UNIVERSITY OF WEST ATTICA
DEPARTMENT OF TOURISM MANAGEMENT

HELLENIC MEDITERRANEAN UNIVERSITY
DEPARTMENT OF BUSINESS ADMINISTRATION AND TOURISM

INTER-INSTITUTIONAL POSTGRADUATE PROGRAM
"HOTEL BUSINESS ADMINISTRATION – EXECUTIVE MBA IN HOTEL MANAGEMENT"

OPERATION REGULATION
Senate Decision of UWA No. 36019/08-04-2025

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Table of Contents

Article 1
General Provisions

The Inter-Institutional Postgraduate Program entitled "Hotel Management – Executive MBA in Hotel Management" is integrated within the objectives and the overall mission of the University of Western Attica (UWA) and the Hellenic Mediterranean University (HMU). It aims to further promote scientific knowledge, develop research, and provide high-level specialization to graduates in scientific methods of systematic and optimal management of the resources and operations of enterprises active in the hotel sector, as well as the technological aspects of hotel education, with the goal of securing high-level knowledge required for the profession of General Manager of Hotels.

Article 2
Purpose – Organization of the Postgraduate Program

The Inter-Institutional Postgraduate Program "Hotel Management – Executive MBA in Hotel Management" of the Department of Tourism Management, School of Administrative, Economic & Social Sciences of the University of Western Attica (UWA), and the Department of Business and Tourism Management, School of Economics and Administration of the Hellenic Mediterranean University (HMU), is integrated within the framework of the objectives and the overall mission of UWA and HMU.

The purpose of the program is to provide high-level postgraduate education in the scientific field of tourism and hotel entrepreneurship, advancing knowledge to meet the social, managerial, developmental, and other needs of the country. It promotes research and the arts, encouraging critical evaluation skills and high-level specialization of graduates in theoretical and applied areas of specific knowledge fields, special thematic units, or subfields of the undergraduate curricula of the Department of Tourism Management at UWA and the Department of Business and Tourism Management at HMU.

This Postgraduate Program aims to provide specialized education that creates professionals with advanced knowledge, skills, and competencies in the science of Hotel Management and the individual hotel departments that constitute a hotel unit. Supported by academic staff from both universities and visiting lecturers from academia, research, and the professional sector in Greece and abroad, the program offers participants high-level specialization in Hotel Management issues. It also provides students with the knowledge necessary to continue studies in the third cycle of Higher Education.

The subject of the Inter-Institutional Postgraduate Program is the Management of Hotel Enterprises. The program promotes new scientists and executives in hotel enterprises with excellent education, capable of advancing the development of every hotel enterprise they lead, through the specialized knowledge and experiences provided.

It aims to meet the postgraduate educational needs of professional staff in hotel enterprises. It promotes effective management methods of hotel enterprises and the understanding of their contribution to the development of the tourism industry and the economy of the host country, and research to optimize hotel management methods.

The program addresses the increasing demand in the business environment for specialized knowledge in the hotel industry. It is designed to offer specialized knowledge in organizing and managing effective business activities in the hotel sector, covering topics such as analysis of the hotel industry business environment, strategic management of all hotel operations, human resource management in hotels, applied new technologies in the sector, traditional hotel product production techniques, and all knowledge areas that support maximizing the efficiency of modern hotel enterprises.

Article 3
Administrative Bodies, Organization and Operation of the Postgraduate Program

The competent bodies for the establishment and operation of the Postgraduate Program are:

1. The Senate of UWA
2. The Program Committee (PC)
3. The Coordinating Committee (CC) of the Postgraduate Program
4. The Director of the Postgraduate Program
5. The Postgraduate Studies Committee (PSC)
6. The Senate of UWA
   The Senate has the following responsibilities:
   I. Approves the establishment of the Postgraduate Program or any amendments to its founding decision,
   II. Approves extensions to the duration of the program,
   III. Constitutes the Program Committee in cases of inter-departmental or inter-institutional or joint postgraduate programs,
   IV. Decides on the abolition of postgraduate programs offered by the University of Western Attica.
7. The Program Committee (PC)
   The Program Committee consists of faculty members from the collaborating departments and is formed by a decision of the UWA Senate following recommendations from the assemblies of the cooperating departments. The Committee consists of seven (7) faculty members with a two-year term, as defined in the Cooperation Protocol. The distribution of members by institution and proportional to the number of instructors involved in the program is as follows:

- Four (4) faculty members from the Department of Tourism Management of UWA
- Three (3) faculty members from the School of Business and Tourism Management the Hellenic Mediterranean University

The Curriculum Committee is responsible for the organization, administration, and management of the Postgraduate Interdepartmental Program (P.I.P.) and exercises the same powers as the Department Assembly according to paragraph 3, article 81, law 4957/2022 as amended by article 59 of law 5094/2024, and specifically:

1. Constitutes committees for evaluating applications of prospective postgraduate students and approves their enrollment in the P.I.P.
2. Assigns teaching duties to the instructors of the P.I.P.
3. Proposes to the Senate the amendment of the founding decision of the P.I.P., as well as the extension of the program's duration.
4. Constitutes examination committees for the evaluation of postgraduate students' theses and appoints the supervisor for each thesis.
5. Certifies the successful completion of studies for awarding the P.I.P. degree.
6. Approves the P.I.P. report, following a recommendation from the Coordinating Committee (C.C.).
7. Conducts the examination of criteria for exemption from tuition fees and issues a justified decision regarding acceptance or rejection of the application.
8. Approves any other matters necessary for the smooth operation of the P.I.P.

By decision of the Curriculum Committee, the responsibilities of items 1) and 4) may be delegated to the C.C. of the P.I.P.

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3) The Coordinating Committee (C.C.):

By decision of the Curriculum Committee, the Coordinating Committee is established with a two-year term, consisting of the Director of the P.I.P. and four (4) faculty members from the participating departments with relevant expertise related to the P.I.P. and teaching duties in the program. The C.C. is responsible for monitoring and coordinating the program's operation, particularly:

1. Preparing the initial annual budget of the P.I.P. and its amendments, if the P.I.P. has resources according to article 84 of law 4957/2022, specifically paragraph 3 as amended by article 60 of law 5094/2024, and proposing its approval to the Research Committee of the Special Account for Research Funds (S.A.R.F.), excluding quarterly budget revisions under item b) of paragraph 3, article 239 of law 4957/2022.
2. Preparing the program's report and recommending its approval to the Curriculum Committee.
3. Approving expenses and may delegate this authority to the Director of the P.I.P.
4. Approving the awarding of scholarships, whether reciprocal or not, according to the founding decision of the P.I.P. and the postgraduate regulations.
5. Proposing to the Curriculum Committee the allocation of teaching duties and the assignment of teaching tasks to the categories of instructors under article 83 of law 4957/2022.
6. Proposing to the Curriculum Committee the invitation of Visiting Professors to cover teaching needs of the P.I.P.

7. Drafting plans for modifying the curriculum to be submitted to the Curriculum Committee.
8. Proposing to the Curriculum Committee the redistribution of courses among academic semesters and issues related to the qualitative upgrading of the curriculum.

Specific powers of the Curriculum Committee may be delegated to the C.C. for more effective operation of the P.I.P., following a relevant delegation decision. Emeritus Professors of the department or cooperating departments may participate in the C.C. if they provide teaching duties to the P.I.P.

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4) The Director of the P.I.P.:

The Director of the P.I.P. is selected from the faculty members of the initiating department, preferably of Professor or Associate Professor rank, and is appointed by decision of the Curriculum Committee for a two-year term, renewable without limitation.

