

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"

STUDY REGULATIONS

Meeting Minutes of the Department of Tourism Management Assembly
No.19/03.12.2024

ATHENS 2024

Contents

- General Provisions – Article 1 4
- Purpose – Organization of the Postgraduate Program ... Article 2
..... 4
- Administrative Bodies and Functioning of the Program ... Article 3
..... 5
- Admissions Criteria and Procedures ... Article 4 9
- (Various other articles regarding duration, curriculum, thesis, tuition, etc.)

Article 1

General Provisions

The Postgraduate Program entitled: “Hotel Business Administration – Executive MBA in Hotel Management” is part of the mission and objectives of the University of West Attica (UNIWA) and the Hellenic Mediterranean University (HMU). Its purpose is to further promote scientific knowledge, develop research, and provide high-level specialization to graduates in scientific methods of systematic and optimal

management of resources and operations of businesses operating in the hotel sector. It also focuses on the technological aspects of hotel education, aiming to provide the high-level knowledge required for the profession of Hotel General Manager.

Article 2

Purpose – Organization of the Postgraduate Program

The Inter-Institutional Postgraduate Program in “Hotel Business Administration – Executive MBA in Hotel Management” is jointly organized by:

- The Department of Tourism Management, School of Administrative, Economic & Social Sciences of the University of West Attica (UNIWA), and
- The Department of Business Administration and Tourism, School of Management and Economics of the Hellenic Mediterranean University (HMU).

This program aligns with the broader mission of both institutions and aims to provide advanced postgraduate education in the fields of tourism and hotel business. It seeks to promote knowledge, address social and development needs, and advance research and the arts.

It cultivates critical assessment skills and offers graduates specialized theoretical and applied knowledge in relevant disciplines from the first-cycle programs of the two departments.

This postgraduate program aims to provide specialized education to develop experts with high-level skills in Hotel Business Administration and the management of individual departments within a hotel unit.

With the support of academic staff from both institutions and visiting lecturers from academia, research, and the industry (both national and international), the program offers participants advanced expertise in hotel management. It also equips students to continue to doctoral-level studies.

Subject of the Program: The core subject is Hotel Business Administration.

It aims to educate new professionals and executives capable of leading and advancing hotel businesses through specialized knowledge and experience.

The program also:

- Meets the continuing education needs of hotel industry professionals,
- Promotes effective management practices in hotel operations,
- Explores the contribution of these practices to tourism and the national economy, and
- Encourages research in hotel management optimization.

It responds to the growing demand in the business environment for expertise in the hotel industry. It is designed to provide knowledge on effective hotel business practices, including:

- Analysis of the business environment in the hotel sector,
 - Strategic management of all hotel functions,
 - Human resource management in hotels,
 - Application of new technologies in the industry,
 - Traditional production techniques of the hotel product,
 - And other knowledge areas that enhance modern hotel efficiency.
-

Article 3

Administrative Bodies – Organization and Function of the Program Competent Bodies and Committees of the Program

The governing bodies responsible for the establishment and operation of the program include:

1. The Senate of UNIWA
2. The Study Program Committee (SPC)
3. The Coordinating Committee (CC)
4. The Program Director
5. The Postgraduate Studies Committee (PSC)

1) Senate of UNIWA:

Responsibilities include:

- Approving the establishment or modification of the program
- Extending the program's duration
- Establishing the Study Program Committee (SPC) in the case of inter-departmental/institutional programs
- Deciding on the termination of the program

2) Study Program Committee (SPC):

Composed of faculty members from both departments, appointed by the UNIWA Senate following proposals from departmental assemblies. It consists of 7 members with a two-year term:

- 4 faculty members from the Department of Tourism Management, UNIWA
- 3 faculty members from the Department of Business Administration and Tourism, HMU

The SPC oversees the organization, administration, and management of the program and exercises similar responsibilities as the departmental assembly, including:

1. Forming committees for student admissions and approving student registrations
2. Assigning teaching duties
3. Proposing program modifications or extensions to the Senate
4. Forming thesis examination committees and appointing supervisors
5. Confirming successful completion of studies for degree awarding

6. Approving program budgets (based on proposals from the Coordinating Committee)
7. Examining and deciding on tuition exemption requests
8. Addressing any other operational matters

Note: Responsibilities under points 1 and 4 may be delegated to the Coordinating Committee (CC).

3) Coordinating Committee (CC):

Formed by decision of the SPC, with a two-year term. Composed of the Program Director and four faculty members from the participating departments with relevant teaching responsibilities.

Responsibilities include:

- Preparing the initial and revised annual budget (according to legal provisions), submitting it to the university's Special Research Account Committee
- Preparing the program's financial report

3) Approves the execution of expenditures and may delegate this authority to the Director of the Postgraduate Program (P.P.G.S.).

4) Approves the awarding of scholarships, whether compensatory or non-compensatory, in accordance with the founding decision of the P.P.G.S. and the Regulations for Postgraduate and Doctoral Studies.

5) Submits proposals to the Committee of Postgraduate Studies (C.P.S.) regarding the allocation of teaching duties and the assignment of teaching to instructors under the categories specified in Article 83 of Law 4957/2022.

6) Proposes to the C.P.S. the invitation of Visiting Professors to meet the teaching needs of the P.P.G.S.

7) Prepares a plan for the modification of the curriculum, which is submitted to the C.P.S.

8) Submits proposals to the C.P.S. regarding the redistribution of courses across academic semesters, as well as matters concerning the qualitative improvement of the study program. Specific responsibilities of the C.P.S. may be delegated to the Coordinating Committee (C.C.) for more efficient functioning of the P.P.G.S., by issuing a relevant delegation decision. Emeritus Professors from the Department or collaborating Departments may participate in the C.C., provided they teach within the P.P.G.S.

4) Director of the P.P.G.S.

The Director of the P.P.G.S. is selected from the faculty members of the initiating Department, with priority given to those holding the rank of Professor or Associate

Professor, and is appointed by decision of the C.P.S. for a two-year term, renewable without limitation.

The Director has the following responsibilities:

1. Chairs the Coordinating Committee (C.C.) and the Study Program Committee, prepares meeting agendas, and convenes their sessions.
2. Submits proposals to the C.P.S. concerning the organization and operation of the P.P.G.S.
3. Submits proposals to the C.C. and other bodies of the P.P.G.S. and the Higher Education Institution (H.E.I.) regarding the effective functioning of the P.P.G.S.
4. Serves as the Scientific Supervisor of the program in accordance with Article 234 of Law 4957/2022 and exercises the relevant duties.
5. Monitors the implementation of decisions made by the bodies of the P.P.G.S. and the Internal Regulation for postgraduate programs, as well as the execution of the P.P.G.S. budget.
6. Exercises any other responsibility specified in the founding decision of the P.P.G.S.

The Director of the P.P.G.S., as well as the members of the C.C. or the C.P.S., are not entitled to any compensation or remuneration for performing their assigned duties.

