



**İSTANBUL TİCARET  
ÜNİVERSİTESİ**

**AVIATION MANAGEMENT DEPARTMENT – COURSE CONTENTS**

**2025/2026**

**1st Semester**

**LNG101 General English I**

**2 T Hours**

**2 Credits**

**2 ECTS**

The verb “to be”, singular and plural nouns, subject pronouns and possessive adjectives, countries and nationalities, professions, simple present tense – affirmative, negative, and interrogative forms; possessive adjectives and pronouns, prepositions of time, *can/can't*, present continuous tense, distinction between present simple and present continuous.

**GNL101 Atatürk’s Principles and History of Revolution I**

**2 T Hours**

**2 Credits**

**2 ECTS**

Events occurring during the disintegration of the Ottoman Empire and modernization efforts; the periods of Selim III, Mahmut II, the Tanzimat Era, the Constitutional Period, the Committee of Union and Progress, World War I, occupations, national societies; Mustafa Kemal Pasha’s activities after the Armistice of Mondros and his arrival in Anatolia; opening of the Grand National Assembly of Turkey, the Treaty of Sèvres, establishment of the regular army, the Greek offensive and Western Front battles, Mustafa Kemal Pasha’s commandership, the Battle of Sakarya, the Great Offensive and the signing of the Mudanya Armistice, the Treaty of Lausanne.

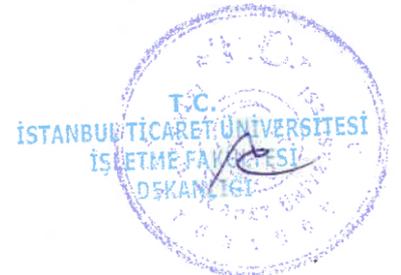
**GNL105 Turkish Language I**

**2 T Hours**

**2 Credits**

**2 ECTS**

1. Email and petition writing techniques 2. Definition, characteristics, and types of language 3. History of the Turkish language, scripts used by Turks 4. Language and culture relations 5. History and stages of simplification of the Turkish language 6. Current issues of Turkish 7. Writing rules, punctuation, expression disorders 8. Effective and eloquent speaking 9. Basic diction rules 10. Effective communication strategies and body language



**HAY101 Introduction to Aviation****3 T Hours****3 Credits****6 ECTS**

General aviation concepts; interpretation of national and international aviation legislation, agreements, rules, and sanctions. Civil aviation activities are classified and explained with examples from the world and Türkiye.

**HAY111 Aviation Law****3 T Hours****3 Credits****5 ECTS**

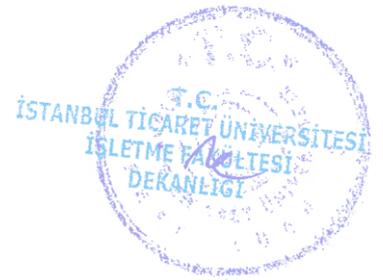
International aviation conventions and air law regulations, introduction to air law, definitions, classification of air law, Warsaw Convention, Hague Protocol, Turkish civil aviation legislation, the concept of an aircraft, legal status of aircraft, responsibilities of air carriers.

**IKT105 Microeconomics****3 T Hours****3 Credits****6 ECTS**

Basic concepts of economics; consumer theory: budget constraint, preferences, utility; demand and changes in demand; consumer surplus; individual and market demand; intertemporal choice, uncertainty, and information; firm theory: technology and producer's problem; cost curves, firm supply, industry supply; imperfect competition: monopoly, monopolistic competition, oligopoly; factor pricing and distribution.

**ISL101 Introduction to Business****3 T Hours****3 Credits****7 ECTS**

Basic concepts of economics; consumer theory: budget constraint, preferences, utility; demand and changes in demand; consumer surplus; individual and market demand; intertemporal choice, uncertainty, and information; firm theory: technology and producer's problem; cost curves, firm supply, industry supply; imperfect competition: monopoly, monopolistic competition, oligopoly; factor pricing and distribution.



## 2nd Semester

### **LNG102 General English II**

**2 T Hours**

**2 Credits**

**2 ECTS**

Covers A1–A2 level reading, listening, writing, speaking, grammar, and vocabulary skills. As a continuation of General English I, it aims to develop students' academic communication skills.

