



UNIVERSITY OF THE
AEGEAN

SCHOOL OF BUSINESS
DEPARTMENT OF TOURISM ECONOMICS
AND MANAGEMENT



ΔΗΜΟΚΡΙΤΕΙΟ ΠΑΝΕΠΙΣΤΗΜΙΟ
ΘΡΑΚΗΣ | DEMOCRITUS
UNIVERSITY
OF THRACE

MAYBA

MBA in Air Transport Management

**INTERINSTITUTIONAL PROGRAMME OF POSTGRADUATE
STUDIES**

"M.B.A. in Air Transport Management"
(acronym: MATBA)

Department of Tourism Economics and Management
University of the Aegean
(Coordinating Department)

Department of Civil Engineering
Democritus University of Thrace

A8. STUDY GUIDE

Chios, 2025

Contents

| | | |
|-------|---|----|
| 1 | UNIVERSITY PROFILE..... | 4 |
| 1.1 | Establishment - Vision - Mission of the University of the Aegean | 4 |
| 1.2 | Rectorate Executive..... | 4 |
| 1.3 | Senate | 5 |
| 1.4 | Establishment - Vision - Mission of Democritus University of Thrace | 5 |
| 1.5 | Rectorate Executive of Democritus University of Thrace | 6 |
| 1.6 | Department Profiles | 6 |
| 1.6.1 | Department of Tourism Economics and Management..... | 6 |
| 1.6.2 | Department of Civil Engineering of Democritus University of Thrace..... | 7 |
| 2 | QUALITY ASSURANCE POLICY OF THE MATBA | 8 |
| 2.1 | Objectives of the Quality Policy | 8 |
| 2.2 | Quality Assurance Processes | 9 |
| 2.3 | Dissemination of the Quality Policy | 10 |
| 3 | THE PROFILE OF THE MATBA..... | 10 |
| 3.1 | Identity of the Programme..... | 10 |
| 3.2 | Object and Purpose of the MATBA | 10 |
| 3.3 | Responsible Bodies and Committees | 11 |
| 3.4 | Postgraduate Degree | 15 |
| 3.5 | Educational Method | 15 |
| 3.6 | Number of Admitted Students - Categories of Graduates | 15 |
| 3.7 | Selection Procedures | 16 |
| 3.8 | Duration of Studies..... | 19 |
| 3.9 | Suspension - Withdrawal from Studies – Absence Limits | 19 |
| 3.10 | Registration Dates and Course Enrolment | 20 |
| 3.11 | Course Duration | 20 |
| 3.12 | Academic Calendar..... | 20 |
| 3.13 | Tuition Fees..... | 20 |
| 3.14 | Scholarships and Awards | 22 |
| 3.15 | Evaluation of the MATBA | 22 |
| 3.16 | Evaluation of Academic Performance in Courses | 23 |
| 3.17 | Examination Periods..... | 23 |
| 3.18 | Final Grade | 24 |

| | | |
|------|---|----|
| 3.19 | Graduation (Oath-taking) and Conferment of the MATBA | 24 |
| 3.20 | Revocation of Degree..... | 25 |
| 3.21 | Sources of Communication and Information | 25 |
| 3.22 | Career Prospects | 25 |
| 3.23 | Academic Advisors..... | 26 |
| 3.24 | Practical Training and Participation in Erasmus+ Programs | 26 |
| 3.25 | Collaborations - External Advisory Committee | 26 |
| 4 | MATBA STUDIES PROGRAMME | 26 |
| 4.1 | Learning Outcomes of the MATBA | 27 |
| 4.2 | Brief Description of Courses | 30 |
| 4.3 | MBA Thesis | 46 |
| 4.4 | Doctoral Programme | 48 |
| 5 | RESEARCH – RESEARCH LABORATORIES – INTERNATIONAL SCIENTIFIC JOURNALS . | 48 |
| 5.1 | Research Laboratories of the Department of Tourism Economics and Management..... | 48 |
| 5.2 | International Scientific Journals | 49 |
| 6 | HUMAN RESOURCES..... | 50 |
| 6.1 | Teaching and Research Staff | 50 |
| 6.2 | Administrative Staff | 52 |
| 7 | STUDENT ISSUES – INFORMATION – SERVICES | 52 |
| 7.1 | Catering – Medical Care..... | 52 |
| 7.2 | European Youth Card..... | 52 |
| 7.3 | Regional Office for Study and Student Welfare in Chios | 53 |
| 7.4 | Career Office | 53 |
| 7.5 | Psychological Support Counselling Station..... | 53 |
| 7.6 | Academic ID – Registration Instructions | 53 |
| 7.7 | Library | 54 |
| 7.8 | Summer Schools..... | 54 |
| 7.9 | Recommendations and Proposals..... | 54 |

1 UNIVERSITY PROFILE

1.1 Establishment - Vision - Mission of the University of the Aegean

The University of the Aegean was established on March 20, 1984. Its headquarters are in Mytilene, and it comprises six schools and 18 Departments, which are situated on six islands (Lesvos, Limnos, Rhodes, Samos, Syros, and Chios). The University of the Aegean, as a reputable and high-level academic-research institution engaged in contemporary and dynamic fields of study, aims to further consolidate and strengthen its position in the Greek and international academic environment. It seeks to enhance its attractiveness—especially in the context of global economic and social crises—while simultaneously contributing more effectively to the institutional, developmental, and social cohesion of the multi-island Aegean region.

To achieve its vision, the University of the Aegean invests in the quality of its academic structure and the responsibility of its scientific and administrative staff. The mission of the University of the Aegean is defined by three pillars: education, innovative research, and social contribution. Education is provided in three cycles: the first cycle of studies (four-year Bachelor's or five-year Diploma studies), the second cycle of studies (Master's studies), and the third cycle of studies (Doctoral studies). Additionally, through the Lifelong Learning Centre (KEDIVIM), programs for scientific, interdisciplinary, and professional specialization are offered to continuously address the evolving needs of science and society.

Basic and applied scientific research of international scope is conducted by all Departments and the academic staff of the University, which is utilized at international, national, regional, and local levels through various publications, conferences, and projects. The entire university community is imbued with a sense of responsibility for contributing and intervening at the national level, as well as for offering support to the local communities, and contributing to the development of the regions where the University is based (Regions of South and North Aegean), at economic, social, educational, and cultural levels.

1.2 Rectorate Executive

The Rector presides over the institution, represents it, has overall supervisory responsibility for its operation, is accountable for the smooth functioning of its services, presides over the Management Council and Senate of the University, and ensures the implementation of their decisions. The Rector is assisted in their work by four Vice Rectors.

- Rector: Professor Dimitrios Papageorgiou
- Vice Rector of Administrative and Academic Affairs: Associate Professor Stylianos Xanthopoulos
- Vice Rector of Finance: Professor Ioannis Seimenis
- Vice Rector of Research and Innovation: Associate Professor Petros Kavassalis
- Vice Rector of Internationalization, Extroversion, and Student Welfare: Professor Efstratios Georgoulas

1.3 Senate

The Senate consists of the Rector of the University, the Deans of the Schools, the Heads of the Departments, one representative from each category of Special Educational Staff (SES), Laboratory Teaching Personnel (LTP), and Special Technical Laboratory Personnel (STLP) of the University, provided that such categories of personnel serve at the University, as well as student representatives at a percentage of ten percent (10%) of the total membership of the Senate. Vice Rectors can attend Senate meetings without voting rights, assigned with responsibilities related to the Senate's competencies. The Senate is the body that exercises all academic and research duties of the University of the Aegean and makes the fundamental economic, administrative, and strategic decisions of the University of the Aegean.

1.4 Establishment - Vision - Mission of Democritus University of Thrace

The Democritus University of Thrace (DUTH) was established under Legislative Decree No. 87 of July 27, 1973, and commenced its operations in the academic year 1974-1975 with the admission of students to the Departments of Civil Engineering in Xanthi and Law in Komotini. It was named "Democritus" in honour of the ancient Greek philosopher Democritus, who hailed from the city of Abdera in the Xanthi Prefecture. The administrative seat of the University is in the city of Komotini, which is the capital of Eastern Macedonia - Thrace Administrative Region, while administrative services are also provided in four cities.

Since its establishment, Democritus University of Thrace has become the first Greek regional multi-campus university, whose necessity extended beyond mere educational goals. Its operation through its multi-campus nature, initially in the cities of Xanthi and Komotini, then Alexandroupolis and Orestiada, and subsequently in Kavala and Drama, besides its educational and research activities, has made a substantial impact on the economic development of the region of Thrace. Concurrently, it has significantly contributed to strengthening the national and cultural identity of the broader Thrace region and improving the living and social standards through direct and indirect contributions.

Democritus University of Thrace is among the largest universities in the country based on its active student population. DUTH, geographically developed throughout the Eastern Macedonia and Thrace region, with 10 Schools, 28 Departments, and an array of Graduate Programs, has a student population of approximately 42,000 (including undergraduate, graduate, and doctoral students), and its academic and teaching staff exceeds 700 individuals. The structure of the programs of study offered covers most contemporary scientific fields with the School of Agricultural and Forestry Sciences in Orestiada, the Schools of Health Sciences and Education Sciences in Alexandroupolis, the Schools of Law, Classics & Humanities, Social, Political & Economic Sciences, and Physical Education & Sport Science in Komotini, the Polytechnic School in Xanthi, the Schools of Natural Sciences and the School of Administrative Science and Accounting in Kavala. This description illustrates the multidisciplinary nature of both the offered education and the ongoing research. Furthermore, the international academic dimension of Democritus University of Thrace's presence in Thrace and the continuous commitment of its personnel to the quality

of educational services provided have resulted in the creation of a dominant imprint in the academic discourse of Greece and the broader geographic area.

In a continuously evolving environment, DUTH continues to aim for both educational and research excellence, while adapting to the challenges and demands of the future. It readjusts its research strategy based on innovation, entrepreneurship, technology, the new digital era, large-scale development, as well as by attracting funding from both domestic and international entities. The current footprint of DUTH is represented by its innovative graduate programs of international scope, along with initiatives that enable it to transcend contemporary bureaucracy and geographic exclusion.

DUTH ensures the enhancement of its research profile through collaborations and projects that continue to establish it as one of the top research institutions in Greece.

