A9_COURSE SYLLABI

Aigaleo, 2025

CONTENTS

1st SEMESTER COURSES

COURSE A1: STRATEGIC HOTEL MANAGEMENT

1. GENERAL INFORMATION
SCHOOL: School of Administrative, Economic & Social Sciences – University of West Attica (UniWA)
School of Management & Economics – Hellenic Mediterranean University (Hellenic Med Uni)
DEPARTMENT: Tourism Management – Business and Tourism Management
STUDY LEVEL: Postgraduate
COURSE CODE: A1
SEMESTER: A
COURSE TITLE: Strategic Hotel Management (HOTEL STRATEGIC MANAGEMENT)

TEACHING ACTIVITIES
(if ECTS credits are allocated to distinct course components, e.g., lectures, lab work, etc. If ECTS are awarded as a whole, include weekly teaching hours and total ECTS)
WEEKLY TEACHING HOURS: 3
ECTS CREDITS: 6

COURSE TYPE:
Background, General Knowledge, Scientific Area, Skills Development
→ Scientific Area
→ General Knowledge
COMPULSORY / ELECTIVE: Compulsory
PREREQUISITES: None
LANGUAGE OF INSTRUCTION AND EXAMS: Greek
AVAILABLE TO ERASMUS STUDENTS: No
COURSE WEBSITE (URL): [Not provided]

LEARNING OUTCOMES

After successfully completing the course, students will be able to:

Knowledge & Understanding:

- Describe the basic concepts of business strategy and the importance of strategic planning in hotel enterprises.
- Recognize the relationship between strategy and the hotel's core functions (marketing, HR, production, finance).
- Describe key strategic options for achieving competitive advantage in the hospitality sector.
- Explain business strategies specific to hotel operations.

Skills:

- Apply the taught concepts and techniques to real hotel case studies through group work.
- Distinguish and explain alternative growth strategies and methods of implementation in hotel enterprises.

Competencies:

- Analyze both the external and internal environment of a hotel using strategic analysis models.
- Develop a strategic plan and propose strategic options within a hotel business context.

GENERAL COMPETENCIES

The course aims to cultivate the following competencies (as listed in the Diploma Supplement):

- Information gathering, analysis, and synthesis using appropriate technologies
- Adaptation to new situations
- Decision-making
- Independent work
- Teamwork
- Working in an international and interdisciplinary environment
- Generating new research ideas
- Project planning and management
- Respect for diversity and multiculturalism
- Environmental awareness
- Demonstrating social, professional, and ethical responsibility, including gender sensitivity
- Critical and self-critical thinking
- Promoting free, creative, and inductive thinking

The course specifically aims to develop:

- Independent work
- Decision-making
- Teamwork
- Data analysis and synthesis
- Critical thinking
- Interdisciplinary collaboration

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2. COURSE CONTENT

(Section not detailed in your input; you may provide if needed.)

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3. TEACHING & LEARNING METHODS – STUDENT ASSESSMENT

MODE OF DELIVERY:
Face-to-face and distance learning

USE OF INFORMATION & COMMUNICATION TECHNOLOGIES:

- PowerPoint presentations
- Use of UniWA's e-class platform for learning support and communication

TEACHING METHODS (with workload):

Activity	Semester Workload
Lectures	52
Group Project	10
Written Assignment	64
Independent Study	24
Total (25 hrs per ECTS) 150	

STUDENT ASSESSMENT:

- **Language of assessment:** Greek
- **Assessment methods:**
  - o (A) Individual assignment (100% of the grade), focused on critical thinking and topic development
  - o (B) Optional class presentation of the assignment, which positively influences the final group grade
  - o (C) Active class participation is also positively assessed

Evaluation results and feedback are accessible to students for clarification and improvement suggestions. Discussions take place during presentations to maximize student benefit.

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4. RECOMMENDED BIBLIOGRAPHY

- Marinakos K. (2022). *Strategic Hotel Management* (Lecture Notes)
- Richard W., Patrick R., Duncan A., Gerry J., Kevan S. (2023). *Business Strategy*, Kritiki Publications, ISBN 9789605864576
- Papadakis B. (2016). *Business Strategy: Greek and International Experience*, Benou Publications, ISBN 9789603591191

COURSE A2: HOTEL FINANCIAL MANAGEMENT

COURSE: Hotel Financial Management

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2. LEARNING OUTCOMES

Learning Outcomes
The course's learning outcomes are described, namely the specific knowledge, skills, and competencies at the appropriate level that students will acquire upon successful completion of the course.
Refer to **Appendix A**:

- Description of the level of Learning Outcomes for each cycle of study according to the Qualifications Framework of the European Higher Education Area (QF-EHEA)
- Descriptors of Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning (EQF-LLL)
  And **Appendix B**:
- Concise Guide for Writing Learning Outcomes

General Competencies

Taking into account the general competencies that graduates are expected to have acquired (as listed in the Diploma Supplement and cited below), which of these does the course aim to develop?

- Searching, analyzing, and synthesizing data and information, using the necessary technologies
- Adapting to new situations
- Decision-making
- Independent work
- Teamwork
- Working in an international environment
- Working in an interdisciplinary environment
- Generating new research ideas
- Project planning and management
- Respect for diversity and multiculturalism
- Respect for the natural environment
- Demonstrating social, professional, and ethical responsibility and sensitivity to gender issues
- Exercising criticism and self-criticism
- Promoting free, creative, and inductive thinking

3. COURSE CONTENT

(Content not provided in the original for this course.)

4. TEACHING AND LEARNING METHODS – ASSESSMENT

Mode of Delivery:
Face-to-face, distance learning, etc. → *Distance learning (synchronous)*

Use of Information and Communication Technologies (ICT):
Use of ICT in teaching, laboratory education, and communication with students → Computers, Internet, email
Support for learning via the e-class electronic platform

Course Organization:

Activity	Semester Workload
Lectures	60 hours
Practical Exercises (focus on case studies and methodology in small groups)	20 hours
Individual Project	20 hours
Independent Study	50 hours
Total Course Load	**150 hours**

Student Assessment
Description of the assessment procedure:
Language of assessment, assessment methods, formative or summative evaluation, multiple-choice test, short-answer questions, essay questions, problem solving, written project, report, oral exam, public presentation, lab work, clinical examination, artistic performance, other(s).
Explicitly stated assessment criteria and availability to students.

- **Language of Assessment:** Greek
- Students are assessed through:
    - (A) Individual Exemption Project (100% of the grade): includes critical thinking development topics
    - (B) Presentation of the project in class (optional), which contributes positively to the group project's final grade
    - (C) Active participation in lectures will also be positively evaluated

Evaluation results (grades) are accessible to students with the possibility for feedback and improvement suggestions.
Discussion and evaluation of projects will take place during presentations so that as many students as possible benefit from the process.

