

A8_STUDY GUIDE

Aigaleo, 2025

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Introduction – Subject – Purpose – Objectives

The subject of the Interinstitutional Postgraduate Program (JMPP) is postgraduate teaching and research focused on the increasing demand in the business environment for specialized knowledge in the hotel industry. It aims to advance scientific knowledge, develop research, and provide high-level specialization to graduates in scientific methods for the systematic and optimal management of resources and operations in hotel enterprises, as well as in the technological aspects of hotel

education, targeting the acquisition of high-level expertise required for the profession of Hotel General Manager.

The purpose of the study program is to provide high-quality education that fosters the development of professionals with advanced knowledge, skills, and competencies in the management of hotel units and the various departments that compose a hotel operation. Supported by academic staff from the University of West Attica (UniWA) and the Hellenic Mediterranean University (HMU), as well as visiting lecturers from academia, research, and the professional sector in Greece and abroad, the Program offers participants high-level specialization in issues related to Hotel Unit Management.

The subject of the JMPP “Hotel Business Management – Executive MBA in Hotel Management” includes:

- The preparation of highly trained executives capable of driving the development of any hotel unit they lead, through the specialized knowledge and experiences provided by this Program.
- Meeting the educational needs, at a postgraduate level, of professionals working in hotel units.
- Promoting effective management methods in hotel enterprises and understanding how these contribute to the development of the tourism industry and, more broadly, to the economy of the host country.
- Research aimed at optimizing hotel business management methods.

The Program responds to the growing need in the business environment for specialized knowledge in the hotel industry. It is designed to offer expertise in organizing and managing effective business activities in the hotel sector. Its thematic content includes analysis of the hotel industry's business environment, strategic management of all hotel operations, specific aspects of human resource management in hotels, emerging technologies in the sector, traditional hotel product production techniques, and all knowledge areas that support the effectiveness of modern hotel units.

Special attention has been given in this Program to the provision of up-to-date knowledge in both the theoretical and technological aspects of hotel education, to ensure the acquisition of high-level expertise required for the role of a Hotel General Manager.

Furthermore, the JMPP will directly contribute to enhancing the educational process and learning experience for postgraduate students, support the work of academic and scientific staff, and promote the research and development goals of the Institution. Through planned synergies and collaborations, the transfer of know-how from distinguished scholars both from Greece and abroad can be facilitated for the benefit of both students and academic community members. Additionally, it equips students with the necessary knowledge to continue their studies at the doctoral level in Higher Education.

Partner Departments and Institutions

Department of Tourism Management, University of West Attica (UniWA)

The Department of Tourism Management at the University of West Attica was established through the merger of the “Tourism and Hospitality Business Administration” track from the former TEI of Athens and the corresponding department from the former Piraeus University of Applied Sciences, when both operated as introductory tracks within the School of Business and Economics at their respective institutions.

The department's mission is to provide high-quality education in the field of Tourism Sciences, enabling graduates to acquire high-level knowledge, capabilities, and skills in tourism science, and in the strategies and policies implemented by tourism organizations, institutions, and enterprises at national and international levels.

<https://tourism.uniwa.gr/>

Department of Business Administration and Tourism, HMU

The Department of Business Administration and Tourism aims to offer high-quality theoretical and practical education in the fields of Business Administration and Tourism. Its goal is to equip students with the necessary knowledge and skills for successful careers in businesses, institutions, and organizations both in Greece and internationally. It is the only department in Crete offering university-level education in tourism, with a modern, innovative curriculum structured according to market needs.

The Department of Business Administration and Tourism was established by Government Gazette A 70 – 07.05.2019 and evolved from the former Department of Business Administration (based in Heraklion). The program lasts four years (eight semesters), and from the third year (fifth semester), students may choose between the following two advanced tracks:

- Business Administration (BA)
- Tourism Management (TM)

<https://bat.hmu.gr/>

Candidate Selection for the Inter-Institutional Postgraduate Program (IIPG)

Admissions

The Inter-Institutional Postgraduate Program accepts the following categories of applicants:

- Graduates from Departments of Greek Universities and Technological Educational Institutes (TEIs), or from recognized equivalent foreign institutions, with a focus exclusively on tourism or hospitality.

- Graduates from Greek Universities and TEIs or recognized equivalent foreign institutions in any field, provided they have certified **three years of professional experience** in the broader hospitality industry (including all types of hotel-related activity, such as cruise companies, hotel software firms, etc.).
- Final-year students may also apply, provided they submit a **Certificate of Completion** of their studies before the date the list of admitted students is finalized. In such cases, a degree certificate must be submitted **before the program starts**.
- Final-year students from foreign institutions **not yet listed** in the Hellenic National Academic Recognition Information Center (DOATAP) register may apply. If the institution is not listed on the DOATAP website, the department will follow procedures as stipulated by law. The department's administrative office will verify whether the awarding institution is included in the national register and whether the degree type is recognized. If not, the student will be **removed** from the program **without the right to a refund** of any fees paid.
- Members of the categories **Special Educational Staff (EEP)**, **Laboratory Teaching Staff (EDIP)**, **Special Technical Laboratory Staff (ETEP)**, and administrative staff (if approved by the Program Committee) may enroll as **supernumerary students (one per year)**, **exempt from tuition fees**, following application.

Selection Process and Required Documents

- Each academic year, up to **50 students per intake** and at least **10 students** are admitted.
- Final selection is made by the **Program Committee (PC)**.
- In the case of a tie in total points, candidates with equal scores are **admitted as equals**.