### **GNL102 Ataturk's Principles and History of Revolution II**

**2 T Hours**

**2 Credits**

**2 ECTS**

Mustafa Kemal Pasha's transition to Anatolia and the start of the Turkish War of Independence; the period of declarations and congresses, Ankara being chosen as the center, the last meeting of the Ottoman Parliament, the National Pact, occupation of Istanbul, opening of the Grand National Assembly, the Treaty of Sèvres; eastern and southern fronts, establishment of the regular army, western front battles, Atatürk's leadership, Battle of Sakarya, Great Offensive, Mudanya Armistice, Treaty of Lausanne, proclamation of the Republic, Atatürk's principles and reforms, Turkish modernization, foreign policy during Atatürk's era, and Türkiye after Atatürk: WWII and post-war developments; the 70s, 80s, 90s, and 2000s in Türkiye and the world.

### **GNL106 Turkish Language II**

**2 T Hours**

**2 Credits**

**2 ECTS**

Covers skills needed for successful academic and literary written and oral communication. Includes writing rules, text types, forms of expression, writing exercises, text analysis, oral expression techniques, and practice.

### **HAY112 Business Mathematics**

**3 T Hours**

**3 Credits**

**5 ECTS**

Linear equations and graphs, functions, basic concepts in financial mathematics, mathematical operations used by financial institutions and investors in money and capital markets.



**HAY102 Aviation Rules****3 T Hours****3 Credits****6 ECTS**

Civil aviation institutions and organizations, structure of civil air transportation, directorate general of civil aviation, airport operations, procedures and regulations regarding civil aviation rules, legal and institutional framework.

**IKT102 Macroeconomics****3 T Hours****3 Credits****6 ECTS**

National income accounting, determination of national income, aggregate demand and the multiplier, money and modern banking system, central banking and monetary system, monetary and fiscal policy, unemployment, inflation, open economy macroeconomics, international monetary system, issues in developing countries.

**ISL102 Management and Organization****3 T Hours****3 Credits****7 ECTS**

Public and business administration, management and organizational theories: classical, neoclassical, and modern management philosophies, management functions, leadership, decision-making, time and meeting management.

**3rd Semester****HAY233 Aviation Economics****3 T Hours****3 Credits****4 ECTS**

Basic benefits of air transportation economics, economic impact of air transportation, economic characteristics of the air cargo sector, airline competition in different market structures (monopoly and oligopoly), air transport value chain.

**IST231 Introduction to Statistics****3 T Hours****3 Credits****4 ECTS**

Definition of statistics, basic terms and concepts, data types, data collection methods, survey design, measures of central tendency, measures of dispersion, indices.



**HUK242 Business Law****2 T Hours****2 Credits****2 ECTS**

Basic concepts of contract law, formation and validity of contracts, types of contracts, commercial enterprise law, commercial registry, consequences of being a merchant, basic principles of corporate law, joint-stock companies, limited companies, negotiable instruments, unfair competition, trademark protection.

**HAY223 Airport Operation****3 T Hours****3 Credits****3 ECTS**

Airport operations and systems, airport planning, airside components, airport classification, management structures, ownership models, revenue and cost structures, privatization, and globalization.

**HAY203 Air Cargo****3 T Hours****3 Credits****4 ECTS**

Air cargo transportation, logistics processes, customs procedures, fee calculation, special rates, live animal transport regulations, cargo types.

**LNG311 English Speaking Skills I****2 T Hours****2 Credits****4 ECTS**

A communication-based course aimed at improving students' vocabulary, grammar, pronunciation, stress, and intonation skills through active speaking practice.

**GNL203 Academic Skill, Method and Ethics****3 T Hours****3 Credits****2 ECTS**

Scientific research methods, academic writing rules, ethics, scientific concepts, rules for articles and projects.



#### 4th Semester

**HAY254 Finance in Aviation****3 T Hours****3 Credits****3 ECTS**

Financial structures, capital structures of airlines, aircraft financing, asset management, aircraft purchasing processes, legal and financial risks, outsourcing, aircraft leasing types.

**HAY214 Aviation Security****2 T Hours****2 Credits****2 ECTS**

Regulatory framework of aviation security, history and importance of aviation security, terrorism, national and international regulations, basic security awareness, airport security zones.

**LNG312 English Speaking Skills II****2 T Hours****2 Credits****4 ECTS**

Continuation of Speaking Skills I. Includes discussions, role-play, presentations, and improvisation in formal and informal contexts; focuses on pronunciation awareness and communication strategies.

**HAY204 Dangerous Goods****4 T Hours****4 Credits****4 ECTS**

Definition and basic rules of dangerous goods; responsibilities of parties in DG transport; prohibited and restricted items; hidden dangerous goods; DG carried by passengers and crew; DG sent by mail; carrier responsibilities; limited and excepted quantities; national and carrier variations; SHGM liquid restrictions; classification and labeling of dangerous goods; NOTOC form.