The Director's responsibilities include:

1. Presiding over the C.C. and Curriculum Committee meetings, preparing agendas, and convening sessions.
2. Proposing issues related to the organization and operation of the P.I.P. to the Curriculum Committee.
3. Proposing matters to the C.C. and other bodies of the P.I.P. and the university related to effective program functioning.
4. Acting as the Scientific Responsible of the program according to article 234 of law 4957/2022 and exercising the corresponding duties.
5. Monitoring the implementation of decisions of P.I.P. bodies and postgraduate internal regulations, as well as overseeing the execution of the P.I.P. budget.
6. Exercising any other authority defined by the founding decision of the P.I.P.

The Director, as well as members of the C.C. or Curriculum Committee, are not entitled to remuneration or compensation for duties related to their responsibilities in the P.I.P.

Appointment of a new Director or member of the C.C. or Curriculum Committee in case of resignation may be made by the competent bodies, following submission of an application and a justified request for change/resignation.

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5) The Postgraduate Studies Committee

By decision of the Senate, following proposals from the Deans of the University of West Attica (U.W.A.) Schools, the Postgraduate Studies Committee is established. It consists of one (1) faculty member from each U.W.A. School, one (1) member from the categories of Special Educational Staff, Laboratory Teaching Staff, and Special

Technical Laboratory Staff of U.W.A., and the Vice Rector responsible for academic affairs as Chair. Members have experience organizing and participating in second-cycle study programs. The Committee's term is two (2) academic years.

Its responsibilities include:

1. Submitting opinions to the U.W.A. Senate on the establishment of new postgraduate programs or modification of existing ones after evaluating requests from Department Assemblies, feasibility and sustainability reports, and cost analysis; with the right to return proposals if inadequately justified or incomplete.
2. Drafting a regulation for U.W.A.'s postgraduate programs and submitting it to the Senate.
3. Developing a model regulation for the operation of postgraduate programs.
4. Monitoring compliance with postgraduate program regulations.
5. Overseeing application of legislation, regulations, and governance decisions by postgraduate programs.
6. Monitoring the exemption process from tuition fee obligations.
7. Any other responsibilities defined by the internal regulation of each postgraduate program.

By Senate decision, following recommendation by this Committee, the postgraduate program regulations are approved as a distinct chapter of U.W.A.'s internal regulations.

Article 4

Determination of Minimum and Maximum Admission Numbers, Selection Criteria, and Process

The maximum number of admissions to the P.I.P. titled "Hotel Management Administration – Executive MBA in Hotel Management" per academic year is set at fifty (50) students, and the minimum number of admissions is ten (10).

4.1 Selection Criteria and Process:

I. Call for Expression of Interest

Each academic year, by decision of the Curriculum Committee, a call for expression of interest for postgraduate student admissions is published on the websites of the cooperating departments at least one month before the application deadline. Calls may be published throughout the academic year by decision of the Curriculum Committee.

The call specifies:

a) Eligibility criteria for applicants,
b) Categories of degree holders and number of admissions,
c) The process and criteria for selection,

d) Deadlines for application submission,
e) Required documents,
f) Any other details necessary to facilitate the selection process.

Applications with necessary documents are submitted to the P.I.P. Secretariat, either in printed or electronic form, within the deadline stated in the call, which may be extended by decision of the Curriculum Committee.

II. Candidate Evaluation Committee (C.E.C.)

Selection is made by the Candidate Evaluation Committee, appointed by the Curriculum Committee, consisting of faculty members from participating departments involved in postgraduate teaching. The number of members is set by the Curriculum Committee based on application volume but not less than three.

The Committee's responsibilities:

a) Evaluate all submitted documents. Completeness is checked by the P.I.P. Secretariat.
b) Verify language proficiency.
c) Conduct personal interviews.

Application file includes:

a. Application to the P.I.P.
b. Detailed CV listing degrees and research or professional activities.
c. Copy of degree or certificate of completion and detailed transcript.
d. Publications in peer-reviewed journals, if any.
e. Proof of professional or research activity, if any.
f. Copy of both sides of ID card.
g. Two recommendation letters.
h. English language proficiency certificate at B2 level.

Proficiency is certified by recognized qualifications (e.g., degree from an English-speaking country or program, First Certificate in English, TOEFL score at least 500 (or 300 under new scoring), IELTS score 6.5 or above, State Language Certificate B2 level).

Graduates of English-speaking universities are exempt from the obligation to submit a language proficiency certificate.
In cases where the above conditions for good knowledge of the English language are not met, certification can be obtained through a written exam conducted by a three-member committee appointed by the Postgraduate Program Committee (E.P.S.) on a date prior to the evaluation of applications. The committee includes at least one faculty member (D.E.P.) who teaches English as a subject in the department. Additionally, professors of English language, graduates of University Departments of English Philology, may also participate in the Evaluation Committee (E.A.Y.).

h. Certificate of language proficiency in another language, at least at level B2.
Students with degrees from foreign institutions must submit a certificate of

equivalence and recognition from DOATAP, according to current legislation.
The language proficiency level in the foreign language is proven by one of the following means:

1. State Certificate according to Law 2740/1999, as replaced by paragraph 19 of article 13 of Law 3149/2003.
2. Degree in Foreign Language and Philology or Degree in Foreign Languages Translation and Interpretation from Greek institutions or equivalent and recognized foreign schools.
3. Degree, undergraduate or postgraduate diploma, or doctoral diploma from any recognized foreign higher education institution.
4. Secondary education diploma equivalent to Greek secondary schools, provided it was obtained after at least six years of regular attendance abroad.
5. A teaching license for a foreign language does not prove language proficiency (Presidential Decree 347/2003). Candidates holding such a license must submit a certified copy and an accurate translation of the diploma based on which the teaching license was issued.

g) Foreign students admitted to the Postgraduate Program must submit a certificate of Greek language proficiency at level B2. If the above conditions for good knowledge of the Greek language are not met, the E.P.S. of the Postgraduate Program will decide the examination method to verify proficiency in Greek.

Upon completion of the evaluation process of the applications and the oral interview, the Candidate Evaluation Committee compiles the list of successful and reserve candidates in ranked order based on the following selection criteria and their weighting factors.
Candidates who obtain a ranking position within the maximum admission limit are considered successful. The E.A.Y. may also consider as successful those candidates who tie with the last successful candidate. Candidates ranked beyond the admission limit are considered reserve candidates, eligible to enroll if higher-ranked candidates do not accept their place or fail to register on time.
In the event of a tie in total score among two or more candidates, the number of admitted students increases, and all tied candidates are accepted.
If the maximum number of admissions is reached, the candidate with the highest degree grade is admitted.
The final ranking of candidates based on the program's criteria list and the selection proposal are submitted for approval to the Program Committee.

The E.P.S. publishes the list of successful and reserve candidates on the Postgraduate Program's website, indicating their application protocol number and ranking position. Objections to the list of successful candidates may be submitted within five (5) working days from the announcement date. The objection must be specific and is final, judged by a three-member committee of faculty members (D.E.P.) from participating departments responsible for postgraduate programs, appointed by decision of the E.P.S. The Appeals Committee prepares the final list of successful candidates, which is approved by the E.P.S. and published on the Postgraduate Program's website.

III. Registration in the Postgraduate Program

Successful candidates must register at the Secretariat of the Postgraduate Program within five (5) working days from the E.P.S. decision, submitting all necessary registration documents. In exceptional cases, late registration is possible by decision of the Coordinating Committee following a justified request. Admitted postgraduate students can find information on the Department's website or the Program Secretariat. If one or more successful candidates fail to register, reserve candidates will be called in order of ranking from the approved evaluation list.