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5. RECOMMENDED BIBLIOGRAPHY

- Sfakianakis, G., *Financial Management of Hotel Enterprises*, Interbooks
- Koustenis, Chr., *Management of Hotel and Tourism Enterprises*, Propobos Publications

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COURSE A3: DIGITAL ONLINE MARKETING MANAGEMENT

SCHOOL
School of Administrative, Economic & Social Sciences – University of West Attica (UniWA)
School of Management & Economics – Hellenic Mediterranean University (Hellenic Med Uni)

DEPARTMENT
Tourism Management – Business and Tourism Management

LEVEL OF STUDIES
Postgraduate

COURSE CODE: A3
SEMESTER: 1st
COURSE TITLE: Digital Online Marketing Management

WEEKLY TEACHING HOURS: Lectures and Practical Exercises: 3
ECTS CREDITS: 6

COURSE TYPE: Compulsory
PREREQUISITE COURSES: None
LANGUAGE OF INSTRUCTION AND EXAMINATIONS: Greek
ERASMUS STUDENTS: No
COURSE WEBSITE (URL): https://eclass.uniwa.gr/courses/MBAHM101/

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2. LEARNING OUTCOMES

Learning Outcomes
The course is designed to provide students with fundamental scientific knowledge with a practical orientation in the field of designing, developing, and applying digital marketing in the hospitality and tourism sector.
The course aims to familiarize students both theoretically and practically with the complex subject and philosophy of digital marketing in the context of hotel businesses.

Upon successful completion of the course, students will be able to:

- Define the concept of digital marketing and recognize its importance for hotel enterprises
- Design a comprehensive promotion and service distribution strategy for hotel businesses using modern tools and digital marketing methods
- Apply in practice modern tools and applications to promote and distribute hotel products and services
- Measure and evaluate the effectiveness and efficiency of digital marketing tools

General Competencies
The course aims to develop the following:

- Searching, analyzing, and synthesizing data and information using the necessary technologies
- Adapting to new situations
- Decision-making
- Independent work

- Teamwork
- Working in an interdisciplinary environment
- Generating new research ideas
- Exercising criticism and self-criticism

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3. COURSE CONTENT

1. Introduction to Digital Hotel Marketing
2. Internet Technologies and Systems
3. Website Development
4. Online Reputation Management
5. Search Engine Marketing (SEM)
6. Social Media Marketing
7. Influencer Marketing / Travel Bloggers
8. Mobile Marketing
9. Content Marketing
10. E-mail Marketing
11. Gamification / Virtual Reality / Augmented Reality
12. Case Studies

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4. TEACHING AND LEARNING METHODS – ASSESSMENT

Mode of Delivery:
Distance learning (synchronous)

Use of Information and Communication Technologies (ICT):
Use of ICT in teaching, lab education, and communication with students →
Computers, Internet, email
Support for learning via the e-class electronic platform

Course Organization:

Activity	Semester Workload
Lectures	60 hours
Practical Exercises (case study applications)	20 hours
Individual Project	40 hours
Independent Study	30 hours
Total Course Load	**150 hours**

Student Assessment:

1. **Written final exam (50%)**, including:
   - Essay questions

- o   Multiple-choice questions
2. **Individual project with mandatory presentation (50%)**

Students have access to their graded work upon request for feedback and clarification on mistakes.
Assessment criteria are clearly stated from the beginning.

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5. RECOMMENDED BIBLIOGRAPHY

- Hanlon, A. (2022). *Digital Marketing: Planning, Strategies and Practice*. Nicosia: Broken Hill Publishers.
- Vlachopoulou, M. (2020). *Digital Marketing: From Theory to Practice*. Athens: Rosili.
- Manariotis, A. (2019). *Social Media Marketing Guide*. Athens: Rosili.
- Tuten, T.L. (2024). *Marketing Principles in the Digital Age: Tools – Applications – Modern Communication*. Athens: Propobos.
- Tuten, T.L. (2024). *Social Media Marketing*. Athens: Diavlos.
- Kingsnorth, S. (2022). *Digital Marketing Strategy*. Athens: Propobos.
- Katsoni, V. (2012). *E-Tourism: Online Transactions in Tourism*. Athens: Vasiliki Katsoni.
- Kavoura, A. (2021). *Communication, Advertising, and Marketing in the Digital Environment and the Role of Social Media*. Athens: Gutenberg.
- Protopapadakis, G. (2019). *E-tourism* (2nd ed.). Athens: ION.
- Kotler, P., Kartajaya, H., Setiawan, I. (2020). *Marketing 4.0: Moving from Traditional to Digital*.

Additional Bibliography:

- Buhalis, D. (2003). *eTourism: Information Technology for Strategic Tourism Management*. London: Pearson.
- Samanta, E. (2023). *The Impact of Digital and Social Media Marketing on Businesses and Consumers*. Kallipos, Open Academic Editions. http://dx.doi.org/10.57713/kallipos-51

Related Scientific Journals:

- *Tourism Management*
- *Information Technology & Tourism*
- *International Journal of Internet Marketing and Advertising*
- *International Journal of Online Marketing*
- *Journal of Hospitality and Tourism Technology*

COURSE A4: RESEARCH METHODOLOGY

SCHOOL

School of Administrative, Economic & Social Sciences, University of West Attica
Department of Management & Economics, Hellenic Mediterranean University
(H.M.U.)

DEPARTMENT

Tourism Management – Business and Tourism Management

STUDY LEVEL

Postgraduate

COURSE CODE

A4

SEMESTER

1st Semester

COURSE TITLE

Research Methodology

WEEKLY TEACHING HOURS

Lectures and Practice Exercises: 3 hours/week

ECTS CREDITS

6

COURSE TYPE

Compulsory

PREREQUISITES

None

LANGUAGE OF INSTRUCTION AND EXAMS

Greek (partially English)

AVAILABLE TO ERASMUS STUDENTS

No

COURSE WEBSITE (URL)

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2. LEARNING OUTCOMES

Course Learning Outcomes

Upon successful completion of the course, students will be able to acquire knowledge, skills, and competencies appropriate for postgraduate level as outlined in:

- **Appendix A**: Description of learning outcome levels per cycle based on the Qualifications Framework of the European Higher Education Area
- **Descriptors for EQF Levels 6, 7, and 8 (European Qualifications Framework for Lifelong Learning)**
- **Appendix B**: Guidelines for writing learning outcomes

At this level, students are expected to gain:

- **Advanced knowledge**, allowing for critical understanding of theories and principles
- **Advanced skills** and demonstrated proficiency/innovation in solving complex and unpredictable problems in specialized fields
- **Professional competencies** in managing complex activities or projects and taking responsibility for decision-making in unpredictable environments, as well as managing professional development of individuals and groups

Knowledge

Students will be able to:

- Recognize the value of scientific research (LO1)
- Select and combine bibliographic sources to construct scientific discourse (LO2)
- Formulate research questions (LO3)
- Describe appropriate research tools (LO4)
- Choose a scientific research topic that leads to the development of a research paper (LO5)
- Use IT tools for data analysis (LO6)
- Integrate results to generate new knowledge (LO7)

Skills

Students will be able to:

- Distinguish types of research and methodologies (LO8)
- Evaluate execution and analysis parameters of research (LO9)
- Analyze qualitative and quantitative data (LO10)
- Conduct literature reviews using modern methods (LO11)
- Compose well-structured scientific papers (LO12)
- Summarize key and original findings of scientific work (LO13)
- Create research presentations using IT tools (LO14)

General Competencies

The course aims to foster:

- Data and information analysis and synthesis using appropriate technologies
- Adaptability to new situations
- Decision-making
- Independent and team work
- Working in international environments
- Interdisciplinary collaboration
- Generation of new research ideas
- Project design and management
- Respect for diversity and multiculturalism
- Environmental awareness
- Social, professional, and ethical responsibility and gender sensitivity
- Critical thinking and self-reflection
- Free, creative, and inductive thinking

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3. COURSE CONTENT

- Introduction to Research Methodology – Key Concepts
- Types of Research
- Literature Review & Study
- Research Design & Methodology
- Research Ethics & Conduct
- Secondary & Primary Research – Field Research Types
- Population – Sampling – Sampling Techniques
- Quantitative Research Design – Questionnaire Development
- Quantitative Data Analysis
- Qualitative Research Design – Qualitative Techniques
- Qualitative Data Analysis
- Scientific Writing and Presentation (PowerPoint)
- Exercises & Case Studies

Weekly Breakdown

Week	Lecture Topic	Study Materials	Learning Outcomes
1	Introduction – Basic Concepts	Garefalakis et al., Gray, Schindler – Ch.1	LO1
2	Types of Research – Design – Ethics – Methodology	Garefalakis Ch.2, Gray Ch.2 & 4, Schindler Ch.2 & 4	LO1–LO5–LO8
3	Literature Review	Gray Ch.5 & 22, Schindler Ch.3	LO1–LO5–LO8–LO11
4	Secondary Research – Design – Objectives – Methodology	Garefalakis Ch.2, Gray Ch.5 & 22, Schindler Ch.3	LO5–LO8–LO11
5	Primary Research – Field Studies – Ethics	Garefalakis Ch.6, Gray Ch.4,6–8, Schindler Ch.6–9	LO1–LO4–LO9
6	Population – Sampling	Garefalakis Ch.3, Gray Ch.6 & 9, Schindler Ch.5	LO1–LO4–LO9
7	Quantitative Research Design – Questionnaire	Garefalakis Ch.5, Gray Ch.14, Schindler Ch.10 & 11	LO2–LO3–LO4–LO9
8	Quantitative Data Analysis	Garefalakis Ch.7–8, Gray Ch.24, Schindler Ch.13–15	LO9–LO10
9	Qualitative Research Design – Techniques	Gray Ch.15–21, Schindler Ch.13	LO2–LO3–LO4–LO9
10	Qualitative Data Analysis	Gray Ch.26	LO9–LO10
11	Scientific Presentation (PowerPoint)	Garefalakis Part 5, Gray Ch.27–28	LO12–LO13–LO14
12	Continuation: Scientific Presentation	Garefalakis Part 5, Gray Ch.27–28	LO12–LO13–LO14
13	Review	–	–

4. TEACHING & LEARNING METHODS – STUDENT ASSESSMENT

Delivery Mode

Face-to-face and Distance Learning

Use of ICT

ICT used in teaching, lab training, and communication with students:
Computers, projector, internet, email, PowerPoint, video, and e-class platform.

Teaching Organization

Activity	Semester Workload
Lectures	70 hours

Activity	Semester Workload
Practice Exercises in small groups	50 hours
Group Project (Case Study)	–
Independent Study	30 hours
Total	**150 hours**

Assessment

Final Written Exam (50%), including:

- Multiple Choice Questions
- Stakeholder and role analysis in a case study
- Problem-solving based on course material
- Theoretical comparisons
- Case study analysis and exercises

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5. RECOMMENDED BIBLIOGRAPHY

Main Textbooks

- Garefalakis, A., Koutoupis, A., Passas, I. (2020). *Research Methodology for Writing Academic Papers and Studies*. Alexandros Publications.
- Schindler, P. (2019). *Business Research Methods*, Kritiki Publications, edited by Apostolakis & Kourgiantakis.
- Saunders, M., Lewis, P., Thornhill, A. (2019, 2nd Ed.). *Research Methods for Business and Economics*, DISIGMA Publishing.
- Gray, D.E. (2021, 4th Ed.). *Doing Research in the Real World*, Tziolas Publishing.
- Durbarry, R. (2020). *Research Methods for Tourism Students*, Gutenberg Publications.
- Petrakis, M. (2014). *Writing a Thesis*, Stamoulis Publications.
- Tsakiridou, E., Sariannidis, N., Konteos, G. (2022). *Research Methodology and Applied Statistics Using Excel and SPSS*, Alexandros Publications.

Related Journals

- *International Journal of Research Methodology*
- *International Journal of Social Research Methodology*
- *International Journal of Quantitative and Qualitative Research Methods*
- *Journal of Qualitative Research in Tourism*

Online Resources & Tutorials

Helpful for research ideas, projects, and analyses:

COURSE A5: HOTEL OPERATION MANAGEMENT

School: School of Administrative, Economic & Social Sciences – University of West Attica (UniWA)
Department: Tourism Management – Business and Tourism Administration – Hellenic Mediterranean University (HMu)
Level of Studies: Postgraduate
Course Code: A5
Semester: A
Course Title: Organization and Management of Hotel Operations (Hotel Operation Management)
Teaching Hours per Week: 3
ECTS Credits: 6
Course Type: Scientific Area / General Knowledge
Course Status: Compulsory
Prerequisites: None
Language of Instruction and Examination: Greek
Course Offered to Erasmus Students: No
Course Website (URL): –

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2. LEARNING OUTCOMES

Upon successful completion of the course, students are expected to acquire the necessary knowledge and skills to effectively fulfill the role of a **general manager in a hotel business**.

More specifically, the graduate will be able to:

- Identify and understand the **organizational and managerial framework** of a hotel business system.
- Be familiar with the **structure of hotel businesses** and the role of all hotel departments.
- Understand the **operational procedures** related to hospitality service provision.
- Recognize the **financial management framework** of the hotel, in order to:
    - Comprehend service production cost
    - Understand financial transactions
    - Analyze key budgeting elements
    - Manage the complex processes of hotel procurement

- Be trained in and apply **micro-level performance indicators** for effective planning, process control, and evaluation of business efficiency and effectiveness.