An official **call for applications** is issued annually and published on the websites of the collaborating departments/institutions. Applications and supporting documents must be submitted to the program's Secretariat within the deadline stated in the announcement. The deadline may be extended by decision of the PC.

Selection is based on:

- A) Evaluation and scoring of the application file
- B) Interview

Selection Criteria

Code	Description	Weight
K1	Academic performance (based on final degree grade)	20%
K2	Academic background (number of undergraduate courses related to the program's specialization)	20%

Code	Description	Weight
K3	General evaluation (includes relevant research/professional experience, publications, recommendation letters, thesis performance, etc.)	25%
K4	Interview	30%
K5	Additional certified foreign language knowledge (minimum B2 level)	5%

Each criterion (K1–K4) is scored on a scale of 0–10.

Final score (B) is calculated as:

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

The **Candidate Evaluation Committee** scores the applicants and submits its recommendations to the Program Committee for the final decision.

Application File Must Include:

- Application form
- CV
- Degree or certificate of completion with transcript
- Peer-reviewed publications (if any)
- Proof of professional/research activity (if any)
- Copy of ID (both sides)
- Two letters of recommendation
- Statement of academic interest (max 200 words)
- Certificate of English proficiency (minimum B2 level)

English Proficiency Certification

Recognized certificates include:

- Degree from an English-speaking institution or program
- First Certificate in English (FCE)
- TOEFL score of at least 500 (or 300 in the new scale)
- IELTS score of 6.5 or higher
- Greek State Language Certificate (level B2)

Applicants who have obtained a degree from an English-speaking university **do not need** to submit a separate language certificate.

If no certificate is available, the Program Committee may appoint a **three-member committee** to conduct a written language test before the evaluation. This committee includes at least one faculty member who teaches English, and possibly English language instructors holding relevant university degrees.

Certificates in other languages (at least B2 level) are also accepted. Foreign degree holders must submit a **DOATAP recognition certificate**, as per current legislation.

Foreign language proficiency may be proven by:

- a) Greek State Certificate of Language Proficiency (law 2740/1999 as amended)
- b) Degree in Foreign Language & Literature or Translation & Interpretation
- c) Undergraduate, postgraduate, or doctoral degree from a recognized foreign institution
- d) Secondary education diploma equivalent to Greek secondary schools, after at least six years of study abroad
- e) A teaching license **is not sufficient proof** of language proficiency (Presidential Decree 347/2003)

Specialization Selection

Applicants must state their preferred specialization. Final assignment to a specialization is decided by the Program Committee after evaluating all applications.

Evaluation and Ranking Committee

A Candidate Evaluation Committee may be appointed by the Program Committee. It drafts the ranking list and submits it to the PC for approval. The number of committee members depends on the number of applications but is **at least three**. Committee members **may be compensated**.

The PC publishes the final list of **admitted and waitlisted candidates** on the program's website, showing application numbers and ranking positions.

Enrollment of Admitted Students

Admitted students must enroll within **five (5) working days** from the announcement of results, submitting all required registration documents. Late registration may be accepted by the Coordinating Committee upon **justified request**.

Waitlisted candidates may be admitted in case of non-enrollment by accepted candidates.

Enrollment and Studies in the IIPG

Orientation for New Students

During the **first week** of classes, an orientation is held for new students. They are informed about:

- The curriculum and structure of the program
- Career prospects post-graduation
- Rights and responsibilities
- Academic calendar (semester start dates, exams, course registration, eClass, etc.)
- University services and the library

Special emphasis is placed on program regulations and the **Study Guide**.

Duration of Studies and ECTS

- The program lasts **three (3) academic semesters**
- Requires **90 ECTS credits** in total for graduation

Each academic year consists of two semesters (fall and spring), each with at least **13 weeks of instruction, 1 make-up week (if needed), and 2 weeks of exams**.

Students may request to extend their studies to up to **five (5) semesters** with justification and approval from the Program Committee.

Upon successful completion, students are awarded a **Postgraduate Diploma (Level 7)** according to national and European qualifications frameworks (per Law 4763/2020, Article 47).

Suspension of Studies

A student may request a **suspension of studies** for serious personal, professional, or health-related reasons (including those of family members). Requests must be justified and documented with appropriate certificates.

- Approval is granted by the Program Committee.
- Suspension periods **do not count** toward the maximum allowed study duration.
- Suspension cannot exceed **two semesters** in total.
- Students **lose student status** during the suspension and resume under the same status upon return.

Offered Courses – Language of Instruction

Courses are offered in both the first and second semester, covering knowledge areas essential for a hotel general manager to be effective under any circumstances. All courses are compulsory. Each academic semester includes a minimum of thirteen (13) full teaching weeks.

Additionally:

- Postgraduate students are required to obtain 90 ECTS credits to complete the program.
- The courses of the Postgraduate Program (MSc) are conducted in the Greek language.
- Each course awards six (6) ECTS credits, and the final thesis corresponds to thirty (30) ECTS credits.

Beyond the program's core courses, the MSc may offer specialized preparatory seminars for students who have not graduated from departments with subject areas related to economics, business administration, or tourism. To support students, supplementary seminars and application-based classes may be offered, including reinforcement teaching. Recognized experts with specialized knowledge may also be invited to cover regular teaching needs or to deliver additional lectures on specialized topics relevant to the curriculum or the general focus of the MSc program.

Supplementary educational activities (such as workshops, seminars, educational visits, and conferences), which enhance knowledge and research and contribute to the ongoing improvement of the academic offering, may be held upon decision by the Program's Administrative Committee (Ε.Π.Σ.) and with the instructor's consent, in accordance with applicable legislation.

