



PROGRAM 2018
**GLOBAL AVIATION
MANAGEMENT**

*“From insight
to impact”* 

The Certificate of Advanced Studies in Global Aviation Management (CAS-GAM) is offered by the Center for Aviation Competence of the University of St. Gallen (CFAC-HSG).

*“From insight
to impact”* 

Contact:

Dr. Andreas Wittmer
Center for Aviation Competence
Dufourstrasse 40a, CH - 9000 St. Gallen
T: +41 71 224 25 00
E: cfachsg@unisg.ch
www.cfac.ch

«Top Referenten mit praktischem Hintergrund und Erfahrung.»

«Für mich persönlich war vor allem der Gesamtblick auf die Luftfahrt ein Teilnahmekriterium, welches voll erfüllt wurde.»

«Durch das tiefere Verständnis der Management-Prozesse in einem Luftfahrtunternehmen wird es mir auch im eigenen Unternehmen gelingen, a) Abläufe und Entscheidungen besser zu verstehen und b) mich dementsprechend noch mehr einzubringen.»

«Ich habe die Kursunterlagen stets griffbereit, quasi als Nachschlagewerk, das mir bei verschiedenen Themen eine inhaltliche Unterstützung ist. Einige Folien der Präsentationen habe ich einzeln ausgedruckt und im Büro aufgehängt, um täglich einen Blick darauf werfen zu können.»

«Der Austausch mit den Vortragenden und den anderen Teilnehmern war für mich besonders spannend, da die Gruppenzusammensetzung sehr vorteilhaft war. Die länderübergreifende Komponente war ein zusätzliches Element, welches das Programm für mich sehr lehrreich gestaltet hat.»



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1 Program Benefits

The ongoing liberalization of markets, rapid technological changes, digitalization and the establishment of new business models in aviation raise new questions for theory and practice. Current and future developments in aviation are thereby shaped by the industry actors and structures, in short, the aviation system. To lead efficiently their company or department, a deeper understanding of the industry and all actors on a global scale is essential for aviation managers.

It is the aim of our Certificate of Advanced Studies in Global Aviation Management (CAS-GAM), which is a unique CAS executive education at University level, to bring Aviation Managers up to date in current Aviation Management and Regulation issues.

Four reasons to participate at the CAS-GAM are:

- **Brush up on Aviation Management in a global context**
Globalization has led to a strongly growing demand in international air transport. To make the most out of this opportunity, it is important for aviation managers to have a deeper understanding of the global aviation industry as a whole. The CAS-GAM gives you insights about the aviation market, its competition, customers, suppliers and regulation on an international scale. Capacities are built with respect to challenges in project, international, safety & security management and internal auditing.

- **Transfer your knowledge immediately into practice**
Lectures are followed by real cases and workshop style discussions. The participants themselves often introduce specific business cases. Company visits will give you practical insights into operations and service innovations.
- **Increase the efficiency of processes in your company**
After having participated in our program, you will have an understanding and overview of the global aviation system. You will know about the crucial regulations and their impacts on your business. Frameworks for quality and safety management as well as for auditing processes will help you and your company to comply with these regulations. By using the provided risk management framework, you can reduce the risks facing your company and prepare it optimally for an ever-changing world.
- **Join the Alumni Network**
Our participants have access to the aviation network of past participants of our programs and all instructors as well as your course-mates.

I am looking forward to welcoming you in our CAS executive education program,

Dr. Andreas Wittmer

2 Target Group

To be considered for the program, aviation and aerospace experience and a bachelors or master's degree is an advantage, but not exclusively needed. We also welcome newcomers who wish to enter the aviation industry. We expect English written and spoken language skills.

Business areas:

- Aviation and Aerospace Managers
- Accountable Managers
- Corporate Development Managers
- Safety Managers
- Auditors / internal Auditors / Controllers
- Risk Managers
- Project Managers
- Regulators
- etc.

3 Structure

The CAS-GAM is divided in four Modules: (see page 15 ff. for the detailed course program)

Accountable Aviation Management Module (6 days)

The aerospace industry is challenging from the market and cost perspective, but also because of the numerous ever-changing regulations. The growing complexity of the aviation management requires a deeper understanding of certification, risk management, quality management processes, etc.