In the event of a resignation, the appointment of a new Director or member of the C.C. may be made by the competent bodies following submission of a request and a substantiated report justifying the change.

5) Committee of Postgraduate Studies (C.P.S.)

By decision of the Senate and upon proposal by the Deans of the Schools of the University of West Attica (UNIWA), the Committee of Postgraduate Studies is established. The Committee comprises:

- One (1) faculty member (D.E.P.) from each School of UNIWA,
- One (1) member from the categories of Special Teaching Staff (E.E.P.), Laboratory Teaching Staff (E.D.I.P.), or Special Technical Laboratory Staff (E.T.E.P.) of UNIWA,
- The Vice-Rector responsible for academic affairs, who serves as the Chair.

The members of the Committee must have experience in organizing and participating in second-cycle (postgraduate) study programs. The Committee's term lasts for two (2) academic years.

The Committee is responsible for:

1. Submitting recommendations to the Senate of UNIWA regarding the establishment of new Postgraduate Study Programs (P.M.S.) or the modification of existing ones, after assessing departmental requests, feasibility

- and sustainability reports, and program costings. It may also return proposals if inadequately substantiated or lacking documentation.
2. Drafting a regulatory framework for the P.M.S. and submitting it to the Senate.
 3. Preparing a standard template for P.M.S. regulations.
 4. Monitoring compliance with the P.M.S. regulations.
 5. Overseeing the implementation of legislation, internal regulations, and administrative decisions relating to the P.M.S.
 6. Monitoring the application of the tuition fee waiver procedures.
 7. Any other responsibility defined in the Internal Regulation of each P.M.S.

By decision of the Senate, following a proposal by the Committee of Postgraduate Studies, the Regulations for Postgraduate Programs are approved. These constitute a distinct chapter of the internal operational regulations of UNIWA.

Article 4 – Admission Criteria and Process

Maximum and Minimum Number of Students Admitted, Criteria and Selection Procedure

The maximum number of students admitted each year to the P.P.G.S. titled *"Executive MBA in Hotel Management"* is fifty (50), and the minimum is ten (10).

4.1. Criteria and Procedure for Student Selection

I. Call for Expression of Interest

Each academic year, the Study Program Committee issues a call for applications at least one month before the application deadline, posted on the websites of the collaborating departments. Calls may also be issued throughout the academic year as decided by the Committee.

The call includes:

- a) Eligibility requirements for candidates,
- b) Eligible graduate categories and the number of available places,
- c) The selection process and criteria,
- d) Deadlines for application submission,
- e) Required documents,
- f) Any additional information necessary to facilitate the selection process.

Applications and supporting documents are submitted in print or electronically to the P.P.G.S. Secretariat within the specified deadline, which may be extended by decision of the C.P.S.

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

The selection is carried out by the Candidate Evaluation Committee, formed by decision of the C.P.S. and composed of faculty members from the participating departments. The number of committee members is determined based on the volume of applications, with a minimum of three members. Members may receive compensation.

The Committee is responsible for:

- a) Evaluating all submitted documents (the completeness check is done by the Secretariat),
- b) Assessing language proficiency,
- c) Conducting personal interviews.

Application File Includes:

- a. Application form,
- b. Detailed CV including educational qualifications and any research/professional activities,
- c. Copy of degree or certificate of completion and transcript,
- d. Publications in peer-reviewed journals (if any),
- e. Proof of professional/research experience (if any),
- f. Copy of both sides of ID card,
- g. Two letters of recommendation,
- h. English language proficiency certificate at B2 level.

Recognized English certifications:

- Degree from an English-speaking university,
 - First Certificate in English,
 - TOEFL (score ≥ 500 or ≥ 300 with new scoring),
 - IELTS (score ≥ 6.5),
 - Greek State Certificate of Language Proficiency (Level B2).
- Holders of degrees from English-speaking universities are exempt.

If none of the above are available, a written exam by a three-member committee may certify proficiency. This committee includes at least one D.E.P. member who teaches English and may include professors of English Philology.

- i. Certificate of proficiency in another foreign language at B2 level.
- Foreign graduates must submit a certificate of equivalence from DOATAP (recognition body).

Accepted language proficiency certifications include:

- 1. Greek State Certificate (Law 2740/1999 as amended by Law 3149/2003),
- 2. Degree in Foreign Languages or Translation,
- 3. Undergraduate, postgraduate, or doctoral degree from a recognized foreign institution,
- 4. Equivalent high school diploma obtained after six years of study abroad,

5. Teaching license alone does not prove language proficiency. Holders must provide certified copies and translations of relevant degrees.

Foreign students admitted must provide a B2-level Greek language certificate. If not available, the C.P.S. decides how to assess their Greek proficiency.

Final Selection

After evaluating files and conducting interviews, the Evaluation Committee compiles a ranking list of accepted and waitlisted candidates based on the criteria and their weighting.

Accepted candidates are those ranked up to the maximum number allowed. Candidates with equal scores may all be accepted. Waitlisted candidates may be admitted if accepted candidates do not enroll.

In case of a tie at the cut-off point, the candidate with the higher degree GPA is admitted. Final ranking is based on the program's official criteria.

In the event that the maximum number of admitted students to the Master's Program is reached, the candidate with the highest undergraduate degree grade will be admitted.

The final ranking of candidates, based on the program's evaluation criteria, and the proposal for candidate selection according to this ranking, are submitted for validation to the Program Studies Committee (P.S.C.).

The P.S.C. publishes the list of successful and alternate candidates on the website of the Interdepartmental Postgraduate Program (I.P.P.G.S.), stating their application protocol number and their ranking.

Appeals against the list of successful candidates may be submitted within five (5) working days from the date of the announcement. The appeal must be specific and is judged definitively by a three-member committee of faculty members from the participating departments with postgraduate responsibilities, appointed by the P.S.C. The Appeals Committee compiles the final list of successful candidates, which is approved by the P.S.C. and published on the program's website.

III. Enrollment in the I.P.P.G.S.

Successful candidates must register with the Secretariat of the I.P.P.G.S. within five (5) working days from the P.S.C.'s decision, submitting all necessary enrollment documents. In exceptional circumstances, a postgraduate student may register after the deadline upon a justified request approved by the Coordinating Committee. Admitted students can receive updates via the department's website and/or the I.P.P.G.S. Secretariat.

If one or more successful candidates do not register, alternate candidates will be invited to enroll in the program, according to their order in the approved ranking list, if available.

IV. Candidate Selection Criteria

The selection of postgraduate students is based on the following weighted criteria:

Code	Description	Weight
K1	Performance (measured by undergraduate degree grade for graduates)	20%
K2	Academic Background (based on the number of relevant undergraduate courses completed)	20%
K3	Overall Evaluation (includes research/professional experience, publications, recommendation letters, thesis performance)	25%
K4	Interview	30%
K5	Additional Proficiency in a Foreign Language (at least B2 level)	5%

Each of the above criteria (K1–K4) is scored on a scale from 0 to 10. The overall score (B) is calculated using the following formula:

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

Article 5: Categories of Candidates for the I.P.P.G.S.