To promote the dissemination of scientific knowledge to society, some educational activities may, with the approval of the Ε.Π.Σ., include attendees beyond the academic community, including anyone interested in the specific topic. The procedure and terms of participation are determined by the Ε.Π.Σ. Additional activities open to the broader public may also be organized in collaboration with the Lifelong Learning Centers of the partner institutions or other certified Lifelong Learning Centers.

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

Each academic year is divided into two semesters – spring and fall – each consisting of at least thirteen (13) weeks of teaching, one (1) week for makeup classes (if needed), and two (2) weeks for exams.

Attendance in all courses is mandatory. If a course is canceled, it must be rescheduled. The new date and time are posted on the MSc website. The course instructor is responsible for recording attendance at each session. For advisory meetings or lectures conducted online (where applicable), the instructor must inform the MSc Secretariat about the participants. The Secretariat must provide instructors with printed or specially formatted attendance sheets for each course session.

Course Table by Semester:

First Semester

Code	Course Title (GR)	Course Title (EN)	Type	ECTS
A1	Στρατηγική Διοίκηση Ξενοδοχείων	Hotel Strategic Management	C	6
A2	Οικονομική Διοίκηση Ξενοδοχείων	Hotel Financial Management	C	6
A3	Διοίκηση Ψηφιακού Ξενοδοχειακού Μάρκετινγκ	Hotel E-Marketing	C	6
A4	Μεθοδολογία Έρευνας	Research Methods	C	6
A5	Οργάνωση και Διοίκηση Ξενοδοχειακών Λειτουργιών	Hotel Operation Management	C	6
Total				30

Second Semester (Β' Εξάμηνο)

Course Code	Course Title	Type	ECTS
B1	Rooms Division Management	C	6
B2	Food & Beverage (F&B) Management	C	6
B3	Leadership and Human Resources Management	C	6
B4	Revenue Management in the Hospitality Industry	C	6
B5	1 out of 2 Elective Courses:	C	6
	- Hotel Animation Management		
	- Customer Relationship Management		
Total			30

(C = Compulsory)

Third Semester (Γ' Εξάμηνο)

Course Code	Experiential Final Assignment	ECTS
Γ1	Dealing with real-life hotel problems in collaboration with industry professionals	30

Course Descriptions – 1st Semester

Course Code: A1

Course Title: Hotel Strategic Management

This course focuses on both the theory and practice of hotel strategy. It provides students with a framework to identify and respond to strategic challenges faced by modern hotel enterprises.

The aim is to develop a deep understanding of both basic and advanced strategic management concepts, tools, and methods specific to the hotel industry. Topics include:

- Positioning strategies against competitive forces in the tourism market,
- Strategic innovation and disrupting the status quo,
- Developing core competencies for sustainable competitive advantage,
- Connecting strategic choices with day-to-day operations.

Real-life case studies from both Greek and international hotel businesses offer insights into the complexity of the hospitality sector and help students critically evaluate various strategic approaches.

Course Code: A2**Course Title: Hotel Financial Management**

This course examines the role and functions of financial management in the hotel sector. It focuses on decision-making processes, performance indicators, and economic structures of hotel organizations.

Learning objectives include:

- Understanding the economic environment of hotels, production and sales processes, and technology and innovation management,
- Familiarity with ESG reporting in annual financial statements,
- Costing and pricing of hotel services,
- Investment appraisal techniques in the hospitality industry.

Ultimately, the course aims to enhance the ability of future hotel managers to understand and solve financial problems, make rational business decisions, and contribute to the economic growth and profitability of hotel enterprises.

Course Code: A3**Course Title: Hotel E-Marketing**

This course covers the digital promotion of hotel products and services using online and mobile technologies. It aims to equip students with the skills to design and implement digital marketing strategies effectively.

Core topics include:

- Digital strategy development for hotels,

- Hotel website optimization,
- Enhancing guest experience using technology,
- Collaboration with OTAs (Online Travel Agencies),
- Social media and online reputation management,
- Modern digital marketing tools: SEO, content marketing, influencer marketing, mobile marketing, email marketing, gamification, VR & AR.

Course Code: A4

Course Title: RESEARCH METHODS

The research process is initiated by a particular concern and aims to address a specific research question. Researchers are required to design the methodology they will adopt in relation to their concern and in conjunction with the subject under study.

The course covers significant topics related to scientific research methodology in the field of management and is designed to offer all the theoretical and applied tools necessary to address real-world phenomena in business administration.

More specifically, research methodology refers to the parameters of the researchers' efforts, including general methodological approaches, methods, techniques, tools, materials, and procedures selected for conducting their study.

The course aims to introduce students to the conceptual and theoretical framework to familiarize them with scientific research and academic writing at a postgraduate level. It also aims to introduce students to the methodological and analytical framework, research philosophies and approaches, research design and strategies, qualitative and quantitative research methods, data collection techniques, and tools for analyzing both quantitative and qualitative data.

Course Code: A5

Course Title: HOTEL OPERATION MANAGEMENT

This course aims to provide specialized training in the scientific methods of systematic and optimal management of resources and operations in hotel businesses. The goal is to equip students with the knowledge and skills necessary to effectively assume the role of general manager in a hotel enterprise.