IV. Candidate Selection Criteria

Selection of postgraduate students is based on the following criteria:

CODE	DESCRIPTION	WEIGHT
K1	Academic performance measured by degree grade	20%
K2	Background (evaluated by the number of relevant undergraduate courses successfully completed)	20%
K3	General evaluation (includes additional relevant elements such as research or professional activity, publications, recommendation letters, thesis performance)	25%
K4	Interview	30%
K5	Additional good knowledge of a foreign language (B2 level)	5%

Candidates are scored on a scale of 0-10 for each criterion (K1-K4). The final score (B) is calculated as:

$$B = K1 \times 0.20 + K2 \times 0.20 + K3 \times 0.25 + K4 \times 0.30 + K5 \times 0.05$$

Article 5
Categories of candidates eligible for enrollment in the Postgraduate Program

The Interinstitutional Postgraduate Program admits:

- Graduates of departments of Universities and Technological Educational Institutes in Greece or recognized equivalent foreign institutions exclusively of tourism or hospitality orientation.
- Graduates of Greek or recognized equivalent foreign university or technological institutions of any field of study with certified three-year professional experience in the broad hospitality industry (including all types of hospitality activities such as cruises, hotel software companies, etc.).
- Final-year students may apply provided they submit a certificate of completion before the approval date of the successful candidates list, and submit their degree/diploma before the program start date.
- Final-year students from foreign institutions not yet listed in the National Register of Recognized Foreign Institutions by DOATAP may also apply; if

their institution is not listed, the Department follows applicable law. The Department Secretariat verifies if the foreign awarding institution and the degree type appear in the DOATAP registers. Otherwise, the student is deregistered without refund claims.

- Members of the Special Educational Staff (E.E.P.), Research Staff (E.DI.P.), Technical Educational Staff (E.T.E.P.), and administrative staff (if decided by the S.E.) may enroll as supernumerary students upon application, only one per year, without tuition fees.

Article 6
Duration of Studies – Suspension of Studies

The standard duration for awarding the Postgraduate Diploma is three (3) teaching semesters.
The maximum allowed time to complete studies is five (5) academic semesters, subject to a justified request and approval by the E.P.S.
Postgraduate students may request suspension of studies for serious family, professional, or health reasons (personal or family member), supported by official documentation. Suspensions do not count towards the maximum normal duration and may not exceed two semesters in total.

The duration of courses per semester is at least thirteen (13) weeks corresponding to 30 ECTS. Required courses total no less than thirty-nine (39) teaching hours.
The program concludes with the award of a Postgraduate Diploma (Level 7 of the National and European Qualifications Framework). Successful completion is confirmed by passing courses and the successful defense of the thesis.

Article 7
Curriculum

Both the first and second semesters include courses directly related to the field of knowledge required for a hotel general manager to be efficient under any circumstances. The courses are mandatory. Each academic semester includes at least thirteen (13) full weeks.
Additionally:

- Postgraduate students are required to accumulate ninety (90) Credit Units (ECTS) to complete the program.
- The courses of the postgraduate program are taught in Greek.
- Postgraduate students receive six (6) credit units per course, and the thesis corresponds to thirty (30) credit units.

In addition to the courses of the program, the postgraduate program may offer specialized preparatory seminars to students who have not graduated from departments related to economics, business administration, or tourism. To support students, classes/seminars with theory applications as well as supplementary teaching may be conducted. Furthermore, recognized experts with specialized knowledge may be invited to cover regular educational needs and to deliver supplementary lectures on

specialized subjects related to the course content and, more generally, to the program's academic scope.

Supplementary educational activities (workshops, seminars, educational visits, conferences) that contribute to the thorough advancement of knowledge and research and the continuous enhancement of studies may be conducted by decision of the Program's Academic Committee with the consent of the instructor and in accordance with applicable legislation. To achieve dissemination of scientific knowledge to society, some educational activities may—subject to the Academic Committee's approval—allow auditors, beyond members of the academic community, as well as any interested party related to the subject of the educational activity. The manner and procedure of participation are determined by the Academic Committee. Additional educational activities aimed at the broader community may be organized in cooperation with the Lifelong Learning Center of the collaborating institutions of the postgraduate program or with certified Lifelong Learning Centers of other organizations.

In all courses, in addition to teaching hours, case studies may be conducted under the supervision and guidance of the instructors.

The educational work of each academic year is divided into two semesters, spring and fall, each comprising at least thirteen (13) teaching weeks, with one (1) week for make-up classes if needed, and two (2) weeks for exams.

Attendance of classes is mandatory. In case a class cannot be held as scheduled, a make-up session is provided. The date and time of make-up sessions are posted on the postgraduate program's website. The course instructor is responsible for recording attendance at each lecture. For consultation meetings or lectures conducted electronically where applicable, the instructor informs the program's Secretariat of the participating students. The Secretariat is obliged to provide instructors with forms and specially designed files to record student attendance in each lecture.

The courses for each semester are listed in the following table:

7.1 Course Table:
First Semester

COURSE CODE	COURSE TITLE	M: Mandatory / E: Elective	ECTS
A1	Hotel Strategic Management	M	6
A2	Hotel Financial Management	M	6
A3	Hotel e-Marketing	M	6
A4	Research Methods	M	6
A5	Hotel Operation Management	M	6

TOTAL CREDITS PER SEMESTER 30

7.2 Course Content/Description of the Postgraduate Program

FIRST SEMESTER

1. Course Code: A1
   Course Title: HOTEL STRATEGIC MANAGEMENT
   This course focuses on the theory and practice of hotel strategy and aims to provide a framework through which students can identify and respond to the strategic challenges faced by hotel businesses today.
   The course's objective is to understand the basic and specialized concepts and terms essential for comprehending hotel strategic management and to develop skills in the methods and tools of strategic analysis of a hotel enterprise. Through analysis, it also deepens the understanding of strategic problems hotels face, alternative strategies, and strategy implementation in the modern hotel environment.
   Topics include strategic positioning of hotels in the tourism market forces, how a hotel can innovate strategically and "change the rules of the game" for its benefit, how a hotel can build unique capabilities necessary for competitive advantage, and how to maintain/improve its position in the hotel market. The course also focuses on linking strategic choices to daily hotel operations to create an adaptable organization to the ongoing challenges of the hospitality industry. Case studies from Greek and international contexts help students grasp the complex processes in the hotel environment and contribute to critical evaluation of different methods and approaches.

2. Course Code: A2
   Course Title: HOTEL FINANCIAL MANAGEMENT
   This course deals with understanding the role, functions, financial management methods of hotels, and decision-making processes on an economic level, as well as the determinants of hotel performance.
   The goal is to understand the basic concepts of the overall economic environment of hotels, the financial role and structure of modern hotel units, production development, sales, technology management, and innovation. It also addresses disclosure of financial and non-financial information (ESG) in hotels' annual financial statements, financial management, costing and pricing of hotel services, and basic investment evaluation tools and techniques in the hotel sector to provide a comprehensive view of decision-making and strategy formation.
   Ultimately, the course aims to develop hotel managers' ability to understand and analyze daily financial problems, especially amid intense competition, making business decisions more rational, contributing to hotel growth, goal achievement, profit maximization, and risk management.

3. Course Code: A3
   Course Title: HOTEL E-MARKETING
   This course trains students in promoting hotel products and services through various digital channels, leveraging the internet, mobile technology, and other cutting-edge technologies.
   Its objective is to equip graduates with the knowledge and skills to design and implement a digital marketing strategy for hotels, using practical tools and applications, and to measure its effectiveness.
   The course analyzes marketing theory linked to the Internet and e-business.

Emphasis is placed on digital marketing as a tool to maximize hotel revenue, including topics such as:

- o Integrated digital strategy
- o Hotel website
- o Technologies enhancing visitor experience
- o Partnerships with online travel agencies (OTAs)
- o Social media
- o Online reputation management
- o Other contemporary digital marketing forms (SEO, Content Marketing, Influencer Marketing, Mobile Marketing, Email Marketing, Gamification, VR, AR).