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3. GENERAL COMPETENCIES

The course promotes the development of the following general skills:

- Search, analysis, and synthesis of data and information, using appropriate technologies
- Adaptation to new situations
- Decision-making
- Autonomous work
- Teamwork
- Project design and management
- Work in real hotel environments
- Development of critical and self-critical thinking

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4. COURSE CONTENT

(Note: Specific content topics are not listed in the source. If you provide the actual thematic breakdown, I can include a detailed translation here.)

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5. TEACHING & LEARNING METHODS – STUDENT ASSESSMENT

Mode of Delivery: Face-to-face and distance learning
Use of ICT:

- PowerPoint presentations
- Learning support via the University of West Attica's e-class platform

Teaching Methods:

- Lectures
- Practical exercises
- Group project
- Academic writing
- Independent study

Activity	Semester Workload (Hours)
Lectures	50
Exercises	20

Activity	Semester Workload (Hours)
Group project	20
Writing assignment	40
Independent study	20
Total	**150 hours**

(25 hours of student workload per ECTS credit, in accordance with ECTS standards)

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6. STUDENT ASSESSMENT

Language of Assessment: Greek
Assessment Methods:

- Written final exam (100%) consisting of:
    - Multiple-choice questions (50%)
    - Essay-style development questions (30%)
    - Problem-solving based on hypothetical scenarios (20%)

Evaluation criteria are clearly defined and accessible to students.

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7. RECOMMENDED BIBLIOGRAPHY

- Laloumis D., Course Notes – Slides
- Laloumis D., Roupas V. *Strategic Hotel Management*, Stamoulis Publications
- Papadakis V. (2016). *Business Strategy: Greek and International Experience*, Benou Publications, ISBN: 9789603591191
- Laloumis D. (2002). *Hotel Management*, Stamoulis Publications, Athens
- **JOTR – Journal of Tourism Research**

2nd Semester Courses

Course B1: Rooms Division Management

SCHOOL: School of Administrative, Economic & Social Sciences (University of West Attica)
School of Management & Economics (Hellenic Mediterranean University)
DEPARTMENT: Tourism Management – Business & Tourism Management
STUDY LEVEL: Postgraduate

COURSE CODE: B1
SEMESTER: B
COURSE TITLE: Rooms Division Management
WEEKLY TEACHING HOURS / CREDITS:
Lectures and Practical Exercises – 3 hours / 6 ECTS credits

COURSE TYPE: Compulsory
PREREQUISITE COURSES: None
LANGUAGE OF INSTRUCTION AND EXAMINATION: Greek
AVAILABLE TO ERASMUS STUDENTS: Yes
COURSE WEBSITE (URL):
https://eclass.uniwa.gr/courses/EXECUTIVEMBA111/

Learning Outcomes

Upon successful completion of the course, students will be able to:

- Understand hotel departments and their basic functions.
- Know the responsibilities of front office employees.
- Distinguish between room types.
- Use the relevant room terminology.
- Manage extranets.
- Identify reservation types.
- Handle contracts between hotels and tour operators.
- Understand the differences between individual and group bookings.
- Be familiar with OTAs (Online Travel Agents) and ADS (Alternate Distribution Systems).
- Understand the roles and responsibilities of the reservations department.
- Apply room management techniques.
- Implement special pricing strategies to increase occupancy.
- Process guest arrivals and departures.
- Be familiar with cashier operations and night audit procedures.
- Apply methods for handling guest complaints.
- Provide service to VIP guests.
- Understand the basics of telephone communication and the telephone center's role.
- Create specific reports for the Rooms Division.
- Have basic knowledge of major front office systems: PMS (Property Management System), Channel Manager, CRM (Customer Relationship Management), POS (Point of Sales), CRS (Central Reservation System).

General Competencies

- Independent work
- Teamwork
- Adaptation to new situations

- Work in an international environment
- Promote free, creative, and inductive thinking

Course Content

1. Composition of the Rooms Division
2. The Front Office
3. Room Typologies
4. Pricing Policies and Occupancy Enhancement
5. Guest Arrival and Departure Process
6. Electronic Room Access Systems
7. Reservations Department
8. Management of Allotment and Commitment Contracts
9. Online Booking Management
10. Overbooking Policy
11. Guest Billing and Night Audit
12. Housekeeping Department
13. Telephone Operator Department
14. Performance Indicators

Teaching and Learning Methods – Evaluation

Delivery Method: Face-to-face, Distance Learning
Lectures, hotel visits, use of specialized hotel software

Use of ICT:

- E-class platform
- E-mail communication with students
- Use of PCs and specialized hotel software

Workload:

- Lectures: 80 hours
- Practical Exercises & Case Studies: 20 hours
- Group Case Study Work: –
- Independent Study: 50 hours
  Total: 150 hours

Student Evaluation: Final written examination with critical thinking questions

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Recommended Bibliography

- Lalousis D., Sergopoulos K. (2017). *Front Office and Housekeeping Management*, Stamoulis Publications, Athens.
- Lalousis D. (2002). *Hotel Management*, Stamoulis Publications, Athens.
- Kapiki-Piveropoulou T. (1998). *Front Office Service*, Interbooks, Athens.
- Donti A. (2001). *Reception Operation*, Modern Publishing.

Relevant Journals:

- Tourism Scientific Review
- Tourism Issues
- Annals of Tourism Research
- European Journal of Tourism Research
- International Journal of Applied Sciences in Tourism
- Journal of Business Research
- Journal of Tourism Research

Course B2: Food & Beverage Management

SCHOOL: School of Administrative, Economic & Social Sciences (University of West Attica)
School of Management & Economics (Hellenic Mediterranean University)
DEPARTMENT: Tourism Management – Business & Tourism Management
STUDY LEVEL: Postgraduate
COURSE CODE: B2
SEMESTER: B
COURSE TITLE: Food & Beverage Management
WEEKLY TEACHING HOURS / CREDITS:
Lectures and Practical Exercises – 3 hours / 6 ECTS credits

COURSE TYPE: Compulsory
PREREQUISITE COURSES: None
LANGUAGE OF INSTRUCTION AND EXAMINATION: Greek
AVAILABLE TO ERASMUS STUDENTS: No
COURSE WEBSITE (URL): –

Learning Outcomes

The course aims to equip students with knowledge and skills in the management of foodservice operations within and outside hotel units. The objectives include understanding organization, personnel management, financial control, sales promotion, and techniques of meal production and service in hotel or independent restaurant operations.

Upon successful completion, students will be able to:

- Recognize and understand the organizational and administrative framework of a foodservice business, and its interdepartmental relationships.
- Analyze and interpret potential operational problems.
- Understand human resource management, task allocation, service design, staff remuneration, and evaluation to enhance service quality.
- Grasp operational procedures in foodservice and their particularities.
- Be familiar with different types of meal service and factors influencing foodservice strategy.
- Understand cost management and budget formulation in F&B operations.