Through the course, graduates will be able to:

- Recognize and understand the organizational and administrative framework of a hotel's operational system.
- Understand the structure of hotel enterprises and the roles of all hotel departments.
- Comprehend the operational procedures of hospitality service delivery.
- Identify the framework for a hotel's financial management, including the understanding of service production costs and financial operations, key elements of budgeting, and the complex procurement processes.
- Become familiar with and apply micro-level performance indicators to plan hotel operations, control processes, and ensure business efficiency and effectiveness.

SECOND SEMESTER

Course Code: B1

Course Title: ROOMS DIVISION MANAGEMENT

The Rooms Division is the major hotel department that includes the Front Office, Reservations, Guest Relations, Housekeeping, Security, and Maintenance departments.

Managing the Rooms Division presents a true challenge for hotel executives. Continuous customer interaction and the outward-facing nature of the work make this division one of the most interesting and dynamic parts of a hotel.

The course is designed to provide students with specialized knowledge in Rooms Division management. It includes a comprehensive and in-depth study of all departmental operations. Divided into modules, the course examines the operation and management of each part of the division in detail, presenting all current and innovative practices in use.

Beyond a detailed theoretical approach, the course aims to provide students with insight into the current realities of hotel operations, especially in the Rooms Division, emphasizing case studies.

Course Code: B2

Course Title: FOOD & BEVERAGE MANAGEMENT

This module focuses on the planning, organization, and management of hotel food and beverage departments. It emphasizes both the acquisition of specialized management knowledge and the development of skills related to food and beverage production and service within hotel operations.

Course objectives include:

- A thorough approach to F&B department management and the development of practical skills in managing F&B sub-departments, such as purchasing, kitchen, restaurants, bars, and entertainment venues.
 - Content includes budget and PnL creation for the entire department and its sub-units.
 - Understanding the department's specificities depending on room plans (all-inclusive, full board, half board, bed & breakfast) and designing operations accordingly.
 - Students will work on assignments related to strategic planning and marketing of the F&B department, human resources management, product and menu design.
-

Course Code: B3**Course Title: LEADERSHIP & HUMAN RESOURCES MANAGEMENT**

Leadership and human resource management are directly linked to operational planning within a hotel's strategic management framework. The course focuses on organizational relationships among employees, recruitment, selection, training, motivation, and evaluation processes. It also describes compensation systems in hotels and methods to maximize productivity.

The goal is to develop knowledge and skills for managing human resources in hotel operations, along with leadership capabilities and effective communication and change management skills.

Upon completion, graduates will be able to:

- Recognize and understand the organizational and administrative framework of hotel operations and the interdependence of HR with other departments.
- Know HR planning, staffing and selection procedures, employee relations management, and training and development practices.
- Manage compensation systems and employee evaluations to improve service quality, employee satisfaction, and retention.
- Apply alternative motivation theories and techniques.
- Understand the importance of managing change and a diverse (multi-cultural & multi-generational) workforce.
- Align HR policies with business strategy and propose organizational and managerial changes in a tourism enterprise.

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

The course aims to help students understand how to increase hotel revenue while minimizing costs, and to grasp the complexity of decision-making regarding what to sell, when, to whom, and at what price. Through case studies, students are equipped with essential management tools for increasing sales and effectively adjusting product pricing. One such critical tool is revenue management and profit optimization.

Drawing from the instructors' extensive experience and expertise in tourism, the course provides methodologies to balance demand with accommodation availability and to forecast prices, aiming to maximize hotel profitability.

In today's economic environment, hotel management and staff must be equipped with basic, practical financial knowledge, cost analysis, and budgeting skills to understand the financial impact of their decisions.

The course also explores principles of costing, budgeting, and other financial management techniques relevant to business operations.

Its ultimate aim is to serve as a valuable resource for understanding the daily financial transactions within hotels and a guide to the financial criteria used in business decision-making.

Course Code: B5.1**Course Title: CUSTOMER RELATIONSHIP MANAGEMENT**

The course addresses one of the most critical topics in Hotel Business Management: customer relationship management (CRM).

Customer Relationship Management is a strategic process aimed at acquiring and retaining selected customers in order to generate maximum value for both the hotel business and the customer.

The course aims to equip students with the necessary specialized knowledge of all the methods, tools, and techniques currently used by modern hotel businesses concerning customer relationship management.

The course focuses on six key pillars:

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

In addition to in-depth theoretical analysis, the course places particular emphasis on case studies, aiming to present the current and modern understanding of CRM.

Course Code: B5.2**Course Title: HOTEL ANIMATION MANAGEMENT**

Many hotel businesses have realized that a quality hotel product does not necessarily require large investments or detailed analyses by large teams of economists. Instead, it requires interest, sensitivity, and an appropriate cultural level, so that the design and implementation of recreational activities are well-balanced.

Following this perspective, they develop a service that shapes the holiday experience through entertainment and physical activity, internationally known as *hotel animation*. This service does not merely involve entertainment, fun, and fitness activities for tourists. Its overall goal is to create such an enjoyable product that, by the end of their holiday, tourists feel more than satisfied — they feel emotionally enriched.

The service has the following specific objectives:

- Detachment from daily life problems
- Development of human relationships and social interaction
- Intensified communication
- Variety in holiday experiences
- More fun, joy, and satisfaction
- Opportunities for action

All these elements should be so enjoyable, educational, and relieving that we can talk about an improved quality of life. The course attempts to connect the concepts of *Entertainment – Physical Activity – Hotel*, analyzes marketing strategies based on the dynamics of the hotel animation service, describes entertainment, fun, and physical activity programs, and explains the role, organization, and scheduling of animators and their activities.

The inclusion of a research-oriented project increases the course's workload and ECTS credits.