4. Course Code: A4
   Course Title: RESEARCH METHODS
   The research process begins with a problem and seeks to answer a research question. Researchers must design the methodology in relation to their issue and the subject under study.
   The course covers significant topics related to the methodology of scientific research in management and provides theoretical and applied tools necessary to address real business management phenomena.
   Specifically, research methodology refers to the parameters of the research effort, including general methodological approaches, methods, techniques, tools, materials, and procedures selected for conducting the study.
   The course aims to introduce students to the conceptual and theoretical framework for familiarity with scientific research and academic writing required for postgraduate-level work. It also introduces students to methodological and analytical frameworks, research philosophies and approaches concerning research design and strategies, qualitative and quantitative research methods, data collection methods, and tools for analyzing quantitative and qualitative data.

5. Course Code: A5
Course Title: ORGANIZATION AND MANAGEMENT OF HOTEL OPERATIONS (HOTEL OPERATION MANAGEMENT)
The course aims to provide specialized training in scientific methods for systematic and optimal management of the resources and operations of hotel enterprises.
The objective is to acquire knowledge and skills for effectively fulfilling the position of general manager of a hotel enterprise.
Through the course, students gain the knowledge so that graduates will be able to:

- Recognize and understand the organizational and managerial framework of a hotel business system.
- Know the structure of hotel enterprises and the role of all hotel departments.
- Understand the operational processes of hospitality service delivery.
- Distinguish the framework of hotel financial management to understand the cost of service production and financial transactions, key elements of budget formulation, and the specific and complex procurement procedures.

- Become familiar with and apply micro-level performance indicators to plan hotel operations, control processes, and enhance the effectiveness and efficiency of the business.

SECOND SEMESTER

1. Course Code: B1
Course Title: ROOMS DIVISION MANAGEMENT
Rooms Division is the hotel's overarching department that includes Reception, Reservations, Guest Relations, Housekeeping, Security, and Maintenance.
Managing the Rooms Division is a real challenge for hotel executives. Constant customer interaction and the extroverted nature of the work make the Rooms Division one of the most interesting and exciting hotel departments.
The course aims to provide students with specialized knowledge in Rooms Division management.
It offers an extensive and in-depth study of all the Rooms Division functions, divided into sections examining the operation and management of each Rooms Division department. All modern and innovative practices applied today are presented.
Beyond detailed theoretical analysis, the course aims to give students insight into what actually happens today in hotels, specifically in the Rooms Division, emphasizing case studies.

2. Course Code: B2
Course Title: FOOD & BEVERAGE MANAGEMENT (F&B MANAGEMENT)
The F&B Management module studies the design, organization, and management of food and beverage departments within hotel units, emphasizing acquiring specialized knowledge in management and developing skills related to the production and distribution of food and beverages in hotel enterprises.
The course aims to:
Provide a thorough approach to managing the F&B department alongside the development of proven skills in managing its sub-departments, namely procurement, kitchens, restaurants, bars, and entertainment centers.
Specifically, the syllabus includes creating budgets and P&L statements for the entire department and its sub-departments. Understanding the department's peculiarities depending on the hotel's meal plan type (all inclusive, full board, half board, bed & breakfast) and designing management accordingly.
Participants will undertake assignments related to the strategic planning and marketing of the department, human resource management issues, and product/menu design of the departments.

3. Course Code: B3
Course Title: LEADERSHIP AND HUMAN RESOURCES MANAGEMENT
Leadership and human resources management is closely linked with operational planning within the strategic management framework of a hotel enterprise. It mainly

analyzes employee organizational relationships, recruitment, selection, training, motivation, and evaluation, describes compensation systems in hotel businesses, and examines methods for maximizing productivity.

The course aims to equip students with knowledge and skills for managing hotel human resources and developing leadership, effective communication, and change management skills.

Graduates will be able to:

- Recognize and understand the organizational and managerial framework of a hotel enterprise and the interdependence of the HR department with other departments.
- Know the processes of workforce needs assessment, staffing and personnel selection, labor relations management, and employee training and development in a hotel unit.
- Manage compensation systems and employee evaluations to improve services, employee satisfaction, and retention.
- Understand and apply alternative theories and methods of employee motivation.
- Appreciate the importance of change management and managing diverse employee categories (multi-cultural & multi-generational workforce).
- Apply alignment methods of personnel policies with the company's strategy.
- Propose organizational and managerial changes within a tourism enterprise.

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4. Course Code: B4
Course Title: REVENUE MANAGEMENT IN THE HOSPITALITY INDUSTRY

The course aims to help students understand how to increase hotel revenues while minimizing costs and to fully grasp the challenges involved in deciding what to sell, when, to whom, and at what price.

Through case studies, students are provided with essential management tools to increase sales by effectively managing and adjusting product pricing. One of the essential success tools is the revenue management and profit optimization process. Drawing on the long experience and expertise of instructors in tourism, appropriate directions and methodologies are provided to balance demand with accommodation occupancy and forecast prices to maximize hotel profit efficiency.

Moreover, in today's economic environment, hotel management and staff must be equipped with fundamental practical knowledge in financial management, cost analysis, and budgeting to understand the impact of their decisions on the company's financial performance.

The course also covers basic principles of costing, budgeting, and other financial management techniques.

The aim is for the course to serve as a valuable aid to understanding all daily financial transactions in hotel enterprises and as a guide for financial criteria used in business decision-making.

5. Course Code: B5.a
Course Title: CUSTOMER RELATIONSHIP MANAGEMENT (CRM)
This course addresses one of the most important topics in Hotel Business
Management: customer relationship management (CRM).
CRM is a strategic process aimed at acquiring and retaining selected customers to
create maximum value for the hotel and its clients.
The course provides students with specialized knowledge of the methods, tools, and
techniques currently used by modern hotels for managing customer relationships.
It focuses on six main areas:

- Analysis of customer characteristics and needs
- Service
- Personalization
- Complaint and difficult situation management
- Effective marketing
- Creation and maintenance of a loyal customer base
  Besides thorough theoretical analysis, the course places special emphasis on
  case studies to present the current and contemporary perception of CRM.

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6. Course Code: B5.b
Course Title: HOTEL ANIMATION MANAGEMENT
Many hotel enterprises have realized that a quality hotel product does not necessarily
require high investments or complex accounting analyses by large teams of
economists. It requires interest, sensitivity, and appropriate cultural levels to design
and implement recreational activities characterized by balance.
Within this framework, they develop a service that shapes guests' holidays through
entertainment and physical activities, known as hotel animation. This service goes
beyond mere entertainment, amusement, and sports for tourists. Its general purpose is
to create such a pleasant experience that the tourist ends their holiday feeling more
than satisfied—feeling mentally enriched.
The specific goals include:

- Escape from everyday problems
- Development of human relations and contacts
- Intensification of communication
- Variety of holiday experiences
- More fun, joy, satisfaction
- Opportunities for action
  All these should be so enjoyable, educational, and relieving that they
  contribute to a higher quality of life.
  The course links the concepts of Entertainment – Sports – Hotel, analyzes
  marketing strategies based on the dynamics of the hotel animation service,
  describes activities related to entertainment, amusement, and sports, and
  analyzes the role and organization of animators and the programming of
  recreational and sports activities.

7.3 Learning Outcomes of the Postgraduate Program
Upon successful completion of the postgraduate program "Hotel Business Management – Executive MBA in Hotel Management," graduates acquire the necessary theoretical foundation in hotel business management to effectively support and staff the full range of managerial positions in the hotel sector.
The specialized knowledge they gain makes them fully capable of starting various careers related to hotel management as well as hospitality-related activities (conference centers, holiday resorts, travel production, hotel supply trade, hotel consultancy offices, etc.).

