

STUDY GUIDE
SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT
MASTER PROGRAMS

2024-2025

ROMANIAN-AMERICAN UNIVERSITY
BUCHAREST 2024



The Romanian-American University (RAU) is a higher education institution, a legal person of private law and public utility, part of the national system of education, founded in 1991, accredited by law in 2002, receiving the qualification “High confidence rating” from ARACIS (Romanian Agency for Quality Assurance in Higher Education) since 2010, whose mission is to offer high quality education and research, in an intellectually stimulating environment both for students and for the teaching staff.

ROMANIAN - AMERICAN UNIVERSITY OVERVIEW

All bachelor and master studies programs, offered by the seven schools of RAU (Computer Science for Business Management; International Business; Finance and Accounting; Tourism and Hospitality Management; Management-Marketing; Law; Physical Education, Sport and Kinesiotherapy) are accredited and ranked by the national Ministry of Education among the first categories since 2011.

Mission of RAU

The **mission** of the Romanian-American University consists in education, teaching, scientific research and innovation, the cultivation of scientific values and of universal culture in general, especially in the fields of economics, law, and sport.



Through its mission, the university means to contribute to:

- the promotion of excellence in education, scientific research, innovation, and technological transfer, as well as of professional, moral, and social responsibility and of creativity in the fields of competence.
- the treasuring and promotion of values of national and universal culture and civilization.
- the defense of an academic democratic framework based on university autonomy and respect for the law, on the fundamental human rights and liberties in the state of law.

According to the Charta, the fulfilment of the mission of the Romanian-American University may be achieved through:

- a) the formation of specialists with superior training in the fundamental fields of science in which the university organizes bachelor, master and doctoral studies programs, which are authorized or accredited according to the law.
- b) the carrying out of specific fundamental scientific research and applicative activities, through the specialized departments, centers and research laboratories as well as other organization bodies.
- c) entrepreneurial activities which comprise consultancy programs, specialized assistance, business incubators etc.
- d) the affirmation of academic/didactic and scientific achievements of community members through participation in reunions, scientific events etc. organized at national and international levels.
- e) ongoing learning through post-academic studies, trainings etc.
- f) professional formation through education programs carried out in Romanian or in widely used international languages and mobility programs, in agreement with the law.

Vision of RAU

In promoting a particularly strategic academic management, the Romanian-American University sets for itself as an objective its national and international recognition as an elite university.

Values of RAU

- The promotion of excellence.
- Professional, moral, and social responsibility.
- Freedom of thought and speech.
- Creativity and innovation.
- Cooperation and communication.

Through the promotion of value in education, research and innovation, our university will lastingly consolidate its position at a national and international level, being a partner for the community which it is part of, placing at the center of its concerns life improvement and experience enhancement for the main beneficiaries of its activity: students, alumni, teaching staff and administrative personnel.

Strategic objectives of RAU

The main general strategic objectives which result from the mission, vision and values of the Romanian-American University are:

- O.1. boosting national and international recognition for the quality of its educational and professional formation activities.
- O.2. the support and consolidation of research-innovation activities and dissemination of results through measures adapted to individual and collective needs.
- O.3. the development of value and partnership with students, alumni, teaching staff and administrative personnel and with other partners and components of the academic community.
- O.4. the consolidation of the partnership with representatives of the economic-social environment, employers, and other components of society.
- O.5. increase of the degree of internationalization of the university on the academic and administrative layers.
- O.6. increase of the quality and effectiveness of academic processes in relation with various categories of relevant public from the internal and external environments.
- O.7. the development of entrepreneurial culture and sustainable university vision.

The mission and the objectives assumed by RAU individualize the university within the Romanian National System of Higher Education through **clarity, distinction, and focus**. The general strategy of RAU focuses on **real integration** within the European educational framework and the internationalization of teaching and research activities.

Under the conditions of adopting the educational values of the European and American higher education systems, **scientific research** in RAU becomes a defining condition for its affirmation and existence.

