

MAYBA

MBA in Air Transport Management



UNIVERSITY OF THE
AEGEAN

DEPARTMENT OF TOURISM
ECONOMICS AND MANAGEMENT



ΔΗΜΟΚΡΙΤΕΙΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΘΡΑΚΗΣ

DEMOCRITUS
UNIVERSITY
OF THRACE
DEPARTMENT
OF CIVIL
ENGINEERING



SUPPORTED BY



IN COLLABORATION WITH



HERMES
AIR TRANSPORT ORGANISATION



INTRODUCTION

In the modern aviation sector, possessing advanced educational skills has become essential. Many industry professionals have followed diverse educational routes, including engineering, piloting, or other specialised fields. However, enrolling in a postgraduate business programme is now regarded as vital for improving career prospects and unlocking new opportunities for professional growth.

The **University of the Aegean** and **Democritus University of Thrace**, with support from **Athens International Airport** in Greece and in collaboration with **Hermes Air Transport Organisation** based in Canada, are launching a unique Master of Business Administration (MBA) in Air Transport Management, known as **MATBA**.



PROGRAMME OBJECTIVES

MATBA, an industry-focused programme, is among the pioneering blended Master of Business Administration (MBA) offerings globally within the aviation sector. It delivers comprehensive advanced training and specialised knowledge across various aspects of air transport, fully addressing the sector's need for qualified scientific personnel. The programme is accredited by the Hellenic Authority for Higher Education. Its aim is to develop highly specialised professionals equipped to manage airlines and airports comprehensively, including activities related to aeronautical services.

Through the study and interdisciplinary analysis of various challenges in the aviation sector, postgraduate students will gain the necessary theoretical knowledge, skills, and strategic insights to expand their expertise, enhance critical thinking, and develop a wider scientific perspective on air transport. Graduates will be prepared for leadership roles in managing, organising, and planning operations and services related to air transport, as well as their broader activities, in both the public and private sectors. Specifically, upon successful completion of **MATBA**, graduates will be able to:

- Understand the complexity and interdisciplinary nature of air transport by gaining detailed knowledge of the goods, services, and associated infrastructure.
- Identify, analyse, and thoroughly assess operational and technical issues related to the air transport sector, particularly at airports, airlines, and air navigation service providers, based on acquired theoretical foundations.
- Comprehend the legal, regulatory, and institutional frameworks that regulate air transport.
- Develop appropriate business strategies and policies to address emerging challenges in the aviation industry.
- Use practical and experiential knowledge to adjust to the constantly changing conditions of air transport.
- Pursue further studies at the doctoral level.

WHY CHOOSE MATBA

- **Dual Academic Excellence:** Candidates will study jointly under the support of two renowned Greek universities (University of the Aegean and Democritus University

of Thrace), combining their academic strength, research expertise, and institutional resources.

- **Industry-Aligned Curriculum and Strong Industry Support:** Students will engage with a programme developed in collaboration with leading aviation experts and academics, ensuring that the knowledge and skills gained meet the evolving needs of the global aviation industry. The programme is strategically supported by Athens International Airport and Hermes - Air Transport Organisation and is overseen by an international Industry Board comprising highly esteemed and renowned professionals.
- **International and Extrovert Approach:** The programme is delivered entirely in English, the global language of aviation. **MATBA's** teaching staff includes 23 scientists with proven success in their respective fields. Reflecting the programme's international character, the teaching staff comprises members from eight different countries, including Greece, Germany, Switzerland, the United Kingdom, Canada, Cyprus, Norway, and Slovakia. Members of the Industry Board will also serve as mentors and business coaches for students. Additionally, lectures by industry leaders (C-level) will provide students with a comprehensive understanding of aviation, blending theory with practical experience.
- **Flexible Study Options:** Students can personalise their learning experience to suit their professional and personal commitments by choosing full-time or part-time online study, offering the flexibility to advance in their careers without interruption.
- **Competitively Priced:** Tuition fees for the **MATBA** programme are €10 000, making them among the lowest in the market for a specialised MBA of such high academic calibre. Students can pay their fees in monthly instalments over the 18-month duration of the programme, which amounts to roughly €555 per month. Special corporate discounts may become available, subject to specific terms and conditions.