7.4 Academic Calendar and Course Duration:

The educational activities of each academic year are structured into two semesters, each consisting of thirteen (13) weeks of instruction. Additionally, one (1) week is designated for make-up classes and two (2) weeks for examinations.

Deadlines for registration declarations and the dates and times of course delivery will be announced in a timely manner in the Academic Calendar before the start of each year's program.

Attendance at courses is mandatory. A maximum absence limit of 20% of the delivered lectures for each course is set.

In case of inability to conduct a class, a make-up session is scheduled. The date and time of the make-up class are posted on the D.P.M.S. website. The course instructor is responsible for recording the attendance of participants at each lecture. For advisory meetings or electronic lectures where applicable, the instructor informs the D.P.M.S. Secretariat of the participants attending the course.

The Secretariat is obliged to provide instructors with printed forms and specially formatted files to record the attendance of students in each lecture of the course.

Article 8
Postgraduate Thesis (M.Sc. Thesis)

8.1 Introduction
The postgraduate thesis is part of the educational process of the D.P.M.S. During the 3rd semester of the program, the writing of the Master's Thesis (M.Sc. Thesis) is carried out. Its completion marks the culmination of the Program. It constitutes the most important and simultaneously creative challenge for the postgraduate student to thoroughly and comprehensively investigate a topic of interest, using a rigorous, systematic academic approach. The thesis allows the application of scientific methods to analyze and solve problems related to the study cycle of the D.P.M.S. and requires frequent interaction with the teaching staff, which is essential for the objective evaluation of each postgraduate student's capabilities.

8.2 Submission of Postgraduate Thesis Topic Proposal
For better organization of the thesis preparation process, a meeting is held during the

2nd semester in which faculty members and collaborators teaching at the D.P.M.S., who can potentially supervise theses, present their research interests to students. The goal of this meeting is to provide basic guidelines to students regarding possible objectives and the depth of research they can achieve in various specific research areas. Students may seek advice and consult instructors during their topic search, without this creating any obligation to assign supervision of the thesis to a specific instructor. The exclusive responsibility for approving topics and assigning supervisors lies with the D.P.M.S. Coordinating Committee.

8.3 Assignment and Supervision of the Postgraduate Thesis (M.Sc. Thesis)
Immediately after the submission of thesis topic proposals, the D.P.M.S. Coordinating Committee convenes to assign supervisors for each thesis and to form a three-member examination committee. The thesis must be written in Greek.

The maximum allowed submission time for the thesis is one (1) academic year. Extensions are granted solely for serious personal reasons by the D.P.M.S. Director after the consent of the primary supervising professor. After completing the thesis and upon the supervisor's approval, candidates submit a copy to the members of the three-member committee. When the committee decides, with the agreement of at least two of its three members, that the thesis is ready, it is publicly defended following an announcement by the Program Secretariat within a time frame specified by the D.P.M.S. postgraduate regulations. All theses must be deposited in the University of West Attica's repository and will be accessible to researchers both in Greece and abroad.

To prevent plagiarism, the University of West Attica uses the Turnitin system, which checks all theses for plagiarism percentage and flags potential issues. This check is mandatory and is the responsibility of both the student and the primary supervisor. No thesis can be submitted for examination without passing this check. During the thesis preparation, the student must meet regularly or maintain frequent communication with the supervisor at times set by the professor.

8.4 Submission, Presentation, and Evaluation of the Thesis
Final submission and presentation of the thesis take place in two periods: the first submission period is approximately from January 15 to February 15, and the second from June 15 to July 15. It is noted that one month before the final submission and presentation (i.e., by January 15 and June 15 respectively), the student must send the thesis text to the first and second supervisors for any corrections, additions, or improvements according to their remarks. The approved thesis, after any suggested corrections by at least two of the three committee members, is submitted electronically in one copy to the Secretariat and uploaded to the University of West Attica Library's digital repository platform "Polynoe".

The Secretariat sets the date for the thesis presentation and defense within one (1) month. The duration of the presentation and defense is half an hour. The final evaluation of the thesis is conducted by the aforementioned committee. Approval requires the agreement of two-thirds (2/3) of the committee members. The thesis is graded on a scale from zero (0) to ten (10), with a minimum passing grade of five (5). Grades must be submitted to the D.P.M.S. Secretariat no later than 20 days after the public presentation.

If during the presentation minor revisions or corrections are needed, the student must complete these within one month under the supervision of the primary supervisor. In case of rejection, the thesis will be presented again in the next presentation period. If rejected a second time, the candidate is dismissed from the D.P.M.S.

Article 9
Organization of D.P.M.S. Using Synchronous and Asynchronous Distance Learning Methods

The educational process of the Interinstitutional Postgraduate Program may also be conducted via distance learning methods, in accordance with applicable legislation and the Distance Education Analysis Report in Annex I, an integral part of this regulation. Organization of courses and other educational activities through synchronous distance learning methods applies to courses and activities that can be supported by distance learning methods.

By decision of the E.P.S. Assembly, the courses and activities that can be conducted through synchronous distance education methods are determined. Distance learning is not different from face-to-face teaching since it is synchronous tele-education.

It should be noted that distance teaching is not classical e-learning as internationally established (e.g., Open University), but means substituting physical classroom presence with new technology (synchronous tele-education). Supplementary educational activities (workshops, seminars, educational visits, conferences) aimed at advancing knowledge and research may be held by decision of the Program Committee (E.P.S.) and according to applicable legislation, within Greece. Distance education will not exceed 80% of the ECTS credits of the D.P.M.S.

Article 10
Student Evaluation – Examinations

Postgraduate student evaluation and their performance in mandatory courses of the D.P.M.S. take place at the end of each semester via written or oral exams or continuous assignments. The evaluation method is determined by the course instructor. During exams, all communication between students and use of any communication devices (electronic or otherwise) is prohibited. All electronic communication devices must be fully turned off during exams.

Responsibility for exam conduct lies with instructors and invigilators. Students violating exam rules, as stated in this regulation and any additional rules communicated by the E.P.S., automatically receive a zero (0) grade for the course. Students who receive zero (0) in a course more than twice due to rule violations are dismissed from the D.P.M.S.

Grading is on a scale from 0 to 10, rounded to the first decimal. Passing requires a final grade ≥5. Students failing to achieve a passing grade must take a make-up exam

scheduled by the E.P.S. If coursework is part of the make-up exam, submission deadlines are set by the E.P.S. after instructor recommendation. If the instructor is unavailable, the E.P.S. may assign another professor to conduct the make-up exam.

Alternative assessment methods may be used for students with disabilities or special educational needs.

Students may retake only one successfully passed course exam during an exam period including that course to improve their grade.

Grades must be submitted to the D.P.M.S. Secretariat within 30 days after the exam period. If coursework is part of the evaluation, this deadline extends by 50%. Students may review their exams in the presence of the instructor within one (1) month of grade notification. Instructors must keep exam papers for one (1) year after the exam. During this time, the E.P.S. may request all or some papers for evaluation or sampling.

To obtain the D.P.M.S. diploma, each postgraduate student must attend and successfully pass all offered courses, earning a total of 90 ECTS credits from all learning activities.

If a student fails a course exam within the maximum allowed five (5) semesters, they are considered not to have completed the program successfully and are re-examined by a three-member committee of D.E.P. members with related expertise, appointed by the E.P.S. The responsible exam instructor is excluded from this committee.

