in Aeronautical Science and Master of Human Resources Management, ERAU) Prof. Dr. Klophaus, FH Trier				
Grading Policy	Class Participation 10% Mid-Term 15% Final 40% Final Proposal 25% Oral Presentation 10%				
Required Readings	<p>TEXTBOOK:</p> <p>Gay, L. R., Mills, G. E. & Airasian, P. (2006). Educational research: Competencies for analysis and application (8th ed.). Upper Saddle River, NJ: Prentice Hall.</p> <p>or</p> <p>Grazino, A. M., & Raulin, M. L. (2004). Research methods: A process of inquiry (5th ed.). New York, NY: Pearson Longman.</p> <p>or</p> <p>Cooper, D. R. & Schindler, P. S. (2006). Business research methods (9th ed.). New York, NY: The McGraw-Hill Companies.</p> <p>SUGGESTED SUPPLEMENTAL MATERIALS:</p> <p>See instructor for list of applicable business aviation journals and approved publication (format and style) manuals.</p>				

Prerequisites

MBAA 503

Business Foundations (503A, 503B, 503C, 503D, 503E, 503F)

1 credit each

This course examines in depth the major competencies which have been identified as essential prerequisite knowledge for a graduate student enrolled in the MBA in Aviation Management degree program to successfully complete the course work. The course is broken down into six stand-alone modules: management, quantitative methods, marketing, accounting, economics, and finance. Each student will only take those modules which have been identified through advisement as being required. Emphasis is placed on understanding the core knowledge and skills in each of the disciplines. Credit for this course is not applicable to the requirements of any Embry-Riddle degree.