- ✓ Overview of the aviation system, national and international authorities as well as organizations in aviation
- ✓ Accountabilities, duties and responsibilities of the accountable manager
- ✓ Labor law in aviation
- ✓ Aviation Governance
- ✓ Risk Management
- ✓ Quality Management
- ✓ Leadership

“Das erste Modul des CAS-GAMs hat eine Vielzahl an Bereichen des Aviation Management abgedeckt und somit einen breiten Überblick über die Luftfahrtindustrie gegeben. Ich habe durch die erste Kurswoche ein besseres Verständnis für die gesamte Industrie und die managementspezifischen Anforderungen darin erlangt.”

Participant CAS-GAM 2017

International Aviation Management Module (4 days)

The aviation industry grows most in Asia these days and that's why the International Aviation Management Module will take place in Singapore. A special focus on how to do business and to feel and meet Asian business is essential. You will gain an overview of the Asian aviation business community and discuss market entry strategies. Furthermore, you will get to know how to successfully manage a company in a cross-cultural environment, since aviation managers need to be able to deal with different cultural backgrounds. Each course day starts with a theory section in the morning, in the afternoon you will get practical insights into operations and service innovation while visiting companies.

- ✓ Doing business in Asia and overview of the Asian business community
- ✓ Market strategies and competing in Asia
- ✓ M&A strategies in a cross-cultural environment
- ✓ Company visits with insights into operations and service innovation

“An unmatched journey through the sights and sounds of doing business in South East Asia. The HSG CAS-GAM program proved to be a competent guide on why Singapore is an ideal hub to launch your business in Asia.”

CAS-GAM Participant 2017

Safety & Security Management Module (3 days)

Safety and Security are the key issues in aviation. In order to meet the requirements of aviation safety, a number of organizations and institutions have been set up at global, regional and local level to develop common rules, regulations, standards and procedures regarding safety issues and to oversee their implementation in the airline industry. Over decades, the regulatory framework and safety requirements have been built up. But is regulation enough? This module explains how to be compliant with regulations and offers tools and practices to be efficient. We also discuss different company cultures and how to achieve a culture which increases safety and security.

- ✓ Essential basics, fundamentals and structures of safety management in aviation
- ✓ Business benefits of implementing a safety management system
- ✓ Regulatory requirements (ICAO and EASA)
- ✓ Safety risk management
- ✓ Internal control systems
- ✓ Regulatory oversight and industry best practice
- ✓ Safety cultures
- ✓ Documentation ICAO SMS Requirements
- ✓ Security essentials and operation

Auditing in Aviation Module (3 days)

To consistently ensure compliance, internal auditing becomes highly important. This module deals with compliance, the basic regulations to it and with how to install efficient internal auditing processes. You will get an introduction to auditing, but also deepen your knowledge of the whole audit process.

- ✓ Regulations of management systems (ISO/EASA)
- ✓ Design and structure of EN ISO 19011
- ✓ Auditing
- ✓ Audit preparation, performance and follow-up actions
- ✓ Communication and behavior during the audit
- ✓ Audit-software AMAS (Aviation Management Audit System)

The entire CAS-GAM takes 16 days, whereby the four modules are spread over one year. The modules can be completed in any order, also over the course of a few years. It is possible to visit individual modules or just single days.

4 CAS Certificate

Participants of the entire program (16 days in total) receive the CAS-Certificate (Certificate of Advanced Studies) and 10 ECTS. Therefore, an assessment (transfer paper) is necessary.

Assessment: 10-page paper about any topic related to the course, in groups of 2 - 4 participants.

Participants who attend single modules or individual days receive a confirmation of participation.

5 Registration

To register, please complete the registration form which you can find on p. 38 or on www.cfac.ch. We have special rates for teams of the same organization or multiyear contracts.