Article 11
Rights and Obligations of Postgraduate Students – Deregistration of Postgraduate Students

11.1. Student Rights
I. Postgraduate students have all the rights and benefits provided to first-cycle students, except the right to receive free textbooks. Partner institutions of the Joint Postgraduate Program (JPP) are obliged to ensure accessibility to the recommended textbooks and teaching for students with disabilities and/or special educational needs.
II. Postgraduate students are encouraged to participate in and attend research group seminars, bibliographic update discussions, laboratory visits, conferences/workshops related to the JPP's academic field, lectures, and other scientific events of the JPP, among others.
III. The postgraduate degree is unified and jointly awarded by the partner institutions. Graduates of the JPP may be issued a certificate of successful completion of studies before the degree is formally awarded.
IV. Postgraduate students who do not have other medical and hospital insurance are entitled to full medical and hospital care under the National Health System (NHS), with coverage of related expenses by the National Organization for Healthcare Services Provision (EOPYY), in accordance with the relevant provisions of article 33 of Law 4368/2016, as amended and in force.
V. Postgraduate students are entitled to free meals based on their individual and family financial status and residency.
VI. Postgraduate students may seek external funding for their studies from various

public and private institutions and research institutes.

VII. Postgraduate students may receive financial support from funded research programs in which they participate. The relevant details are determined by decision of the Academic Committee or the Executive Committee of the JPP, following a recommendation from the JPP Director.

VIII. Postgraduate students may participate in student exchange programs (e.g., ERASMUS) of the university or other foreign universities' research programs under intergovernmental agreements of the Department with equivalent institutions and may be enrolled as visiting students.

11.2. Student Obligations

Postgraduate students have the following obligations:

- To attend continuously all courses of the current curriculum.
- To submit required assignments within specified deadlines.
- To attend scheduled examinations.
- To declare responsibly that their submitted work is not plagiarized in whole or in part.
- To pay the prescribed tuition fees as outlined in the JPP Internal Regulations.
- To respect and comply with the Postgraduate Study Regulations, decisions of JPP bodies, the Department, and the University of West Attica, as well as academic ethics.
  Postgraduate students may perform auxiliary teaching duties in undergraduate programs by decision of the competent JPP body. They must obtain an academic ID card mandatorily via the Ministry of Education's Electronic Academic Identity Acquisition Service.

11.3. Deregistration of Students

Deregistration of a postgraduate student is done following a relevant recommendation by the JPP Academic Committee to the Executive Committee and a corresponding decision. The decision is notified within fifteen (15) days to the student concerned, who has the right to appeal within fifteen (15) days from the date of issuance. The appeal is final and decided by the above bodies.

The Executive Committee may decide deregistration for the following reasons:

a. Inadequate fulfillment of the student's obligations as described in the JPP Internal Regulations,

b. Non-payment of tuition fees (students with outstanding financial obligations are not entitled to any certificate of completion or postgraduate diploma),

c. Disciplinary offenses, including breaches of academic ethics and applicable laws and regulations,

d. Request for deregistration by the student,

e. Repeated failure in exams as defined by the JPP Internal Regulations,

f. Failure to renew registration or attend courses for two (2) consecutive semesters,

g. Committing plagiarism or offenses related to intellectual property law (Law 2121/1993),

h. Any other necessary reason.

In case of permanent discontinuation or deregistration for any reason, tuition fees already paid are non-refundable.

Article 12
Tuition Fees

The JPP "Hotel Management – Executive MBA in Hotel Management" operates with tuition fees.
Operating costs of the JPP are regularly covered by tuition fees, which can be paid in installments. Postgraduate students must have cleared all financial obligations before receiving the certificate of completion and the postgraduate diploma.
Tuition fees amount to €4,000, payable in three installments as follows:

- 1st semester: €1,500
- 2nd semester: €1,500
- 3rd semester: €1,000

Tuition fee waivers may be granted to eligible postgraduate students, up to 30% of the total number of participants per intake, according to current legislation and as described in Article 14 of the Standard Study Regulations of Postgraduate Programs of the University of West Attica and these regulations.

Financial management of the PGP revenues is handled by the Special Account for Research Funds (ELKE) of the University of West Attica.

For registration of admitted students in the first semester, payment of the first tuition installment and completion of registration procedures, including acceptance of enrollment and final selection of the full program to attend, are required.

The operational costs cover equipment, software, consumables, fees for teaching staff (faculty or adjunct), administrative, technical, and scientific support personnel to ensure smooth operation of the program. Expenses may also include educational materials, journal subscriptions, conference participation, databases, travel, event organization, publicity, and research costs.

Article 13
Scholarships

The Inter-University Postgraduate Program (IUPP) may award scholarships, both reimbursable and non-reimbursable, or excellence awards to full-time postgraduate students, according to a decision by the Program's Academic Committee (PAC). Scholarships are awarded based on objective academic, financial, and social criteria, which are:

1. Academic:
   a) Attendance.
   b) The average grade of the previous semester.
   c) The grade of the degree with which the student was admitted to the postgraduate program.
   d) Recent academic achievements (awards and honors).
2. Financial:
   Registered postgraduate students may study free of tuition fees at the IUPP if tuition fees apply, provided they meet the financial or social criteria according

to the provisions of Article 86 of Law 4957/2022 and Ministerial Decision No. 108990/Z1/8-9-2022 (Government Gazette B' 4899/2022).

3. Social:
   a) Divorced with dependent members (children).
   b) Disability of the candidate.
   c) Single-parent family.
   d) Orphaned from both parents and under 25 years of age.
   e) Child of a large family (many children).
   f) Members of the same family.

A scholarship is not granted if the postgraduate student already receives a scholarship from another source or to a postgraduate student admitted to the IUPP without the obligation to pay tuition fees.

Article 14
Postgraduate Diploma (P.D.)

The IUPP of the Department of Tourism Management at the University of West Attica and the Department of Business Administration and Tourism of the Hellenic Mediterranean University awards a Postgraduate Diploma (P.D.) entitled "Hotel Management – Executive MBA in Hotel Management." The postgraduate degree is unified and jointly awarded by the cooperating institutions. The Postgraduate Diploma (P.D.) is an official public document. Graduates of the IUPP may be issued, prior to the award, a certificate confirming successful completion of the program and a detailed transcript with corresponding credit units (ECTS).

The Postgraduate Diploma is accompanied by a Diploma Supplement, which is an explanatory document and does not substitute the official degree or transcript. The Diploma Supplement is attached to the P.D. and provides information on the nature, level, general educational framework, content, and status of the studies successfully completed by the individual named on the original diploma. The Supplement does not contain evaluative judgments or statements of equivalence or recognition abroad. The Diploma Supplement is issued automatically and free of charge in both Greek and English, and must meet authenticity requirements for the awarded degree. The date of issue of the Supplement does not necessarily coincide with the date of awarding the P.D., but can never precede it.

The grade of the Postgraduate Diploma (P.D.) is derived from the course evaluation grades. Specifically, each semester the student receives a grade for every examined course, and upon successful completion, credits the corresponding credit units proportionally.

The P.D. grade is calculated to two decimal places by the formula:

$$B = (B_1 P_1 + B_2 P_2 + ... + Bv*Pv) / (P_1 + P_2 + ... + Pv)$$

where B_1, B_2,... Bv are the grades of all successfully completed courses and P_1, P_2,... Pv are the corresponding credit units.

Passing grades are five (5) and above. The grading scale for postgraduate student performance ranges from zero (0) to ten (10) as follows:

- Excellent: from 8.50 to 10
- Very Good: from 6.50 to 8.49
- Good: from 5 to 6.49
- Fail: from 0 to 4.99

Article 15
Teaching Staff of Postgraduate Programs

The Program employs teaching staff from the cooperating Universities as well as other domestic and foreign universities. Each course is taught by one or more instructors. One instructor is appointed as course coordinator by the PAC.