Eligible applicants include:

- Graduates of departments from Greek Universities and Technological Educational Institutions or recognized equivalent institutions abroad with a focus in tourism or hospitality.
- Graduates of any academic field from Greek or recognized foreign institutions who possess certified three-year professional experience in the hospitality industry (including cruise lines, hotel software companies, etc.).

Final-year undergraduate students may apply, provided they submit a Certificate of Completion before the final list of successful candidates is confirmed. In such cases, the degree/diploma must be submitted before the program begins.

Candidates from foreign institutions not listed in the Hellenic NARIC (DOATAP) register may still apply. If the awarding institution is not recognized or the degree type is not listed, the department follows the procedure prescribed by Greek legislation. If recognition is not possible, the student will be deregistered without entitlement to a refund of any paid fees.

Faculty staff (members of E.E.P., E.D.I.P., E.T.E.P., and administrative staff where approved by the Coordinating Committee) may enroll as supernumerary students (one per year), without tuition fees, upon request.

Article 6: Duration of Studies – Suspension of Attendance

The program duration is three (3) academic semesters. The maximum allowable time to complete the program is five (5) semesters upon student request and P.S.C. approval.

Students may request a temporary suspension of studies for serious family, professional, or health reasons, supported by official documentation. Suspension semesters are not counted toward the maximum allowed study period. A maximum of two (2) semesters of suspension is permitted.

Each semester includes at least thirteen (13) weeks of instruction and 30 ECTS. Mandatory courses must include no fewer 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 requires passing all courses and the thesis.

Article 7: Study Program

Courses in the first and second semester cover knowledge areas essential for hotel general management. All courses are mandatory and each semester includes at least thirteen (13) full weeks.

- Students must complete 90 ECTS to graduate.
- Courses are delivered in Greek.
- Each course awards 6 ECTS; the thesis is worth 30 ECTS.

The program may offer preparatory seminars for students without a background in economics, business administration, or tourism. It may also include practical seminars, supplementary teaching, and lectures by experts.

Additional educational activities (seminars, field trips, conferences) that enhance academic knowledge and research are permitted by P.S.C. decision and instructor consent, in accordance with applicable legislation. With P.S.C. approval, some activities may be open to the public.

Case studies may be conducted under instructor guidance as part of each course. Attendance is mandatory. Missed sessions are rescheduled, and announcements are posted on the program's website. Instructors must record attendance, and for online sessions, inform the Secretariat. Attendance records are provided by the Secretariat.

7.1 Course Schedule

First Semester

Code	Course Title	Type	ECTS
A1	Hotel Strategic Management	Compulsory	6
A2	Hotel Financial Management	Compulsory	6
A3	Hotel e-Marketing	Compulsory	6
A4	Research Methods	Compulsory	6
A5	Hotel Operation Management	Compulsory	6
Total ECTS			30

7.2. Course Content/Description of the Joint Postgraduate Program

FIRST SEMESTER

1. Course Code: A1

Course Title: HOTEL STRATEGIC MANAGEMENT

The course "Hotel Strategic Management" focuses on the theory and practice of hotel strategy and aims to provide the framework through which students can identify and respond to the strategic challenges faced by hotel businesses today.

The objective of the course is to understand both the fundamental and specialized concepts and terms necessary for grasping the field of strategic hotel management, as well as to develop skills in methods and tools for strategic analysis in a hotel business. Furthermore, the course delves into strategic issues encountered by hotel enterprises, explores alternative strategies, and presents strategic implementation plans in the modern hotel environment.

Topics include:

- Strategic positioning of hotel businesses in response to tourism market forces,
- How a hotel can strategically innovate and "change the rules of the game" to its advantage,
- How a hotel can develop unique capabilities to achieve competitive advantage and sustain or improve its position in the market.

The course also emphasizes how these strategic choices link with the hotel's daily operations, fostering an adaptive organization in the face of industry challenges. Case studies from both Greek and international hotel environments allow students to comprehend complex processes and critically assess various methods and approaches used in practice.

2. Course Code: A2

Course Title: HOTEL FINANCIAL MANAGEMENT

This course aims to provide an understanding of the role, functions, and financial management of hotels, the decision-making process at the financial level, and the performance-determining factors in the hotel sector.

Objectives include understanding:

- Basic concepts of the financial environment of hotels,
- The economic role and structure of modern hotel units,
- The development of production processes, sales, and technology/innovation management.

The course also addresses:

- Disclosure of financial and non-financial (ESG) information in annual financial statements,
- Hotel financial management,
- Costing and pricing of hotel services,
- Evaluation tools and investment techniques in the hospitality sector.

Ultimately, it aims to enhance hotel managers' ability to understand and analyze daily financial challenges, especially amidst intense competition, and to improve decision-making, supporting economic growth, mission fulfillment, profit maximization, and risk management.

3. Course Code: A3

Course Title: HOTEL E-MARKETING

The course focuses on the promotion of hotel products and services through digital channels, leveraging internet and mobile technologies.

It aims to equip students with the knowledge and skills to design and implement a digital marketing strategy for hotels, apply various tools and applications, and measure effectiveness.

Topics include:

- The integration of digital marketing theory with e-business,
- Digital strategies to maximize hotel revenues, including:
 - Integrated digital strategy,
 - Hotel website management,
 - Technologies enhancing guest experience,
 - Collaboration with Online Travel Agencies (OTAs),
 - Social media,
 - Online reputation management,
 - Other digital marketing forms (SEO, Content Marketing, Influencer Marketing, Mobile Marketing, Email Marketing, Gamification, VR, AR).

4. Course Code: A4**Course Title: RESEARCH METHODS**

Research begins with a question or problem and seeks answers through a structured methodology.

This course addresses key topics in research methodology within the field of management and is designed to offer both theoretical and practical tools for addressing real-world business management phenomena.

It includes:

- Methodological approaches,
- Techniques and tools for conducting research,
- Data collection and analysis for both qualitative and quantitative methods.

The course introduces students to:

- Scientific research frameworks,
- Academic writing at the postgraduate level,
- Research design and strategy,
- Research philosophies and approaches.

5. Course Code: A5**Course Title: HOTEL OPERATION MANAGEMENT**

This course provides specialized training in the scientific methods of systematic and optimal resource and operations management within hotel enterprises.

It aims to prepare students for roles such as general hotel manager by covering:

- Hotel organizational and administrative frameworks,
- Structure and function of various hotel departments,
- Operational processes in hospitality services,
- Financial management to understand service production costs and budgeting,
- Micro-level performance indicators to support planning, process control, and operational effectiveness.

SECOND SEMESTER

6. Course Code: B1**Course Title: ROOMS DIVISION MANAGEMENT**

Rooms Division includes Front Office, Reservations, Guest Relations, Housekeeping, Security, and Maintenance.

Managing this division is a real challenge due to its customer-facing nature and complexity.