1.5 Rectorate Executive of Democritus University of Thrace

The Rector presides over the institution, represents it, has overall supervisory responsibility for its operation, is accountable for the smooth functioning of its services, presides over the Management Council and Senate of the University, and ensures the implementation of their decisions. The Rector is assisted in their work by four Vice Rectors:

- Rector: Fotios Maris, Professor of the Department of Civil Engineering
- Vice Rector of Academic Affairs, Student Matters & Lifelong Education: Maria Grigoriou, Professor of Molecular Biology and Genetics
- Vice Rector of Finance, Planning, and Development: Konstantinos Chaliouris, Professor of the Department of Civil Engineering
- Vice Rector of Research and Innovation: Georgios Broufas, Professor of Agricultural Development
- Vice Rector of Administrative Affairs: Vasilios Gouroulis, Professor of the Department of Physical Education and Sport Science

1.6 Department Profiles

The Departments participating in MATBA are as follows:

1.6.1 Department of Tourism Economics and Management

The Department of Tourism Economics and Management (TOUREM) is the most recent department of the University of the Aegean (Official Government Gazette 17/15.02.2017, series A') and belongs to the Business School. It is the Department coordinating the MATBA. Each year it admits approximately 90 students. The undergraduate studies last four (4) years and are divided into eight (8) academic semesters. To obtain the degree, students must complete at least six semesters of studies and successfully pass 45 modules, which are divided into 17 compulsory, 17 compulsory elective, and 11 optional compulsory ones.

Additionally, they must accumulate at least 240 credit units (ECTS), of which six (6) units correspond to the successful submission of a thesis, six (6) units to the successful completion of an internship, and 228 units to the successful examination of the remaining modules.

The undergraduate studies programme of TOUREM is accredited by the Hellenic Authority for Higher Education. Its foundations are based on a longstanding tradition of innovation, interdisciplinary collaboration, and problem-solving within the community of the University of the Aegean, as well as on its long-standing scientific and applied experience in tourism. The Department operates as an academic conduit to disseminate interdisciplinary knowledge, innovation, and academic excellence in the field of tourism to both the local and national society and economy as well as the global sphere. The Department's strategic goals aim to achieve its vision and mission in full coordination with the strategic planning of the University of the Aegean. The Department's strategy is regularly reviewed to adapt to changes taking place in the University's external environment.

Strategic goals include:

- Creating a student centred academic environment and promoting academic development and progress.
- Enhancing the department's extroversion and internationalization.
- Strengthening research and innovation.
- Establishing bonds with the local community and supporting national prosperity.

In the Department of Tourism Economics and Management, teaching focuses on offering quality education to undergraduate and postgraduate students in the sciences that study the development of tourism at both the enterprise and destination levels. Additionally, emphasis is placed on producing new knowledge in the sciences that study the tourism phenomenon and the management of tourism enterprises through research and application.

1.6.2 Department of Civil Engineering of Democritus University of Thrace

The Department of Civil Engineering is one of the first two Departments established in DUTH, along with the Department of Law. It admits approximately 190 students each year. The aim of the Department is to cultivate and promote the science and technology of Civil Engineering through the production and dissemination of knowledge, conducting scientific and technological research to train scientists capable of undertaking the calculation, study, maintenance, and construction of conventional as well as specialized, small or large technical works necessary for the development of the country, the improvement of living conditions for its population, the exploitation of its natural wealth, etc., always in conjunction with fostering a sense of high social and political responsibility, providing services to the public and private sector, and generally participating in the productive and developmental process of the country. Undergraduate studies last five (5) years and are divided into ten (10) academic semesters. During their studies, students must successfully complete

examinations in 59 mandatory and 11 elective modules, and in their final semester, they must write a diploma thesis. The curriculum of the Department of Civil Engineering at DUT is certified by the Hellenic Authority for Higher Education.

2 QUALITY ASSURANCE POLICY OF THE MATBA

2.1 Objectives of the Quality Policy

The Quality Policy of the Inter-Institutional Master's Program “M.B.A. in Air Transport Management” (hereinafter MATBA) has been prepared in collaboration with the Quality Assurance Unit (MODIP) of the University of the Aegean, reflecting both the Quality Policies of the University and the strategic objectives – strategic planning of the coordinating Department of Tourism Economics and Management (TEM). The primary pillars of the Quality Policy are the student-centred approach to learning and providing postgraduate students with a high-quality educational experience anchored in the European and Hellenic Framework of Qualifications for Higher Education. The Quality Policy aims to establish a contemporary curriculum that facilitates the provision of high-quality knowledge (scientific and experiential), promotes the academic and professional development of postgraduate students, and facilitates their career advancement in the sectors of tourism enterprises, institutions, and tourist destinations. Simultaneously, the Quality Policy emphasizes the cultivation of academic ethics.

The Quality Policy has been approved by the Assembly of TOUREM. It supports the human resources of the MATBA to serve the strategic objectives it has set. More specifically, these objectives are:

- Creating a suitable academic environment focusing on the graduate student and shaping their academic profile, nurturing their academic development and progression.
- Enhancing research and innovation in the scientific fields of tourism.
- Linking tourism research with education and transferring the research knowledge and experience acquired by the faculty to students.
- Connecting with the tourism market, local communities, and supporting the country's well-being.
- Enhancing the extroversion and internationalization of the curriculum, given that it will be offered in English.

The MATBA aims to equip students with theoretical and applied specialized knowledge that has substantial added value in the air transport sector and, more broadly, in the national economy and society. The educational process is based on a multidisciplinary approach to air transport, with particular emphasis on the fields of economics and management. Efforts are made to continuously enhance the material and human resources of the MATBA for the benefit of students, as well as to strengthen supportive resources and services (e.g., student

welfare, library, etc.). There is an emphasis on adapting to new educational requirements and adopting innovative teaching methods.

Additionally, efforts are made for collaboration with businesses and organizations in the air transport market, thereby understanding the new requirements in human resources and the knowledge and skills that it must possess. Among others, it is worth noting that the program is supported by the Athens International Airport and the International Non-Governmental Organization Hermes Air Transport Organization based in Montreal, Canada. The above will enable the MATBA graduates to effectively respond to the current business environment of air transport and to be competitive in the labour market at both national and international levels. International trends in education and research are monitored, and useful ideas and new perspectives are drawn to enhance the quality characteristics of the MATBA. Last, committees (both internal and external) are activated to formulate proposals for innovation, change, and enrichment of the MATBA curriculum.

2.2 Quality Assurance Processes

To achieve and effectively implement the quality objectives, the MATBA will operate an Internal Evaluation Group (Program Committee / Coordinating Committee), which in collaboration with the Director and MODIP (where necessary) will:

- Formulate the quality objectives of the MATBA and based on these, establish the quality policy of the MATBA.
- Incorporate national and/or institutional quality policies into the quality policy of the MATBA.
- Keep abreast of international trends in educational quality and utilize the experiences of Greek and international educational institutions to adopt best practices.
- Collect, codify, analyse data, and simultaneously monitor quality indicators of the MATBA.
- Monitor the degree of achievement of the set objectives and, if necessary, take corrective measures (adjust the quality policy, and/or the quality objectives of the MATBA, etc.).
- Focus on strengthening critical quality variables of the MATBA, including qualitative characteristics and qualifications of instructors (e.g., published research work); effectiveness of the delivered teaching; qualitative attributes of graduates; and their connection with the demands of the labour market.
- Seek to enhance the material and human resources of the MATBA, to support its quality policy.
- Conduct internal evaluations of the MATBA.
- Prepare and facilitate the external evaluation of the MATBA.

2.3 Dissemination of the Quality Policy

A critical element in the design and implementation of the quality policy is its adequate dissemination in an effective manner so that all interested parties are easily and seamlessly informed. To this end:

- The quality policy will be made available on MATBA's website so that all people involved (students, academic and administrative staff) can easily refer to it.
- Similarly, the quality policy will be sent to postgraduate students and to new members of the academic community of the MATBA during their initial contact with it.
- During the introductory seminar on orientation and information for postgraduate students, there will be a clear reference to the quality policy and its objectives.
- Tutors will be informed by the Director about the quality policy and its objectives.
- Tutors will be encouraged to focus on informing postgraduate students about quality matters in their role as faculty advisors by highlighting the significant importance attributed by the MATBA to the active and effective participation of postgraduate students in completing evaluation questionnaires regarding courses, educational processes, and support services.
- When there are modifications or changes to the quality policy, the same communication channels will be used to inform all parties involved.

3 THE PROFILE OF THE MATBA

3.1 Identity of the Programme

The MATBA constitutes an innovative programme and is the first in Greece specializing in air transport. The programme operates under the title "M.B.A in Air Transport Management". It is coordinated by the Department of Tourism Economics and Management with the participation of the Department of Civil Engineering of the Democritus University of Thrace. The MATBA offers comprehensive specialized knowledge across the spectrum and aspects of air transport, fully addressing the needs of the aviation sector for qualified scientific personnel.

3.2 Object and Purpose of the MATBA

The MATBA is integrated into the strategic planning of the University of the Aegean, characterized by scientific cohesion and aims to further promote knowledge, develop research and the arts, satisfy educational, research, social, cultural, and developmental needs of Greece, and ensure high-level specialization of graduates in theoretical and applied fields of specific scientific disciplines, thematic units, or sub-fields of the scientific subjects of the first cycle of studies of the collaborating Departments.

The purpose of the MATBA is to provide fundamental education and systematic training of students on various issues related to the air transport sector. Specifically, the programme's

objective is the postgraduate training of students in Air Transportation Management, covering the broad spectrum of managing airlines and airports up to supporting activities related to aeronautical services. Through the study and interdisciplinary analysis of the diverse challenges in the aviation sector, postgraduate students will acquire the necessary theoretical background, skills, and strategic knowledge to broaden their knowledge base, sharpen their critical thinking, and develop a broader scientific perspective on the field of air transport.

3.3 Responsible Bodies and Committees

The relevant bodies/committees responsible for the establishment, organization, and functioning of the MATBA will be:

- The Senate of the Institution
- The Postgraduate Studies Committee (PSC)
- The Assemblies of the coordinating Department and the collaborating Department
- The Programme Committee (PC)
- The Coordinating Committee (CC) of the MATBA
- The Director of the MATBA
- Committee for Evaluating and Selecting Postgraduate Students

Senate (paragraph 1, article 82 of Law 4957/2022)

The Senate of the Higher Education Institution of the leading Department has the following responsibilities:

1. Approves the establishment of a Postgraduate Program (MATBA) or the amendment of the decision to establish the MATBA.
2. Approves the extension of the operational period of the MATBA.
3. Constitutes the Program Committee, in the case of interdepartmental or inter-institutional or joint MATBAs.
4. Decides to abolish MATBAs offered by the Higher Education Institution.

Postgraduate Studies Committee (paragraphs 1 and 2, article 79 of Law 4957/2022)

By decision of the Senate of the University of the Aegean, following a proposal from the Deanships, a Postgraduate Studies Committee is constituted. Its responsibilities include:

1. Submitting opinions to the Senate of the respective Higher Education Institution regarding the establishment of new postgraduate programs or the modification of existing postgraduate programs, following evaluations of requests from the Assemblies of Departments for new postgraduate programme establishment, related feasibility reports, and costing of the MATBA's operation, and the possibility of

returning them if the proposal is not sufficiently justified or the accompanying reports are incomplete.