International experience constitutes an essential component of student education and teaching staff training. RAU has **accords and memorandums with universities and other prestigious entities from USA, Europe, South America, Australia, and Asia**. Numerous inter-academic exchanges for students and faculty are deployed through these partnerships, aiming to permanently adapt and implement values of the higher education systems from USA and Europe, to raise the standards of quality and competitiveness of the educational process.

Each year, RAU organizes international summer schools in partnerships with James Madison University (USA), University of Alabama in Huntsville (USA) and other international partners. RAU students benefit from scholarships to study all over the world. The international component of the student life comprises, besides scholarships to study abroad, participation at interactive classes taught by prestigious professors from all over the world, online courses, scientific events, summer schools, international meetings etc. – all these things aiming to increase the horizon of our students through an international approach, a possibility to globally apply what they learn and, also, to obtain different certificates attesting their experience and expertise.



Considered as the best private university in Romania (according to the “University Ranking” study done by the German company Kienbaum Management Consultants in cooperation with the Capital magazine) RAU’s international relations are a key component of its development strategy.

Scholarships, quality of education, partnership with the business environment, developing general and specialty competences required by the employers and implicitly the guarantee of a fast insertion on the labor market, represent distinctive characteristics of RAU, which provide a competitive advantage for the university.

An essential condition for fulfilling its assumed mission and objectives regarding teaching, scientific research, and efficient administration, is represented by the existence of a modern campus, meeting all the requirements of the higher education field. RAU has a vast number of dedicated spaces for: educational activities, scientific research, and administrative offices. All spaces are equipped with technical equipment, computers, didactic materials, software, internet access, intranet space and access to the library.

CAMPUS

With a surface of over 34.500 m², the **Campus** comprises: an Aula Magna, amphitheatres, lecture rooms, scientific research labs and centers, IT labs, forensics lab, international negotiations simulation lab, audio lab, library, medical practice, sport and fitness areas, student club, tourism agency, chapel, technical and administrative offices, hostel with 11 floors, cafeteria – restaurant etc.

QUALITY MANAGEMENT AT RAU

The Romanian-American University is deeply engaged in the process of reforming higher education, militating for the European integration of our country, for the creation of the European Higher Education Area and the European Research Area.

Considering the National Strategy in the field of Higher Education, the Romanian-American University, by implementing the Quality Management System, aims to achieve the following:

- To develop professional skills in the economic and legal field, as well as their continuous improvement;
- To align the education and research process with the European and international standards, through adequacy to the economic and social reality;
- To promote the innovative spirit, free thinking, values of human culture and civilization;
- To defend the democratic academic framework based on the respect for the fundamental human rights and freedoms in the rule of law.

The University's policy on quality focuses on the continuous improvement of all activities, by encouraging the creative-innovative spirit and empowering each member of the academic community in achieving its mission.



BACHELOR PROGRAMS

SCHOOL OF INTERNATIONAL BUSINESS



2 BACHELOR PROGRAMS

- International Business (En)
- International Business (Ro)



4 MASTER PROGRAMS

- International Business (Ro)
- International Business and Entrepreneurship (En)
- International Economic Relations and Economic Diplomacy (En)
- International Economic Relations and European Studies (En)



3 DOUBLE DEGREE PROGRAMS

- International Business - Northwood University, USA (Bachelor Program) (En)
- International Business - Francis College & Northwood University SUA (Bachelor Program) (En)
- International Economic Relations and Economic Diplomacy – University of York, UK (Master Program) (En)



- Preparatory Year of Romanian Language for Foreign Citizens



SCHOOL OF LAW



1 BACHELOR PROGRAM

- Law (Ro)



1 MASTER PROGRAM

- Criminal Sciences (Ro)

SCHOOL OF MANAGEMENT-MARKETING



3 BACHELOR PROGRAMS

- Management (Ro)
- Marketing (Ro)
- Marketing – City College, University of York Europe Campus (En, Double Degree)



5 MASTER PROGRAMS

- Strategic Company Management (Ro)
- Organizational Management and Marketing (Ro)
- Business Marketing (Ro)
- Strategic Marketing (En)
- Digital Marketing & Social Media - University of York, UK (En, Double Degree)