The course offers in-depth study of all Rooms Division operations, examining each department's management and practices. It aims to equip students with knowledge of current hotel practices through theoretical insights and case studies.

7. Course Code: B2

Course Title: FOOD & BEVERAGE MANAGEMENT

This course explores the planning, organization, and management of hotel F&B departments, emphasizing specialized knowledge and skills in food and beverage production and service.

Key objectives:

- Detailed understanding of F&B operations,
 - Skills in managing sub-departments (procurement, kitchen, restaurant, bar, entertainment),
 - Budget and PnL creation,
 - Adapting F&B management to room availability formats (all-inclusive, full board, etc.),
 - Assignments in strategic planning, marketing, HR, and product/menu design.
-

8. Course Code: B3

Course Title: LEADERSHIP AND HUMAN RESOURCES MANAGEMENT

This course links HR leadership to strategic hotel management, focusing on:

- Organizational employee relations,
- Recruitment, selection, training, motivation, and evaluation,
- Compensation systems,
- Productivity improvement techniques.

The aim of the course is to provide knowledge and skills related to the management of human resources in hotel enterprises, as well as to develop leadership skills, effective communication, and change management capabilities.

The course equips graduates with the ability to:

- Recognize and understand the organizational and administrative framework of a hotel enterprise and the interdependence of the Human Resources Management department with other departments of the business.

- Be familiar with the processes of workforce needs assessment, staffing and employee selection, labor relations management, and training and development of employees in a hotel unit.
- Manage compensation systems and employee evaluations, aiming to improve the quality of services offered, enhance employee satisfaction, and retain human capital.
- Understand and apply alternative theories and methods of employee motivation.
- Comprehend the importance of change management and managing a diverse workforce (multi-cultural & multi-generational).
- Apply methods for aligning human resource policies with business strategy.
- Formulate proposals for organizational and administrative changes in a tourism enterprise.

Course Code: B4

Course Title: Revenue Management in the Hospitality Industry

The objective of this course is to help students understand how to increase hotel revenues while simultaneously minimizing costs. It aims to give a comprehensive understanding of the challenges managers face when making decisions about what to sell, when, to whom, and at what price.

Through case studies, students are equipped with essential management tools to increase sales by effectively managing and adjusting product pricing. A crucial success tool is the revenue management process and profit optimization.

Drawing on the extensive experience and expertise of the instructors in the tourism field, the course offers appropriate methodologies to balance demand with room occupancy and forecast prices to maximize hotel profitability.

In today's economic environment, it is more essential than ever for hotel managers and executives to possess basic, practical knowledge of financial management, cost analysis, and budgeting. These skills are critical to understanding how their decisions affect the financial performance of the business.

The course also covers fundamental principles of costing, budgeting, and other financial management techniques relevant to businesses.

Its purpose is to serve as a valuable guide for understanding the financial transactions that occur daily in hotel enterprises and a reference for financial criteria used in business decision-making.

Course Code: B5.a

Course Title: Customer Relationship Management (CRM)

This course addresses one of the most important aspects of hotel business management: Customer Relationship Management (CRM).

CRM is a strategic process aimed at acquiring and retaining selected customers to create maximum value for both the hotel business and the customer.

The course aims to provide students with the specialized knowledge needed for the methods, tools, and techniques currently used by modern hotel businesses in managing customer relationships.

The course focuses on six key areas:

- Analysis of customer characteristics and needs
- Customer service
- Personalization
- Complaint and difficult situation management
- Effective marketing
- Creating and maintaining a loyal customer base

In addition to in-depth theoretical analysis, the course emphasizes case studies to present the modern and current approach to CRM.

Course Code: B5.b

Course Title: Hotel Animation Management

Many hotel businesses have realized that a quality hotel product does not necessarily require large investments or complex financial analysis by large teams of economists. What it truly requires is interest, sensitivity, and the appropriate cultural awareness so that the design and implementation of recreational activities are balanced and meaningful.

Within this context, hotels develop a service that shapes the holiday experience through guest entertainment and sports activities, commonly referred to as "hotel animation."

This service goes beyond mere entertainment or physical activity. Its general objective is to create such a pleasant experience that the guest leaves feeling more than satisfied — feeling emotionally enriched.

The specific objectives of hotel animation include:

- Providing an escape from daily life challenges
- Fostering human relationships and connections
- Enhancing communication
- Offering variety in holiday experiences
- Increasing fun, joy, and satisfaction
- Creating opportunities for action

All these aspects must be enjoyable, educational, and cathartic, contributing to an improved quality of life.

This course links the concepts of Entertainment – Sports – Hotel, analyzes marketing strategies based on the dynamics of the hotel animation service, describes related

activities, and outlines the role, organization, and scheduling of animators and related programs.

7.3 Learning Outcomes of the Postgraduate Program

Upon successful completion of the “Executive MBA in Hotel Management,” students gain the theoretical background required to effectively support and occupy a wide range of administrative positions in the hotel industry.

The specialized knowledge they acquire enables them to pursue a variety of careers related to hotel management and hospitality-related fields (such as convention centers, resorts, travel production, hospitality supply trade, hotel consulting firms, etc.).

7.4 Academic Calendar and Course Duration

The academic year is divided into two semesters: winter and spring, each consisting of thirteen (13) weeks of instruction. Additionally, there is one (1) week for make-up classes and two (2) weeks for examinations.

Deadlines for course registration and schedules for course delivery will be announced in advance in the Academic Calendar prior to the program start of each academic year.

Attendance is mandatory. A maximum absence rate of 20% per course is allowed. In the event that a class cannot be held, a make-up session will be scheduled. The date and time of the make-up session will be posted on the program’s website.

Instructors are responsible for recording attendance at each lecture. For counseling meetings or online lectures (where applicable), the instructor informs the Secretariat of the program about the participating students.

The Secretariat must provide instructors with forms and specially prepared files for recording student attendance in each course.

Article 8: Master’s Thesis (M.D.E.)

8.1 Introduction

The Master's Thesis is an integral part of the educational process of the program. It is undertaken during the third semester and constitutes the culmination of the postgraduate program. It represents the most significant process and a creative challenge for students to thoroughly investigate a topic of interest using a rigorous, systematic academic approach.

The thesis allows students to apply scientific methods for the analysis and resolution of issues related to the study field and necessitates frequent contact with faculty, which is essential for the objective assessment of each student's capabilities. The thesis is written in Greek.

8.2 Submission of Thesis Proposal

To better organize the thesis process, a meeting is held during the second semester, during which faculty and collaborators involved in the program present their research interests to students.

The purpose of this meeting is to provide students with guidance on potential research topics and the level of depth they can pursue in various fields.

Students may seek advice and consult with instructors while exploring possible thesis topics, without this implying any obligation on the part of the instructor to supervise the thesis.

The Coordinating Committee of the program holds exclusive responsibility for approving topics and assigning supervisors.