The course may be delivered using distance learning tools and methods, in accordance with applicable legislation.

Supplementary educational activities (workshops, seminars, educational visits, conferences) that promote deeper knowledge and research and continuously upgrade studies may be conducted, following a decision by the Graduate Program Committee (G.P.C.) and under current legislation within Greek territory.

Course Enrollment and Attendance – Absence Limits

The academic year is divided into two semesters (spring and fall), each including at least thirteen (13) weeks of instruction, one (1) makeup week (if needed), and two (2) weeks of exams.

Attendance is mandatory. If a class cannot be held, it must be rescheduled. Rescheduled class dates and times are posted on the MSc program's website. Instructors are responsible for recording student attendance. For online advisory meetings or lectures, where applicable, the instructor informs the program's administration of the attendees.

One week before classes begin, instructors must send their course outline to the program's administration, including the assessment method. The administration distributes the outlines electronically to students. If no changes are made to an existing course taught by the same instructor, resubmission is not required.

Classes begin at the time listed in the schedule. Arrival more than 15 minutes late counts as an absence, although students are still allowed to attend. Attending less than 75% of a session counts as an absence. In exceptional cases (e.g., force majeure), the G.P.C. may approve longer absences.

Each student's attendance and performance are monitored by instructors, and students are expected to actively participate in discussions, presentations, and research activities. They must regularly check announcements posted on the MSc program's website.

Each course is considered complete after 13 three- or four-hour lectures, as outlined in the syllabus. Courses are taught either in-person or online, in accordance with current regulations and the program's operational guidelines.

Missed educational activities (lectures, presentations, etc.) are rescheduled to ensure minimum instructional weeks are met. Rescheduling is coordinated with instructors and communicated to the administration.

Students with disabilities or special learning needs may be examined orally or in writing, depending on their abilities. Oral examinations require a formal request and medical documentation proving the student cannot take written exams.

Assessment and Grading

Graduate student performance is assessed at the end of each semester through written or oral exams, or through assignments during the semester. The assessment method is defined by each course instructor.

Instructors must submit exam topics to the administration at least 2 days prior to the exam. The administration ensures reproduction of exam materials.

Grades are given on a scale from 1 to 10, rounded to the nearest tenth. A passing grade is 5 or higher. Students who fail must take a resit exam, scheduled by the G.P.C., with up to two retakes allowed. After two failures, students are dismissed. If a resit requires an assignment, the submission deadline is set by the G.P.C. In case the original instructor is unavailable, another professor may be appointed to conduct the resit.

Grades must be submitted to the administration within 30 days of the exam period's end. If assignments are part of the grade, the deadline is extended by 50%. Students can request to view their exam papers in the instructor's presence within 1 month of receiving their grades. Instructors must keep all exam papers for one year, during which the G.P.C. may request them for evaluation or random checks.

To obtain the MSc degree, each student must pass all required courses.

After grading is completed, grades are posted on the student portal (<https://services.uniwa.gr/>), where students can view their individual course results.

Failure in Examination

If a student fails a course within the maximum study duration (6 semesters), and is thus considered to have not completed the program, they may request, via written application, to be re-examined by a three-member faculty committee. The committee members must be subject matter experts and cannot include the course instructor.

If a student fails the same course more than three (3) times, they may request a special committee (composed of faculty from the same or another department) to reassess them. The committee must be approved by the MSc Director or, if not appointed within a month, by the Head of the academic department.

Exam Regulations

During exams, any form of communication or the use of communication devices (electronic or otherwise) is prohibited. All electronic devices must be turned off. Instructors and proctors are responsible for overseeing exams. Students violating the exam rules will receive a grade of zero (0) in that course. A student who receives a zero in a course more than twice due to rule violations is expelled from the program.

Guidelines for Written Assignments

Instructors must provide students with specific writing guidelines for each assigned task.

Plagiarism

Postgraduate students are required to properly cite any work or opinions of others they may have used. Furthermore, postgraduate students who have made use of Artificial Intelligence (AI) tools and assistance for completing assignments within the context of the Postgraduate Programme or their Master's Thesis must include in the preface of their text a “*Statement regarding the use of generative Artificial Intelligence (AI) and AI-assisted technologies during the writing process*”, specifying which tool was used and for what purpose.

Plagiarism is considered a serious academic offense. It includes copying someone else's work or using the work of another person—published or unpublished—without proper citation. Copying any supporting material, even from the candidate's own prior work, without appropriate reference may constitute grounds for the Programme Committee to recommend dismissal. In such cases, the Committee may decide on dismissal after giving the student the opportunity to present their views, either orally or in writing.

Any misconduct or violation of academic integrity is referred to the Programme Committee (E.P.S.) for resolution. Violations include acts of cheating or plagiarism, and generally any infringement of intellectual property laws by postgraduate students during coursework or thesis writing.

Dismissal from the Postgraduate Programme

Dismissal of a postgraduate student is carried out following a recommendation from the Coordinating Committee (S.E.) to the Programme Committee (E.P.S.), which makes the final decision. The decision is communicated to the student within 15 days,

and the student has the right to appeal within fifteen (15) days from the date of the decision. Appeals are judged definitively by the above bodies.

