

ROMANIAN-AMERICAN UNIVERSITY
SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT

Master in BUSINESS MANAGEMENT IN TOURISM AND AVIATION

Domain: Business Administration

2 years, full time

Taught in ENGLISH

During the last decades, the *Travel and Tourism* industry has registered significant growth, becoming one of the most rapidly growing sector. In this context, many popular tourist destinations have developed and, at the same time, new destinations emerged in Asia and the Middle East, competing with the existing ones in Europe and North America. Besides globalization and higher living standards in both industrialized countries and emerging economies, one of the main reasons which determined the sustained growth in international tourism is connected with the evolution of the airline industry, starting with the intensive use of commercial jet aircrafts in the 60s and continuing with the liberalization of air transportation in the 80s, which turned the segmented national markets into a unique and competitive air market. Nowadays, more than a half of international tourists reach their destination by air and their percentage is even higher when remote destinations are involved. As air traffic intensified, the relationship between air transport and tourism grew stronger and governmental support became a necessity when several aspects are concerned. On a global and regional level, decision makers are interested on constantly negotiating aspects such as flight rights, ownership rights over airline companies, air corridors, competition, taxation, sustainability, safety and security, passenger rights etc.

Considering this, the training level of the human capital represents an essential requirement for ensuring the success of companies in the field of *Travel, Tourism and Aviation*. In this context, companies are looking for Bachelor of Master graduates with solid knowledge in Business Administration, in order to understand the peculiarities of the operations related to this field and with the capacity to apply the theory using creative and innovative methods.

Under these premises, the Master Program in *Business Management in Tourism and Aviation* is innovative and analyses European and International trends, in order to insure transdisciplinarity between converging fields. The program has been planned and developed based on a partnership with the business environment, with the support of the organization



International Air Transport Association and the companies *Regional Air Support*, *Romanian Airport Services* and *TravelMaker*. One of the precise aspects of the partnership refers to adding in the curriculum courses which will give students the possibility to obtain national and international recognized certificates: *Aviation Security Awareness*, *Airline Security* and *Travel & Tourism Consultant* (issued by International Air Transport Association). The curriculum, the content of the courses and the other didactic materials have been developed based on specific analysis and studies and in consultation with the Advisory Board. Another specificity of the program is the desideratum of each course having either a guest speaker from the business environment, or an international professor.

The mission of the Master in ***Business Management in Tourism and Aviation*** is to ensure an educational academic process combining theoretical aspects, concepts and practical elements, in order to develop a business oriented critical thinking for the next specialists in the field of tourism and aviation. The master program in ***Business Management in Tourism and Aviation*** is designed for the graduates of bachelor programs in different fields, wanting a specialization in ***Travel, Tourism and Aviation***. Moreover, the graduates of bachelor programs in Business Administration have the possibility to broaden their knowledge, in order to further continue with doctoral studies. At the same time, the program targets professionals in the tourism industry, focusing on extending their knowledge, through a specialization in ***Travel, Tourism and Aviation***. Furthermore, professionals in the aviation sector have the possibility to enhance the necessary competences for a career path in Business Administration. The program is designed both for international students (European Union and third countries), foreign citizens residing in Romania or for Romanian students interested in following an international program.

The main objective of the Master Program in ***Business Management in Tourism and Aviation*** is to train professionals in ***Travel, Tourism and Aviation***, sectors with development potential in Romania and in other European countries, in the context of globalization, and increasing global tourist competitiveness. The program focuses on developing specific and multidisciplinary competences, as well as cognitive and practical abilities, taken into consideration the need for professional training in these fields.

For the evaluation of the students, the School of Domestic and International Tourism Economy applies the methodology of the Romanian-American University, included in the regulations on the professional activity of students and it relies on two criteria: **attendance** and **performance**.