2. Drafting a plan for regulations for second and third cycle programmes of the Higher Education Institution and submitting it to the Senate.
3. Preparing a standard operational plan for the functioning of postgraduate programs.
4. Monitoring compliance with the operation regulations of postgraduate programs.
5. Monitoring implementation of laws, regulations, and administrative decisions concerning postgraduate programs.
6. Monitoring the procedure for exemption from tuition fees.
7. Any other responsibilities specified in the Internal Regulation.

Assembly of the Coordinating Department and Collaborating Departments

The Assembly of the coordinating Department of Tourism Economics and Management of the University of the Aegean has introduced to the Assembly of the Department of Civil Engineering of the Democritus University of Thrace and, subsequently, through the Postgraduate Studies Committees of both institutions to their respective Senates, the necessity of establishing the MATBA according to paragraphs 5 and 6 of Article 80 of Law 4957/2022. The Assemblies of the coordinating and collaborating Departments propose the members of the Programme Committee to the Senate of the University of the Aegean, as set out in the Special Cooperation Protocol and the Regulations.

Programme Committee (PC)

The Programme Committee is composed of faculty members from the two Departments and is constituted by decision of the Senate of the University of the Aegean, following a proposal from the Assemblies of the two Departments. Retired professors from the two Departments can also participate in the PC, provided they offer teaching in the MATBA.

The PC of the MATBA “M.B.A in Air Transport Management” has a two-year term, is composed of five members and is made up of:

- Three (3) members from the Department of Tourism Economics and Management of the University of the Aegean
- Two (2) members from the Department of Civil Engineering of the Democritus University of Thrace

The PC exercises the corresponding responsibilities of the Department Assembly. The number of members and the composition of the PC are determined in the cooperation protocol of the MATBA and in accordance with the provisions of Article 81 of Law 4957/2022.

The Programme Committee:

1. Constitutes committees for evaluating applications of prospective postgraduate students and approving their enrolment in the MATBA.
2. Assigns teaching duties to the tutors of the MATBA.
3. Proposes to the Senate of the University of the Aegean any amendments to the decision for establishing the MATBA, as well as extensions of its duration.
4. Constitutes examination committees for evaluating the master's theses of postgraduate students and assign supervisors for each thesis.
5. Determines the successful completion of studies for awarding the MATBA degree.
6. Approves the report of the MATBA, following a proposal from the Coordinating Committee (CC).

By a decision of the PC, the responsibilities set out in paragraphs 1 and 4 may be delegated to the CC of the MATBA.

Coordinating Committee (CC) (paragraph 3, article 81 and paragraph 3, article 82 of Law 4957/2022)

The CC is constituted by the decision of the Programme Committee for a two-year term and is composed of the Director of the MATBA and four (4) members of the Programme Committee (in this case, all members of the PC). The CC may also include retired professors from the two Departments, if they teach in the MATBA.

The CC is made up of:

- Three (3) members of the Department of Tourism Economics and Management of the University of the Aegean
- Two (2) members of the Department of Civil Engineering of the Democritus University of Thrace

Issues for which there is no provision in relevant legislation, in the Operational Regulations of the MATBA, and in the decision to establish the MATBA will be determined by the PC.

The CC is responsible for monitoring and coordinating the program's operation, specifically:

1. Compiling the initial annual budget for the MATBA and its amendments, provided the MATBA has funds as per article 84 of Law 4957/2022, and proposing its approval to the Research Committee of the Special Research Fund (SRF).
2. Preparing the programme's report and proposing its approval to the PC.
3. Approving any expenditure of the MATBA.
4. Approving the granting of scholarships, whether returnable or not, according to the Regulations of the MATBA.

5. Proposing to the PC the distribution of teaching load and the assignment of teaching duties in accordance with the provisions of article 83 of Law 4957/2022.
6. Proposing to the PC the invitation of Visiting Professors for covering teaching needs of the MATBA.
7. Compiling a plan to amend the curriculum for submission to the PC.
8. Proposing to the PC the redistribution of courses between academic semesters and matters related to the program's quality upgrade.

The MATBA Director

The PC assigns one member as Director of the MATBA for a two-year term with the possibility of renewal without restrictions. The Director presides over the PC and the CC. The MATBA Director must be an academic staff member of the Department of Tourism Economics and Management (i.e., the coordinating Department). The Director of the MATBA has the following responsibilities:

1. Presides over the CC and the Programme Committee, prepares the agenda, and convenes its meetings.
2. Proposes matters concerning the organization and operation of the MATBA to the PC.
3. Advises the CC and other bodies of the MATBA and the Higher Education Institution on matters related to the effective functioning of the MATBA.
4. Acts as the Scientific Supervisor of the programme according to article 234 of Law 4957/2022 and exercises the corresponding responsibilities.
5. Monitors the implementation of decisions of the bodies of the MATBA and the Institutional Regulations for postgraduate programmes, as well as monitors the execution of the MATBA's budget.
6. Performs any other duties prescribed in the decision to establish the MATBA.

Evaluation Committee for Postgraduate Students

The Evaluation Committee consists of at least three faculty members and is appointed by decision of the PC. The committee's responsibilities include:

- Evaluating all submitted documentation in accordance with the existing legislation and any academic criteria that may have been set (the Secretariat of the MATBA checks the completeness of the documentation).
- Checking linguistic proficiency in English.
- Conducting personal interviews.
- Preparing a record for the evaluation and ranking of candidates for admission to the MATBA.

The final ranking of candidates based on the list of criteria established by the Programme is submitted for confirmation to the PC. The PC may establish additional Committees as deemed necessary. All proposals or decisions made by the Committees are approved by the PC.

3.4 Postgraduate Degree

The MATBA awards a Master's degree in "Master of Business Administration (M.B.A.) in Air Transport Management" with three (3) specializations as follows:

1. Airports
2. Airlines
3. Air Navigation Service Providers

The postgraduate degree indicates the names of both collaborating departments. The Master's title is signed by the Rector, the Head, and the Secretary of the coordinating Department.

3.5 Educational Method

Throughout the academic year, the teaching process consists of ten (10) three-hour lectures, i.e., thirty (30) hours of teaching per course. The language of instruction is English. Teaching may occur via distance learning methods during the semesters, where the percentage of total instruction delivered through distance education may reach up to 100% of the programme, and the percentage may vary for each course. The educational process may also utilize asynchronous distance learning methods, not exceeding twenty-five percent (25%) of the total credit units of the MATBA. Classes are conducted in the form of lectures, seminars, and/or workshops, and may also include preparatory research, teaching, and other educational activities.

For the needs of the programme, the online distance learning platform Moodle (Modular Object Oriented Developmental Learning Environment) is used for asynchronous distance learning, while Zoom is used for online real-time lectures (synchronous distance learning). The process of distance learning employs video, audio, and varying-speed transmission media and is compliant with the European General Data Protection Regulation - GDPR.

The learning approach includes various forms of communication between the tutors and students (teaching material, assignment posting and evaluation, images, use of blackboard tools, etc.), encouraging active participation of students in the educational process (synchronous discussion, availability of camera usage for all participants, and the creation of collaborative groups), as well as fostering critical thinking, collaboration, and flexibility among all participants in the educational process.

3.6 Number of Admitted Students - Categories of Graduates

The number of students admitted per year is set at a maximum of sixty (60) postgraduate students. The maximum number of admitted students per specialization is set at forty (40). The MATBA accepts students that hold a first degree from Higher Education Institutions

(HEIs) and Technological Educational Institutions (TEIs) in Greece or recognized institutions from abroad. According to article 304 of Law 4957/2022, Higher Education Institutions, in order to ascertain whether a foreign institution or a type of degree from a foreign institution is recognized for the acceptance of applications and enrolment for admission to a postgraduate programme or for pursuing a doctoral dissertation, are bound by the National Registry of Recognized Higher Education Institutions Abroad and the National Registry of Types of Degrees from Recognized Institutions Abroad of the Hellenic National Academic Recognition Information Centre (Hellenic NARIC). In cases where the degree has been awarded by an institution included in the list of foreign institutions that confer degrees organized through franchising agreements with private entities in Greece as per article 307 of Law 4957/2022, the relevant Secretariat of the coordinating Department must request a Study Place Location Certificate from the foreign University. If the place of study or part of it is certified as being in the Greek territory, the degree is not recognized unless the part of the studies done in Greece is at a public HEI. In cases where a foreign institution or degree is not registered in the relevant registers, the Hellenic NARIC examines ex officio or at the request of the relevant Secretariat of the coordinating Department whether the necessary conditions are met and, by decision, includes them in the registers. Additionally, graduates from Higher Military Educational Institutions (H.M.E.I.) (articles 1 and 88 of Law 3883/2010 – Official Government Gazette 167/A/24.09.2010), the School of Officers of the Hellenic Police (paragraph 5, article 38 of Law 4249/2014 – Official Government Gazette 73/A/24.03.2014), the Fire Academy's Cadet School (paragraph 14, article 69 of Law 4249/2014 – Official Government Gazette 73/A/24.03.2014), and the School of Junior Officers of the Coast Guard - Hellenic Coast Guard (S.D.S.L.S. - H.C.G.) (article 1 Presidential Decree 75/2018 – Official Government Gazette 145/A/07.08.2018) are also accepted. Furthermore, final-year students from HEIs in Greece are admitted, provided they have completed their requirements and have submitted the relevant certificate by enrolment in the MATBA.

3.7 Selection Procedures

Announcement

Each year, following a decision from the Programme Committee (PC), an announcement is published through suitable channels (including the websites of the respective Departments and Institutions) regarding the selection of students for the MATBA. The announcement specifies the admission requirements, categories of graduates, number of admitted students, method of admission, selection criteria, deadlines for submitting applications, and required documentation, etc. The Programme Committee constitutes a committee for evaluating application of candidates. The evaluation method may include the assessment of documents, conducting personal interviews, etc., as well as the method of scoring the criteria that is outlined in detail in the Regulations of the MATBA and stated in the announcement. Additionally, the PC may regulate selection issues in case of ties among candidates by its decision.