6 Dates, Locations and Fees

Module	Dates	Location	Fee
Entire Program (all 4 Modules)			CHF 12'900.- CHF 11'600.-
Accountable Aviation Management	15 – 20 January 2018	St. Gallen, Hotel Einstein	CHF 5'100.- CHF 4'700.-
International Aviation Management	12 -15 June 2018	HSG Singapore	CHF 3'400.- CHF 3'060.-
Safety & Security Management	5 – 7 September 2018	St. Gallen, Hotel Einstein	CHF 2'550.- CHF 2'370.-
Auditing in Aviation	19 – 21 November 2018	St. Gallen, Hotel Einstein	CHF 2'550.- CHF 2'370.-
Individual days			CHF 950.- CHF 890.-

*special fees for supporters CFAC-HSG



7 Program Schedule

7.1 Accountable Aviation Management Module

DAY 1, 15/01/2018: INTRODUCTION IN THE SYSTEM OF AVIATION AND AUTHORITIES

TIME	TOPIC AND CONTENT	LECTURER
09.00 – 09.30	Welcome and Administration	Andreas Wittmer
09.30 – 10.30	Basics and Overview of the Aviation System I	Andreas Wittmer
10.30 – 10.45	Coffee break	
10.45 – 12.45	Basics and Overview of the Aviation System II	Andreas Wittmer
12.45 – 13.45	Lunch	
13.45 – 15.15	Overview of International Authorities and Organizations in Aviation	Jorge Pardo
15.15 – 15:30	Coffee break	
15:30 – 17.30	Overview and Handling of National Authorities	Jorge Pardo
17:30 – 17:45	Coffee break	
17.45 – 18.15	Organization of Transfer Work and Exam	Andreas Wittmer
19.00	Networking Dinner	

DAY 2, 16/01/2018: ACCOUNTABILITIES, LIABILITIES AND RESPONSIBILITIES

TIME	TOPIC AND CONTENT	LECTURER
08.00 – 10.00	Accountability, Duties and Responsibilities of the Accountable Manager	Roland Müller
10.00 – 10.30	Coffee break	
10.30 – 12.00	Labor Law in Aviation Part I	Roland Müller
12.00 – 13.00	Lunch	
13.00 – 14.30	Labor Law in Aviation Part II	Roland Müller
14.30 – 14.45	Coffee break	
14.45 – 16.15	Basics and Overview of Aviation Governance	Roland Müller
16.15 – 16.30	Coffee break	
16.30 – 18.00	Implementation and Optimization of Aviation Governance	Roland Müller
18.30 – 19.00	Open Questions and Discussion	Roland Müller

DAY 3, 17/01/2018: INTERNATIONAL AND EASA REGULATIONS

TIME	TOPIC AND CONTENT	LECTURER
08.00 – 10.00	International Aviation Safety Regulation: An Overview Part I	Joel Hencks
10.00 – 10.30	Coffee break	
10.30 – 12.00	International Aviation Safety Regulation: An Overview Part II	Joel Hencks
12.00 – 13.00	Lunch	
13.00 – 14.30	Overview of the applicable EASA Regulations Part I	Joel Hencks
14.30 – 14.45	Coffee break	
14.45 – 16.15	Overview of the applicable EASA Regulations Part II	Joel Hencks
16.15 – 16.30	Coffee break	
16:30 – 18:00	Overview of the applicable EASA Regulations Part III	Joel Hencks
18.00 – 18.30	Open Questions and Discussion	Joel Hencks

DAY 4, 18/01/2018: AVIATION GOVERNANCE RISK MANAGEMENT

TIME	TOPIC AND CONTENT	LECTURER
08.00 – 10.00	Basics and Overview of Risk Management	Roland Müller
10.00 – 10.30	Coffee break	
10.30 – 12.00	Implementation and Optimization of Risk Management	Roland Müller
12.00 – 13.00	Lunch	
13.00 – 14.30	Project Management in Aerospace	Michel Guillaume
14.30 – 15.00	Coffee break	
15.00 – 16.30	How to set up an efficient Project Management Process	Michel Guillaume
16.30 – 17.00	Open Questions and Discussion	Michel Guillaume

DAY 5, 19/01/2018: LEADERSHIP AND QUALITY MANAGEMENT

TIME	TOPIC AND CONTENT	LECTURER
08.00 – 10.00	Leadership	Andreas Wittmer
10.00 – 10.30	Coffee break	
10.30 – 12.30	Quality Management Frameworks	Andreas Wittmer
12.30 – 13.30	Lunch	
13.30 – 15.00	Quality Management Process Implementation Part I	Joel Hencks
15.00 – 15.30	Coffee break	
15.30 – 18.00	Transfer Paper Presentations of the CAS-GAM Participants 2017	
19.00	Dinner and CAS-GAM 2017 Award Ceremony	