The E.P.S., following the S.E.'s recommendation, may decide to dismiss a postgraduate student for the following reasons:

- a. Inadequate fulfillment of obligations as described in the Internal Regulations of the Programme.
- b. Failure to pay the required tuition fees (students who have not met their financial obligations are not entitled to a certificate of completion or the Master's Degree).
- c. Disciplinary offenses, such as violation of academic ethics and, in general, any violation of applicable legislation or university regulations.
- d. Voluntary withdrawal from the programme by the student.
- e. Repeated failure in course examinations, as defined in the Internal Regulations.
- f. Failure to renew enrollment or attend courses for two (2) consecutive semesters.
- g. Acts of plagiarism or violations of intellectual property law (Law 2121/1993).
- h. Any other reason deemed necessary.

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

Awarding and Grading of the Master's Degree

The Inter-Institutional Postgraduate Programme (Δ.Π.Μ.Σ.) between the Department of Tourism Management at the University of West Attica and the Department of Business Administration and Tourism at the Hellenic Mediterranean University awards the Master's Degree in "Hotel Management – Executive MBA in Hotel Management."

The Master's Degree is conferred by the Department of Tourism Management at the University of West Attica.

The Master's Degree is an official public document. Graduates may receive a certificate of successful completion and a detailed transcript with the corresponding ECTS credits before the official awarding of the degree.

The final grade of the Master's Degree is calculated based on performance in the courses and is expressed with two decimal places using the following formula:

$$G = (G1C1 + G2C2 + \dots + G_n \cdot C_n) / (C1 + C2 + \dots + C_n)$$

Where G1, G2...Gn are the grades of the successfully passed courses, and C1, C2...Cn are the ECTS credits assigned to each course.

Passing grades are five (5) and above. The grading scale is from zero (0) to ten (10) 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

Students must successfully complete all academic and financial obligations to the Programme and any partner institutions, as well as fulfill any obligations to the Student Welfare Office and Library to receive their degree or certificate of completion.

To be awarded the Master's Degree, each student must successfully attend and pass all offered courses within the designated time frame.

Diploma Supplement

A Diploma Supplement is attached to the Master's Degree, which is an explanatory document and does not substitute the official degree or transcript. It provides information on the nature, level, context, content, and status of the studies undertaken and successfully completed by the named graduate. It does not contain evaluative judgments, statements of equivalence, or recommendations for recognition abroad.

The Diploma Supplement is issued automatically, free of charge, in both Greek and English, and must meet authenticity standards. The date of issue does not necessarily coincide with the degree award date but cannot be earlier.

Academic Advisor and Complaints Procedure

An Academic Advisor system is implemented by decision of the Programme Committee. The purpose of the system is to offer individualized academic support to students throughout their studies. The aim is to help students successfully complete their studies while developing their skills and interests in educational and research activities. The Academic Advisor determines the method of communication and support provided to the assigned students each academic year.

To ensure transparency, integrity, and accountability, the Tourism Management Department and the Postgraduate Programme follow a structured complaints and appeals process in accordance with the published Regulations on the Management of Student Complaints and Appeals available on the Programme's website.

Learning Outcomes and Employment Prospects

Learning Outcomes

Upon successful completion of the Master's Programme in "Hotel Management – Executive MBA in Hotel Management," students acquire the theoretical foundation necessary to effectively manage all areas of hotel business operations.

Graduates will be equipped to pursue careers in hospitality and related sectors (e.g., conference centers, holiday resorts, travel production, hotel supply chain, consultancy firms, etc.).

Graduates will be able to:

- Manage staff across all hotel operations.
- Develop practical hotel business strategies.
- Improve hotel revenue management skills.
- Strengthen the financial performance of hotel businesses.
- Identify business ideas and skills relevant to hospitality management.
- Apply effective leadership models and behaviors.
- Demonstrate strong communication skills.
- Analyze data and make decisions using critical thinking and problem-solving techniques.
- Evaluate diversity and ethical issues in the hospitality industry.

Employment Prospects

The high-quality education provided in the scientific areas of the Programme significantly contributes to the successful career development of graduates by equipping them with the necessary knowledge and skills to advance professionally in the hotel industry.

The Programme aims to promote advanced scientific knowledge, foster research, and provide high-level specialization in modern hotel management. It also prepares students for further academic pursuits, such as doctoral studies.

Student Services – Student Welfare

Based on applicable state law and university administrative decisions, postgraduate students are entitled to services such as:

- Free meals,
- Health care coverage (European Health Insurance Card),
- Other facilities.

The Student Welfare Office is responsible for providing information on student services and university life in general.

General Information

Postgraduate students are not entitled to free textbooks under the current legal framework. However, they have the right to use the university library services under its regulations.

Eligible social benefits include:

- Medical and pharmaceutical care,
- Free meals,
- Transportation benefits (academic ID with integrated student fare card),
- Sports activities (overseen by the Sports and Cultural Events Committee and supported by appropriate infrastructure),
- Cultural activities (organized groups for music, dance, theater, photography, etc.).

Catering

Students of the University of West Attica (UNIWA) are entitled to free meals at the University's restaurant based on their personal and family situation, according to the terms, conditions, procedures, and supporting documents defined by the applicable legislation. Those who are not eligible for free meals may still use the restaurant services by paying a small fee. Eligible students are issued a special ID card containing their personal details, the Department they are enrolled in, and the academic year for which the benefit is granted. The card is renewed on its reverse side for each academic year.

Free meals are provided from September 1st until July 5th of the following academic year, excluding the Christmas and Easter holidays. The period may be extended by Senate decision in case of extension of the semester or the spring exam period.

Two restaurants operate in the university campuses of Ancient Elaionas and Alsos Aigaleo, where students can enjoy their meals on weekdays. On weekends and public holidays, catering services are provided at the restaurant located at 10 Crete Street, Vathis Square. Information regarding eligibility requirements and documentation for free meals is available on the University and Catering Department websites.

