



ROMANIAN-AMERICAN UNIVERSITY
SCHOOL OF DOMESTIC AND INTERNATIONAL TOURISM ECONOMY

Master in BUSINESS MANAGEMENT IN TOURISM AND AVIATION

Domain: Business Administration

2 years, full time

Taught in ENGLISH

During the last decades, tourism 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 or 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 skills, 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
- Digital Marketing Strategies for Tourism Business
- Financial Management in International Tourism
- Human Capital in Tourism and Aviation
- English for Aviation
- International Accounting and Financial Reporting
- Advanced Research Methods for Tourism & Aviation
- Management of Luxury Events
- Fundamentals of Civil Aviation System
- Customer Service in Tourism and Aviation
- 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
- Psychology of Culture
- International Business Ethics and Leadership
- Communicating in the 21st Century
- New Technologies in International Business
- Intercultural Communication



CURRICULUM

1st Year, 1st Semester Compulsory Subjects

DESIGN AND MANAGEMENT OF TOURIST DESTINATIONS

5 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 have 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 designing tourist destinations;
- to demonstrate expanded knowledge about the potential risks related to tourist destinations.

LUXURY PRODUCTS AND SERVICES IN TOURISM

5 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.



DIGITAL MARKETING STRATEGIES FOR TOURISM BUSINESS

5 credit points, 1 hour course and 2 hours seminar

The course examines emerging interactive digital technologies and their impact on tourism business and marketing strategies. It focuses 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, 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 how to:

- explain the impact of social media on social communities;
- use social media to engage all targeted stakeholders within the industry;
- 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;
- use and optimize basic digital media tools adapted to the tourism industry;
- use and optimize basic digital/social media tools alongside traditional marketing efforts;
- monitor and evaluate the digital marketing tools.

FINANCIAL MANAGEMENT IN INTERNATIONAL TOURISM

5 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 completing 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.



HUMAN CAPITAL IN TOURISM AND AVIATION

5 credit points, 2 hours course and 1 hour seminar

The Human Capital in Tourism and Aviation course will enable students to acquire knowledge regarding new concepts, tools and professional terminology necessary for the understanding of the changing role of human capital in tourism and aviation. During the course, 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 designing human capital strategic plans;
- use human capital management tools in order to understand the impact of global variations on the employment structure within a company;
- apply a critical evaluation of the human capital management success in tourism and aviation from multiple perspectives (for example: customers, owners, managers and employees);
- use talent management to create value;
- become proficient in new technology and analytics, especially in predictive analytics in today's business world of tourism and aviation.

ENGLISH FOR AVIATION

5 credit points, 1 hour course and 2 hours seminar

The course introduces, reviews and extends the key language and communication skills students need to develop in order to work effectively in the challenging sectors of aviation, travel and tourism. Therefore, it teaches "plain English" in an aviation context, based on key language functions and domains.

It features key concepts designed to help students focus on topics from the fields of aviation, travel and tourism and it introduces language and skills work through a range of reading and listening tasks taken from authentic sources.

The language syllabus focuses on key grammar and functional language, pronunciation work and vocabulary development in Aviation English. The course and seminar aim at enhancing communicative language skills for the field of aviation, travel and tourism. The course and seminar cover all six ICAO Rating Scale and Holistic Descriptors skill areas, thus helping the students achieve ICAO Operational Level 4 in all six skill areas.



1st Year, 2nd Semester Compulsory Subjects

INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING

5 credit points, 1 hour course and 2 hours seminar

The course focuses on all financial aspects that specialists in Travel, Tourism and Aviation face while engaging in 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.

ADVANCED RESEARCH METHODS FOR TOURISM & AVIATION

5 credit points, 2 hours course and 1 hour seminar

The course discusses 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 fields 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.

MANAGEMENT OF LUXURY EVENTS

5 credit points, 1 hour course and 2 hours seminar

The Management of Luxury Events course deals with 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 students the skills and knowledge required in the luxury event planning industry, being focused also on providing a clear image of its most important components: excellence in services, international luxury events market, competitiveness of the industry, 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.

FUNDAMENTALS OF CIVIL AVIATION SYSTEM

5 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:

- Understanding aspects of the aviation system related to non-technical skills in an integrated manner;
- Understanding and explaining the particularities associated with aviation activities.