DAY 6, 20/01/2018: AVIATION MANAGEMENT SYSTEMS AND CERTIFICATION, PROCESS MANAGEMENT

TIME	TOPIC AND CONTENT	LECTURER
08.00 – 09.30	Quality Management Process Implementation Part II	Joel Hencks
09.30 – 10.30	Coffee break	
10.30 – 12.00	Aviation Management Systems according EASA (Safety Management & Compliance Monitoring) Part I	Joel Hencks
12.00 – 13.00	Lunch	
13.00 – 14.30	Aviation Management Systems according EASA (Safety Management & Compliance Monitoring) Part II	Joel Hencks
14.30 – 15.00	Coffee break	
15.00 – 16.30	Certification Process Part I	Joel Hencks
16.30 – 16.45	Coffee break	
16.45 – 18.00	Documents and Requirements	Joel Hencks

7.2 International Aviation Management Module

DAY 7, 12/06/2018: Introduction to Singapore

TIME	TOPIC AND CONTENT	LECTURER
09.00 – 09.30	Welcome	Andreas Wittmer
09.30 – 11.00	Introduction to Singapore and its business community	Stefan Morkoetter
11.00 – 11.30	Coffee break	
11.30 – 13.00	Visit Singapore City Gallery	Stefan Morkoetter
13.00 – 14.30	Lunch	
14.30 – 17.00	Company visit IATA	Conrad Clifford, Regional Vice President, Asia Pacific
19.30	Networking Dinner	

DAY 8, 13/06/2018: Doing Business in Asia

TIME	TOPIC AND CONTENT	LECTURER
09.00 – 10.30	Doing business in Asia & recalibrating your views on Asia I	Stefan Morkoetter
10.30 – 11.00	Coffee break	
11.00 – 12.00	Doing business in Asia & recalibrating your views on Asia II	Stefan Morkoetter
12.00 – 13.30	Lunch	
13.30 – 18.00	Company visit Airbus and Association of Aerospace Industries Singapore	

DAY 9, 14/06/2018: Strategies and Competing in Asia

TIME	TOPIC AND CONTENT	LECTURER
08.30 – 10.00	Formulating strategies for Asia	Stefan Morkoetter
10.00 – 10.30	Coffee break	
10.30 – 12.00	Competing in Asia	Stefan Morkoetter
12.00 – 14.00	Lunch	
14.00 – 15.00	Company visit JetStar	Andreas Wittmer
15.30 – 17.00	Presentation of Changi Airport and Discussion	Toh Poh Joo, Vice President Terminal Management, Airport Operations
18.30	Dinner	

DAY 10, 15/06/2018: Management in a cross cultural environment

TIME	TOPIC AND CONTENT	LECTURER
08.30 – 10.00	Exploring a new market: Malaysia	Christine Scheef
10.00 – 10.30	Coffee break	
10.30 – 12.00	M&A strategies in a cross-cultural environment	Stefan Morkoetter
12.00 – 13.30	Lunch	
13.30 – 15.30	Dealing with Aviation Risk: An Insurance Perspective (Company visit SwissRe)	Guy Bordoni, Head GA & Aerospace Insurance APAC
16.00 – 18.00	Aircraft Financing in Asia: Status quo and outlook (Com- pany visit Credit Suisse)	Christian Fornaro

7.6 Safety & Security Management Module

DAY 11, 05/09/2018: Basics and Fundamentals of Safety & Security Management

TIME	TOPIC AND CONTENT	LECTURER
08.30 – 08.45	Welcome	Andreas Wittmer
08.45 – 10.15	Essential Basics of Safety in Aviation	Andreas Wittmer
10.15 – 10.45	Coffee break	
10.45 – 12.15	Business Benefits of Implementing a Safety Management System	Andreas Wittmer
12.15 – 13.30	Lunch	
13.30 – 15.00	Safety Management from the Regulators View	Marc Keusch
15.00 – 15.30	Coffee break	
15.30 – 17.00	Fundamentals and Structure of Safety & Security Management in Aviation	Joel Hencks
17.00 – 18.30	Regulatory Requirements for Safety Management (ICAO and EASA)	Joel Hencks
19.30	Networking Dinner	