8.3 Assignment and Monitoring of the Master's Thesis (M.T.)

Immediately after the submission of proposed topics for master's theses, the Coordinating Committee of the Interinstitutional Postgraduate Program (I.P.P.) convenes to assign a primary and a secondary supervisor for each thesis and to form a three-member examination committee.

The maximum allotted time for the submission of the M.T. is one (1) academic year. Extensions may be granted solely for serious personal reasons by the Director of the I.P.P., with the consent of the primary supervisor. Once the writing of the thesis is completed and with the supervisor's approval, candidates submit a copy of their thesis to the members of the three-member committee. If the committee, with the agreement of at least two of its three members, deems the thesis ready, it is publicly defended following an official announcement by the Program Secretariat, within a time frame determined by the I.P.P.'s Postgraduate Studies Regulations. All master's theses must be uploaded to the Repository of the University of West Attica, with open access granted to researchers both in Greece and internationally.

To prevent plagiarism and copying, the University of West Attica uses the Turnitin system, which checks all theses for plagiarism and highlights potential issues. This check is mandatory and is the responsibility of both the student and the primary supervisor. No thesis may be submitted for examination unless it has passed this check. During the thesis writing process, the postgraduate student is required to meet or maintain regular communication with the supervisor, at times determined by the supervisor.

8.4 Submission, Presentation, and Evaluation of the M.T.

The final submission and presentation of the master's thesis occur during two designated periods: the first period is approximately from January 15 to February 15,

and the second from June 15 to July 15. It is emphasized that one month before the final submission and presentation (i.e., by January 15 and June 15, respectively), the student must submit the thesis to both the primary and secondary supervisors for potential corrections or improvements based on their feedback.

The approved Master's Thesis, following any corrections suggested by at least two of the three committee members, is submitted in one (1) electronic copy to the Secretariat and uploaded to the University Library's website via the institutional repository platform "Polynoe."

The Secretariat of the I.P.P. sets the date for the public presentation and defense of the thesis within one (1) month. The presentation/defense lasts for 30 minutes. The final evaluation is conducted by the above-mentioned committee. Approval requires a two-thirds (2/3) majority vote from its members. The thesis is graded on a scale from 0 to 10, with a minimum passing grade of 5. Grades must be submitted to the Secretariat within 20 days of the public presentation.

If minor revisions are required, the student must implement them within one month under the supervision of the primary supervisor. If the thesis is rejected, it may be presented again during the next thesis defense period. A second rejection results in the student's dismissal from the program.

Article 9: Organization of the I.P.P. Using Methods of Synchronous and Asynchronous Distance Learning

The educational process of the Interinstitutional Postgraduate Program may also be conducted using distance learning methods, in accordance with applicable laws and the Distance Learning Analysis Report in Annex A, which is an integral part of this regulation.

Courses and educational activities may be conducted via synchronous distance learning when the nature of the subject matter allows it. The I.P.P. Program Committee determines which courses and activities may be delivered via synchronous distance learning. This form of teaching is equivalent to in-person instruction, as it involves real-time interaction.

It is important to note that distance teaching in this context does not refer to traditional e-learning (e.g., Open University), but rather to the substitution of physical classroom presence through modern technology (synchronous tele-education).

Supplementary educational activities (e.g., seminars, workshops, educational visits, conferences) aimed at enhancing knowledge and research and continuously upgrading studies may also be held with the approval of the Program Committee (P.C.) and in accordance with applicable law, within the Greek territory. Distance learning may not exceed 80% of the total ECTS credits.

Article 10: Student Evaluation – Examinations

Postgraduate student performance is evaluated at the end of each semester through written or oral examinations or the submission of assignments throughout the semester. The assessment method is determined by each instructor.

During exams, any form of communication between students or use of communication devices (electronic or otherwise) is strictly prohibited. All such devices must be fully turned off. Instructors and proctors are responsible for conducting the exams. Students who violate exam regulations as stated in this or supplementary rules will automatically receive a grade of zero (0). If a student receives a zero grade due to misconduct more than twice in a course, they will be dismissed from the I.P.P.

Grading is on a 0-10 scale, rounded to the first decimal. A course is considered successfully completed if the final grade is 5 or above. Students who fail to achieve a passing grade must take a resit exam, the date of which is set by the P.C. If a paper is required for resit purposes, the submission deadline is also set by the P.C., upon the instructor's recommendation.

If the instructor is unavailable, the P.C. may assign another faculty member to conduct the resit examination. Alternative evaluation methods may be applied for students with disabilities or special educational needs.

To improve their grade, students may retake **only one** course in which they previously passed, during a relevant exam period. Final grades must be submitted to the Secretariat within thirty (30) days of the end of the examination period. If coursework is part of the evaluation, this deadline is extended by 50%.

Students may request to review their graded exams in the presence of the instructor within one (1) month of the grade release. Instructors must retain the graded exams for one (1) year. During this period, the P.C. may request the submission of all or selected graded papers for evaluation or audit purposes.

To be awarded the I.P.P. diploma, students must successfully complete all courses offered and obtain 90 ECTS credits. If a student fails to pass a course within the maximum five-semester duration, they are considered to have not successfully completed the program. Upon the student's request, a three-member faculty committee (excluding the original instructor) may be appointed by the P.C. to reassess the student.

Article 11: Rights and Obligations of Postgraduate Students – Dismissal

11.1 Student Rights

I. Postgraduate students are entitled to the same rights and benefits as undergraduate students, except for free textbooks. Partner institutions in the I.P.P. are required to

ensure accessibility to educational materials and teaching for students with disabilities or special needs.

II. Postgraduate students are encouraged to participate in research seminars, literature review sessions, lab visits, conferences, lectures, and other academic events relevant to the I.P.P.

III. The master's degree is awarded jointly by the partner institutions. Graduates may receive a certificate of successful program completion prior to the official award of the diploma.

IV. Students without other health coverage are entitled to full medical and hospital care under the National Health System (E.S.Y.), with costs covered by the National Organization for Health Care Services Provision (E.O.P.Y.Y.), in accordance with Article 33 of Law 4368/2016 (as amended).

V. Students are entitled to free meals based on their individual and family financial status and place of residence.

VI. Students may seek external funding for their studies from public or private sector institutions and research organizations.

VII. Students may receive financial support from research programs in which they participate. The specific terms are determined by decision of the Steering Committee or the P.C., upon recommendation by the Program Director.

VIII. Students may participate in student exchange programs (e.g., ERASMUS) or in research projects at foreign universities through departmental agreements and register as visiting students.

11.2. Student Obligations

Postgraduate students have the following obligations:

- To attend all courses of the current curriculum regularly and without absence.
- To submit the required assignments within the specified deadlines.
- To participate in the scheduled examinations.
- To declare responsibly that the assignments they submit are not plagiarized, either in whole or in part.
- To pay the prescribed tuition fees as defined by the Internal Regulations of the Postgraduate Program (PPMS).
- To respect and comply with the Regulations of Postgraduate Studies, the decisions of the governing bodies of the PPMS, the Department, and the University of West Attica, as well as academic ethics.