Each academic year is divided into 2 semesters. The curriculum provides minimum 60 transferable study credit points (ECTS), 30 ECTS per semester. There is a total of four semesters in two years. A semester typically has 14 weeks. The curriculum includes compulsory subjects and elective subjects (starting with the first year of study, 2nd semester). Elective subjects are grouped together in tracks providing the students with additional training,



according to the selection made in the first year.

The Master in **Business Management in Tourism and Aviation** includes the following **compulsory** subjects:

- Design and Management of Tourist Destinations
- Luxury Products and Services in Tourism
- Financial Instruments in International Tourism
- Human Capital in Tourism and Aviation
- International Accounting and Financial Reporting
- Digital Marketing Strategies for Tourism Business
- Ethics and Research Methodology
- Management of Luxury Events
- Fundamentals of Civil Aviation System
- Responsible Tourism and Aviation
- Airline Management
- Airport Routes Development
- Travel & Tourism Consultant
- Project Management
- Advanced Aviation Knowledge
- Specialized Internship
- Specialized Scientific Research
- Dissertation Paper Project Preparation

The Master in **Business Management in Tourism and Aviation** includes the following **elective** subjects:

- International Business Negotiation
- Customer Service in Tourism and Aviation
- International Business Ethics and Leadership
- Marketing Planning – Decision Making
- Computer Network Security
- Doing Business with Asian Countries



CURRICULUM

1ST YEAR, 1ST SEMESTER COMPULSORY SUBJECTS

DESIGN AND MANAGEMENT OF TOURIST DESTINATIONS

6 credit points, 2 hours course and 1 hour seminar

The Design and Management of Tourist Destinations course will enable students to understand and operate with key concepts, theoretical frameworks, main driving forces and basic operational processes related to tourist destinations.

At the end of the course, students will be able:

- to prove a broader understanding and problem solving capabilities of situational problems in the DMO;
- to operate with key concepts and instruments within the process of planning and design the tourist destinations;
- to demonstrate expanded knowledge about the potential risks related to the tourist destinations.

LUXURY PRODUCTS AND SERVICES IN TOURISM

6 credit points, 2 hours course and 1 hour seminar

Luxury products, services and lifestyle represent an important area of tourism excellence. The course provides students with knowledge and capabilities required by luxury brands in the tourism industry. An introduction to the luxury dimensions of business functions and operations is offered, with consideration of their creation, development and global interactions.

The course will help students:

- to become familiar with key concepts, theoretical frameworks, main driving forces and basic operational processes of luxury tourism;
- to gain a multidisciplinary foundation by bringing together creativity with the ability to interpret and foresee business trends;
- to develop the capacity to apply subject knowledge to case studies, and current issues and events in the global environment;
- to obtain a broad foundation for further study of luxury tourism and compare business segments across borders to assess opportunities and risks for potential investors;
- to develop research, analytical, and writing skills appropriate to luxury tourism.



MANAGEMENT OF LUXURY EVENTS

6 credit points, 1 hour course and 2 hours seminar

The Management of Luxury Events course is dealing with studying the development of luxury events industry and the challenges in managing the art of creating events for a more and more demanding and sophisticated customer.

This course offers the students the skills and knowledge in luxury event planning industry, being focused also on providing a clear image for its most important components: the excellence in services and the international luxury events market, the competitiveness of this industry and human resources and the labor market demand. The program focuses on event planning, design, meeting procedures, meeting production, evaluation and risk management and event evaluation.

FINANCIAL INSTRUMENTS IN INTERNATIONAL TOURISM

6 credit points, 2 hours course and 1 hour seminar

During the Financial Management in International Tourism course attention is devoted to foreign currency operations, cross border financing, international payments. The course also introduces different hedging strategies that companies can use to cover their foreign exchange risk. After passing the course students will have skills in financing techniques and exchange risk management, as well as solving payment issues. Students will learn:

- how to use the financial markets in the international context;
- how to better manage the foreign exchange operations;
- how to assess and manage the company's exposure to exchange rate and interest rate risks;
- how tourism specialists could be more effective in using banks and money market opportunities /products;
- how to choose the best option for an international payment (including receiving payments);
- about online payment systems for businesses.

INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING

6 credit points, 2 hours course and 1 hour seminar

The course teaches about all financial aspects that specialists in Travel, Tourism and Aviation face while implementing international business. The objectives of the discipline are to:

- learn the principles, techniques and uses of accounting in the planning, control and decision-making from a global, international perspective;



- understand how to prepare Financial Statements;
- learn the basics of International Accounting: recording international transactions (influence of the exchange rate fluctuation), using International Financial Reporting Standards (IFRS), preparation of the Consolidated Financial Statements (in a multinational company) etc.
- know how to analyze Financial Statements; analysis and comparison of the Financial Statements around the world; understanding cultural and environmental differences between countries.

1ST YEAR, 2ND SEMESTER COMPULSORY SUBJECTS

HUMAN CAPITAL IN TOURISM AND AVIATION

7 credit points, 2 hours course and 1 hour seminar

The Human Capital in Tourism and Aviation course will enable students acquiring updating knowledge, concepts, tools and professional terminology necessary to appropriate implementation of the changing role of human capital in tourism and aviation approaches. During the course, the students will learn how to:

- operate confidently within the ever-changing field of tourism and aviation, bringing a valuable contribution to employers and experiencing important aspects of human capital development;
- formulate human capital strategies in tourism and aviation, knowing the specificities of the process of the design of human capital strategic plans;
- use the human capital in tourism and aviation tools in order to understand the way national, regional and global variations determine how the employment relationship is headed;
- apply a critical evaluation of the human capital management success in tourism and aviation from multiple perspectives (for example: customers, owners, managers and employees);
- apply the human capital management in tourism and aviation specific know-how within the context of using talent management to create value;
- enter the way of becoming proficient in new technology and analytics, especially in predictive analytics in today's business world of tourism and aviation.



ETHICS AND RESEARCH METHODOLOGY

6 credit points, 1 hour course and 2 hours seminar

The course is focused on learning concepts, principles and basic notions specific to carrying out a research in the field of Travel, Tourism and Aviation. The main objectives of the discipline are:

- Knowing and understanding the various basic concepts of research in the field of Travel, Tourism and Aviation;
- Acquiring specific skills for applying the quantitative and qualitative research methods in Travel, Tourism and Aviation ;
- Developing the ability to work in a research team.

DIGITAL MARKETING STRATEGIES FOR TOURISM BUSINESS

5 credit points, 2 hours course

The course examines emerging interactive digital technologies and their impact on tourism business and marketing strategy. It is focused on how to design, strategize, implement and evaluate a digital marketing campaign for small-and mid-size tourism organizations.

During the course discussions and activities, the students will understand the new marketing channels, tools and processes used by tourism companies to create value, satisfaction and consumer loyalty, and they will learn:

- to explain the impact of social media on social communities;
- to use social media to engage the targeted stakeholders in tourism organization message and product;
- to design a real time digital marketing program for a brand, in order to develop an understanding of how real-world organizations can address the opportunities and challenges of digital media;
- to use and optimize basic digital media tools adapted to tourism industry;
- to use and optimize basic digital/social media tools alongside traditional marketing efforts;
- to monitor and evaluate the digital marketing tools.

FUNDAMENTALS OF CIVIL AVIATION SYSTEM

7 credit points, 2 hours course and 1 hour seminar

At the end of the course students will gain fundamental knowledge about civil aviation from national and international perspectives. The main objectives of the discipline are:

- Understand the aviation system aspects related to non-technical skills in an integrated manner;
- Understand and explain the particularities associated to the aviation activity.