**HAY224 Ground Handling Management****3 T Hours****3 Credits****3 ECTS**

Development and scope of ground services; stakeholders; international agreements and regulations; classification of ground services; management and organization in ground service companies.



**HAY234 Aviation Seminar****3 T Hours****3 Credits****4 ECTS**

Preparing and presenting research using academic methods on current aviation topics or topics related to graduation projects.

**HAY244 Data Analysis****3 T Hours****3 Credits****3 ECTS**

Basic concepts and methods of data analysis; statistical analysis using SPSS, MATLAB, and Python; data collection, computer-assisted data analysis.

**5th Semester****HAY325 Passenger Services I****3 T Hours****3 Credits****5 ECTS**

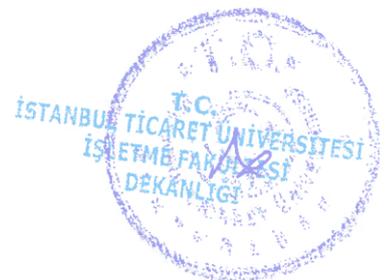
Organizational structure of civil aviation companies, responsibilities of staff, documentation used in passenger services, airport and aircraft procedures, problem solving, passenger guidance, pre-flight operations, check-in, boarding, ticket reading, types of journeys.

**HAY335 Slot and Permit Operations****2 T Hours****2 Credits****4 ECTS**

Flight planning, fleet planning, maintenance planning, slot and permit procedures, route structures, ATC procedures, international airline routes.

**HAY305 Ramp Coordination****3 T Hours****3 Credits****5 ECTS**

Ground equipment types, baggage carts, dollies, pallets, containers, ground control procedures, aircraft loads, loading and unloading procedures, bulk and ULD loading, loading principles and priorities.



**HAY315 Aircraft Weight and Balance I****4 T Hours****4 Credits****6 ECTS**

Fundamental operational practices related to safe aircraft loading/unloading; ensuring aircraft fly within safe balance limits; theoretical and practical applications.

**6th Semester****HAY306 Safety Management Systems****2 T Hours****2 Credits****3 ECTS**

Regulatory framework, safety and security distinction, SMS approach, risk definition, risk classification, risk management and analysis, human factors and their effects on safety.

**HAY316 Passenger Services II****3 T Hours****3 Credits****5 ECTS**

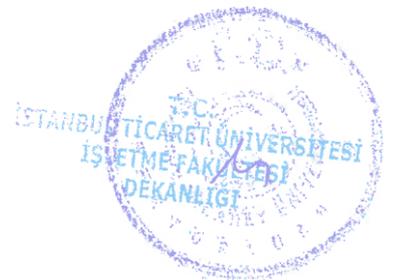
Passport and visa procedures, visa types, passenger profiles, live animal regulations, radio communication, disabled passenger assistance.

**HAY326 Aircraft Weight and Balance II****4 T Hours****4 Credits****6 ECTS**

Aircraft weight and balance calculations, load sheets, last-minute changes.

**HAY336 Competency Management****3 T Hours****3 Credits****4 ECTS**

Definition of competence, skills, career concepts, industry expectations, HR practices in aviation, strategic partnerships, personnel development, competency-based HRM.



## 7th Semester

### **UBF401 Entrepreneurship and Project Design**

**3 T Hours**

**3 Credits**

**5 ECTS**

Week 1: Introduction and Basic Concepts What is entrepreneurship? Characteristics and roles of the entrepreneur The importance of project design and basic concepts Week 2: Market Research and Idea Development Market research techniques and methods Business idea development process Creative problem-solving techniques Week 3: Business Model and Value Proposition Business model canvas and its use Creating a value proposition Revenue model and cost structuring Week 4: Marketing Strategies Marketing strategies and tactics Brand creation and brand management Defining target audience and segmentation Week 5: Financial Planning and Budgeting Financial planning and budgeting process Income–expense forecasting and cash flow management Investment and financing options Week 6: Operational Planning and Resource Management Operational planning and process management Resource allocation and efficiency optimization Supply chain management and logistics Week 7: Risk Management and Crisis Communication Risk management and risk analysis Crisis communication strategies and crisis planning Security and insurance management Week 8: Midterm Exam Week 9: Human Resource Management Fundamentals of human resource management Team building and leadership Recruitment, training, and performance evaluation Week 10: Social and Environmental Responsibility Social responsibility and sustainability Environmental impact and green entrepreneurship Social impact-oriented business models Week 11: Legal Issues and Business Plan Fundamentals of labor law Company establishment and legal requirements Preparing and presenting a business plan Week 12: Technology and Innovation Use of technology and innovation Digital transformation and digital marketing Technological trends that provide competitive advantage Week 13: Mentorship and Networking The importance of entrepreneurial mentorship Networking strategies Effective communication and networking in the business world Week 14: Final Exam