Postgraduate students may engage in auxiliary teaching duties in undergraduate programs upon decision of the competent body of the PPMS. Postgraduate students must obtain an academic ID through the Electronic Academic ID Acquisition Service of the Ministry of Education and Religious Affairs.

11.3. Student Dismissal

The dismissal of a postgraduate student is decided following a recommendation by the Coordinating Committee (CC) of the PPMS to the Postgraduate Studies Committee (PSC), which makes the final decision. The decision is communicated to the concerned student within fifteen (15) days, and the student has the right to appeal within fifteen (15) days from the date of issuance. The appeal is decided conclusively by the aforementioned bodies.

The PSC, following the recommendation of the CC, may decide to dismiss postgraduate students for the following reasons:

- a. Inadequate fulfillment of the student's obligations as described in the Internal Regulations of the PPMS.
- b. Failure to pay the prescribed tuition fees (a student who has not met financial obligations is not entitled to receive a certificate of completion or the Master's Degree).
- c. Disciplinary offenses, including violations of academic integrity and, more generally, any violations of the law or the Internal Regulations of the University of West Attica.
- d. Submission of a written request for withdrawal by the student.
- e. Repeated failure in course examinations as defined in the Internal Regulations of the PPMS.
- f. Failure to renew enrollment or attend classes for two (2) consecutive semesters.
- g. Committing plagiarism or any offense under intellectual property law (Law 2121/1993).
- h. Any other reason deemed necessary.

In case of permanent interruption of studies or dismissal from the PPMS, for any reason, tuition fees already paid are non-refundable.

Article 12

Tuition Fees

The PPMS "Executive MBA in Hotel Management" operates with tuition fees. Its operational costs are regularly covered by tuition fees, which may be paid in installments. Postgraduate students must settle all financial obligations before receiving a certificate of completion or the Master's Degree.

Tuition fees amount to **€4,000.00**, payable in three installments as follows:

- First Semester: €1,500.00
- Second Semester: €1,500.00
- Third Semester: €1,000.00

A tuition fee exemption 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 Model Regulation for Graduate Programs of the University of West Attica (Government Gazette, Volume B' 4861/02.08.2023).

The financial management of revenues for the PPMS is conducted by the Special Account for Research Funds (ELKE) of the University of West Attica.

To enroll in the first semester, admitted students must pay the first installment of tuition fees and complete the enrollment process by submitting a declaration of acceptance and officially choosing the full program of study.

Tuition fees can be paid by the student or by a third party (individual or legal entity) on their behalf.

The operational costs of the PPMS include the purchase of equipment, software, consumables, compensation for faculty members or adjunct teaching staff, remuneration of teaching staff from outside the affiliated departments, as well as administrative, technical, and support personnel. Program expenses may also include the purchase, production, and editing of educational materials, subscriptions to academic journals, participation in conferences, databases, travel, event organization, publicity, and research costs.

Article 13

Scholarships

The PPMS may award merit-based or need-based scholarships and excellence awards to full-time postgraduate students, according to a decision by the PSC. Scholarships are awarded based on objective academic, financial, and social criteria, including:

1. **Academic Criteria:**
 - a) Attendance.
 - b) GPA of the previous semester.
 - c) Bachelor's degree grade used for admission.
 - d) Recent academic achievements (awards, honors).
2. **Financial Criteria:**

Registered students may be exempt from tuition if they meet financial or social criteria according to Article 86 of Law 4957/2022 and Ministerial Decision No. 108990/Z1/08-09-2022 (Government Gazette B' 4899/2022).
3. **Social Criteria:**
 - a) Divorced with dependents.
 - b) Student with a disability.
 - c) Single-parent family.
 - d) Orphan of both parents under 25 years old.
 - e) Member of a large family.
 - f) Siblings enrolled simultaneously.

Scholarships are not granted to students who are already receiving a scholarship from another source or who have been admitted to the PPMS without the obligation to pay tuition fees.

Article 14

Master's Degree (D.M.S.)

The PPMS awards a Master's Degree titled: "**Executive MBA in Hotel Management.**" This degree is unified and constitutes an official public document. Graduates may receive a certification of successful completion and a transcript of grades with corresponding ECTS credits before the issuance of the diploma.

A **Diploma Supplement** is attached to the Master's Degree. This explanatory document does not replace the official diploma or transcript but provides information about the nature, level, context, content, and status of the studies completed. It contains no evaluative judgments, statements of equivalence, or recognition suggestions for foreign institutions. The Diploma Supplement is issued automatically and free of charge in both Greek and English and must meet the authenticity requirements of the awarded degree. Its issuance date does not necessarily coincide with that of the diploma but can never be earlier.

The final grade of the Master's Degree is calculated based on the evaluation of course performance. Each semester, the student is graded per course, and if successful, is credited the corresponding ECTS.

The final grade is computed to two decimal points using the formula:

$$B = (B1ECTS1 + B2ECTS2 + \dots + Bn*ECTSn) / (ECTS1 + ECTS2 + \dots + ECTSn)$$

Where B1, B2,..., Bn are the grades of the successfully completed courses and ECTS1, ECTS2,..., ECTSn are the respective ECTS credits.

Passing grades are 5.00 or higher. The grading scale is as follows:

- **Excellent (Άριστα):** 8.50 – 10.00
- **Very Good (Λίαν Καλώς):** 6.50 – 8.49
- **Good (Καλώς):** 5.00 – 6.49
- **Fail (Απορρίπτεται):** 0.00 – 4.99

Article 15

Teaching Staff of Postgraduate Study Programs

The Program employs teaching staff from the cooperating Universities and other Higher Education Institutions in Greece and abroad. Each course is taught by one or more instructors. For every course, the Program's Committee of Studies (PCS) appoints one instructor as the course coordinator.

The teaching responsibilities of the Interinstitutional Postgraduate Program (I.P.P.S.) are assigned, following a decision of the PCS, to the following categories of instructors:

- a) Members of the Teaching and Research Staff (TRS), Special Educational Staff (SES), Laboratory Teaching Staff (LTS), and Special Technical Laboratory Staff (STLS) of the collaborating departments of the University of West Attica and the Hellenic Mediterranean University, or other departments of the University of West Attica or other Higher Education Institutions (HEIs) or Higher Military Educational Institutions (HMEIs), with additional duties beyond their statutory obligations.
- b) Emeritus Professors or retired TRS members of the department or other departments of the University of West Attica or other HEIs.
- c) Collaborating Professors.
- d) Appointed instructors.
- e) Visiting Professors or Visiting Researchers.
- f) Researchers and specialized functional scientists from research and technological institutions mentioned in Article 13A of Law 4310/2014 (Government Gazette A' 258) or other domestic or foreign research centers and institutes.
- g) Scientists of recognized prestige with specialized knowledge and relevant experience in the subject area of the I.P.P.S.