General Competencies

- Decision-making
- Independent Work
- Teamwork
- Practical experience in hotel environments
- Project Design and Management
- Adaptation to new conditions
- Respect for diversity and multiculturalism

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3. COURSE CONTENT

- The types of foodservice establishments and their organization in terms of space layout, equipment, and personnel.
- Specific characteristics of human resource management in the restaurant sector.
- Meal service methods and techniques.
- Types of service for standard, special, and group meals and events.
- Methods for ensuring hygiene and safety in restaurant premises.
- Development of sales promotion programs in foodservice units and revenue management systems.
- Analysis of the financial performance of foodservice operations using computers.
- Food production and distribution systems.
- Food supply and storage procedures.
- Standardization of food production and service recipes.

4. TEACHING AND LEARNING METHODS – ASSESSMENT

MODE OF DELIVERY
Face-to-face, distance learning, etc.: *Distance learning (synchronous)*

USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES
Use of ICT in Teaching, Laboratory Training, Communication with Students:
Computers, Internet, email
Support of the learning process through the electronic platform *e-class*

COURSE ORGANIZATION

Activity	Semester Workload
Lectures	40
Practical Exercises focusing on the application of methodologies and analysis of case studies in smaller student groups	40
Individual Assignment	40
Independent Study	30
Total Course Workload	**150**

COURSE B3: LEADERSHIP AND HUMAN RESOURCES MANAGEMENT

COURSE: Leadership and Human Resources Management
SCHOOL: School of Administrative, Economic & Social Sciences, University of West Attica
Department of Management & Economics, Hellenic Mediterranean University
DEPARTMENT: Tourism Management – Business and Tourism Administration
STUDY LEVEL: Postgraduate
COURSE CODE: B3
SEMESTER: 2nd
COURSE TITLE: Leadership and Human Resources Management

INDEPENDENT TEACHING ACTIVITIES

Weekly Teaching Hours	Credits
Lectures and Practical Exercises 3	

COURSE TYPE: Scientific area
PREREQUISITES: None
LANGUAGE OF INSTRUCTION AND ASSESSMENT: Greek
AVAILABLE TO ERASMUS STUDENTS: –
COURSE WEBSITE (URL): –

1. LEARNING OUTCOMES

This course is structured around contemporary principles of Human Resource Management (HRM) and leadership as applied in tourism and hospitality organizations. Upon successful completion, students are expected to have acquired:

Knowledge to:

- Explain how HRM functions as a strategic partner and describe the elements of the dynamic HR environment.

Skills to:

- Explain the human resource planning process.
- Describe the job analysis process and its various methods.
- Summarize the key elements of job descriptions.

Competencies to:

- Interpret, utilize, and communicate issues related to recruitment and selection of human resources in the tourism and hospitality sectors.

General Competencies:
The course aims to develop the following general competencies:

- Research, analysis, and synthesis of data and information using necessary technologies.
- Independent work.
- Respect for diversity and multiculturalism.
- Demonstration of social, professional, and ethical responsibility and sensitivity.
- Critical thinking and self-reflection.
- Ability to work in an interdisciplinary environment.

2. COURSE CONTENT

The course includes the following thematic units:

- Introduction to Human Resource Management (HRM)
- Strategic planning
- Recruitment
- Selection
- Leadership and change
- Diversity

3. TEACHING AND LEARNING METHODS – ASSESSMENT

DELIVERY METHOD: Distance learning

USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES:

- Use of specialized e-learning software (e-class)
- Use of MS Teams
- Use of video
- Presentations using PowerPoint
- Electronic communication with the instructor via email

ORGANIZATION OF TEACHING:

Activity	Semester Workload
Lectures (Theory and Exercises)	40 hours
Individual assignments and presentations	40 hours
Study and analysis of books and articles	20 hours
Independent Study	50 hours
Total Course Load	**150 hours**

STUDENT ASSESSMENT

Assessment Language: Greek

Student evaluation will be conducted as follows:

- **Written midterm exam** (40% of final grade): true/false and multiple-choice questions.
- **Individual critical analysis assignment** (20%): Students will critically reflect on leadership and HRM through two selected TedTalk presentations.
- **Presentation** (20%): Students will be asked to present an *alternative CV*, analyzing aspects of themselves that wouldn't be found in a traditional resume.
- **Literature review** (20%): Students will submit an extensive review of two selected articles related to leadership and HRM in the hotel industry.

4. RECOMMENDED BIBLIOGRAPHY

Textbooks (Recommended):

- *Human Resource Management*, 15th Edition by J. Joseph Martocchio, Tziola Publications, December 2022
- *Tourism Management*, 6th Edition by Stephen J. Page, Parisianos Publications, 2023

Organizations:

- Strategic Human Resource Management (SHRM): https://www.shrm.org/
- International Council on Hotel, Restaurant & Institutional Education (ICHRIE): https://www.chrie.org/

International Academic Journals:

- International Journal of Human Resource Management
- Human Resource Management Journal
- Tourism Management
- Journal of Hospitality & Tourism Management
- International Journal of Contemporary Hospitality Management

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COURSE B4.b: REVENUE MANAGEMENT IN THE HOSPITALITY INDUSTRY

GENERAL INFORMATION School: School of Administrative, Economic & Social Sciences, University of West Attica School of Management & Economics, Hellenic Mediterranean University **Department:** Tourism Management – Business and Tourism Administration **Level of Studies:** Postgraduate **Course Code:** B4 **Semester:** B **Course Title:** Revenue Management in the Hospitality Industry

Independent Teaching Activities (If the ECTS credits are awarded for discrete parts of the course, e.g., Lectures, Laboratory Exercises, etc., list them. If ECTS are awarded as a whole, indicate the weekly teaching hours and the total ECTS.)

Weekly Teaching Hours: 3
ECTS Credits: 6

(Additional rows can be added if needed. Teaching organization and methods used are described in section 4.)

Course Type: Scientific Area **Compulsory / Elective:** Compulsory **Prerequisites:** None **Language of Instruction and Assessment:** Greek **Course Available to Erasmus Students:** No **Course Website (URL):** [Not Provided]

LEARNING OUTCOMES

The course learning outcomes aim: a) To provide advanced knowledge in the field of Revenue Management, entailing a critical understanding of theories and principles. b) To develop advanced skills and proven innovation in solving complex and unpredictable problems within the specialized field of Revenue Management. c) To cultivate professional competencies for managing complex technical or work projects, making decisions in the often-unpredictable environment of the hospitality industry.

Additionally, students will be prepared to take responsibility for the professional development of individuals and teams.

Upon successful completion of the course, students are expected to have the following **Knowledge**:

- Full understanding of the importance of product/service costing and revenue management for modern hospitality businesses.
- Comprehension of fundamental concepts and strategies of product costing in hospitality services.
- Understanding of key concepts and strategies in pricing hospitality services.
- Identification and description of areas for improvement in business functions related to costing/revenue management in hotels.
- Critical and analytical selection of specific strategies and methods to achieve predefined goals in hospitality operations.