### **GNL450 Career Planning**

**2 T Hours**

**2 Credits**

**0 ECTS**

Aims to guide students in planning careers based on intelligence, personality, skills, and competencies; introduces career centers, Talent Gate platform, and various industries.

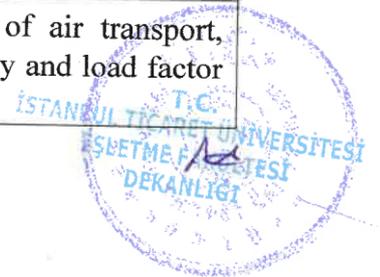
### **HAY477 General Aviation Operations**

**2 T Hours**

**2 Credits**

**5 ECTS**

Airline supply-demand relations, air transport product, characteristics of air transport, competition strategies, cost classifications, network structures, productivity and load factor calculations.



**HAY407 Organizational Communication****3 T Hours****3 Credits****5 ECTS**

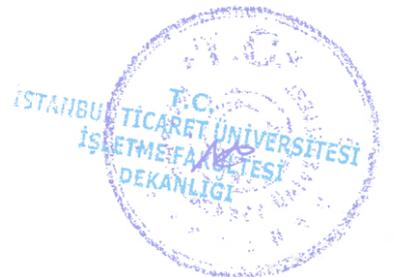
Industrial relations, labor–employer relations, unions, law no. 6356, impacts of industrial relations on aviation; academic and practical communication skills for aviation management students.

**8th Semester****Elective Package I****Elective 10:****3 T Hours****3 Credits****5 ECTS****Elective 11:****3 T Hours****3 Credits****5 ECTS****Elective 12:****3 T Hours****3 Credits****5 ECTS****ISF490 Term Project****3 T Hours****3 Credits****15 ECTS**

A thesis-like project prepared under advisor supervision, following university thesis guidelines.

**Elective Package II****ULL404 Workplace Training****6 U Hours****3 Credits****30 ECTS**

14-week workplace training providing practical aviation experience.



## FALL SEMESTER ELECTIVE COURSES

### **HAY317 Air Transport and Applications**

**3 T Hours**

**3 Credits**

**5 ECTS**

This course covers international supply chain management, international logistics infrastructure, methods of entering foreign markets, international agreements, payment conditions, international trade documents, international air transport, fundamental concepts and processes of airline transportation, and the current operational processes of airline companies.

### **HAY307 Airline Fleet Planning**

**3 T Hours**

**3 Credits**

**5 ECTS**

Basic definitions and concepts in fleet management, organization of the fleet department, determination of duties, authorities, and responsibilities, operational decisions and business processes, the authority and responsibilities of the fleet manager, relationships between the fleet unit and other units, airline fleet planning process, economic evaluation process of the fleet, aircraft manufacturers, and types of aircraft leasing in airlines.

### **TUR429 Revenue Management**

**3 T Hours**

**3 Credits**

**5 ECTS**

Introduction to revenue management, supply-demand balance, factors affecting demand, techniques for meeting demand, pricing strategies, inventory policies, capacity management, product allocation, and revenue management organization.

### **LNG412 English Writing Skills I**

**3 T Hours**

**3 Credits**

**5 ECTS**

Aims to provide knowledge and develop skills related to performing professional practices in a foreign language. Students will acquire and improve English writing skills, which are essential for communicating with international passengers.

### **HAY409 Strategic Management in Aviation**

**3 T Hours**

**3 Credits**

**5 ECTS**

Airline business models, components of an airline business model, the concept of strategy, strategic planning in aviation, management and its components, airline competitive strategies, partnerships, mergers and acquisitions, and cost classifications.



**HAY411 Marketing Management in Aviation****3 T Hours****3 Credits****5 ECTS**

The concept of airline marketing, economic and social developments affecting aviation marketing, strategic marketing planning, passenger satisfaction, market and consumer behavior, market segmentation, target market and positioning, product and brand strategies, and airline marketing activities.