SCHOOL OF COMPUTER SCIENCE FOR BUSINESS MANAGEMENT



2 BACHELOR PROGRAMS

- Computer Science for Economics (Ro)
- Computer Science for Economics (En)



2 MASTER PROGRAMS

- Computer Science for Business (En)
- Computer Science for Economics (Ro)

SCHOOL OF FINANCE AND ACCOUNTING



2 BACHELOR PROGRAMS

- Finance and Banking (Ro)
- Accounting and Management Information Systems (Ro)



3 MASTER PROGRAMS

- Business Management and Audit (Ro)
- Finance and Financing Technologies (Ro)
- Finance (En)



1 DOUBLE DEGREE PROGRAM

- Finance - University of Siena, Italia (Master Program)



SCHOOL OF PHYSICAL EDUCATION, SPORT AND KINESIOTHERAPY



2 BACHELOR PROGRAMS

- Physical Education and Sports (Ro)
- Kinesiotherapy and Special Motricity (Ro)



2 MASTER PROGRAMS

- Kinesiotherapy, Recovery and Leisure in Tourism (Ro)
- Performance and Management in Sport (Ro)

SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT



1 BACHELOR PROGRAM

- Economy of Trade, Tourism and Services (Ro)



2 MASTER PROGRAMS

- Business Administration in Tourism (Ro)
- Business Management in Tourism and Aviation (En)



The successful positioning of our university on the domestic and international educational market depends essentially on the activity of scientific research and innovation. The classifications made at national and international level are largely based on the performance of the research activity and the dissemination of its results.

Our academic community will exist and prosper only by increasing the competitiveness of each professor or researcher, through internal and external partnerships for the development of research activities, by supporting research-innovation activities and notable results, in this field, of each of us, recognized internationally. The research and innovation strategy 2021-2025 is focused on the vision of RAU and promotes it -Supporting research through adapted measures to individual and collective needs.

SCIENTIFIC RESEARCH

Strategic objectives and areas of action 2021-2025:



- promoting and supporting excellence in scientific research and innovation;
- stimulating human resource involvement in research activities;
- supporting the process for internationalizing research, increasing the visibility of results and participation in funding programs;
- high quality research and infrastructure services.

The Romanian-American University has had an international dimension since its establishment, the development of a specific strategy being one of the most important activities carried out. From the first years of activity, the University could not be seen in a strictly national context. The mission of the university is closely correlated with the introduction of values and principles of the American education system in the Romanian university environment. The Romanian-American University considered the importance of involving American professors and partners in the elaboration of study programs. International professors were invited to organize courses at the University, and to support with ideas and actions some management activities. Also, at the Romanian-American University, the organization of student mobility and summer schools in partnership with universities in the United States and other countries is a tradition.

INTER- NATIO- NALIZATION



Internationalization acts as a catalyst for the transformation of curricular activities within the university, as a support for the integration of global knowledge and leads to an increase in awareness of the importance of international factors. In this manner, graduates will be prepared for the international business environment, and the university will be able to be part of the international academic and research network.



SCHOOL OF TOURISM AND HOSPITALITY MANAGEMENT (THM)

The School of Tourism and Hospitality Management was born in 1991, and aims at educating and preparing students for successful careers in tourism, hospitality and aviation.

BACHELOR programs

The major **Economy of Trade, Tourism and Services** prepares undergraduates through specialty disciplines such as: tourism economy, hotel technologies, the management of tourism human resources, the technique of tourism operations, tourist transports, catering and restaurant management, information systems and information applications in tourism, ecotourism and rural tourism, tourist resources and destinations, hotel design, entertainment, and leisure etc.