Skills to be developed:

- Align costing/pricing with the broader objectives of the hospitality business.
- Apply available tools to maximize revenue in hospitality businesses.
- Analyze and evaluate the effectiveness of pricing and revenue-maximization strategies in hotels.

Competencies to be developed:

- Make complex decisions even in unpredictable environments regarding the costing and pricing of hotel products and services.
- Collaborate, coordinate, and supervise hotel staff to ensure proper implementation of planned revenue-maximization strategies.

General Competencies

In alignment with the general competencies expected of graduates (as listed in the Diploma Supplement):

- Research, analysis, and synthesis of data and information using necessary technologies
- Adaptation to new situations
- Decision-making
- Independent work
- Teamwork
- Work in an international environment
- Interdisciplinary work
- Respect for diversity and multiculturalism
- Respect for the natural environment
- Display of social, professional, and ethical responsibility, including gender awareness
- Critical thinking and self-criticism
- Promotion of free, creative, and inductive thinking

Course Objective:

The aim of this course is to help participating students understand how hotel revenues can be increased while minimizing costs. It also seeks to offer a comprehensive understanding of the complexity involved in decision-making regarding what to sell, when, to whom, and at what price. Through case studies, the course provides students with the essential management tools required to increase sales by effectively managing and adjusting product pricing. One of the most crucial tools for success is the process known as revenue management and profit optimization.

Drawing upon the extensive experience and expertise of the instructors in the tourism industry, the course offers appropriate guidance and methodologies for balancing demand with accommodation occupancy and forecasting prices, with the ultimate goal of maximizing hotel profitability.

In today's economic environment, more than ever, it is essential for hotel management and all key personnel to be equipped with fundamental, practical knowledge in financial management, cost analysis, and budget preparation. This enables them to understand the impact of their decisions on the financial trajectory of the business.

This course also examines the basic principles of cost accounting, budgeting, and other techniques related to business financial management. The aim is to serve as a valuable tool for understanding all the financial operations that occur daily within hotel businesses, as well as a guide to the financial criteria used in business decision-making.

Specific Topics Covered:

1. **Introduction**: The value of revenue/yield management in modern businesses, especially in the hospitality sector
2. **Factors influencing pricing and revenue management in hotels**
3. **Costing methods for hotel products and services**
4. **General pricing process and strategies**
    - Fixed pricing
        - Cost-based
        - Demand-based
        - Competition-based
        - Other fixed pricing methods
    - Dynamic pricing
        - The concept and value of dynamic pricing
5. **Performance indicators in hotel revenue management**
6. **Methods of dynamic pricing for hotel services**
7. **Inventory management (resource availability management)**
8. **Demand forecasting methods**
9. **Application of Revenue Management in Tourism**
    - Specialized topics for:
        - Hotels

- Restaurants
- Other tourism-related businesses
10. **Performance evaluation and benchmarking against competition**
11. **Managing strategic change: insights from case studies**
12. **Special strategic issues for small and medium-sized hotel enterprises (SMEs)**
13. **Contemporary trends in strategic hotel management**

Let me know if you'd like to polish this for a course syllabus or translate any supporting documents or slides.

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TEACHING AND LEARNING METHODS – STUDENT ASSESSMENT

Delivery Method: Face-to-face and distance learning

Use of ICT: Use of ICT in Teaching, Laboratory Education, and Communication with students. Includes PowerPoint presentations and support of the learning process via the e-class platform of the University of West Attica.

Teaching Organization:

- Lectures: 52 hours
- Group project: 10 hours
- Individual assignment: 64 hours
- Independent study: 24 hours **Total Workload:** 150 hours (25 hours per ECTS credit)

Student Assessment:

- **Language of Assessment:** Greek
- **Methods:**
  - (A) Individual Exemption Assignment (100% of the grade): critical essay development
  - (B) Optional class presentation of the assignment, positively influencing the final group grade
  - (C) Positive consideration of participation in lectures

Assessment results (grades) will be accessible to students with explanations regarding problematic areas and improvement guidance. Discussions and evaluations of assignments will take place during presentations for collective student benefit.

RECOMMENDED BIBLIOGRAPHY [To be added]

- **Marinakos, K. (2023).** *Performance Management (Revenue Management)* (Lecture Notes).

- **Papavasileiou, N. & Intounas, K. (2005).** *The Pricing Strategy of the Enterprise.* Athens: Stamoulis Publications.

- **Yeoman, I. & McMahon-Beattie, U. (2004).** *Revenue Management and Pricing: Case Studies and Applications.* London: South Western Cengage Learning.

- **Hayes, D.K. & Miller, A.A. (2011).** *Revenue Management for the Hospitality Industry.* New Jersey: John Wiley & Sons.

- **Tranter, K., Stuart-Hill, T. & Parker, J. (2013).** *Introduction to Revenue Management for the Hospitality Industry.* Harlow: Pearson.

COURSE B5.1: HOTEL ANIMATION MANAGEMENT

GENERAL INFORMATION

SCHOOL:
School of Administrative, Economic & Social Sciences, University of West Attica (UniWA)
School of Management & Economics, Hellenic Mediterranean University (ELMEPA)

DEPARTMENT:
Tourism Management – Business and Tourism Administration

LEVEL OF STUDIES:
Postgraduate

COURSE CODE:
B5

SEMESTER:
B

COURSE TITLE:
Hotel Animation Management

INDEPENDENT TEACHING ACTIVITIES
(If ECTS credits are awarded to distinct parts of the course, e.g., lectures, lab exercises, etc., list them. If credits are awarded for the entire course, indicate weekly teaching hours and total credits.)

Weekly Teaching Hours: 3
ECTS Credits: 6

COURSE TYPE:
Field of Science, General Knowledge

COMPULSORY/ELECTIVE:
Compulsory

PREREQUISITES:
None

LANGUAGE OF INSTRUCTION AND ASSESSMENT:
Greek

AVAILABLE TO ERASMUS STUDENTS:
No

COURSE WEBSITE (URL):
Not provided

LEARNING OUTCOMES

Learning Outcomes:
This course provides knowledge for managing the animation and sports department of hotel units.
Upon successful completion, students will be able to:

- Identify and understand the organizational and administrative framework of the hotel animation and sports department.
- Comprehend the importance of hotel entertainment in hotel marketing.
- Understand the interdependence between the animation department and other hotel departments.
- Analyze and interpret potential operational problems.
- Understand human resource management in animation, task allocation, staffing design, employee remuneration, and evaluation, with a focus on improving service quality.
- Grasp the operational processes of the hotel animation and sports department.
- Recognize the financial management framework of the animation department.