The assignment of teaching duties is decided by the PCS following a proposal from the Coordinating Committee of the I.P.P.S. or the Director of the I.P.P.S. By decision of the PCS, auxiliary teaching duties may be assigned to PhD candidates of the Department or School, in subjects related to the auxiliary teaching work of the I.P.P.S., under the supervision of an I.P.P.S. instructor, upon proposal by the Coordinating Committee.

Supervision of master's theses is permitted for instructors in categories a) to f), provided they hold a doctoral degree. With a decision from the competent body of the I.P.P.S., thesis supervision may also be assigned to TRS, SES, and LTS members from departments not undertaking teaching responsibilities in the I.P.P.S.

All categories of instructors may be remunerated exclusively from the I.P.P.S. resources. Payment or any form of compensation from the state budget or public investment program is not permitted. The remuneration amount for each instructor is determined by decision of the competent body of the I.P.P.S. Specifically, TRS members may receive additional payment for services rendered to the I.P.P.S., provided they fulfill their minimum legal obligations as defined in Article 155, paragraph 2, of Law 4957/2022. This clause applies analogously to SES, LTS, and STLS members as long as they meet their minimum legal obligations.

Instructor responsibilities include, among others: defining and describing the course, providing relevant bibliography, setting the examination method, and maintaining communication with postgraduate students.

The I.P.P.S., by decision of the PCS, implements the institution of the Academic Advisor. The purpose of this role is to provide individualized academic guidance to postgraduate students during their studies. The expected outcome is to facilitate the students' completion of their studies while leveraging their unique skills and interests within the educational and research framework. The Academic Advisor determines the method of engagement and counseling for the students assigned to them each academic year.

Article 16

Auxiliary Teaching Work of Postgraduate Students

By decision of the PCS, auxiliary teaching responsibilities may be assigned to PhD candidates of the Department, in subjects related to the auxiliary teaching work provided by the Postgraduate Program, under the supervision of an instructor of the Program and following a recommendation from the Coordinating Committee.

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

Article 17

Feasibility – Sustainability Study

The hotel industry is the flagship of the tourism sector and significantly contributes to the country's social and economic indicators. Since the core components of the tourism product are transportation, accommodation, and dining, hotels constitute a critical element in a country's tourism value chain. Consequently, the existence of hotels is a prerequisite for tourism development, which depends quantitatively on the number of available beds and qualitatively on the category and quality of the hotels' offerings.

Hotels in Greece contribute to regional development, decentralization of employment, and reduction of unemployment. Simultaneously, they increase resources for local municipalities.

Effective operation and goal achievement in the hotel industry 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, in contrast to other sectors, which experienced a -13.5% employment decrease in the same period. The increase in employment in these sectors began after 2014, following a generalized decline between 2010 and 2013 (ELSTAT - INSETE Analysis, 2020).

Specifically, the I.P.P.S. aims to provide:

- **Basic professional skills:** Skills like critical and creative thinking, project management, IT proficiency, communication, data analysis, independent thinking, and problem-solving are effectively developed through postgraduate studies.
- **Specialized knowledge:** Bachelor's graduates typically have a broad understanding of many subjects, which limits their effectiveness in specialized

roles. Postgraduate degree holders, however, possess in-depth knowledge in specific fields, making them particularly capable of offering specialized consultancy and solving targeted problems.

- **Credibility:** Companies seeking profitability prefer employees who add value to their products and align with business goals. A postgraduate degree is often considered a high-value asset or even a requirement. Consumers also tend to trust more experienced and specialized professionals, which boosts hotel sales.
- **Relevance:** Postgraduate program graduates match the specialized requirements of their field and usually meet the necessary education level, resulting in better alignment between employers and employees. Employers aim to recruit the most competent staff and compensate them appropriately to foster company growth.
- **Enhanced employability:** Employers value candidates' employability. Postgraduate students must complete a thesis, submit assignments, and attend lectures—activities that enhance their ability to meet deadlines, organize, and manage time, making them attractive to many employers.
- **Academic advancement:** Postgraduate degree holders, equipped with research and learning tools, are capable of pursuing doctoral studies aimed at generating and disseminating new knowledge in specialized fields.

Article 18

Funding – Financial Management of the I.P.P.S.

The resources and funding of the I.P.P.S. may come from:

- a) Tuition fees
- b) Donations, sponsorships, and any type of financial support
- c) Bequests
- d) Funds from research projects or programs
- e) Own funds of the University of West Attica
- f) The state budget or the Public Investment Program.

Tuition fees are paid by the student or by a third party (individual or legal entity) on behalf of the student.

The resources of the I.P.P.S. are managed by the Special Account for Research Funds (SARF) of the University of West Attica.

The funds are allocated as follows:

- a) 30% of the total revenue from tuition fees is withheld by the SARF. This includes the management fee for postgraduate programs. By March each year, the University Council decides whether the remaining amount (after SARF's retention) is transferred to the regular budget or used for project creation through SARF, prioritizing tuition-free postgraduate programs and covering the university's research, educational, and operational needs.

For revenues from sources (b) to (d), a similar SARF withholding is applied as per the funding source.

The remaining 70% of the total revenue is used to cover the operational expenses of the postgraduate program.

Revenue Budgeting Methodology:

Income sources are recorded per Article 84, paragraphs 1 and 2, of Law 4957/2022 (Government Gazette B' 4861/02.08.2023), along with the expected revenue from each source.

Indicative Operational Budget Breakdown:

Revenue – Funding Source	Amount
Tuition fees: €4,000 x 50 students	€200,000
Donations, sponsorships, other financial support –	
Bequests	–
Research project/program funding	–
Own funds of the University of West Attica	–
State budget or Public Investment Program	–
Total	€200,000

This budget refers to the full operational cycle of the postgraduate program.

Article 19 Plagiarism

Postgraduate students are required to properly cite the work and opinions of others when used. Furthermore, postgraduate students who have used Artificial Intelligence (AI) tools or assistance in completing assignments for the purposes of the Interdepartmental Postgraduate Program (D.P.M.S.) or their Master's Thesis (M.D.E.) must include in the preface of their text a **“Declaration regarding the use of generative Artificial Intelligence (generative AI) and AI-assisted technologies in the writing process”**, specifying the tool(s) used and the purpose of their use.

Plagiarism is considered a serious academic offense. It includes copying another person's work or using someone else's work—published or unpublished—without proper citation. Copying any documentation material, even from the candidate's own previous work, without appropriate reference may result in a decision by the Program Studies Committee for the student's expulsion. In such cases, the Committee may decide on the student's expulsion, after first giving the student the opportunity to present their views orally or in writing.

Any misconduct or violation of academic ethics is referred to the Program Studies Committee (E.P.S.) for resolution. Violations include cheating or plagiarism, as well as any infringement of intellectual property laws by a postgraduate student during the writing of course assignments or the master's thesis.

Article 20 Degree Award - Graduation Ceremonies

A student who has successfully completed their postgraduate studies takes an oath during a public graduation ceremony before the Rector or a Vice-Rector representing the Rector, and the Head of the Department. The ceremony is held after each examination period, on a date and time set by the Rector in cooperation with the Department Heads. While the oath is not a prerequisite for the successful completion of studies, it is required for the awarding of the Postgraduate Diploma.