Teaching duties of the Inter-University Postgraduate Program (IUPP) are assigned by the PAC decision to the following categories of instructors:
a) Members of Teaching and Research Staff (TRS), Special Educational Staff (SES), Laboratory Teaching Staff (LTS), and Special Technical Laboratory Staff (STLS) from the cooperating departments of the UWA and the Hellenic Mediterranean University or other departments of UWA or other Higher Education Institutions (HEIs) or Higher Military Education Institutions (HMEIs), in addition to their statutory obligations;
b) Emeritus Professors or retired TRS members of the department or other departments of UWA or other HEIs;
c) Collaborating professors;
d) Contracted lecturers;
e) Visiting professors or visiting researchers;
f) Researchers and specialized operational scientists from research and technological organizations under Article 13A of Law 4310/2014 or other research centers domestically or abroad;
g) Recognized scientists with specialized knowledge and relevant experience in the IUPP's academic field.

Teaching assignments are decided by the PAC following the recommendation of the Program's Coordinating Committee or Director. The PAC may assign auxiliary teaching work to doctoral candidates of the Department or School, related to the supplementary teaching of the IUPP, under supervision.

Only instructors holding a doctoral degree among categories (a) to (f) have the right to supervise theses. The competent IUPP body may also assign thesis supervision to TRS, SES, and LTS members of cooperating departments not involved in teaching in the IUPP.

All categories of teaching staff may be remunerated solely from the IUPP's resources. Payment or other benefits from the state budget or public investment programs are prohibited. The competent IUPP body sets remuneration amounts. TRS members may receive additional payment for work done beyond their legal obligations as specified

by Law 4957/2022. This also applies proportionally to SES, LTS, and STLS if they fulfill their legal obligations.

Instructor duties include, among others, defining and describing the course, providing relevant bibliography, determining examination methods, and communicating with postgraduate students.

The role of Academic Advisor is implemented by PAC decision to provide personalized academic counseling to postgraduate students throughout their studies, facilitating their successful completion and leveraging their skills and interests within the educational and research process.

Article 16
Auxiliary Teaching Work by Postgraduate Students

The PAC may assign auxiliary teaching work to doctoral candidates of the Department related to the supplementary teaching of the postgraduate program, under the supervision of a course instructor, following recommendation by the Coordinating Committee.

Auxiliary teaching work includes assisting TRS members in their teaching duties, conducting tutorials, laboratory exercises, supervising exams, and grading assignments.

Article 17
Feasibility and Viability Study

The hotel business sector is the "flagship" of the tourism industry and significantly contributes to the country's social and economic indicators. Since the core elements of the tourism product are transportation, accommodation, and food, hotels constitute a crucial component of a country's tourism chain. Therefore, the existence of hotels is a prerequisite for a country's tourism development, which quantitatively depends on the number of beds (capacity) in hotels and qualitatively on their category and the quality of their product.

Hotels in Greece contribute to regional development, decentralization of employment, and reduction of unemployment. They also increase the revenues of local municipalities by region.

Proper operation and achievement of objectives require management by individuals with excellent knowledge of product and market management.

Employment in accommodation and food services increased by +23.8% from 2010 to 2019, contrary to other sectors which experienced a -13.5% decline over the same period. The employment increase in accommodation and food services has been

observed since 2014, while during 2010-2013 there was a general decline including in these sectors (ELSTAT – INSETE processing, 2020).

Specifically, the IUPP aims to provide:
Basic professional skills such as critical and creative thinking, project management, IT skills, communication, data analysis, independent thinking, and problem-solving, which are more effectively achieved through obtaining a postgraduate diploma.

Specialized Knowledge:
As a rule, holders of a bachelor's degree from the first cycle of higher education are involved in a broad range of activities in a specific job position. They tend to know a little about everything, which results in lacking a specific field of expertise. This makes them ineffective in job positions that require high levels of scientific proficiency. On the other hand, holders of a postgraduate degree do not possess skills across a wide spectrum of knowledge but instead have sufficient expertise in specific fields. Therefore, they tend to be particularly effective in providing specialized advice and solving specific problems.

Reliability:
Businesses aiming to ensure their profitability seek employees who contribute effectively to increasing the value of the produced product and do not wish to hire human resources unable to align with their business goals. In this context, businesses evaluate a postgraduate degree as a high-value element, which in many cases is considered mandatory. At the same time, clients/consumers tend to trust the more specialized and experienced individuals, which undoubtedly contributes to boosting sales in the hospitality sector.

Relevance:
Graduates of a Postgraduate Study Program are always relevant in their field of specialization and generally fully meet the required educational level, constituting an effective match between employers and employees. Every employer would like to have the best possible human resources and compensate them accordingly with the aim of developing the company.

Enhanced Employability:
One of the factors employers consider is a candidate's employability. Graduates of a Postgraduate Study Program are required to complete a thesis, finish assignments as part of their learning obligations, and attend teaching modules. The combination of these activities helps them develop skills such as meeting deadlines, organizational abilities, and time management. Consequently, graduates of a Postgraduate Study Program possess skills that attract the interest of many employers.

Academic Advancement:
Holders of postgraduate degrees, having completed and acquired the essential tools of specialized research and learning, have the opportunity to conduct research within doctoral studies aimed at creating and disseminating new knowledge in a specialized field of study.

Article 18
Funding – Financial Management of the Postgraduate Program

The resources and funding of the Postgraduate Program may come from:

a) Tuition fees,
b) donations, sponsorships, and all kinds of financial aids,
c) bequests,
d) funds from research projects or programs,
e) own resources of the University of West Attica, and
f) the state budget or public investment programs. Especially in the case of partnerships between departments or faculties of domestic higher education institutions with foreign universities, funding from the Recovery and Resilience Facility or other financial instruments is possible. (as amended by Article 61 of Law 5094/2024).

Tuition fees are paid by the student or a third natural or legal person on behalf of the student.

Management of the Postgraduate Program's resources is carried out by the Special Account for Research Funds (E.L.K.E.) of the University of West Attica.
The resources of the Postgraduate Program are distributed as follows:
a) An amount equal to thirty percent (30%) of the total income from tuition fees is withheld by E.L.K.E. This amount includes the retention percentage in favor of E.L.K.E. for the financial management of the Postgraduate Program. For income from sources mentioned in paragraphs b) to d) of paragraph 1, the withholding applicable to similar sources of funding in favor of E.L.K.E. applies.
b) The remaining amount (70%) of the total income is allocated to cover the operating expenses of the Postgraduate Program.

Methodology for Preparing Revenue Budgets:
Revenue sources are listed according to paragraphs 1 and 2 of Article 84 of Law 4957/2022 along with the respective amounts – expected inflows from each funding source.
Below is a sample detailed operational budget by category.

Revenue – Funding:
Tuition fees: €4,000 x 35 students = €140,000
Donations, sponsorships, and all kinds of financial aids: –
Bequests: –
Funds from research projects or programs: –
Own resources of the University of West Attica: –
State budget or Public Investment Program: –
Total: €140,000

This refers to the budget of a full study cycle of the Postgraduate Program for the admitted students of the respective year.

Detailed Expense Budget:
Expenses are listed by category with the respective amounts – expected outflows.

Specifically, seventy percent (70%) of the operating expenses are distributed as follows:

Expenses - Categories:
Administrative-technical support fees: €18,000
Teaching staff fees: €54,000
Travel expenses: €5,000
Equipment and infrastructure expenses: €5,000
Scholarship expenses: €8,000
Other operating expenses: €8,000
Subtotal (70%): €98,000
Operating expenses of the University of West Attica (30%) E.L.K.E.: €42,000
Total: €140,000

The fees of regular teaching, technical, and administrative staff refer to work beyond their legal obligations.
By decision of the Administrative Council taken by the end of March each year, it is decided whether the remaining amount, after withholding for E.L.K.E., is transferred to the regular budget or allocated for creating projects/programs through E.L.K.E. with priority given to covering the needs of postgraduate programs operating without tuition fees and covering research, educational, and operational needs of the University of West Attica.