GENERAL SKILLS

The course aims to develop the following general skills:

- Data collection, analysis, and synthesis using appropriate technologies
- Adaptability to new situations
- Decision-making
- Independent work
- Teamwork
- Project planning and management
- Respect for diversity and multiculturalism

COURSE CONTENT

Week 1: Connecting the concepts of entertainment, sports, and hotels
Week 2: Development of hotel animation marketing strategies
Week 3: Analysis of entertainment, leisure, and sports activities
Week 4: Analysis of the role and organization of animators
Week 5: Planning of entertainment and sports (E&S) activities
Week 6: Development and expansion strategies of hotel animation
Week 7: Practical analysis of hotels: conclusions from case studies
Week 8: Implementation of hotel animation
Week 9: Organization and structures for implementing hotel animation
Week 10: Monitoring systems for hotel animation marketing implementation
Week 11: Conclusions from case studies
Week 12: Special topics in hotel animation in hospitality businesses
Week 13: Recap, conclusions, and applications of hotel animation

TEACHING AND LEARNING METHODS – ASSESSMENT

MODE OF DELIVERY:
Face-to-face and distance learning

USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT):

- PowerPoint presentations
- Learning support via UniWA's e-class platform

TEACHING ORGANIZATION:

Activity	Semester Workload
Lectures	50
Exercises	20
Group project	20
Written assignments	40
Independent study	20

Guided study so that the total workload for the semester corresponds to the ECTS standards
Total Course Workload
(*25 hours of workload per credit unit*)
150 hours

Student Assessment

Description of the assessment process

Language of assessment, assessment methods, formative or summative assessment, multiple choice test, short-answer questions, essay questions, problem-solving, written assignment, report, oral examination, public presentation, laboratory work, clinical patient examination, artistic performance, other(s)

Clearly defined evaluation criteria are stated and whether and where they are accessible to students.

Written final exam (100%) including:

- Multiple choice questions (50%)
- Essay-type questions (30%)
- Problem-solving of hypothetical scenarios (20%)

4. RECOMMENDED BIBLIOGRAPHY

- **Laloumis, D. (2017). Hotel Entertainment and Sports**, Unibooks Publications
- **Bellevelle, P. (1974). Animation: For What Kind of Social Life?**, Tema, Coll., Tema-action
- **Besnard, P. (1986). Sociocultural Animator: Roles, Training, Profession**, 2nd edition, ESF

Related academic journals:

- *Journal of Tourism Research*
- *Tourismos*
- *Journal of Operations Management*

COURSE B5.2: CUSTOMER RELATIONSHIP MANAGEMENT

GENERAL INFORMATION

SCHOOL: School of Administrative, Economic & Social Sciences – University of West Attica (PA.D.A.)
DEPARTMENT: Tourism Management – Business and Tourism Management
STUDY LEVEL: Postgraduate
COURSE CODE: B5.2
SEMESTER: B

COURSE TITLE: Customer Relationship Management (CRM)
WEEKLY HOURS: Lectures and Practical Exercises – 3 hours/week
ECTS CREDITS: 6

The teaching organization and instructional methods used are described in detail in section 4.

COURSE TYPE: Compulsory Elective
PREREQUISITES: None
LANGUAGE OF INSTRUCTION AND ASSESSMENT: Greek
OFFERED TO ERASMUS STUDENTS: Yes
COURSE WEBSITE (URL): —

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2. LEARNING OUTCOMES

Learning Outcomes

This course aims to equip students with the following knowledge, skills, and competencies upon successful completion:

- Understand the needs of hotel customers
- Appreciate the value and quality of services in relation to customer satisfaction
- Identify the factors influencing customer loyalty
- Manage service requests in ways that lead to customer satisfaction
- Create customer profiles
- Understand customer base management methods
- Handle customers' personal data appropriately
- Recognize the phases of CRM (analysis, planning, interaction, etc.)
- Develop CRM plans for customer acquisition and retention
- Distinguish CRM dimensions (Operational, Collaborative, Analytical)
- Understand the capabilities and characteristics of electronic CRM (e-CRM)
- Design and manage comprehensive customer complaint handling systems
- Recognize differences between CRM practices in hotel chains and independent hotels
- Design customer loyalty and reward programs

General Competencies

The course promotes the following competencies (as aligned with the Diploma Supplement):

- Data analysis and synthesis using appropriate technologies
- Adaptability to new situations
- Decision-making
- Independent work
- Teamwork
- Working in an international environment

- Interdisciplinary collaboration
- Generation of innovative research ideas
- Project design and management
- Respect for diversity and multiculturalism
- Environmental awareness
- Ethical, professional, and social responsibility, including gender sensitivity
- Critical thinking and self-reflection
- Promotion of free, creative, and inductive reasoning

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3. COURSE CONTENT

1. Characteristics and peculiarities of hotel services
2. Perception of quality and customer satisfaction in hotels
3. Hotel customer base
4. CRM in the modern hotel environment
5. CRM management models
6. Operational, Collaborative, Analytical CRM
7. CRM technology: databases and data warehouses
8. CRM plan for acquiring new customers
9. CRM plan for retaining existing customers
10. E-CRM: applications and systems
11. Customer personal data management
12. Designing a customer complaint management system

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4. TEACHING & LEARNING METHODS – ASSESSMENT

Delivery Mode

Face-to-face instruction, including lectures and hotel site visits

Use of Information and Communication Technologies

Use of ICT in teaching, lab training, and student communication
Support for learning via the e-class online platform

Teaching Structure

Activity	Semester Workload
Lectures	60 hours
Practical exercises in methodology application and case study analysis in smaller groups	40 hours
Group project based on a case study	—
Independent study	50 hours

Activity	Semester Workload
Total	**150 hours**

5. RECOMMENDED BIBLIOGRAPHY

Suggested Bibliography:

- Exadaktylos, N. (2001). *Consumer Behavior*, Ellin Publications, Athens.
- Kosmatos, Dimitrios (2004). *CRM – Customer Relationship Management: The Strategic Choice*, Kleidarithmos Publications, Athens.
- Laloumis, Dimitris & Sergopoulos, Konstantinos (2017). *Rooms Division Management*, Stamoulis Publications, Athens.
- Protopapadakis, Ioannis (2015). *Exemplary Customer Service*, Stamoulis Publications, Athens.
- Dyche, J. (2004). *The CRM Handbook: A Business Guide to Customer Relationship Management*, Addison-Wesley, London.
- Greenberg, P. (2002). *CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real-Time* (2nd ed.), McGraw-Hill, Berkeley and London.

Related Academic Journals:

- *Tourism Scientific Review*
- *Tourism Topics*
- *Annals of Tourism Research*
- *European Journal of Tourism Research*
- *International Journal of Applied Sciences in Tourism*
- *Journal of Business Research*
- *Journal of Tourism Research*

COURSE G1: PRACTICAL MASTER'S THESIS

1) GENERAL INFORMATION

SCHOOL:
School of Administrative, Economic & Social Sciences – University of West Attica (UniWA)
School of Management and Economics – Hellenic Mediterranean University (Hellenic MedUni)

DEPARTMENT:
Tourism Management – Business Administration and Tourism

STUDY LEVEL:
Postgraduate

COURSE CODE: G1
SEMESTER: 3rd

COURSE TITLE: Master's Thesis

INDEPENDENT TEACHING ACTIVITIES
If the credits are awarded separately to different parts of the course (e.g., Lectures, Laboratory Exercises, etc.), please indicate accordingly. If the credits are awarded as a whole for the entire course, state the weekly teaching hours and total ECTS credits.