Application Submission - Documentation

Candidates' applications must be accompanied by the required documentation as specified in the announcement. The application and electronic copies of the documentation are submitted via the "Nautilus" system. Essential documents include:

1. Application for candidacy
2. Detailed curriculum vitae
3. Copy of diploma or certificate of completion of the first cycle of studies
4. Transcript from undergraduate courses, where the degree or diploma grade is recorded
5. Publications in peer reviewed journals, if any
6. Evidence of professional or research experience, if any
7. Photocopy of both sides of the ID card or passport
8. Two letters of recommendation from individuals who can provide insight into the academic or professional standing of the candidate
9. Certificate of English language proficiency, level C2 or C1. An exception from the possession of a relevant certificate is granted if English is the candidate's native language and/or their undergraduate/other postgraduate/doctoral studies have been conducted in English, and/or the candidate has relevant professional experience in an environment where the predominant working language is English.

The following documents will be required as proof of English language proficiency:

- a) State Certificate of Law 2740/1999, as replaced by paragraph 19 of article 13 of Law 3149/2003,
- b) Degree in English Language and Literature or Degree in Translation and Interpretation from domestic or equivalent foreign institutions,
- c) Degree, undergraduate or postgraduate, or doctoral diploma from any accredited higher education institution abroad in English,
- d) Other language certificates of proficiency at C2 or C1 level in English as stated in the current Annex of Proof of Language Proficiency by the Supreme Council of Civil Personal Selection in Greece.

The foreign language teaching proficiency license does not prove knowledge of the foreign language (Presidential Decree 347/2003). Candidates holding such a license must present a certified copy and an accurate translation of the degree based on which the language proficiency license was issued).

Selection Criteria

The selection of admitted candidates is based on the following criteria:

- Degree/diploma average score at a percentage of 30%
- Grades in undergraduate courses related to the subject matter of the Program (if applicable) at a percentage of 5%
- Performance in the Thesis/Dissertation, where applicable in the first cycle of studies, at a percentage of 5%
- Certified knowledge of English, level C2 (e.g. CPE, MCCE, or equivalent state language certificate) at a percentage of 10%. The minimum required level of English language proficiency is C1 (e.g. CAE, ALCE, or equivalent state language certificate).
- Knowledge of other languages
- Research or professional activity related to the MATBA subject matter at a percentage of 10%
- Publications and writing activity at a percentage of 5%
- Letters of recommendation at a percentage of 5%
- Oral interview at a percentage of 30%

The PC may, by its decision, determine the details of applying the criteria or define supplementary criteria that are considered during the selection of postgraduate students and are communicated in the announcement.

Preparation of Evaluation Table

Based on the established criteria, the Selection Committee prepares the Evaluation Table of candidates and submits it for approval to the PC. Specifically:

- a) The Selection Committee initially compiles a complete list of those who have submitted applications.
- b) Disqualifies candidates who do not meet the minimum criteria.
- c) Invites candidates that meet the minimum criteria for an interview conducted by the members of the corresponding Selection Committee.
- d) Ranks candidates based on their scores.
- e) Compiles the final selection list.

The final list of successful candidates is approved and verified by the PC and posted on the Department's website. In cases where there are multiple candidates with the same total score, the candidate's diploma or degree grade is considered for final ranking, and in this case of ties, additional ranking criteria may apply.

Enrolment of Selected Candidates in the MATBA

The selected candidates enrol in the MATBA within the timeframe announced by the MATBA Secretariat, providing any documents requested in the announcement. If one or more students do not enrol, waitlisted candidates will be invited to enrol in the programme based on their ranking in the approved evaluation list.

3.8 Duration of Studies

The MATBA will accept students until the academic year 2035-2036, according to applicable regulations, subject to the possibility of non-accreditation during periodic evaluations. The programme commences in the winter and/or spring semester of each academic year. The duration of studies in the MATBA leading to a postgraduate degree is set at three (3) academic semesters, which includes the time for completing the thesis. The maximum allowable time for completing studies is set at six (6) academic semesters. The postgraduate student may, upon request, seek justified extensions of studies, which cannot exceed half the normal duration of studies in the MATBA. Provisions for part-time studies may be made for students who are unable to meet the demands of full-time study. The duration of part-time study cannot exceed twice the normal duration of the programme. The terms and conditions for approving part-time study are established in the Regulations for the Operation of the MATBA.

3.9 Suspension - Withdrawal from Studies – Absence Limits

A postgraduate student may request a justified suspension of studies that cannot exceed two consecutive semesters. The suspension process involves the following steps:

1. Submission of the relevant request at the beginning of the academic semester to the PC, detailing the reasons for the suspension, along with relevant documentation (if available).
2. A reasoned decision from the PC, stating that during the suspension of studies the student's status is lifted and all related rights are suspended. The student's status is automatically reinstated after the expiration of the suspension. Students who have received educational leave from their employer for their studies at the MATBA are not entitled to leave during that time. Semesters of suspension of student status are not counted towards the prescribed maximum duration of normal studies.

The PC may decide to withdraw postgraduate students if they:

- Exceed the maximum absence limit
- Fail the examination of one or more courses and have not successfully completed the program

- Exceed the maximum allowable duration for studies in the MATBA, unless there are demonstrably serious and exceptional reasons, examined on a case-by-case basis by the PC
- Violate intellectual property rights during the preparation of their assignments
- Fail to pay the required tuition fees
- Submit their own application for withdrawal to the Secretariat of the MATBA (in this case, the application is automatically approved by the PC).

Postgraduate students are required to attend all educational activities of the MATBA. A postgraduate student is considered to have attended a course (and therefore has the right to attend examinations) only if they have attended at least 50% of the course's scheduled teaching hours. In any case, attendance and participation are confirmed by the responsibility of the tutors delivering the courses.

3.10 Registration Dates and Course Enrolment

At the beginning of each academic semester, prior to the commencement of courses, the registration dates for students and the process for declaring courses for each semester are set and posted on the MATBA's website.

3.11 Course Duration

According to the decision of the Senate of the Institution No. 8/2.7.2015/theme 3.2, the completion of each semester course requires ten (10) to thirteen (13) educational and learning units (which include lectures, theoretical presentations, laboratory activities, participation in field research, etc.). The MATBA includes courses with ten (10) educational and learning units per semester, with each unit lasting three (3) hours. To support postgraduate students who have concurrent professional occupations, courses may take place on all days of the week. In case of a course conflict, timely rescheduling is required. The date and time of rescheduling will be posted on the MATBA's website.

3.12 Academic Calendar

At the beginning of each semester and before the start of classes, the Academic Calendar of the Programme, prepared by the Director of the MATBA and approved by the PC, is posted. This includes the start and end dates of instructional periods, exam periods, holidays, etc. The Academic Calendar of the MATBA is harmonized to the extent possible with the Academic Calendar of the undergraduate programmes of the Institution. At the beginning of each period, the timetable is announced, indicating the days and hours of course instruction, dates for other events, or obligations, etc.

3.13 Tuition Fees

Participants in the MATBA are required to pay tuition fees totalling ten thousand euros (10,000€), which can be divided into monthly instalments. Payment of tuition fees is made to the Research Unit of the University of the Aegean, which is responsible for their management. Postgraduate students are required to fulfil all their financial obligations. In case of withdrawal for any reason, any already paid tuition is non-refundable.

According to article 86 of Law 4957/2022:

1. Enrolled students in a Postgraduate Programme (P.G.P.) may study free of charge in a P.G.P., if payment of tuition is stipulated, provided they meet the financial or social criteria outlined herein. A requirement for granting the right to study free of charge due to economic or social criteria is meeting the academic merit conditions for the first cycle of studies, which corresponds at a minimum to holding an average grade equal to or greater than seven point five on a scale of ten (7.5/10), provided that the evaluation of the primary degree submitted for admission to the P.G.P. has been conducted according to a ten-point grading scale of the Higher Education Institutions (H.E.I.) of Greece; otherwise, this criterion is applied proportionally according to the respective grading scale, provided that the submitted degree was awarded by a foreign institution.
2. The total number of students studying free of charge shall not exceed thirty percent (30%) of the total registered students per academic year. If the numerical calculation of the number of eligible for exemption from tuition results in a decimal number, rounding to the nearest whole unit is performed. If the number of beneficiaries exceeds this percentage, beneficiaries are selected in descending order until the number is completed.
3. Applications for free tuition for each P.G.P. under this article are submitted after the completion of the admission process for students to the P.G.P.
4. A student in the P.G.P. may qualify for free tuition if they meet the conditions set in paragraph 1, provided the following criteria are satisfied:
 - a) the average sum of the taxable income of the two (2) most recent financial years of all household members of the requesting candidate, i.e., those of the candidate themselves, of their parents, regardless of whether they file joint or separate tax returns, and of their siblings up to twenty-six (26) years old, provided they are single and have the same taxable income according to the meaning of article 7 of Law 4172/2013 (A' 167), does not exceed seventy percent (70%) of the national median disposable income, according to the most recent published data of the Hellenic Statistical Authority (ELSTAT), if the applicant is younger than the twenty-sixth (26th) year of age and is single or has not entered into a cohabitation agreement,
 - b) the average taxable income of the two (2) most recent financial years of the applicant does not exceed one hundred percent (100%) of the national median disposable income according to the most recently published data of ELSTAT if the applicant has reached the age of 26,
 - c) the average sum of the taxable income of the requesting candidate for exemption from tuition but also of their spouse or cohabitant, if married or if they have entered into a cohabitation agreement, regardless of whether they file joint or separate tax returns, does not exceed one hundred percent (100%) of the national median disposable income, according to the most recent published data of ELSTAT,

5. If the applicant has not reached the age of 26 and is a child of a three-child or multi-child family, or a child of a single parent, or an orphan from at least one (1) parent or a person with disabilities or a member of a household with a person with disabilities, they can apply for a 50% exemption from the tuition fee obligation, provided that the mean average income of the family as in a) above is more than seventy percent (70%) and does not exceed one hundred percent (100%).
6. An examination of the criteria for exemption from tuition fees is carried out by the Assembly of the Department in the case of a single-department P.G.P., or by the Programme Committee in the case of interdepartmental or inter-institutional P.G.P.s, and a reasoned decision regarding the approval or rejection of the application is issued.
7. The possibility of exemption from the obligation to pay tuition fees is provided exclusively for studies in one (1) P.G.P. organized by HEIs in Greece.
8. This does not apply to citizens of third countries.

In the event of non-compliance with financial obligations, temporary suspension of studies or withdrawal of the student from the Programme may occur following a decision of the Evaluation Committee.

3.14 Scholarships and Awards

The MATBA may also grant scholarships for excellence and awards to its students, at the expense of its budget, based on their academic performance and individual or family economic situation. It may also offer students reciprocal scholarships. The body responsible for defining the number of scholarships and awards, the criteria for granting them, and any other related matters is the Programme Committee.