DAY 12, 06/09/2018: Safety Risk Controls and Reporting

TIME	TOPIC AND CONTENT	LECTURER
08.30 – 10.00	Production vs Protection: An accident investigation view	Daniel Knecht
10.00 – 10.30	Coffee break	
10.30 – 12.00	Safety Risk Management: Hazard identification and implementation of risk controls	Daniel Knecht
12.00 – 13.00	Lunch	
13.00 – 14.30	Internal Control Systems	Joel Hencks
14.30 – 14.45	Coffee break	
14.45 – 16.15	Reporting	Joel Hencks
16.15 – 16.30	Coffee break	
16.30 – 18.00	Regulatory Oversight and Industry Best Practice	Joel Hencks
18.00 – 18.15	Open Questions and Discussion	Joel Hencks

DAY 13, 07/09/2018: SAFETY & SECURITY MANAGEMENT

TIME	TOPIC AND CONTENT	LECTURER
08.30 – 10.00	Safety Culture	Roland Müller
10.00 – 10.30	Coffee break	
10.30 – 12.00	Documentation ICAO SMS Requirements for Operators, Maintenance Organizations, Air Traffic Service Providers and Aerodromes	Roland Müller
12.00 – 13.00	Lunch	
13.00 – 14.30	Security Essentials	Thomas Frischknecht
14.30 – 15.00	Coffee break	
15.00 – 16.30	Security Operation	Thomas Frischknecht
16.30 – 17.00	Open Questions and Discussion	Thomas Frischknecht

7.7 Auditing in Aviation Module

DAY 14, 19/11/2018: COMPLIANCE MANAGEMENT

Time	Topic and content	Lecturer
08.30 – 09.00	Welcome and Introduction	Andreas Wittmer
09.00 – 10.15	Regulations of Management Systems (ISO/EASA)	Joel Hencks
10.15 – 10.30	Coffee break	
10.30 – 12.00	Design and structure of EN ISO 19011 (guidelines for auditing management systems)	Joel Hencks
12.00 – 13.00	Lunch	
13.30 – 15.00	Group Exercise, Open Questions and Discussion	Joel Hencks
15.00 – 15.15	Coffee break	
15.15 – 16.45	Introduction to Auditing	Joel Hencks
17.00 – 18.00	Visit of Textilmuseum St. Gallen	
19.00	Networking Dinner	

DAY 15, 20/11/2018: Auditing

Time	Topic and content	Lecturer
8.30 – 10.00	Auditing from the Regulators View	Marc Keusch
10.00 – 10.30	Coffee break	
10.30 – 12.00	Audit Preparation	Joel Hencks
12.00 – 13.00	Lunch break	
13.00 – 14.30	Group Exercise	Joel Hencks
14.30 – 15.00	Coffee break	
15.00 – 16.30	Audit Performance	Joel Hencks
16.30 – 17.00	Open Questions and Discussion	Joel Hencks

DAY 16, 21/11/2018: Auditing and Audit System

Time	Topic and content	Lecturer
8.30 – 10.00	Group Exercise	Helmut Gottschalk
10.00 – 10.30	Coffee break	
10.30 – 12.00	Audit follow-up actions (evaluation, reporting & Communication and behavior during the Audit)	Helmut Gottschalk
12.00 – 13.00	Lunch break	
13.00 – 13.30	Travel to Altenrhein Airport	
13.30 – 15.00	Group Exercise (Aerodrome Audit)	Helmut Gottschalk
15.00 – 15.30	Coffee Break	
15.30 – 16.00	Group Exercise (Aerodrome Audit Debriefing)	Helmut Gottschalk
16.00 – 16.30	Group Exercise (Audit Report)	Helmut Gottschalk
16.30 – 17.00	Open Questions and Discussion	Helmut Gottschalk

8 About the Lecturers



Dr. Andreas Wittmer

- Managing Director Center for Aviation Competence (CFAC-HSG) (since 2005)
- Senior Lecturer for Management under special consideration of aviation at the University of St. Gallen, University Vienna, University of Applied Sciences Winterthur and Chur
- CEMS Academic Director (since 2016)
- Institute for Systemic Management and Public Governance, Deputy Director (since 2011)
- Swiss Aerospace Cluster, Vice President (former president) (since 2010)
- Mae Fah Luang University Chiang Rai: Visiting Professor for Aviation Management (since 2015)
- Emirates Aviation University, Dubai: Senior Lecturer Global Aviation Management (2015)
- Swiss Air Accident Investigation Office: Freelance Accident investigator