Weekly Teaching Hours	ECTS Credits
Supervision and independent work	30

COURSE TYPE:
Specialization of General Knowledge

PREREQUISITE COURSES: None

LANGUAGE OF INSTRUCTION AND EXAMINATION: Greek

COURSE OFFERED TO ERASMUS STUDENTS: No

COURSE WEBSITE (URL): *[Not Provided]*

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2) LEARNING OUTCOMES

Learning Outcomes
The aim of the Master's Thesis is to deepen postgraduate students' critical thinking through the development of case studies and applied research on topics directly related to the subject area of the postgraduate program.

Specifically, the thesis aims to:
a) specialize students in the field of their research,
b) deepen their research thinking and methodology, and
c) apply knowledge gained during coursework.

Upon successful completion, students will be able to:

- Conduct basic and applied research.
- Develop and advance knowledge in topics relevant to the program's field.

- Investigate and thoroughly utilize relevant scientific literature.
- Apply knowledge from the program and develop synthesis skills.
- Combine literature findings with real-world conditions and interpret accordingly.
- Manage data and make decisions/proposals.
- Analyze and present research findings using appropriate tools.
- Demonstrate competence in qualitative and quantitative research methods.
- Evaluate interpretations and propose new frameworks.
- Draw valid conclusions and develop well-substantiated proposals.
- Compose scientific texts.
- Organize and orally present their thesis topic.

General Skills
The course targets the following general skills (as listed in the Diploma Supplement):

- Searching, analyzing, and synthesizing data using appropriate technologies and literature
- Adaptation to new situations
- Decision-making
- Autonomous work
- Work in interdisciplinary environments
- Generation of new research ideas
- Promotion of free, creative, and inductive thinking

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3) COURSE CONTENT

During the third semester, if students choose to write a thesis, they must select a topic in collaboration with their supervisor(s).

Stage 1: Topic Selection
Students begin by identifying a research topic, drawing from lectures, discussions with faculty or industry professionals, literature, current affairs, or personal interests. The topic should allow for originality and be achievable within the program's timeframe.

Stage 2: Contact with Faculty
Students consult with relevant faculty to refine the topic and receive guidance from their supervisor.

Stage 3: Defining the Topic
This includes determining the type of study, objectives, methodology, hypotheses, resources, time, and limitations. The thesis must include both theoretical and practical/empirical parts.

Stage 4: Submission of Complete Thesis Proposal
The proposal should include:

- Title

- Objectives
- Literature review
- Methodology
- Structure
- Detailed timeline
- Possible problems/limitations
- Solutions to potential issues

Once approved by the supervisor, the proposal is submitted to the program office and authorized by the program director.

Stage 5: Thesis Preparation
At least one monthly meeting with the supervisor(s) is required to monitor progress. The thesis is structured into five main parts:
A) **Introduction** – Defining the topic, rationale, significance, methodology, and expected outcomes.
B) **Theoretical Part** – Literature review and theoretical background.
C) **Methodology** – Detailed explanation and justification of the research method.
D) **Results** – Findings, hypothesis validation, relationships among variables, and conclusions.
E) **Conclusions & Suggestions for Further Research**, followed by bibliography and appendices.

Students must collect and review relevant literature and organize it based on their thesis structure. Resources include academic libraries, the National Documentation Centre, the "ARGO" access portal, the University Library (www.uniwa.gr), and electronic databases like Heal-Link (www.heal-link.gr) or search engines like Google Scholar. Off-campus access requires a university VPN connection.

For the empirical part, students must consult specialized literature and their supervisor. The type of data processing and statistical analysis depends on the research objectives.

Stage 6: Thesis Presentation
Once completed, students present their thesis to a three-member examination committee. Presentations should include the rationale for the topic, objectives, methodology, and conclusions. A PowerPoint presentation and an abstract are required. Referring to all the above points. The summary (in 3 copies) is distributed to each member of the three-member examination committee before the examination process. The duration of the presentation is approximately 20 minutes plus 10 minutes for questions/discussion.

The grading of the Thesis is based on the following scale:
5 – 6.49: Satisfactory
6.5 – 8.49: Very Good
8.5 – 10: Excellent

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4) TEACHING and LEARNING METHODS - ASSESSMENT

MODE OF DELIVERY
Face-to-face, Distance education, etc.
Regular meetings of the supervising professor with the student.

USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES
Use of ICT in Teaching, Laboratory Training, Communication with students.
Use of the internet for searching articles and bibliography.

ORGANIZATION OF TEACHING

Activity	Workload (hours)
Detailed description of teaching methods and modes. Lectures, Seminars, Laboratory Exercises, Field Exercises, Study & analysis of bibliography, Tutorials, Practicum (Placement), Clinical Practice, Artistic Workshop, Interactive teaching, Educational visits, Project preparation, Writing papers, Artistic creation, etc.	
Preparation of presentation	20
Guided study	80
Independent study	300
Laboratory, Computational study	100
Writing paper(s)	100
Total course workload	**600**

The hours of student study for each learning activity as well as hours of non-guided study are specified according to ECTS principles.

STUDENT ASSESSMENT
Description of the assessment process.

Language of assessment, Assessment methods, Formative or Summative, Multiple-choice tests, Short answer questions, Essay questions, Problem-solving, Written assignments, Reports, Oral exams, Public presentations, Laboratory work, Clinical patient examination, Artistic performance, Other(s).

Explicitly stated assessment criteria and whether and where they are accessible to students.

The presentation of the Thesis takes place after the formation of a three-member examination committee, where students present the main points of their work, the reasons for choosing the specific topic, the objectives of their work, the methodology they followed, and their conclusions. Students must prepare their presentation electronically (in MS PowerPoint) as well as a summary (about 5 pages), mentioning all the above points. The summary (in 3 copies) is distributed to each member of the

three-member examination committee before the examination procedure. The presentation lasts approximately 20 minutes plus 10 minutes for questions/discussion.

The Thesis grading is based on the following scale:
5 – 6.49: Satisfactory
6.5 – 8.49: Very Good
8.5 – 10: Excellent

In case of failure, the three-member examination committee indicates the necessary corrections to the student and sets a new date for the Thesis presentation.

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5) RECOMMENDED BIBLIOGRAPHY

- Suggested Bibliography:
  · Regulations for thesis preparation
  · As appropriate depending on the topic of the thesis undertaken by the student and in collaboration with the supervising professor
- Relevant scientific journals:
  · Likewise