3.15 Evaluation of the MATBA

At the end of each semester, an evaluation of each course and each instructor will be conducted by the postgraduate students, in accordance with the provisions laid out in the internal quality assurance system of the University of the Aegean. Following the conclusion of each course, students evaluate the course as a whole with respect to content, teaching methods, recommended literature, etc. Upon the conclusion of the term of the CC, the outgoing Director may prepare a detailed report of the research and educational work and other activities of the MATBA, aimed at upgrading studies, optimizing the existing infrastructure, and the socially beneficial use of available resources of the MATBA, which is submitted to the coordinating Department.

A process of regular internal and external evaluation has been established at the University of the Aegean. Students, upon completing each course, evaluate the course overall in terms of content, teaching methods, and the suggested literature through the quality assurance system of the University of the Aegean. According to this process, students receive an electronic message (e-mail) with the list of courses they enrolled in for the current semester. Each course has a link to the course evaluation questionnaire. The collection and management of evaluations from the student body is carried out in a modern, friendly, and

secure electronic environment that ensures the necessary anonymity. The electronic system is accessible to the Director and all instructors of the MATBA at the University of the Aegean, who through it receive ongoing updates about the results of electronic evaluations of their courses. Periodically (e.g., biennially or triennially) and under the responsibility of the Director of the MATBA, relevant data is collected to allow for comparisons of the curriculum and its content between the MATBA and other similar postgraduate programs offered by institutions recognized for their innovativeness both in Greece and abroad.

Moreover, the MATBA is evaluated within the context of periodic assessments/certifications of the academic unit by the Hellenic Authority for Higher Education. In this context, the overall assessment of the work carried out by the MATBA, the degree to which the objectives set upon establishment have been met, its sustainability, the absorption of its graduates into the labour market, its contribution to research, its internal evaluations by postgraduate students, the necessity for extension of its operation, as well as other elements related to the quality of the work produced and its contribution to the national strategy for higher education, are evaluated (paragraph 1, article 87, Law 4957/2022).

3.16 Evaluation of Academic Performance in Courses

Students' performance in the program is evaluated at the end of each academic semester for all courses taken. The evaluation is based on a) assignments, b) written examinations conducted during the semester or during regular examination periods established within the MATBA, c) digital assessment methods, d) oral examinations, or e) combinations of the aforementioned. The grading uses a scale from 0-10, with 5 being the passing score, and grades are submitted with an accuracy of one decimal point. The grades are submitted to the Department's Secretariat within two (2) weeks after the conclusion of the examination period. The taught and examined content, the literature, the method, and the evaluation process for each course is the exclusive responsibility of the teaching faculty member who has been assigned the course by the PC.

3.17 Examination Periods

The examination periods are two: February and June and are streamlined as much as possible with the examination periods of the undergraduate programs of study, as determined each time in the Academic Calendar of the University of the Aegean. Regarding the deadline for submitting examination results from the teaching staff, the provisions are laid down in the Academic Calendar apply. If a student fails in a course, they may retake that course in the (resit) examination period in September. If a postgraduate student fails in the examination of a course or courses in the last exam period, in which they have the right to participate according to the present guide, so as to be considered as not having successfully completed the MATBA, their case shall be evaluated, upon their request to the MATBA Director, during the same examination period, by a three-member committee appointed by the Director, comprising teaching staff from the coordinating or another Department of the HEI with a similar or related area of expertise, excluding the lecturer teaching the course (paragraph 6, article 65 of Law 4957/2022). If the student does not submit a request within the timelines prescribed by the MATBA or fails the examination by the three-member committee, they will be withdrawn from the MATBA after a decision by the PC.

3.18 Final Grade

The final grade of the master's degree is determined by the grades of the courses in the taught part of the programme and the thesis grade, according to their credit units and based on the following formula:

$$\text{Final Grade} = \frac{5}{90} \times \left(\sum_{i=1}^{12} \text{Grade Module}_i \right) + \frac{30}{90} \times \text{Grade M. B. A. Thesis}$$

3.19 Graduation (Oath-taking) and Conferment of the MATBA

The text for the conferment ceremony is defined by a decision of the Senate of the University of the Aegean.

Master's Degree

Within the framework of the MATBA "M.B.A in Air Transport Management," a master's degree is awarded in the following specializations:

1. Airports
2. Airlines
3. Air Navigation Service Providers

The master's degree is an official document. The format was established in accordance with the decision of the 27/07.02.2023 meeting of the Senate (Official Government Gazette 1001/B/23.02.2023). It is signed by the Rector, the Head, and the Secretary of the leading Department or their corresponding deputies. Graduates of the MATBA may receive, prior to graduation, a certificate stating that they have successfully completed the Programme. Graduates are provided with a degree copy accompanied by a diploma supplement and a grading report. The original diploma is retained in the graduate's file. The Master's Degree and the grading report may also be issued in English. Graduates may receive their Master's Degree in parchment upon payment of the fee determined by the relevant bodies. To receive either the master's degree or a certificate of completion of studies, graduates must have successfully met all academic requirements of the Programme and settled all financial obligations, as well as any obligations to Student Welfare and the Library of the collaborating Institutions.

Diploma Supplement

According to articles 14 and 15 of Law 3374/2005 and the Ministerial Decision Φ5/89656/B3/13.08.07 (Official Gazette 1466/13.08.2007, series B), the MATBA must be organized based on the system of credit transfer and accumulation. As a result, Master's Degrees awarded by the University of the Aegean must be accompanied by the Diploma Supplement, which is an explanatory document providing information about the nature, level, overall context of education, content, and status of studies successfully completed, which does not replace the official degree title, or the grading report issued by the

Institutions. This document is automatically issued and without any financial charge in both Greek and English.

Awarding the Master's Degree

The graduation and awarding ceremony for the master's Degrees takes place in person in a special ceremony before the Rector, the Dean, and the Head of the Department or their representatives. The names of the graduates are approved by the PC, which certifies the successful completion of studies to award the Master's Degree (paragraph 2, article 82 of Law 4957/2022). In exceptional cases of inability to physically attend for serious reasons (e.g., health issues, personal circumstances, etc.), with a request from the concerned graduate submitted to the MATBA Secretariat no later than one day before the ceremony, the graduate may participate in an conferment ceremony remotely, which takes place on the day of the in-person ceremony or on the following day, upon the decision of the Dean of the Business School of the University of the Aegean, in coordination with the Head of TOUREM (based on the decision of the 27/07.02.2023 meeting of the Senate – Official Government Gazette 1001/B/23.02.2023).

3.20 Revocation of Degree

A Master's Degree award may be revoked or annulled if it is proven that the prerequisites for obtaining it under the legal and institutional framework did not exist at the time of its conferment. The revocation or annulment is decided by the Programme Committee, which informs the Rector of the Institution.

3.21 Sources of Communication and Information

The smooth integration of postgraduate students into the MATBA and their academic progress are directly related to the timely and reliable dissemination of information regarding matters related to their studies. In this context, the MATBA will organize its online presence to provide immediate, ongoing, and unobstructed access to clear, comprehensible, and reliable information to its postgraduate students and a wide range of interested parties. The electronic platforms for the MATBA's engagement with interested parties are:

- Its website
- Email correspondence
- The MATBA's pages on social media

3.22 Career Prospects

Upon completion of their studies, graduates of the MATBA will possess the required scientific knowledge, competencies, and practical skills, which can secure their scientific and professional recognition and advancement in the field of air transport and the aviation sector both domestically and internationally.

Specifically, graduates of the MATBA will be able to work as:

- Executives in companies and organizations operating in the air transport sector both within and outside Greece (e.g., carriers, airports, providers of air navigation services, ground handling service companies).
- Responsible individuals in organizations related to the development, planning, and promotion of strategy and policy concerning air transport (Ministries, Civil Aviation Authorities, European Aviation Safety Agency (EASA), EUROCONTROL, etc.).
- Researchers and educators regarding air transport issues.

3.23 Academic Advisors

Postgraduate students, upon their enrolment in the MATBA, will be informed about the Academic Advisor framework, which is responsible for the continuous monitoring and support of their educational and social integration into the academic community of the University of the Aegean. Academic Advisors provide the necessary support to postgraduate students in navigating the demands of their studies. This support manifests through collaboration on matters related to the development of interests, allowing their scientific and professional specialization to be gradually aligned with their personality and subjective and objective abilities, and vice versa. Academic Advisors assist postgraduate students regarding specialization options and the selection of various courses in accordance with their interests, capabilities, and skills.

3.24 Practical Training and Participation in Erasmus+ Programs

Postgraduate students may not engage in Practical Training beyond that provided for within Erasmus+ (Erasmus Placement) programs. The Director of the MATBA approves the submission of applications by students for participation in Erasmus+ mobility programmes in which the University of the Aegean participates.

3.25 Collaborations - External Advisory Committee

The leading Department of Tourism Economics and Management and thus the MATBA, within the framework of its development strategy with core goals of extroversion, excellence, research, and innovation, has established Memoranda of Understanding (MoUs) with equivalent Academic Institutions, Research, and Development Agencies. The signing of these MoUs constitutes a legal as well as a substantive commitment from the participating institutions/foundations to engage in academic, scientific, and research collaboration aimed at mutual and broader social benefits. The MATBA, with an outward-oriented approach and a goal to continually improve the quality of its provided educational and research work, has recognized the need to establish an External Advisory Committee composed of distinguished personalities and executives from the aviation sector.

4 MATBA STUDIES PROGRAMME

The MATBA studies programme is structured over three (3) semesters and includes compulsory modules, elective modules, and a master's thesis. In the First Semester (30 ECTS), the program comprises a total of six (6) modules, namely five (5) Core Compulsory

Modules and one (1) Elective Module. In the Second Semester (30 ECTS), students must choose one of the following Specializations:

Stream 1: Airports

Stream 2: Airlines

Stream 3: Air Navigation Service Providers

Overall, for the Second Semester, the program comprises six (6) modules as follows: Students study two (2) Core Compulsory Courses (common for all specializations). For Specializations 1 and 2, students study three (3) Core Compulsory Courses for the respective specialization and one (1) Elective Course. For Specialization 3, students study two (2) Core Compulsory Courses for the respective specialization and two (2) Elective Courses. Upon successful completion of the two (2) semesters, students will select, in collaboration with their supervisor, the topic for their Thesis, which lasts for another semester.