Healthcare

The aim of UNIWA is to provide healthcare for members of its academic community. Fully equipped medical offices operate on the university campuses. The main objectives of this Department are:

- Provision of primary healthcare services to students and staff of the University;
- Supply of necessary medical materials and equipment and provision of first aid;
- Preventive health education to maintain, improve, and promote student health;
- Cooperation with all parts of the academic community to reduce morbidity due to drugs, smoking, alcohol, and unhealthy lifestyle and dietary habits.

Counseling and Psychological Support Services

All UNIWA students have the opportunity to seek help from specialized University services for specific personal reasons during their studies, or even volunteer to support fellow students who are in need.

The University aims to support students with special needs and to offer counseling and psychological services to all members of the academic community.

Through the Counseling and Psychological Support Center, students are offered free counseling and psychological support services on issues such as anxiety, stress, adaptation difficulties to a new environment or academic life, and more. The Center also organizes informative sessions on topics related to academic and everyday life.

Sports and Cultural Services

Fully equipped gyms operate on UNIWA campuses to support students' participation in individual or team sports activities, with the aim of enhancing their physical and mental health and providing recreation.

The Sports Department organizes and coordinates sports programs according to the number of participating students, their sports preferences, and space availability. It also develops activities that contribute to improving skills through exercise and boosting students' emotional well-being. These actions are also open to the wider community.

Seminars, lectures, theatrical performances, exhibitions, round-table discussions, and other events are organized regularly to encourage student engagement in community and cultural activities.

Erasmus Program and International Relations Office

The aim is to promote and strengthen the University's prestige at the European and international level, mainly through establishing academic and research agreements with higher education institutions and research organizations abroad, and through student and faculty mobility.

The University encourages students to benefit from the Erasmus program by experiencing different cultural and social environments.

Within the Erasmus+ program, undergraduate, postgraduate, and doctoral students can complete part of their studies in another European country (3–12 months) and/or participate in internships (2–12 months). Students may participate in Erasmus mobility for up to 12 months per study cycle. They gain valuable experience in different academic and social contexts and often improve their proficiency in the language of the host country. Financial support is available.

Website: <https://erasmus.uniwa.gr>

Disability Support Office

In line with its social mission, the University has established a support service for students and staff with disabilities, with the purpose of ensuring accessibility and providing necessary assistance.

Lifelong Learning Center

The Lifelong Learning and Training Center coordinates interdisciplinary programs focused on continuing education, training, and lifelong learning. It offers a variety of seminars on subjects aligned with the University's academic areas, which students can attend at a low cost depending on the seminar.

Network Operations Center (NOC)

UNIWA provides email services (format: <username>@uniwa.gr) to all staff, students, and teaching personnel. University premises are covered by a free Wi-Fi network (SSID: uniwa), accessible to anyone on campus for internet use.

"PROSVASI" (ACCESS) Program Services

The "PROSVASI" initiative supports UNIWA students who face barriers to equal participation in academic activities (e.g., students with disabilities, those from vulnerable social groups, or with low income) to help them complete their studies and obtain their degree.

Website: <https://prosvasi.uniwa.gr>

Facilities, Laboratories, and Services

Postgraduate Program Secretariat

The MSc in Hotel Business Administration (Executive MBA in Hotel Management) has a dedicated academic Secretariat responsible for procedural and academic matters and for guiding students.

The Secretariat is located at Alsos Aigaleo Campus, 1st floor of Building K6, Office 111 (K6-111). Contact information is available on the MSc program's website. Postgraduate students can contact the Secretariat by email, phone (+30 2130145765), or in person during office hours (Tuesdays 10:00–13:00).

Contact Details:

Office K6.111 – 1st Floor, Alsos Aigaleo Campus, 28 Agiou Spyridonos St., 12243 Aigaleo

Tel.: +30 2105385264, +30 2105387211

Email: hotelmba@uniwa.gr

URL: www.hotelmba.uniwa.gr

Teaching Facilities

The MSc in “Hotel Business Administration – Executive MBA in Hotel Management” may be conducted in facilities of partner Departments or public bodies, provided they offer the necessary infrastructure.

The existing infrastructure at UNIWA fully supports the program’s operation (buildings, labs, lecture halls, equipment, libraries, internet access, software for synchronous and asynchronous distance learning). The program’s administrative operations take place at the Department of Tourism Management, Buildings K6 and K7, Alsos Aigaleo Campus, Agiou Spyridonos St.

All facilities are fully accessible to individuals with disabilities. A portion of the infrastructure is dedicated to the educational and administrative activities of the MSc program.

Figure 1: The facilities extend across Buildings K6 and K7 of UNIWA, with a layout and building numbering of Alsos Aigaleo Campus.





Department Website and Asynchronous Learning Services

The Postgraduate Program (P.P.S.) has a website available in both Greek and English. The website is regularly updated. Specifically for postgraduate students, it provides general information about the P.P.S., the call for applications and the admissions process, course descriptions, the study program, department faculty and staff, announcements related to the P.P.S., application forms, guidelines for thesis writing, and contact information for the P.P.S. secretariat.

The P.P.S. utilizes the eClass E-Learning Platform to provide Asynchronous Learning Services. All postgraduate courses offered in the program are available through this platform. The digital teaching process is organized through eClass, where educational material is uploaded, assignments are assigned and evaluated, and course-related announcements are posted. After enrolling in the P.P.S., students receive academic credentials granting access to all university electronic services, including the platform and course materials.