Prof. Dr. iur. Roland Müller

- Center for Aviation Competence (CFAC-HSG): President (since 2005)
- Financial Market Authority Liechtenstein: Chairman of the Board
- University of St. Gallen: Lecturer for Privat Law, Commercial Law and Air Law
- University of Bern : Lecturer for Labor Law
- ME Advocat Lawyers: Chairman of the Board, Lawyer and Notary Public
- Swiss Air Ambulance: former Member of the Board of Foundation (6 years)
- Aero Club Switzerland: former Chairman of the Board (6 years)
- Business Airport St.Gallen-Altenrhein: former Chairman of the Board of Directors (6 years)
- SR Technics Group: former Member of the Board of Directors and Chairman Risk Management Committee (6 years)
- Flight Instructor



Joel Hencks

- Managing Director, AeroEx GmbH
- Fellow of the CFAC-HSG of the University of St. Gallen
- International Civil Aviation Organization (ICAO), Co-Chair of an Industry Study Group on Operational Safety Data (2016)
- European Aviation Safety Agency „EASA“- External Expert in the field of Aviation Regulation for Flight & Horizontal Disciplines (2010)
- European Aviation Safety Agency “EASA”-Member of different Rulemaking Groups in the field of Flight Operations, Safety Management and Flight and Duty times (2006)
- Accredited Auditor for Aviation Organizations (2004)



Helmut Gottschalk

- Managing Director AeroEx GmbH
- State certified technician in mechanical engineering (Bachelor of Arts)
- Accredited Auditor for:
 - IS-BAO (International Standard for Business Aircraft Operations)
 - IS-BAH (International Standard for Business Aviation Handling)
 - IOSA (IATA Operational Safety Audit)
- Lead Auditor (IRCA/EOQ) for EN 9100 & 9001:2015
- Aviation Security Adviser (Luftsicherheitsbeauftragter LBA)
- Specialist for occupational health and safety in aviation



Jorge V. Pardo, lic. iur.

- Weisser Pardo AG : Managing Partner
- Secretary-General of the Swiss Airport Aerodromes Association (VSF)
- General Aviation Steering Committee Switzerland (GASCO): Chairman (since 2014)
- RUAG Aerospace: Requirements Manager/Legal Counsel (2007 - 2009 & 2010/2011)
- ATEGRA AG: Legal Counsel to the CEO (2000 - 2007); Member of the Board (since 2006)
- Air Intelligence Officer (AIO) and fighter squadron AIO (2004 – 2011)



Prof. Dr. Michel Guillaume

- Head of the Center for Aviation, Zurich University of Applied Sciences
- General Manager of Aerodynamics Center at RUAG Aerospace (2004 – 2012); involved in various Aerospace Projects with Airbus, Boeing, Dassault, SAAB, Turkish Aerospace Industry (TAI)
- National Delegate of the International Committee on Aeronautical Fatigue and Structural Integrity: ICAF (since 1999)
- Lecturer in Fatigue and Damage Tolerance at Federal Institute of Technology Zurich (ETH) since 2005
- Swiss F/A-18 Full Scale Fatigue Test Project Manager at RUAG Aerospace (1999- 2004)



Prof. Dr. Stefan Morkötter

- Managing Director and Assistant Professor at the St. Gallen Institute of Management in Asia (SGI-HSG)
- CFAC Academic Advisory Board
- Manager of the International Banking and Education Forum (IBEF)
- Main focuses in Banking, Credit Risk, Financial Intermediation, Private Equity and Family Offices



Thomas Frischknecht

- Managing Partner 2assistU GmbH (since 2011)
- CEO/ Accountable Manager, Belair Airlines AG (2007 - 2014)
- Chief Commercial Officer, Belair Airlines AG (2006 – 2007)
- Chief Commercial Officer, Helvetic Airways AG (2003 - 2006)
- Head of Airline & Cargo Marketing, Flughafen Zurich AG (2001 - 2003)
- Vice-President Network Planning, Swissair AG (2001)
- Head of Route Development, Crossair AG (1997 – 1999)
- Network Analyst, Crossair AG (1996 - 1997)
- Chief of Operations, Crossair AG (1990 - 1996)