4.1 Learning Outcomes of the MATBA

The M.B.A. in Air Transport Management aims to provide advanced training and specialized expertise in the complex field of air transport. The mission of the MATBA is to nurture highly specialized professionals by offering innovative theoretical and practical knowledge, along with the latest methodologies, technologies, and operational tools. Graduates will be prepared for leadership roles in managing, organizing, and planning operations and services related to air transport, as well as their broader activities, both in the public and private sectors. Specifically, upon successful completion of the Master's program, graduates will be able to:

- Understand the complexity and interdisciplinarity of air transport, having in-depth knowledge of the goods, services, and infrastructure constituting it.
- Identify, analyze, and thoroughly study, based on acquired theoretical foundations, operational and technical issues pertaining to the air transport sector, particularly in airports, airlines, and air navigation service providers.
- Understand the legal, regulatory, and institutional framework governing air transport.
- Design appropriate business strategies and policies to address emerging issues in the airline industry.
- Apply necessary practical and experiential knowledge to meet the constantly changing conditions of air transport.
- Continue their studies at the doctoral level.

Key characteristics of the MATBA include educational flexibility, academic excellence, professional connectivity, and applied research. The total number of Credit Units (ECTS) required for obtaining the Master's Degree amounts to ninety (90). The curriculum is structured as follows (where (C) indicates Compulsory and (E) indicates Elective):

| SEMESTER A | | | |
|---|---|-----------------------------|-------------|
| CODE | COURSE TITLE | TYPE OF COURSE (C/E) | ECTS |
| CORE COMPULSORY COURSES | | | |
| ATR101 | Introduction to the Air Transport Business Ecosystem and Operations | C (CORE) | 5 |
| ATR102 | Management, Entrepreneurship and Leadership in Air Transport | C (CORE) | 5 |
| ATR103 | Air Transport Economics and Finance | C (CORE) | 5 |
| ATR104 | Market analysis and Forecasting in Air Transport | C (CORE) | 5 |
| ATR105 | Regulatory and Legal Framework and Policy in Air Transport Industry | C (CORE) | 5 |
| ELECTIVE COURSES (Choose 1 from 3) | | | |
| ATR106 | Air Transport and Tourism | E | 5 |
| ATR107 | Safety, Security and Crisis Management in Air Transport | E | 5 |
| ATR108 | Emerging Technologies, Information Systems and Artificial Intelligence in Air Transport | E | 5 |
| TOTAL CREDIT UNITS FOR FIRST SEMESTER: | | | 30 |
| SEMESTER B | | | |
| CODE | COURSE TITLE | TYPE OF COURSE (C/E) | ECTS |
| CORE COMPULSORY COURSES | | | |
| ATR201 | Research Methods in Air Transport | C (CORE) | 5 |
| ATR202 | ESG, Resilience and Sustainable Development in Air Transport | C (CORE) | 5 |
| STREAM 1: AIRPORT | | | |
| STREAM 1 COMPULSORY COURSES | | | |
| ATR203 | Airport Planning, Design and Operations | C (STREAM) | 5 |
| ATR204 | Airport Strategy | C (STREAM) | 5 |
| ATR205 | Airport Marketing and Route Development | C (STREAM) | 5 |
| ELECTIVE COURSES (Choose 1 from 7) | | | |
| ATR206 | Airline Operations Management | E | 5 |
| ATR207 | Airline Strategy: Networks and Fleet Planning | E | 5 |
| ATR208 | Airline Marketing and Revenue Management | E | 5 |
| ATR209 | Air Navigation Services: Systems and Operations | E | 5 |
| ATR210 | Air Navigation Services: Economics and Finance | E | 5 |
| ATR211 | Ground Handling Management and Operations | E | 5 |
| ATR212 | Human resource management in the Air Transport Sector | E | 5 |

| STREAM 2: AIRLINES | | | |
|--|---|----------------------|-----------|
| STREAM 2 COMPULSORY COURSES | | | |
| ATR206 | Airline Operations Management | C (STREAM) | 5 |
| ATR207 | Airline Strategy: Networks and Fleet Planning | C (STREAM) | 5 |
| ATR208 | Airline Marketing and Revenue Management | C (STREAM) | 5 |
| ELECTIVE COURSES (Choose 1 from 7) | | | |
| ATR203 | Airport Planning, Design and Operations | E | 5 |
| ATR204 | Airport Strategy | E | 5 |
| ATR205 | Airport Marketing and Route Development | E | 5 |
| ATR209 | Air Navigation Services: Systems and Operations | E | 5 |
| ATR210 | Air Navigation Services: Economics and Finance | E | 5 |
| ATR211 | Ground Handling Management and Operations | E | 5 |
| ATR212 | Human resource management in the Air Transport Sector | E | 5 |
| STREAM 3: AIR NAVIGATION SERVICE PROVIDEERS (ANSPs) | | | |
| STREAM 3 COMPULSORY COURSES | | | |
| ATR209 | Air Navigation Services: Systems and Operations | C (STREAM) | 5 |
| ATR210 | Air Navigation Services: Economics and Finance | C (STREAM) | 5 |
| ELECTIVE COURSES (Choose 1 from 8) | | | |
| ATR203 | Airport Planning, Design and Operations | E | 5 |
| ATR204 | Airport Strategy | E | 5 |
| ATR205 | Airport Marketing and Route Development | E | 5 |
| ATR206 | Airline Operations Management | E | 5 |
| ATR207 | Airline Strategy: Networks and Fleet Planning | E | 5 |
| ATR208 | Airline Marketing and Revenue Management | E | 5 |
| ATR211 | Ground Handling Management and Operations | E | 5 |
| ATR212 | Human resource management in the Air Transport Sector | E | 5 |
| TOTAL CREDIT UNITS FOR SECOND SEMESTER: | | | 30 |
| THIRD SEMESTER OF STUDIES | | | |
| CODE | COURSE TITLE | TYPE OF COURSE (C/E) | ECTS |
| ATR301 | WRITING OF THE MBA THESIS | C | 30 |
| TOTAL CREDIT UNITS FOR THIRD SEMESTER: | | | 30 |
| TOTAL OVERALL | | | 90 |

The above curriculum is indicative. The number, type, and content of the courses in the curriculum, as well as their distribution over semesters, may be adjusted by decision of the Programme Committee for the purposes of ensuring the proper

functioning of the MATBA. The instruction language of the courses is English, and the language of the thesis is also English.

4.2 Brief Description of Courses

ATR101: Introduction to the Air Transport Business Ecosystem and Operations [First Semester – Core Course]

Air transport is a critical element of modern societies, involving many different actors that need to work in collaboration. Each actor has a different structure, and the systemic nature of the industry requires harmonious cooperation among all. The functions of each stakeholder can vary significantly, as can their life cycles. Many actors' roles have changed over the decades. The aviation industry seems to revolve around airlines and airports, but these are part of a broader chain: regulatory authorities/governments, ground handling providers, air navigation service providers, aircraft/engine manufacturers, and others play a decisive role in the smooth operation of the air transport ecosystem. Only through cooperation, on a common basis and with common standards, can smooth operation be achieved.

Safety and security are the two main challenges in aviation. However, operations are affected by external factors/shocks, such as COVID-19, oil crises, and geopolitical situations. In today's climate change environment, the sustainable development of the sector represents a priority, and the industry is called upon to find solutions.

Considering the above, the aim of this course is to provide students with a broad understanding of the structure and operations of air transport across various stages, offering knowledge about each actor's role and the risks and challenges faced by the industry.

Upon successful completion of this unit, students will be able to:

- Understand what the ecosystem of air transport businesses is.
- Identify and recognize the key stakeholders involved in air transport and their roles.
- Integrate interdependence, the systemic nature of air transport and the interaction amongst different stakeholders.
- Assess the role of air transport for the local, regional, and global society and economy.
- Identify and evaluate the risks and challenges impacting the air transport system and its functions.

ATR102: Management, Entrepreneurship and Leadership in Air Transport
[First Semester – Core Course]

This course offers a comprehensive introduction to business founded on the basic principles of contemporary management, applying these principles to the real world. It covers theoretical approaches and practical advice for success in a performance-based modern market, including planning, organization, motivation, controlling, decision-making, teamwork, ethics, and personal development. Through readings and case studies, it provides tools and methodologies to analyse the internal and external business environment.

The course also aids in understanding the theory of entrepreneurship in relation to large and small enterprises. It outlines the essential components and identifies potential barriers to successful entrepreneurship. It provides tools and methodologies (business model canvas, business plan) for market analysis and trends, as well as for creating new businesses and ensuring their sustainable operation.

Finally, the course introduces students to the concepts of leadership and distinguishes between management and leadership. It emphasizes the development of leadership skills and personal characteristics essential for being effective leaders in competitive enterprises.

By the end of this course, students will be able to:

- Understand the theoretical background of management and entrepreneurship.
- Creatively and effectively apply the theoretical foundation in relevant case studies.
- Critically evaluate planning, organization, control, and decision-making processes.
- Work towards establishing a new business using the business model canvas and business plan.
- Develop leadership strategies to maximize an organization's performance.

ATR103: Air Transport Economics and Finance

[First Semester – Core Course]

This course aims to introduce students to the concepts of economics and financial management, creating a long-term sustainable environment for their operations. These concepts are essential for airlines to manage demand and optimize revenue; to design strategies for cost reduction at various levels; to tackle complex regulatory and competitive issues; to provide clear, accurate and transparent financial statements, metrics and valuations, to conduct detailed planning and budgeting, and to evaluate investment proposals.

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

- Apply basic concepts and strategies in demand management, costing, pricing, and revenue in the air transport sector.

- Calculate the construction and operating costs of airlines and airports.
- Evaluate revenues (air navigation and non-navigation) of airports.
- Design pricing policies for airlines and airports.
- Understand the differences between various business models of airlines and airports.
- Understand the pillars and structure of cost for airlines and airports and how these can be effectively controlled.
- Assess the role of regulation, competition, and economic synergies in air transport.
- Prepare financial statements, metrics, and assessments of airlines.
- Understand the importance of planning and budgeting for airline operations.
- Evaluate investments in aircraft and examine the role of leasing.
- Assess the economic benefits of air transport operations.

ATR104: Market Analysis and Forecasting in Air Transport

[First Semester – Core Course]

This course provides a comprehensive overview of the key principles and techniques of market analysis and demand forecasting in the dynamic field of air transport. It will provide students with a strong understanding of how to assess market demand, analyse competitive environments, and carry out data-driven forecasts for air transport and related services.

Upon completion of the course, participants will have acquired skills that are necessary for informed decision-making and strategic planning in the aviation industry.

This course provides an overview of the key principles and techniques for market analysis and demand forecasting in air transport.

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

- Understand the significance of market analysis for various activities in air transport.
- Conduct market analysis for air transport.
- Explain how future demand for passengers and goods can be analysed.
- Utilize various forecasting methods and apply them to the aviation sector (statistical methods, econometric models, artificial intelligence).
- Develop appropriate models for forecasting the air transport market.
- Explain how Artificial Intelligence can contribute to the forecasting process.

- Understand and appropriately use relevant software and programs for air transport forecasting.