Upon completing their studies, **MATBA** graduates will possess the necessary scientific knowledge, competencies, and practical skills, ensuring their scientific and professional recognition and advancement in the field of air transport, both domestically and internationally. Specifically, **MATBA** graduates will be able to work as:

- Executives in companies and organisations operating within the air transport sector (e.g., airlines, airports, providers of air navigation services, ground handling service companies).
- Responsible persons within organisations involved in the development, planning, and promotion of air transport strategies and policies, including Ministries, Civil Aviation Authorities, regional, and international organisations.
- Researchers and educators in the field of air transport.



PROGRAMME START, DURATION AND STRUCTURE

MATBA will welcome its first student cohort in February 2026. The programme is structured over three semesters, including compulsory and elective courses, as well as an MBA Thesis. **MATBA** awards 90 credit units in the European Credit Transfer and Accumulation System (ECTS), with each of the three semesters accounting for 30 ECTS. The courses in the first semester are open and common to all students. In the second semester, students must choose one of the following specialisations:

STREAM 1: AIRPORTS

STREAM 2: AIRLINES

STREAM 3: AIR NAVIGATION SERVICE PROVIDERS

In the third semester, students develop and submit their MBA Thesis.

The maximum permitted duration for completing studies is six academic semesters.

A **MATBA** student may, upon request, apply for a justified extension of their studies, which cannot exceed half of the standard study period in the **MATBA**. Provisions for part-time studies may be available for students unable to meet the demands of full-time study.

The duration of part-time studies cannot exceed twice the standard length of the programme. The terms and conditions for approving part-time study are detailed in the **MATBA** Regulations.

MODES OF DELIVERY

Throughout the academic year, the teaching process includes **ten three-hour lectures**, amounting to **thirty hours of instruction per course** as follows:

- At the start of the first semester, students will congregate for one week to attend face-to-face classes on the island of Chios, Greece.
- Subsequently, teaching will take place through distance learning methods, comprising both synchronous (mainly virtual classes that will also be recorded and uploaded on the Moodle learning platform) and asynchronous (primarily educational material uploaded on Moodle).

This blended delivery of **MATBA** enables professionals to integrate their daily work duties with their studies seamlessly.

Physical and virtual classes are delivered as lectures, seminars, and/or workshops, and may also include preparatory research, teaching, and other educational activities. The learning approach incorporates various communication methods between tutors and students (such as teaching material, assignment posting and assessment, images, blackboard tools, etc.), encouraging active student participation in the educational process (including synchronous discussions, use of cameras by all participants, and the formation of collaborative groups), as well as promoting critical thinking, collaboration, and flexibility among all involved in the educational journey.

PROGRAMME CURRICULUM

Core and Stream courses are mandatory. There is a broad selection of elective courses, especially in the second semester.

SEMESTER A			
CODE	COURSE TITLE	TYPE OF COURSE	ECTS
ATR101	Introduction to the Air Transport Business Ecosystem and Operations	CORE	5
ATR102	Management, Entrepreneurship and Leadership in Air Transport	CORE	5
ATR103	Air Transport Economics and Finance	CORE	5
ATR104	Market Analysis and Forecasting in Air Transport	CORE	5
ATR105	Regulatory and Legal Framework and Policy in the Air Transport Industry	CORE	5
Choose one out of three			
ATR106	Air Transport and Tourism	ELECTIVE	5
ATR107	Safety, Security and Crisis Management in Air Transport	ELECTIVE	5
ATR108	Emerging Technologies, Information Systems and Artificial Intelligence in Air Transport	ELECTIVE	5
TOTAL NUMBER OF CREDIT UNITS IN THE FIRST SEMESTER			30

SEMESTER B			
CODE	COURSE TITLE	TYPE OF COURSE	ECTS
ATR201	Research Methods in Air Transport	CORE	5
ATR202	ESG, Resilience and Sustainable Development in Air Transport	CORE	5