**HAY413 Industrial Relations****3 T Hours****3 Credits****5 ECTS**

Definition of collective bargaining in the aviation sector, historical development, parties involved, scope and levels, collective bargaining strategies, definition and functions of collective labor agreements, definition and types of labor disputes, and methods of resolution.

**LNG427 Aviation English****3 T Hours****3 Credits****5 ECTS**

Basic aviation English, ground handling concepts, passenger services and operations concepts, and commonly used technical aviation terminology in the sector.

**HAY403 Human Resources Management in Aviation****3 T Hours****3 Credits****5 ECTS**

Definition, scope, and organizational structure of human resource management; personnel management; fundamental HRM functions; job analyses; human resources planning; performance evaluation systems; the concept of compensation; occupational safety; and organizational culture.

**HAY321 Innovation Management****3 T Hours****3 Credits****5 ECTS**

The importance of technology transfer for developing countries, technological knowledge resources, development of new technologies, technology transfer agreements, patents, the concept of innovation, stages of the innovation process, and risk and uncertainty within the innovation process.



**HAY415 Meteorology****3 T Hours****3 Credits****5 ECTS**

The atmosphere and its layers, pressure systems, temperature, humidity, wind, factors restricting meteorological visibility, clouds and precipitation, icing, METAR, and TAF.

**HAY401 Aviation Project Management****3 T Hours****3 Credits****5 ECTS**

Introduction to project management in aviation, communication in project management, resource utilization in projects, the concept and characteristics of planning, task distribution in projects, project evaluation process, and computer applications in project management.

**SPRING SEMESTER ELECTIVE COURSES****HAY106 Basic Aircraft****3 T Hours****3 Credits****5 ECTS**

Basic physical concepts, aircraft types, flight theory, aerodynamic lift, flight aerodynamics, wing profile, stall, steady flight, aircraft components, primary flight control surfaces, secondary flight control surfaces, and supersonic flight.

**HAY308 Ramp Operation****3 T Hours****3 Credits****5 ECTS**

Measuring, opening, and closing baggage/cargo compartment doors, pushback operations, aircraft cleaning, aircraft cleaning equipment, the ramp concept, and loading and unloading operational activities.

**LNG411 English Writing Skills II****3 T Hours****3 Credits****5 ECTS**

Aims to provide knowledge and develop skills related to performing professional practices in a foreign language. Students will acquire and further develop English writing skills required for communication with international passengers.



**HAY302 Ticketing & Reservation****3 T Hours****3 Credits****5 ECTS**

Terms and procedures related to reservation and ticketing, electronic ticket coupon status codes, refunds, rebooking, passenger rights, the concept and types of tickets, and reservation systems.

**HAY406 Human Factor****3 T Hours****3 Credits****5 ECTS**

General information about human factors, human performance and limitations, culture, teamwork, leadership, physical environment, workload, stress and shift work, communication, error models, and human factor programs.

**HAY104 Airport Anatomy****3 T Hours****3 Credits****5 ECTS**

The airport concept, factors to consider in airport site selection, runway types, runway numbering, taxiways, apron, terminal types, navigation aids, ICAO Annex 14 elements, airport business models, and the build-operate-transfer concept.

**HAY402 Current Approaches in Aviation****3 T Hours****3 Credits****5 ECTS**

Aims to raise awareness of current approaches in the aviation sector and to provide theoretical and practical experience by critically evaluating current aviation-related articles and news.

**HAY324 Transportation Economics****3 T Hours****3 Credits****5 ECTS**

Cost structures of transportation modes, supply and demand concepts, transportation costs, competition and market power, transportation investments, transportation pricing, and the build-operate-transfer period.



**HAY312 Customer Relations and Complaint Management****3 T Hours****3 Credits****5 ECTS**

Consumer behavior model in the aviation sector, key factors affecting passengers, the purchasing decision process, passenger satisfaction in airlines, post-purchase behaviors, and customer relationship management.

**HAY212 Airline Operations****3 T Hours****3 Credits****5 ECTS**

Airline planning processes, airline economics, operational costs and efficiency in airlines, airline revenue management, airline demand analysis, airline scheduling, aircraft performance, and airline product differentiation.

**HAY440 Aviation Management Internship****0 U Hours****0 Credits****6 ECTS**

Basic internship procedures, rules to be followed during the internship, determining the internship location, and internship evaluation criteria.

**HAY206 Transportation Management****3 T Hours****3 Credits****5 ECTS**

The concept, development, and importance of transportation; strategic management; transportation systems and subsystems; transportation modes; factors affecting the transportation industry; transportation policies; and problems and solution proposals within Türkiye's air transportation sector.