ELECTIVE SUBJECTS

INTERNATIONAL BUSINESS NEGOTIATION

5 credit points, 1 hour course and 2 hours seminar

The discipline aims to identify steps, formalities and techniques specific to initiation, preparation, organization and conduct of international trade negotiations. There is a strong focus on highlighting the importance of intercultural negotiation in international business. During the course, specific situations, simulating real life interactions, are created, where students have the opportunity to put the preparation and planning of international business negotiations into practice (drafting of commercial letters, notions of etiquette and business protocol, drafting specific documents - negotiation mandate, contract draft, negotiation files, negotiation plan, agenda, and so on).

CUSTOMER SERVICE IN TOURISM AND AVIATION

5 credit points, 1 hour course and 2 hours seminar

The Customer Service in Tourism and Aviation course will enable students to understand the theory and practices of customer service and its role and importance in the development of the tourism and aviation industry. During the course, it will be used real case studies (airlines, hotels, tourism offices etc.) for acquiring the expertise capacity in offering the best customer service in travel, tourism and aviation industry.

The main objectives of the discipline are:

- to learn the characteristics and particularities of customers and the impact on providing services in the tourism and aviation industry;
- to offer great customer support for tourism and aviation consumers when they need it;
- to offer proper analysis of customer service challenges and trends.



2ND YEAR, 1ST SEMESTER COMPULSORY SUBJECTS

RESPONSIBLE TOURISM AND AVIATION

6 credit points, 2 hours course and 1 hour seminar

The Responsible Tourism and Aviation course is focused on acquiring a set of mandatory knowledge and information in the field of Sustainable Development and Responsible Travel, Tourism and Aviation. The main goals of the discipline are:

- to learn the specific concepts and principles of Sustainable Travel, Tourism and Aviation;
- to appreciate the benefits and problems arising from various forms of tourism, especially in terms of social equity and the environment;
- to develop a critical awareness of the ways in which Travel, Tourism and Aviation can enhance the welfare of people and protect our natural and cultural heritage;
- to plan different ways of approaching the responsible and sustainable Travel, Tourism and Aviation;
- to understand the relationship between Travel, Tourism, Aviation & Ecology.

AIRLINE MANAGEMENT

6 credit points, 2 hours course and 1 hour seminar

The Airline Management course will provide students a general picture in order to understand the functioning of an airline from an organizational perspective, while focusing on the economic and commercial aspects of the airline business.

Students will have a detailed understanding of the way airlines function, of the critical resources required and of the role of this industry in the general world economics. At the end of the course students will understand how to evaluate from a business perspective the activity of airlines as well as the internal mechanisms used to gain profitability.

AIRPORT ROUTES DEVELOPMENT

6 credit points, 2 hours course and 1 hour seminar

The Airport Routes Development course discusses the role of airports in the global aviation environment and its impact of the development of tourism and of regional wealth.

During the course, the students will develop knowledge about the types of airports and their functioning. At the end of the course, they will be able to analyze route structures and use tools and methodology on how to identify new route opportunities.



TRAVEL & TOURISM CONSULTANT

6 credit points, 2 hours course and 2 hours seminar

The course provides the students tools to learn how to customize and construct complex travel itineraries, develop specialized knowledge of travel products and gain the skills to process ticket exchanges and reissues. It also offers the opportunity to learn how to understand the way industry regulations affect the travel operations.

The main goals of the discipline are:

- to gain in-depth knowledge of the most popular international travel & tourism destinations;
- to learn about Travel & Tourism products such as rail, bus and coach transportation, accommodation cruises and tours;
- to interpret IATA Resolutions as they apply to accredited travel agencies;
- to construct more complex fares and routings, manage ticket exchanges and follow BSP procedures.

ELECTIVE SUBJECTS

INTERNATIONAL BUSINESS ETHICS AND LEADERSHIP

6 credit points, 2 hours course and 1 hour seminar

During the course, students will examine the ethical dilemmas of leadership in a global environment, the foundations and context of moral choice, the moral implications of decision-making within public organizations and the impact upon staff, morale, personal integrity and citizens. The purpose is to understand the ethical challenges and decision criteria that leaders face while implementing international business, to explore the leadership role in sharing the organization's ethical culture, and to analyze governmental alternatives.