STREAM 1: AIRPORTS			
CODE	COURSE TITLE	TYPE OF COURSE	ECTS
ATR203	Airport Planning, Design and Operations	STREAM	5
ATR204	Airport Strategy	STREAM	5
ATR205	Airport Marketing and Route Development	STREAM	5
Choose one out of seven			
ATR206	Airline Operations Management	ELECTIVE	5
ATR207	Airline Strategy: Networks and Fleet Planning	ELECTIVE	5
ATR208	Airline Marketing and Revenue Management	ELECTIVE	5
ATR209	Air Navigation Services: Systems and Operations	ELECTIVE	5
ATR210	Air Navigation Services: Economics and Finance	ELECTIVE	5
ATR211	Ground Handling Management and Operations	ELECTIVE	5
ATR212	Human Resource Management in the Air Transport Sector	ELECTIVE	5

STREAM 2: AIRLINES

ATR206	Airline Operations Management	STREAM	5
ATR207	Airline Strategy: Networks and Fleet Planning	STREAM	5
ATR208	Airline Marketing and Revenue Management	STREAM	5

Choose one out of seven

ATR203	Airport Planning, Design and Operations	ELECTIVE	5
ATR204	Airport Strategy	ELECTIVE	5
ATR205	Airport Marketing and Route Development	ELECTIVE	5
ATR209	Air Navigation Services: Systems and Operations	ELECTIVE	5
ATR210	Air Navigation Services: Economics and Finance	ELECTIVE	5
ATR211	Ground Handling Management and Operations	ELECTIVE	5
ATR212	Human Resource Management in the Air Transport Sector	ELECTIVE	5

STREAM 3: AIR NAVIGATION SERVICE PROVIDERS (ANSPs)

ATR209	Air Navigation Services: Systems and Operations	STREAM	5
ATR210	Air Navigation Services: Economics and Finance	STREAM	5

Choose two out of eight

ATR203	Airport Planning, Design and Operations	ELECTIVE	5
ATR204	Airport Strategy	ELECTIVE	5
ATR205	Airport Marketing and Route Development	ELECTIVE	5
ATR206	Airline Operations Management	ELECTIVE	5
ATR207	Airline Strategy: Networks and Fleet Planning	ELECTIVE	5
ATR208	Airline Marketing and Revenue Management	ELECTIVE	5
ATR211	Ground Handling Management and Operations	ELECTIVE	5
ATR212	Human Resource Management in the Air Transport Sector	ELECTIVE	5

TOTAL NUMBER OF CREDIT UNITS IN THE SECOND SEMESTER

30

SEMESTER C

CODE	COURSE TITLE	TYPE OF COURSE	ECTS
ATR301	Preparation and Submission of the MBA Thesis	CORE	30

TOTAL NUMBER OF CREDIT UNITS IN THE THIRD SEMESTER

30

TOTAL NUMBER OF CREDIT UNITS IN THE MATBA PROGRAMME

90



HOW TO APPLY

The call for applications will be announced each year through various channels, including the programme's website, social media, advertisements, and email campaigns. Candidates must submit their applications via a dedicated online platform. A dedicated committee assesses each application based on several criteria, including the candidates' average score in their first (undergraduate) degree, research or professional activity related to the **MATBA** subject, letters of recommendation, and an oral interview.

To be eligible for application, candidates must possess at least an undergraduate degree from a Greek university or a non-Greek tertiary education establishment recognised by the National Academic Recognition Information Centre of Greece. Evidence of English language proficiency, at least at C1 level, is also required, although native English speakers or graduates from English-taught programmes may be exempt from this language requirement. Relevant professional experience and/or academic publications in the aviation or related sectors are advantageous.

TUITION FEES

Tuition fees for **MATBA** amount to ten thousand euros (€10 000), payable also in monthly instalments. In the event of withdrawal for any reason, any tuition already paid is non-refundable. The programme may offer financial scholarships and awards to its students based on academic merit. It may also provide students with scholarships on a quid pro quo basis. Moreover, **MATBA** students of EU citizenship may study free of charge if they meet specific financial or social criteria (as stated in article 86 of Law 4957/2022).