MASTER programs

The following Master programs are organized within the School of Domestic and International Economy of Tourism:

- Master program in Romanian – Tourism Business Administration – with further opportunities of developing a career in hotels, restaurants, catering companies, travel agencies, ecotourism, rural tourism, agro tourism, health care departments, transportation companies, conference and reunion centers, environment protection etc.
- Master program in English – Business Management in Tourism and Aviation – which focuses on the development of specific and multidisciplinary competences, but also cognitive and practical skills, considering the need of professional training in tourism and air transportation. The program is targeted at both young people from Romania, but also at foreigners who wish to study this field in a modern university in the heart of a European capital.

MASTER PROGRAM „BUSINESS MANAGEMENT IN TOURISM AND AVIATION”

1.1. Program overview

The Master Program in *Business Management in Tourism and Aviation* is innovative and analyses European and International trends, 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's in **Business Management in Tourism and Aviation** is to ensure an educational academic process combining theoretical aspects, concepts and practical elements, to develop a business oriented critical thinking for the next specialists in the field of tourism and aviation.

Who can enrol?

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.

How do I apply?

Admission is by competition, based on an essay, considering the grade given by the Evaluation Committee (50%) and the average of the Bachelor's Degree exam (50%).

Why BMTA?

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.

The mission of the Master's in **Business Management in Tourism and Aviation** is to ensure an educational academic process combining theoretical aspects, concepts, and practical elements, 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, 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 Tourism and Hospitality Management 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.

1.2. Mandatory subjects

YEAR I, SEMESTER 1

Crt. No.	SUBJECT	CREDIT POINTS
1	DESIGN AND MANAGEMENT OF TOURIST DESTINATIONS	6
2	LUXURY PRODUCTS AND SERVICES IN TOURISM	6
3	MANAGEMENT OF LUXURY EVENTS	6
4	FINANCIAL INSTRUMENTS IN INTERNATIONAL TOURISM	6
5	INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING	6
TOTAL		30

YEAR I, SEMESTER 2

Crt. No.	SUBJECT	CREDIT POINTS
1	HUMAN CAPITAL IN TOURISM AND AVIATION	7
2	ETHICS AND RESEARCH METHODOLOGY	6
3	DIGITAL MARKETING STRATEGIES FOR TOURISM BUSINESS	5
4	FUNDAMENTALS OF CIVIL AVIATION SYSTEM	7
5	ELECTIVE SUBJECT	5
TOTAL		30

YEAR II, SEMESTER 1

Crt. No.	SUBJECT	CREDIT POINTS
1	RESPONSIBLE TOURISM AND AVIATION	6
2	AIRLINE MANAGEMENT	6
3	AIRPORT ROUTES DEVELOPMENT	6
4	TRAVEL AND TOURISM CONSULTANT	6
5	ELECTIVE SUBJECT	6
TOTAL		30

YEAR II, SEMESTER 2

Crt. No.	SUBJECT	CREDIT POINTS
1	PROJECT MANAGEMENT	6
2	ADVANCED AVIATION KNOWLEDGE	5
3	SPECIALIZED INTERNSHIP	5
4	SPECIALIZED SCIENTIFIC RESEARCH	3
5	DISSERTATION PAPER	5
6	ELECTIVE SUBJECT	6
TOTAL		30

1.3. Short description of the mandatory 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.

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 and 1 hour seminar

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.

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 1 hour 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.

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, 90 hours

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.

1.4. Educational tracks

Crt. No.	SUBJECT	YEAR/SEMESTER
INTERNATIONAL BUSINESS		
1	INTERNATIONAL BUSINESS NEGOTIATIONS	I/2
2	INTERNATIONAL BUSINESS ETHICS AND LEADERSHIP	II/1
3	DOING BUSINESS WITH ASIAN COUNTRIES	II/2
MANAGEMENT-MARKETING		
1	CUSTOMER SERVICE IN TOURISM AND AVIATION	I/2
2	MARKETING PLANNING- DECISION MAKING	II/1
3	COMPUTER NETWORKS SECURITY	II/2

1.5. Short description of the elective subjects

INTERNATIONAL BUSINESS NEGOTIATION

5 credit points, 2 hours course and 1 hour 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).

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.

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.

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.

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.

COMPUTER NETWORKS SECURITY

5 credit points, 2 hour course and 1 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.