ATR105: Regulatory, Legal and Institutional Issues in Air Transport

[First Semester – Core Course]

An integrated understanding of the legal and institutional environment is essential for any executive in management, especially in the aviation sector, where the International Civil Aviation Organization (ICAO) at a global level and the European Union in the single European market are the main political actors setting standardized legal rules. Air policy shapes both the international institutional framework and is influenced by global aviation law principles, such as state sovereignty, air freedoms, and reciprocity.

This course will provide participants with an overview of the main actors and legal tools governing international civil aviation policies, including agreements for international air transport services, the liability of carriers under the Montreal Convention, European regulations on passenger rights, airport operations, and air traffic management, as well as safety.

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

- Outline the basic regulatory texts and institutions in international and European civil aviation policy.
- Understand the main legal and political issues in air transport, as regulated at the international level.
- Apply the prerequisites for providing and operating air transport services, airports, and air navigation according to international and European law.
- Analyse the international and European regulatory and institutional frameworks concerning air transport services, the liability of carriers, passenger rights, airport operations, air navigation, and issues of security and protection against unlawful acts.

ATR106: Air Transport and Tourism

[First Semester – Elective Course]

The demand for air transport is largely dependent on activities that are geographically stable, mainly related to tourism for leisure purposes, business, visiting friends and relatives, and other reasons. Moreover, air freight plays a significant role in the supply chain, particularly in remote tourism areas with economic wealth. Simultaneously, the connectivity of air transport is critical for tourism development and depends on the existence of critical infrastructure related to airports, air navigation services, ground handling, and transport solutions.

The travel distribution system, and particularly travel organizers, online travel agents, and travel management companies, also play a crucial role in shaping and directing tourist flows. This course discusses and critically evaluates the interdependence of air transport and tourism based on a systemic approach involving all stakeholders.

The theory is supported by examples, case studies, and role-plays to help students creatively understand and apply air transport and destination management concepts in a complex environment.

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

- Identify the key stakeholders involved in air transport and tourism.
- Analyse the main aspects of interdependence between air transport and tourism.
- Evaluate the roles of airlines, airports, ground handling service providers, and air navigation service providers in tourism.
- Discuss the significance of travel organizers, online travel agents, and travel management companies in managing and promoting tourism.
- Understand the importance of Destination Development, Management, and Promotion Organizations (DDMMOs) in coordinating air transport and local tourism service providers (e.g. hoteliers).
- Apply theoretical concepts in an empirical context to create mutually beneficial conditions for key stakeholders in air transport and tourism.

ATR107: Safety, Security and Crisis Management in Air Transport

[First Semester – Elective Course]

This course focuses on integrating safety principles and practices across various sectors of the aviation industry. It offers an overview of modern approaches to safety and the tools they provide, as well as how these tools can be employed to enhance aviation safety. The course will also cover current practices in using systematic risk analysis approaches and innovative and emerging trends in aviation safety management.

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

- Understand the fundamental principles and concepts of safety, security, and crisis management in aviation.
- Identify and evaluate risks and threats across various sectors of the aviation industry.
- Develop and implement effective strategies for mitigating potential safety and security issues.
- Apply systematic approaches and safety methodologies to air transport risk and accident analysis.

- Evaluate the factors contributing to aviation accidents and incidents, including the role of human factors and organizational aspects.
- Develop specifications and define strategies for enhancing safety and security in aviation systems.
- Analyse the impact of emerging trends and challenges in aviation safety, security, and crisis management.

ATR108: Emerging Technologies and Artificial Intelligence in Air Transport

[First Semester – Elective Course]

Information technology today constitutes a fundamental and often critical component of all activities and functions within the air transport ecosystem. From aircraft and air traffic control to the management of airlines and airports, technology has become an integral part of daily operations and strategic planning. Advanced information systems enable businesses to remain competitive by adopting innovative business models while optimizing resource utilization and enhancing overall efficiency and effectiveness. Simultaneously, technology plays a central role in ensuring the safety and reliability of travel, thereby enabling commercial air transport to remain the safest mode of passenger and cargo transportation worldwide.

Throughout the history of flight, many significant contemporary technologies widely used across all sectors were initially developed to meet aviation needs. Additionally, any significant innovation from other sectors quickly finds its way into air transport, providing a variety of benefits.

This course examines a wide range of technologies shaping the air transport industry, from communications and networks to big data and artificial intelligence.

Based on recent statistics from 2022 on the aviation industry, the global market size for Artificial Intelligence (AI) in aviation was approximately 728.05 million dollars and is expected to reach \$23 billion by 2031. The current and future use of AI in the international aviation sector extends (but is not limited to) optimizing pricing strategies, predicting and preventing maintenance issues, enhancing flight operations, and optimizing air traffic management. AI may also significantly aid airports, improving their operations, boosting security, enhancing passenger services, providing traveller guidance, and offering personalized assistance for seamless travel. Big data analytics and AI modelling can enhance aviation safety. Such data can be collected from aircraft sensors, flight data recorders, weather inputs, airport traffic data, and passenger characteristics. When accurate and precise data is provided, AI can identify potential safety gaps/concerns to mitigate risks and improve safety standards. Advanced AI technologies can lead to predictive maintenance solutions for aircraft to forecast potential failures in a timely manner and avoid severe consequences. Aircraft components can be monitored in real-time and analysed by advanced AI technologies,

addressing/avoiding unforeseen maintenance (an issue that caused 7% of flight delays in 2023).

The modelling of aviation processes represents a complex and regulated field where safety is of utmost importance. There are smart AI systems worth mentioning (e.g., "Predix" launched by General Electric). Predix enhances the support of the General Aviation Fleet by facilitating accurate management of large volumes of data concerning engines and strengthening diagnosis capabilities. Finally, AI can handle Sentiment Analysis, which is a crucial process for airlines as it provides a clear picture of customer-related issues. The Automated Neural Intelligence Mechanism (ANIE) is an emotion analysis tool based on AI, which is used to examine feedback channels (e.g., social media, customer review websites, surveys).

The explanation of AI should be broadly utilized within aviation systems. AI systems must not only explain how they arrive at their recommendations but also be monitored and evaluated for their performance.

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

- Understand the fundamental concepts and principles of Artificial Intelligence (AI).
- Understand the basic principles of Data Mining for the discovery of useful information.
- Understand the key steps in developing Machine Learning models.
- Understand the core principles, architecture, and theoretical-mathematical framework of Feedforward Artificial Neural Networks (ANNs).
- Develop classification and regression ANNs using Feedforward Artificial Neural Networks with applications in air transport management.
- Understand performance evaluation metrics for ANN models.
- Appreciate the necessity of Avoiding Overfitting and Memorization.
- Grasp the concept of Generalization and its importance in machine learning model evaluation.
- Understand the principles of other well-known Machine Learning algorithms.
- Solve problems arising from class imbalance.
- Understand Deep Learning Algorithms.
- Develop robust Machine Learning models for air transport management applications.

ATR201: Research Methods in Air Transport

[Second Semester – Core Course]

Research methods are a strategic tool necessary for conducting scientific research. This course emphasizes the importance of scientific research, defines its key concepts and stages, and places special emphasis on a broad range of related topics, including literature reviews, problem formulation, data collection, data summarization and presentation (Descriptive Statistics), data analysis, conclusion drawing (Inferential Statistics), and the drafting of relevant reports. The course will also emphasize the application of all these to problems of air transport management. Finally, students will become familiar with the use of appropriate data analysis statistical packages, a modern and comprehensive software package for the statistical processing of primarily quantitative data.

Upon completion of the lectures, students will be able to:

- Define the issue under study, formulate research questions, and design the appropriate research methodology.
- Collect data (sampling techniques, questionnaire design), summarize and present it using numerical and graphical methods.
- Choose the appropriate methods for data analysis and apply them using statistical software.
- Present and interpret the results of the data analysis.
- Integrate research results into the decision-making process and compose the final research report.

ATR202: ESG (Environmental, Social, and Governance), Resilience and Sustainable Development in Air Transport

[Second Semester – Core Course]

This course aims to analyse issues related to the "Environmental, Social, and Governance" (ESG) triad within the air transport sector. First, it addresses the necessity for the aviation industry to comply with global sustainability and resilience goals concerning environmental, social, and governance-related challenges. Students will gain knowledge of sustainable air transport initiatives, climate actions, and corporate social responsibility. Upon successful completion of this course, students will be able to:

- Understand the principles of ESG and their significance in air transport.
- Explain the key factors contributing to the heightened interest in the ESG triad.
- Describe the approaches for integrating ESG into the management of entities operating in the air transport sector.

- Discuss the benefits of adhering to good ESG practices.
- Evaluate and implement sustainable practices in air transport.
- Analyse the environmental, social, and governance-related challenges in air transport.
- Develop strategies for creating resilience within the air transport sector.

ATR203: Airport Planning, Design, and Operations

[Second Semester – Compulsory Course for Stream 1, Elective Course for Streams 2 & 3]

This course examines the various aspects of airport planning, development, and operations. It covers a wide range of airport elements, providing students with a comprehensive understanding of the key aspects involved in airport design and management. Topics include airport master planning, site selection, catchment area analysis, and airport accessibility. The course focuses both on the manoeuvring area -e.g., geometric design of the manoeuvring area - and the ground infrastructure (design and operation of terminals, airport access). Upon completion of the course, students will possess the necessary knowledge and skills to analyse, design, and manage all aspects of airport infrastructure and will be able to:

- Perceive the airport as a system and understand the significance of each of its components.
- Understand the Airport Master Plan and Business Plan.
- Grasp the essential elements of air and ground infrastructure.
- Design the individual components of an airport (runway, taxiway, aircraft parking area, etc.).
- Recognize the importance of ground access to the airport (private car, metro, bus, taxi) for its efficient operation and design the appropriate infrastructure.

ATR204: Airport Strategy

[Second Semester – Compulsory Course for Stream 1, Elective Course for Streams 2 & 3]

This course offers an in-depth exploration of airport strategy and positioning from a holistic systems approach, primarily focusing on the factors that ensure sustainable long-term development and the retention of an acceptable operational license for all stakeholders. It encompasses a broad range of strategic elements for an airport and its position, from strategic planning to sustainable development strategy and environmental strategy, providing students with a deep understanding of the fundamental elements necessary for determining a successful long-term growth strategy for airports. The course includes various critical topics such as defining strategic goals and measuring them, establishing a strategy

to support long-term economic stability, emphasizing the importance of sustainable development and environmental considerations, the significance of managing stakeholder expectations and influences through the establishment and communication of strategic goals, the crucial link between strategy and infrastructure development and master planning, and finally, how to utilize strategic goals to foster greater employee involvement in the management and development of the airport. Upon successful completion of this course, students should be able to:

- Understand the strategic role of airports in the global air transport system.
- Comprehend the regulatory framework within which airports operate.
- Analyse and evaluate the operations, infrastructure, and market environment of airports.
- Learn how to assess the stakeholder environment and analyse their expectations (importance matrix).
- Understand how to analyse an airport's strategic positioning and develop strategic goals that promote this positioning, considering the expectations of all stakeholders.
- Learn how to establish strategic goals and identify the measurement indicators for managing them.
- Understand the key drivers that should be incorporated into the strategy and learn how to articulate strategic goals related to them.
- Develop strategic plans for airport expansion, service improvement, and sustainability.
- Assess the economic, social, and environmental impacts of airport strategies.
- Formulate solutions for current challenges in airport management, such as capacity constraints, regulatory compliance, and technological innovation.