ABOUT THE TWO ACADEMIC INSTITUTIONS

Department of Tourism Economics and Management (TOUREM), UNIVERSITY OF THE AEGEAN

TOUREM is the newest department at the University of the Aegean, affiliated with its School of Business. It is responsible for coordinating the **MATBA** programme. Its origins arise from a long-standing tradition of innovation, interdisciplinary collaboration, and problem-solving within the University of the Aegean, combined with extensive scientific and practical expertise in tourism. TOUREM acts as an academic platform to promote interdisciplinary knowledge,

innovation, and excellence in tourism to local, national, and global societies and economies. Teaching at TOUREM focuses on providing high-quality education to undergraduate and postgraduate students in areas that examine the development of tourism at both the enterprise and destination levels. Additionally, it emphasises the creation of new knowledge in sciences that study the tourism phenomenon and the management of tourism enterprises through research and practical application.

Department of Civil Engineering, DEMOCRITUS UNIVERSITY OF THRACE

The Department of Civil Engineering is one of the oldest departments at Democritus University of Thrace. It aims to develop and advance the science and technology of Civil Engineering through the creation and dissemination of knowledge, conducting scientific and technological research to train experts capable of handling the calculation, study, maintenance, and construction of both conventional and specialised, small or large technical projects necessary for the country's development, improving living conditions for its population, exploiting natural resources, and more. This is always done while fostering a sense of high social and political responsibility, offering services to the public and private sectors, and generally participating in the country's productive and developmental processes.

ABOUT THE TWO STRATEGIC PARTNERS

Athens International Airport

Award-winning Athens International Airport Eleftherios Venizelos (IATA: ATH, ICAO: LGAV), commonly abbreviated as AIA, is Greece's largest international airport, serving Athens and the Attica Region. It began operations in 2001, just before the 2004 Summer Olympics, and is the main hub for Aegean Airlines and Sky Express. The airport is a member of Group 1 of Airports Council International, handling over 25 million passengers. In 2024, it ranked as the 16th busiest airport in Europe and the second busiest, as well as the second largest, in the Balkans, after Istanbul Airport. It is currently undergoing a significant expansion to accommodate up to 40 million passengers in the coming years.

Hermes - Air Transport Organisation

Hermes Air Transport Organization is a not-for-profit organisation based in Montreal, Canada, that represents individuals widely recognised as leading personalities or professionals in the air transport sector. Its mission and aims are:



- i) to provide a global forum for networking and exchange of ideas among its members;
- ii) to contribute to the development, advancement, and promotion of air transport worldwide;
- iii) to promote and showcase to the public the work of aviation and its contribution to economic, political, and social development globally;
- iv) to collaborate as a bridging platform with all key stakeholders in the air transport sector and partner with higher education institutions in the field;
- v) to recommend strategies and policies that add value for all stakeholders in the air transport supply chain.

ACADEMIC TEAM

- **Professor Dr Andreas Papatheodorou**, *University of the Aegean, MATBA Programme Director*
- **Professor Dr Theodoros Stavrinoudis**, *University of the Aegean*
- **Professor Dr Niki Glaveli**, *University of the Aegean*
- **Professor Dr Lazaros Iliadis**, *Democritus University of Thrace*
- **Professor Dr Vasileios Profyllidis**, *Democritus University of Thrace*
- **Associate Professor Dr Maria Doumi**, *University of the Aegean*
- **Associate Professor Dr Ioannis Kinias**, *University of the Aegean*
- **Associate Professor Dr Ioannis Dokas**, *Democritus University of Thrace*
- **Assistant Professor Dr Nikolaos Iason Koufodontis**, *University of the Aegean*
- **Assistant Professor Dr Ioanna Pagoni**, *University of the Aegean*
- **Assistant Professor Dr Ioulia Poulaki**, *University of the Aegean*
- **Assistant Professor Dr Eirini Vlassi**, *University of the Aegean*
- **Dr Kostas Iatrou**, *Hermes – Air Transport Organisation*
- **Dr André Schneider**, *Hermes – Air Transport Organisation*