Library and Reading Room

All students enrolled in the P.P.S. have access (both in-person and remotely) to the full range of services provided by the University of West Attica (UniWA) library.

The UniWA library, located at the Alsos Egaleo Campus, occupies the ground floor of the main building and extends over two levels, which are accessible to individuals with disabilities, featuring ramps and specially designed spaces. Its total area is approximately 2,520 square meters. It includes: a book repository, reading rooms (traditional and electronic), meeting rooms, an archival collection area, staff offices, and various auxiliary spaces. Upon enrollment in the P.P.S., students are entitled to a library card, which is issued by the library services.

The library and reading room at the Alsos Egaleo Campus include individual reading stations specially designed for students and staff with (i) mobility impairments, (ii) visual impairments or blindness, and (iii) hearing impairments or deafness.

Moreover, accessible institutional websites are provided, featuring a dedicated accessibility menu with options to adjust screen brightness, font sizes, background colors, enable text-to-speech, and more, in compliance with international W3C / WCAG standards.

Access to the University of West Attica (Alsos Egaleo Campus)

The Alsos Egaleo Campus (via Agiou Spyridonos Street or Dimittsanas Street) is accessible by public transportation (metro or buses) and by private vehicle. Indicative directions are provided below:

By Metro (Line M3 – Blue Line)

- Disembark at "Agia Marina" station and walk approximately 15 minutes to the campus.
- Disembark at "Aigaleo" station and transfer to bus line 829 (PADA ANCIENT ELAIONAS – ST. AIGALEO – PADA ALSOS AIGALEO) heading toward the Alsos Egaleo Campus. Get off at the stop "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" and walk 3 minutes to the university.

By Bus

- **Bus 829** toward Alsos Egaleo Campus: Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" and walk 3 minutes.
- **Bus 811** (Chaidari – St. Agia Marina): Get off at "Delfon" stop and walk 3 minutes.
- **Bus 831** (Piraeus – Aigaleo): Get off at "Delfon" stop and walk 3 minutes.
- **Bus 731** (Anthoupoli – St. M. Anthoupoli – Attiko Hospital – Dasos): Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" on Athinon Avenue and walk 5 minutes.
- **Bus 750** (Attiko Hospital – St. Metro Aigaleo – Nikaia): Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" on Athinon Avenue and walk 5 minutes.
- **Bus 845** (Piraeus – Elefsina via Thivon): Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" on Athinon Avenue and walk 5 minutes.
- **Bus A15** (St. Larisis – Dasos): Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" on Athinon Avenue and walk 5 minutes.
- **Bus B15** (St. Larisis – Palataki): Get off at "UNIVERSITY OF WEST ATTICA - ALSOS CAMPUS" on Athinon Avenue and walk 5 minutes.

By Private Vehicle

Students and faculty members with private vehicles may park on the Alsos Egaleo Campus premises. To use the parking area, they must apply for a special parking permit at the beginning of the academic year.

The entrance for faculty parking is located on Agiou Spyridonos Street, while the student and visitor entrance is on Dimittsanas Street. Designated parking spaces are available for individuals with disabilities.

P.P.S. Faculty

Teaching in the P.P.S. “Executive MBA in Hotel Management” is assigned by decision of the Program Committee to the following categories of instructors:

- a) Faculty members from the cooperating departments of UniWA and the Technical University of Crete or other UniWA departments or Higher Education Institutions (HEIs) or Military Academies, who undertake additional duties beyond their legal obligations.
- b) Emeritus Professors or retired faculty members from UniWA or other HEIs.
- c) Collaborating professors.
- d) Appointed instructors.
- e) Visiting professors or researchers.
- f) Researchers and specialized scientific personnel from research and technological institutions recognized under Law 4310/2014 or other domestic or international research centers and institutes.
- g) Renowned experts with specialized knowledge and experience in the field of the P.P.S.

With the Committee’s approval, auxiliary teaching duties may also be assigned to PhD candidates in the department or school, under the supervision of a P.P.S. instructor.

Table 1.1. Instructors (Alphabetical Order)

Name	University Email	Course
Garefalakis Alexandros	agarefalakis@hmu.gr	A2
Dimou Irini	irdimou@hmu.gr	B3
Laloumis Dimitris	laloumis@uniwa.gr	A5 & B5.1
Marinakos Konstantinos	marinakos@uniwa.gr	A1 & B4.B
Xanthos Georgios	xanthosg@hmu.gr	A4
Papadogoulas Georgios	papadogoulas@uniwa.gr	B2
Sergopoulos Konstantinos	ksergo@uniwa.gr	B1 & B5.2
Trihas Nikolaos	ntrahas@hmu.gr	A3

Table 1.2. Course-to-Instructor Mapping

Course	Instructor
A1	Marinakos Konstantinos
A2	Garefalakis Alexandros

Course	Instructor
A3	Trihas Nikolaos
A4	Xanthos Georgios
A5	Laloumis Dimitris
B1	Sergopoulos Konstantinos
B2	Papadogoulas Georgios
B3	Dimou Irini
B4.B	Marinakos Konstantinos
B5.1	Sergopoulos Konstantinos
B5.2	Laloumis Dimitris

Auxiliary Teaching by Postgraduate Students

With the approval of the P.P.S. Committee, postgraduate students, PhD candidates, and postdoctoral researchers may participate in providing auxiliary teaching services in undergraduate or postgraduate programs.

The University may offer merit-based scholarships to postgraduate students who assist with educational activities and auxiliary teaching duties.

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