In cases of force majeure (e.g., health reasons, residence or employment abroad, military obligations), and upon application to the Department Secretariat, the graduate may request to receive their diploma without attending the ceremony or may request to participate in a subsequent ceremony. Exemption from the oath ceremony is approved by the Department Head. Before the ceremony or exemption, graduates may receive a certificate confirming the successful completion of their studies.

A Postgraduate Diploma may be revoked or annulled if it is proven that, at the time it was awarded, the legal or institutional requirements for its issuance were not met. Revocation or annulment is decided by the relevant Assembly and communicated to the Rector.

Article 21

D.P.M.S. Website

The D.P.M.S. maintains a website in both Greek and English. The official website is continuously updated and contains all information and announcements related to the Program. It serves as the official source of information for all students.

Article 22

Evaluation of the D.P.M.S.

At the end of each semester, each course and instructor is evaluated by the postgraduate students. The evaluation is conducted using a specific form/questionnaire filled out by the students. Courses are assessed based on content, teaching method, educational material, and their alignment with the principles and philosophy of the postgraduate program.

Instructors are evaluated on various aspects, such as their knowledge and ability to convey it, preparation, use of up-to-date literature, responsiveness to questions, timely grading and feedback on assignments and exams, and adherence to scheduled teaching hours.

The annual internal evaluation of the D.P.M.S. is carried out in collaboration with the Quality Assurance Unit (MODIP) of the University of West Attica, as part of the internal evaluation of the cooperating Departments, and in accordance with the internal Quality Assurance System of the University.

External evaluation of the D.P.M.S. is conducted in collaboration with MODIP, within the framework of the accreditation process as defined by Hellenic Authority for Higher Education (HAHE).

This evaluation examines the overall output of the D.P.M.S., the extent to which its founding objectives have been met, its sustainability, graduate employability, contribution to research, internal student evaluation, justification for its continuation, and other quality indicators relating to its output and its contribution to the national higher education strategy.

Article 23

Other Provisions

Each candidate selected for enrollment in the D.P.M.S. must be made aware of this Regulation in a timely manner and accept the Program's operational rules. This Internal Regulation of the D.P.M.S. may be amended following a decision of the Program Studies Committee.

For any issue related to the D.P.M.S. that is not covered by law, this Regulation, or the Senate's establishment decision, the competent body for decision-making is the Program Studies Committee.

This Internal Regulation is posted on the Department's website. Any future issue not covered by the applicable legislation or this Regulation will be addressed through decisions of the competent bodies and, if required, by amending this Regulation.

APPENDIX A

DISTANCE LEARNING ANALYSIS REPORT

"Joint Postgraduate Program in Hotel Business Administration – Executive MBA in Hotel Management"

Distance learning is a dynamic and rapidly evolving scientific field with numerous components and methodological approaches. The implementation of distance learning techniques presents a challenge for every instructor engaging in such a process for the first time.

Under the current circumstances, the reconfiguration of the learning environment is imperative. The University of West Attica's action plan includes supporting the educational process through digital tools and technologies (both asynchronous and synchronous digital tools and platforms), while also emphasizing the training of its members in methods, techniques, and best practices in education using digital technologies. (<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, graphs, graphics, photographs, videos, diagrams, illustrations, simulations, and

all kinds of files, are considered intellectual property (copyright) and are governed by national and international intellectual property laws, except for explicitly recognized third-party rights.

Therefore, any recording, video recording, audio recording, reproduction, republication, copying, transmission, publication, translation, or modification of the course material conducted remotely is strictly prohibited, either in whole or in part, without the prior written consent of the instructor.

In the event of a violation of this prohibition, legal proceedings will be immediately initiated, including criminal prosecution and the pursuit of all legal claims, in accordance with intellectual property legislation.

The only exception to the above is the simple attendance and download of learning materials strictly for personal student use, for the purpose of studying, completing assignments, and conducting research.

In the case of an instructor intending to record an online lecture or other synchronous educational activity (e.g., practical exercises, lab group work), students must be informed beforehand to give their consent and be provided with the option to disable their camera and microphone or even leave the session.

Part of the courses in the Joint Postgraduate Program will be conducted through synchronous distance learning. The synchronous distance education component will in no case exceed 80% of the program's total credit units. Our era demands the use of digital tools and the enhancement of digital skills among human resources, particularly in a postgraduate program directly related to these needs. Apart from cognitive benefits, distance learning in the program will also contribute to reducing energy consumption required for student transportation to the University and the energy used by the institution to operate its classrooms.

For synchronous distance learning, Microsoft Teams will be used, with primary support from the Moodle platform and secondary support from the e-class platform. Students will have access to the necessary educational materials throughout the duration of the program via Microsoft Teams and Moodle. Postgraduate students will also have access to Office 365 through the University of West Attica.

Thanks to its experience with synchronous and asynchronous learning tools, the University of West Attica offers an excellent simulation of the classroom environment and the overall educational process.

The combination of in-person and distance learning (both synchronous and asynchronous) provided by the Joint Postgraduate Program will create an outstanding environment that fosters a student-centered learning process. Students are called upon to study and gain knowledge both in person and remotely. Collaboration with other students and the instructor plays an important role in this goal. Thus, the role of the instructor in the program evolves into that of a teacher-advisor, aiming to assist and guide students on study-related matters.

All instructors at the University of West Attica receive training and support from the Teaching and Learning Support Office on how to teach using distance learning methodology, ensuring their familiarity with the system.

All students in the Joint Postgraduate Program will additionally be provided with MS Office 365, including 30GB of cloud storage on Microsoft's servers. The University of West Attica offers two asynchronous distance learning platforms (Moodle and e-class). The program will use both asynchronous platforms as well as the MS Teams platform for synchronous education. In the participating departments, a team of faculty and special teaching staff supports the operation and development of the University's e-learning systems.

The curriculum of the program is based on the recognition that modern businesses continuously face new challenges in designing and implementing their activities. The curriculum is designed to encourage active participation and promote interdisciplinary approaches. The evolving profile of modern businesses brings the human factor to the forefront, serving as a sensor of different interpretative perspectives of the external environment.

Courses in the program combine traditional and innovative teaching methods. Role-playing, experiential learning, simulation of business ecosystems, on-site training through company visits, guest lectures by business executives and academics from both Greece and abroad are integral parts of the educational and training techniques applied. The innovative approach to teaching is often achieved through collaborations between instructors and research laboratories within the participating departments.

The program also applies several best practices, such as continuous engagement with students beyond what is required by the curriculum and adapting teaching methods according to current developments.

Moreover, during their studies, many students typically develop collaborative relationships with instructors, which maintain communication throughout the program and allow for discussions on topics beyond the course in which the collaboration started (for example, students may seek advice on their thesis topic or even on professional development issues).