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 in the development of both the tourism and aviation industries. During the course, real case studies will be used (airlines, hotels, tourism offices etc.) in order to acquire the expertise in offering the best customer service in travel, tourism and aviation.

The main objectives of the discipline are:

- to identify the characteristics and particularities of customer typologies and understand the impact of providing services in the tourism and aviation industry;
- to develop customer support skills specific to the fields of tourism and aviation;
- to evaluate customer service challenges and existing trends.

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).



PSYCHOLOGY OF CULTURE

5 credit points, 2 hours course and 1 hour seminar

The study of human psychology is incomplete without understanding the cultural, historical and social factors involved in human functioning. This course considers the ethnic and cultural variations that exist in human behavior, thoughts and actions.

The course is intended as a broad introduction to aspects of culture, cultural diversity, and cultural identities as they pertain to psychological functioning. The course will feature lectures and in-class activities where students will be asked to draw upon their own personal history and analysis of course concepts.

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 the development of 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 social responsibility and sustainability in Travel, Tourism and Aviation;
- to understand the relationship between Travel, Tourism, Aviation & Ecology.

AIRLINE MANAGEMENT

6 credit points, 1 hour course and 2 hours seminar

This course provides students with a general picture of the airline industry, 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 the activity of airlines from a business perspective, 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 their impact on the development of tourism and on regional wealth.

During the course, 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 students with tools allowing them 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 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.



COMMUNICATING IN THE 21ST CENTURY

6 credit points, 2 hours course and 1 hour seminar

The Communication in the 21st Century course provides students with theoretical insights and practical skills necessary to thrive in the 21st Century, by exploring the merger between technology, identity and culture.

The main objectives of the course are:

- to employ a broad range of resources and information technologies (including content development, visual design and website construction) for an effective personal, artistic, and professional communication;
- to apply effective principles of information gathering, evaluation and synthesis while demonstrating awareness of ethical and practical issues related to these practices;
- to develop reasoned and well articulated perspectives on contemporary topics related to the rights and responsibilities in the 21st century, with particular awareness of issues concerning equity, intellectual property, intellectual freedom and ethical responsibilities of media institutions.

2nd Year, 2nd Semester Compulsory Subjects

PROJECT MANAGEMENT

6 credit points, 2 hours course and 2 hours seminar

The Project Management course is designed to:

- develop knowledge about issues in strategic project management from both academic and professional perspectives;
- develop a significant range of basic and special skills, techniques and practices in 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 should 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 2 hours 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 the community and on tourism.

SPECIALIZED INTERNSHIP

3 credit points

Students will be assigned to certain companies in Travel, Tourism and Aviation, where they will learn 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 through a colloquium.

During internship, students will learn more about the economic entities in which they will be able to operate after graduation and they will develop professional skills, deepen their knowledge about economic analysis and preparation of databases. Moreover, the internship experience can contribute to students' decision to select a specific 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 the Travel, Tourism and Aviation fields and to develop the capacity to complete 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 disseminating the 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 to develop 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:

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

Elective Subjects

NEW TECHNOLOGIES IN INTERNATIONAL BUSINESS

5 credit points, 1 hour course and 2 hours seminar

The discipline focuses on how to make use of the new technologies, especially new IT software programs that could facilitate the work of entrepreneurs. Students will learn how to use the modern IT&C hardware and software in order to maximize economic gain.

The course provides the students with the necessary knowledge required to efficiently understand and professionally use office-type application software and teaches about web publishing with a focus on the use of free available web publishing platforms – Wix /WordPress.

INTERCULTURAL COMMUNICATION

5 credit points, 2 hours course and 1 hour seminar

The goal of the Intercultural Communication course is to make people aware of the ways to communicate with other persons from different cultures, religions, environment. The course will be structured as a combination of lectures, visual presentations, personal experiences and open discussions. The course is focused on the next issues:

- understanding the importance of communication in international business;
- understanding the relevance of cultural characteristics when communicating with other persons;
- knowing how to address cultural shock;
- highlighting the relevance of verbal and non-verbal communication;
- understanding how to deal with different types of personality.