Article 19
Plagiarism

Postgraduate students are obliged to properly acknowledge if they have used the work and opinions of others. Furthermore, postgraduate students who have used Artificial Intelligence (AI) services and assistance in preparing assignments within the Postgraduate Program or Master's Degree Program must include a "Statement regarding the use of generative Artificial Intelligence (AI) and AI-assisted technologies during the writing process" in the preface of their text, indicating the tool used and the reason for its use.
Plagiarism is considered a serious academic offense. It includes copying someone else's work or using work by others—published or not—without proper citation. Copying any supporting material, even from the candidate's own studies, without relevant reference, can result in a decision by the Program Committee to expel the student. In such cases, the Program Committee may decide expulsion after the student has had the opportunity to orally or in writing present their views on the matter.
Any academic misconduct or breach of academic ethics is referred to the Program Committee for resolution. Offenses include copying, plagiarism, and generally any violation of intellectual property regulations by a postgraduate student during coursework or thesis preparation.

Article 20
Degree Awarding – Graduation Ceremonies

Students who successfully complete their postgraduate studies take an oath at a public ceremony before the Rector or their representative and the Head of the Department. This ceremony is held after each examination period on a date and time set by the Rector in cooperation with Department Heads. The oath is not a constituent element of successful completion of studies but is a prerequisite for awarding the Master's Degree.

In cases of force majeure (e.g., health reasons, residence or work abroad, military obligations), graduates may request through the Department Secretariat to receive their degree without participating in the ceremony or to participate in a later ceremony. Exemption from the obligation to participate in the oath ceremony is approved by the Department Head. Before the oath or exemption, graduates may be given a certificate of successful completion of studies.

A Master's Degree awarded can be revoked or annulled if it is proven that at the time of awarding, the legal and institutional requirements for obtaining it were not met. Revocation or annulment is done by decision of the relevant Assembly, which is notified to the Rector.

Article 21
Postgraduate Program Website

The Postgraduate Program has a website in both Greek and English. The official website is continuously updated, contains all the program information and announcements, and serves as the official communication platform for students.

Article 22
Evaluation of the Postgraduate Program

At the end of each semester, an evaluation is conducted for every course and instructor by the postgraduate students. The evaluation is carried out using a special evaluation form/questionnaire completed by the postgraduate students. Courses are assessed regarding their content, teaching method, educational materials, and the extent to which they relate to the principles and philosophy of the postgraduate program. Instructors are evaluated on multiple levels, which may include assessment of their knowledge and ability to convey it to students, their preparation, use of up-to-date literature, willingness to answer questions, timely grading and return of assignments and exams, and adherence to scheduled teaching hours.

The annual internal evaluation of the postgraduate program is conducted in collaboration with the Internal Quality Assurance Unit (MO.DI.P.) of the University of West Attica, as part of the internal evaluation of the cooperating departments and according to the internal Quality Assurance System procedures of the University. External evaluation of the program is carried out in cooperation with MO.DI.P. as part of its certification according to the process stipulated by the HQA (Hellenic Quality Assurance and Accreditation Agency).

Within this framework, the overall assessment of the work carried out by the postgraduate program is evaluated, including the degree of achievement of its founding objectives, its sustainability, the employability of its graduates, its contribution to research, its internal evaluation by postgraduate students, the

appropriateness of extending its operation, as well as other quality-related aspects and its contribution to the national strategy for higher education.

Article 23
Other Provisions

Every candidate selected to enroll in the postgraduate program must be timely informed about this Regulation and must accept the program's operational rules. This Internal Regulation may be amended by decision of the Program Committee.
For any other issue related to the postgraduate program that is not covered by law, the Regulation, or the Senate's founding decision, the competent authority to decide is the Program Committee.
This Internal Regulation is posted on the Department's website.
Any future issues not covered by relevant legislation or this Regulation will be addressed by decisions of the competent authorities and, where necessary, by amending the Regulation.

Appendix I
Distance Education Analysis Report
Postgraduate Program in "Hotel Management – Executive MBA in Hotel Management"

Distance Education is a dynamic and rapidly evolving scientific field comprising many components and methodological approaches. The implementation of distance learning techniques poses a challenge for any instructor involved in such a process for the first time.
Given current circumstances, there is an urgent need to redesign the learning environment. The University of West Attica's action plan includes support of the educational process through digital means and technologies (both asynchronous and synchronous electronic tools and environments), while emphasizing the training of faculty members in methods, techniques, and best practices for digital technology-based education. (https://www.uniwa.gr/e-learning/).

All course materials offered by the University of West Attica for distance education via asynchronous and synchronous digital classrooms and tools (Open e-class, Moodle, MS Teams, and their alternatives), including but not limited to texts, slides, charts, graphics, photos, videos, diagrams, visualizations, simulations, and any type of files, are intellectual property (copyright) and are governed by national and international copyright laws, except for explicitly recognized third-party rights.
Therefore, any recording, filming, audio recording, reproduction, republication, copying, transmission, publishing, translation, or modification of course materials conducted remotely, whether in whole or in part, is strictly prohibited without prior explicit written consent of the instructor.
If a violation of the above prohibition is detected, legal sanctions will be promptly enforced, including criminal prosecution and compensation claims under copyright law.

Exceptions include the simple viewing and downloading of learning materials strictly for students' personal use for study, assignment completion, and research purposes. If video recording of a live electronic lecture or other synchronous educational activity (practical exercises, lab groups) is intended by the instructor, students must be informed before recording begins, so they can consent or have the option to disable their camera/microphone or leave the session.

Some courses of the postgraduate program will be delivered through synchronous distance learning. Synchronous distance learning will not exceed 70% of the program's credit units. Our era demands the use of digital tools and enhancement of digital skills of human resources, especially in a postgraduate program directly related to these requirements. Besides cognitive benefits, distance learning will contribute to reducing energy consumed by student transport and university facilities operation. Microsoft Teams will be used for synchronous distance education, primarily supported by Moodle and secondarily by e-class platforms. Educational materials will be available to students throughout the program via Microsoft Teams and Moodle. Postgraduate students will have access to Office365 through the University of West Attica.
The University's experience in synchronous and asynchronous education tools achieves an excellent simulation of the classroom and the educational process as a whole.

The combination of face-to-face and distance learning (both synchronous and asynchronous) provided by the postgraduate program will create an excellent environment conducive to student-centered learning. Students are expected to study and acquire knowledge both in-person and remotely, with collaboration between students and instructors playing a key role. Consequently, the instructor's role in the program transforms into that of a mentor, aiming to assist and advise students on study methods.
All instructors at the University of West Attica receive training and support from the Teaching and Learning Support Office on distance education methodologies to ensure familiarity with the system.
All postgraduate students will also be provided with MS OFFICE 365 with 30GB cloud storage. The University has two asynchronous distance learning platforms (Moodle, e-class). The program will use both systems along with the synchronous MS Teams platform. A team of faculty members supports the operation and development of the university's electronic education systems.

The curriculum is based on the recognition that modern businesses face continuous new challenges in planning and implementing activities. It is designed to encourage active participation and promote interdisciplinary approaches. The changing profile of contemporary businesses highlights the human factor as a sensor of different external environmental interpretations.
Courses combine traditional and innovative teaching methods. Role-playing, experiential learning, business ecosystem simulations, on-site training (via visits), lectures by business executives and university professors from Greece and abroad are integral to the educational approach. Innovative teaching is often achieved through cooperation between instructors and research labs within the cooperating departments. The program follows best practices such as continuous contact with students beyond formal obligations and updating teaching based on current developments.

Additionally, during their studies, many students develop ongoing collaborative relationships with instructors, maintaining communication throughout most of their studies and enabling discussions beyond the strict scope of the courses (e.g., seeking advice on thesis topics or professional career issues).