Daniel Knecht

- Director of the Investigation Bureau at the Swiss Transportation Safety Investigation Board (STSB) (since 2012), Head of the Aviation Division (STSB-AV)
- Part-time work as Senior First Officer at easyJet on behalf of the AAIB and STSB (since 2008)
- Part-time work as First Officer und Senior First Officer at Edelweiss Air on behalf of the AAIB (2004 – 2008)
- Investigator at the AAIB (since 1999)
- Aviation Accident Investigator, Cranfield University
- Air Transport Pilot, Swiss Airforce Pilot License and Flight Instructor



Marc Keusch

- Head Safety & Risk Management, BAZL
- Head Safety, Flughafen Zürich AG (2007 – 2017)
- Assistant Vice Director, BAZL (2005 – 2007)
- Pilot/Assistant to CFO, Helvetic (2003 – 2004)
- Safety Investigator Cranfield University (2009)
- European Aviation Safety Agency “EASA”-Member of different Rulemaking Groups in the field of Flight Operations, Safety Management and Aerodrome Panel and SMS Panel at ICAO

9 The Center for Aviation Competence (CFAC-HSG)

The CAS-GAM is offered by the Center for Aviation Competence of the University of St. Gallen (CFAC-HSG). For more than ten years, we have been devoting ourselves to the needs of the aviation industry. In the areas of research, education and consulting, we hold a strong position. The CFAC-HSG successfully offered various executive training modules for aviation managers, accountable managers, safety managers, commanders and auditors. The hands-on and practical approach in these seminars is accompanied by lectures. Academic knowledge ensures to give new insights, refresh one's knowledge and shows how the learned skills can be applied in daily business.

Contact us:
Center for Aviation Competence (CFAC-HSG)
University of St. Gallen
Dufourstrasse 40a
CH – 9000 St. Gallen
+41 71 224 25 00
cfachsg@unisg.ch
www.cfac.ch



10 Registration form: Global Aviation Management Certificate Program 2018

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Registration address:

via e-mail: CFAC-HSG, cfachsg@unisg.ch

via mail: CFAC-HSG, Andreas Wittmer, Dufourstrasse 40a, CH-9000 St. Gallen

via fax: CFAC-HSG, +41 (0)71 224 25 36
.....

- Regular Participant
- Supporter CFAC

Supporter CFAC-HSG:

Annual Fee: Private Person CHF 300, Company CHF 1'000.

Our supporters benefit from various discounts on workshops, seminars, books and get an access to our extensive data pool.

I would like to become a supporter yes no

- Entire program,**
16 days in total (incl. Certificate (CAS), 10 ECTS) / CHF 12'900.-, CHF 11'600.-
- Accountable Aviation Management Module,**
15.1.2018 - 20.1.2018 / CHF 5'100.-, CHF 4'700.-
- International Management Module (in Singapore),**
12.6.2018 - 15.6.2018 / CHF 3'400.-, CHF 3'060.-

- Safety & Security Management Module,**
5.9.2018 - 7.9.2018 / CHF 2'550.-, CHF 2'370.-
- Auditing in Aviation Module,**
19.11.2018 – 21.11.2018 / CHF 2'550.-, CHF 2'370.-
- Individual Days,**
CHF 950.- per day, CHF 890.- per day
Days: _____

Name	First Name	Age
<hr/>		
Organization	Function	
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Street	ZIP, Place	
<hr/>		
Country	Tel.	
<hr/>		
E-Mail	Fax	
<hr/>		
Date	Signature	
<hr/>		

Please attach you CV. The number of participants is limited and therefore the registration will be handled following the rule “first come, first served”. Registrations are binding and have to be submitted directly to the Center for Aviation Competence (CFAC-HSG).

Registration Fee:

Upon consultation, but generally, after the registration 50% of the registration fee has to be paid and 50% have to be paid at least 20 days before the start of the course. A refund of the registration fee in case of cancellation due to extraordinary circumstances will be handled individually and depending on the costs already occurred.



The sky is full of opportunities....