- **Emeritus Professor Dr Anne Graham**, *United Kingdom, External Associate*
- **Professor Dr Nigel Halpern**, *Norway, External Associate*
- **Professor Dr Hans-Martin Niemeier**, *Germany, External Associate*
- **Professor Dr Anna Tomová**, *Slovakia, External Associate*
- **Dr Markus Biedermann**, *Germany, External Associate*
- **Dr Evanthia Kardoulia**, *Cyprus, External Associate*
- **Dr Tania Pantazi**, *Greece, External Associate*
- **Dr Eleni Paraskevi Paraschi**, *Greece, External Associate*
- **Mr Grigoris Xenikakis**, *Greece, External Associate*



INDUSTRY BOARD

- **Mr Pieter Elbers**, *Managing Director (CEO), IndiGo Airlines*
- **Ms Rania Georgoutsakou**, *Managing Director, Airlines for Europe*
- **Ms Angela Gittens**, *President, Hermes - Air Transport Organisation*
- **Mr Simon Hocquard**, *Director General, Civil Air Navigation Services Organisation*
- **Mr Glyn Hughes**, *Director General, The International Air Cargo Association*
- **Mr Olivier Jankovec**, *Director General, ACI Europe*
- **Dr Mehmet Nane**, *Co-Executive Director, IAF & Chairperson, Pegasus Airlines*
- **Dr Yiannis Paraschis**, *Managing Director (CEO), Athens International Airport*
- **Mr Abdul Wahab Teffaha**, *Secretary General, Arab Air Carriers Organization*
- **Dr Waleed Youssef**, *Director General, Aviation Services Association*

Coordinator: **Dr Kostas Iatrou**, *Co-Executive Director, IAF & Director General, Hermes – Air Transport Organisation*

CONTACT DETAILS

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ENDORSEMENTS

Aviation offers a full range of opportunities requiring professionals from multiple academic and technical disciplines. The **MATBA** will enable students to enter or rise to high-level positions at virtually every component of the aviation ecosystem, including government regulator, airport, airline, equipment manufacturer, consulting company and air traffic management.



Ms Angela Gittens

President, Hermes - Air Transport Organisation

Successful global air transport is critical for worldwide economies and connectivity, and the MATBA programme will help ensure the future of this exciting and complex industry by developing the brightest professionals across air transport technology, business and innovation.



Mr Simon Hocquard

Director General, Civil Air Navigation Services Organisation

Each year commercial aviation enables nearly 5 billion passenger journeys and the movement of cargo worth a combined USD 8 trillion dollars, demonstrating that aviation is indeed a critical driver of the global economy whilst providing crucial networks that connect people with places. To facilitate this critical activity requires a complex interaction of numerous value chain partners each providing a core component that drives overall industry success. The MBA in Air Transport Management (**MATBA**) programme will provide the tools required to support a rewarding career in the commercial aviation industry.



Mr Glyn Hughes

Director General, The International Air Cargo Association

ENDORSEMENTS

MATBA equips aviation professionals with advanced knowledge and strategic insight across airlines, airports, and ANSPs. It is a unique opportunity for tomorrow's leaders to gain the vision, skills, and confidence to shape the next chapter of our industry.



Mr Mehmet Nane

Co-Executive Director, IAF & Chairperson, Pegasus Airlines

The aviation industry is evolving faster than ever powered by AI, technology, sustainability, and the ever-increasing need for global connectivity. Whether you are passionate about airline strategy, aviation law and regulatory framework, airport management & marketing, or aerospace innovation and air traffic control management, this MBA program –the first ever in Greece and one of the few existing worldwide– aims at equipping you with the tools to elevate, transform and lead the industry.



Dr Yiannis Paraschis

Managing Director (CEO), Athens International Airport

The aviation industry, after more than a century of its existence, has become one of the cornerstones of sustainable economic development and job creation. This role requires, in addition to talent and passion for aviation, deep knowledge and structural thinking for the young generation to lead it into the future. **MATBA** helps talented and passionate people to root those necessary ingredients in academic knowledge and structural thought process. It is a mutual need between the Aviation Industry to grow, and young people to build a career for the future.



Mr Abdul Wahab Teffaha

Secretary General, Arab Air Carriers Organization

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