MARKETING PLANNING – DECISION MAKING

6 credit points, 2 hours course and 1 hour seminar

Through its content, the course aims at developing marketing planning abilities, by dealing with a set of concepts, useful in adopting decisions and developing coherent marketing strategies. Master students will acquire knowledge for the implementation of the marketing instruments and processes, through applications, case studies, as part of the different economic fields.



2ND YEAR, 2ND SEMESTER COMPULSORY SUBJECTS

PROJECT MANAGEMENT

6 credit points, 2 hours course and 1 hour seminar

The Project Management course is designed to:

- develop knowledge of issues in strategic project management from both academic and professional perspectives;
- develop a significant range of principal and special skills, techniques and practices in the domain of project management;
- develop effective communication and efficient working skills with colleagues and staff in a variety of tasks, demonstrating extensive appropriate levels of autonomy and responsibility.

The course also provides a better understanding of how the student must prepare the theoretical and practical information in the dissertation project, how to access the best information resources, how to avoid plagiarism and so on.

ADVANCED AVIATION KNOWLEDGE

6 credit points, 2 hours course and 1 hour seminar

At the end of the Advanced Aviation Knowledge course students will gain expanded knowledge about different aviation areas: operations, safety and security management, air navigation, air accidents.

The specific objectives of the course are:

- to understand the impact of deregulation and international conventions and agreements on aviation development;
- to identify the main role and the particularities of General Aviation;
- to learn about aviation operations (air and ground operations);
- to understand the importance of safety and security management;
- to analyze the impact of aviation on community, tourism and industry.

SPECIALIZED INTERNSHIP

3 credit points

Students will be assigned to companies in Travel, Tourism and Aviation, where they will learn in practice about the business structure and operations, strategies, marketing etc. At the end



of the internship they will be evaluated by the company representative and by the faculty as well. The assessment of this activity is done by a colloquium with scoring from 1 to 10. During the internship period the students should gain knowledge about the economic entities in which they will be able to operate after graduation, also develop professional skills, deepen knowledge of economic analysis and preparation of databases and shape the decision on choosing the topic for the dissertation project.

SPECIALIZED SCIENTIFIC RESEARCH

5 credit points, 1 hour course and 2 hours seminar

The Specialized Scientific Research course will help students gain the appropriate skills to understand the importance of applied research in Travel, Tourism and Aviation fields and to develop the capacity of completing a research work consisting of a scientific paper based on the knowledge acquired during the theoretical and practical activities.

The main objectives of the course are:

- developing the capacity of dissemination of research results (to support and argue the content of a scientific paper);
- improving the communication skills.

DISSERTATION PAPER PROJECT PREPARATION

5 credit points, 2 hours seminar

The main goal of the Dissertation Paper Project Preparation is learning the necessary skills to write and defend the graduation paper. Students will choose the scientific paper topic and the scientific coordinator.

At the end of the course, students will:

- gaining knowledge about concepts related with Travel, Tourism and Aviation;
- understanding theoretical and applied concepts of Travel, Tourism and Aviation;
- understanding the concepts of Travel, Tourism and Aviation operations and management;
- understanding the challenges of Travel, Tourism and Aviation;
- understanding the nature of scientific knowledge;
- knowing basics about research ethics and research materials;
- knowing how to use scientific research methods;
- knowing how to use RAU library resources.



ELECTIVE SUBJECTS

COMPUTER NETWORK SECURITY

5 credit points, 1 hour course and 2 hours seminar

At the end of the course, students will have:

- Proficiency of concepts and reference architectures computer networks;
- Knowledge about technology and computer networking standards;
- Knowledge about the design and implementation of computer networks.

DOING BUSINESS WITH ASIAN COUNTRIES

5 credit points, 2 hours course

The course provides an overview of various aspects of doing business in Asian countries. The implications of political, socio-economic, and cultural environment for developing successful business strategies will be discussed with reference to selected countries.