ATR205: Airport Marketing and Route Development

[Second Semester – Compulsory Course for Stream 1, Elective Course for Streams 2 & 3]

This course provides a comprehensive examination of the principles and practices of airport marketing, including the significant role of route development. It covers central marketing topics such as the marketing environment of airports, airport customers and their segmentation, airport marketing research, strategic airport marketing planning, and the components of the airport marketing mix (airport product, pricing, distribution, and promotion). The course also addresses airports' approaches to digital marketing, sustainable marketing strategies, and marketing communication during crises. Particular attention is given to how marketing concepts and techniques integrate into the practice of route development. Numerous examples and case studies of airport marketing and route development from around the world will be examined.

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

- Evaluate the airport marketing environment and the airport services market.
- Recognize the important role of route development at airports and analyze various route development techniques.
- Understand the role of strategic airport marketing planning and explain the process of that planning.
- Examine fundamental components of the marketing mix and demonstrate how this marketing theory can be incorporated into airport marketing practice and route development.
- Explain how digital technologies, sustainable development, and crisis situations affect airport marketing approaches and route development.

ATR206: Airline Operations Management

[Second Semester – Compulsory Course for Stream 2, Elective Course for Streams 1 & 3]

The environment in which the airline industry operates is dynamic and uncertain, significantly impacting operational functions. The "Airline Operations Management" course introduces students to the complex and essential aspects of overseeing airline operational activities within the contemporary aviation landscape. It provides a unique opportunity to gain a comprehensive understanding of the intricate processes inherent in managing airline operations today, both from a strategic and tactical perspective. By combining remote educational sessions, modern technological tools, case studies, and industry insights, the course investigates a range of critical topics necessary for airline operational functions. Its goal is to deliver a complete understanding of the parameters considered during decision-making in airline management. The course covers the foundations of operations planning and initially analyses the various route structures of airlines globally (linear, point-to-point, hub-and-spoke, hybrid, multi-point/diagonal/rolling hubs). It then provides an in-depth analysis of the art and science of network planning, examining topics such as market research and competitive analysis, strategic and tactical optimization, and demand forecasting, including qualitative methods, time series models, econometric models, and passenger choice modelling. Participants in this course will methodologically delve into flight scheduling and the significance of its critical components (frequencies, timings, aircraft types) for linking flight capacity with passenger demand. Furthermore, they will examine the dynamics of fleet assignment problems, covering aircraft routing and optimization strategies. On the tactical and operational dimension, the course will analyse short-term operations management, emphasizing objectives, purposes, and constraints while highlighting the multi-faceted challenges airlines face, operational control, maintenance scheduling, and business planning. Finally, the course encompasses a broad array of topics in crew scheduling, workforce planning, and ground operations. As a culmination, participants will gain insights and methodologies regarding the application of operational research in airlines, utilizing

integer programming tools, advanced data analytics, deep learning, and artificial intelligence in airline operations.

Upon completing the Airline Operations Management course, participants will be able to:

- Discuss in depth the significance and contribution of each operational planning unit (network, crew, maintenance, ground operations) to the complex environment of airlines and at various management levels—strategic, tactical, and operational.
- Understand factors that impact airline operations on a global scale, propose appropriate risk mitigation strategies, and design responses to unforeseen situations.
- Analyse significant Key Performance Indicators (KPIs), define their content, understand the underlying dynamic principles, and synthesize an advanced set of indicators through case analyses.
- Utilize their knowledge to create a flight schedule, considering multiple constraints and optimization objectives.
- Comprehend how big data, operational research, and analytical methodologies provide a competitive advantage to modern airlines.

ATR207: Airline Strategy: Networks and Fleet Planning

[Second Semester – Compulsory Course for Stream 1, Elective Course for Streams 2 & 3]

The course "Airline Strategy: Fleet Planning" offers an in-depth exploration of the complex art and science of managing an airline fleet within the dynamic context of the contemporary aviation industry. Participants will acquire a profound understanding of the scientific principles and economic parameters that underpin effective fleet management, integrating the latest industry knowledge. Participants will explore a variety of scientific and business concepts such as aircraft performance analysis, financial modelling, investment evaluation techniques, and sustainability factors. Initially, the course covers the fundamental principles of supply and demand for air passenger transportation, analysing the impacts of globalization, demographic trends, and global trade while concurrently examining how these parameters affect strategic and tactical network development. Subsequently, participants will delve into product design and its life cycle, examining the optimization of network and fleet through integer programming models and the application of discrete choice modelling techniques in route planning. The course also covers a wide range of topics, including aircraft types (narrow-body, wide-body, mid-market) and the linkage between aircraft performance and fleet strategy. It investigates how key aircraft economy factors influence decision-making processes and identifies the primary financial tools utilized in modern fleet strategy, including sources of funding and aircraft securitization. Additionally, the course will analyse the importance of a well-defined risk management strategy, such as exchange rates and fuel prices, as well as its role in fleet strategic planning. Ultimately, participants will gain professional insights in cabin customization, cabin renewal, seat planning, and the use of Layouts of Passenger Accommodations (LOPAs).

Upon completion of the course "Airline Strategy: Networks and Fleet Planning," participants will be able to achieve the following learning outcomes:

- Acquire a deep understanding of the scientific principles governing aircraft performance and the financial intricacies of fleet planning, including aircraft financing, investment appraisal, sustainability, and aircraft economics.
- Learn how to analyse significant Key Performance Indicators (KPIs), define their content, and discuss their importance in the fleet planning process.
- Discuss the role of demand variability, market segmentation, product design, product life cycles, and competitive landscape in contemporary fleet planning.
- Apply methodologies and successfully use their analytical skills to evaluate aircraft performance and fleet composition while determining fleet planning strategy.
- Discuss how to maximize operational efficiency and achieve strategic goals when planning the acquisition and utilization of aircraft to meet market demand.
- Develop the capacity to identify and resolve complex challenges related to fleet planning, financial sustainability, and regulatory compliance.

ATR208: Airline Marketing and Revenue Management

[Second Semester – Compulsory Course for Stream 1, Elective Course for Streams 2 & 3]

Within the framework of supply and demand management in the airline industry, revenue management is particularly valuable knowledge for management executives, as it is intrinsically connected to demand forecasting, seasonality phenomena, and the concept of consumer surplus, which forms the basis of modern revenue management techniques. Revenue management through optimized pricing strategies and other commercial actions drives airlines to maximize revenue and increase profitability. The evolution of revenue management incorporates relevant information systems and digital distribution channels.

Upon completion of this course, participants will be able to:

- Recognize the significance of revenue management in airlines.
- Understand the basic principles of revenue management and the notion of consumer surplus.
- Identify demand seasonality and apply demand forecasting methods.
- Comprehend the booking curve and perform revenue management analyses.
- Produce relevant Key Performance Indicators (KPIs).
- Understand specific revenue management terms, such as capacity, dilution, leakage, and overbooking.

- Apply revenue management techniques in pricing and flight monitoring.
- Acknowledge the contribution of digital distribution channels and their implications on airline revenue.
- Discuss and revisit marketing actions that support revenue management strategies with the aim of maximizing revenue.

ATR209: Air Navigation Services: Systems and Operations

[Second Semester – Compulsory Course for Stream 3, Elective Course for Streams 1 & 2]

This course provides a comprehensive understanding of the infrastructure, equipment, and technologies that support the safe and efficient management of Air Navigation Service (ANS) operations. Key topics include the design and integration of operational equipment, airspace management, and coordination of civil and military operations. Beyond the technical aspects, the course examines the operational details of a highly reliable organizational structure operating on a 24/7 basis. Students will learn about key processes such as risk management, compliance, workload allocation, and training, which ensure continuous and safe operations. The course will also cover strategic, pre-tactical, and tactical levels of air navigation service management, as well as the incorporation of security measures that uphold regulatory and operational standards. Through this holistic approach, participants will gain a solid foundation in the key aspects of both systems and operations supporting modern air navigation services.

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

- Understand the fundamental concepts of Air Traffic Management (ATM) and related services.
- Analyse and evaluate Communication, Navigation, and Surveillance (CNS) systems.
- Apply meteorological (MET) knowledge and Aeronautical Information Services (AIS) within operational contexts.
- Implement security management principles in air navigation services.
- Understand the integration of military operations with civil air navigation services.

ATR210: Air Navigation Services: Economics and Finance

[Second Semester – Compulsory Course for Stream 3, Elective Course for Streams 1 & 2]

This course offers insight into the economic parameters of providing air navigation services (ANS) from both the demand and supply sides within ANS markets. It explores various funding options for Air Navigation Service Providers (ANSPs) and the pricing of ANS implemented in different countries. The course focuses on cost-effectiveness issues in

delivering ANS, along with explaining the role of economic regulation concerning liberalization in the structural reforms of the European airspace (Single European Sky). Particular attention is given to the emergence of new entrants into liberalized ANS markets in certain countries, new forms of ANS provision due to technological advancements (e.g., remote control towers, etc.), and new emerging business models in ANS provision. The limitations of market organization for ANS will be critically discussed, analysing the natural monopoly of airborne services. This leads to an examination of regulatory institutions and various economic regulation methods. By the end of the course, students will possess knowledge and skills to compare ANSPs using specific financial metrics and interpret these metrics concerning the parameters of the ANSP environment (corporatization, commercialization, liberalization, commercial activities, operational factors, economic regulation, etc.). Furthermore, participants will have the skills to apply economic theory to discuss alternatives to the status quo, primarily concerning pricing and economic regulation of ANS.

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

- Understand the role of Air Navigation Service Providers in the economy of the global air transport system.
- Perceive the provision of air navigation services as a specific economic production activity.
- Distinguish between alternative financing and pricing methods for air navigation services within the context of the financial sustainability of these providers.
- Analyse the milestones of the Single European Sky, focusing on the economic dimensions of the process, as well as regulatory strengths and weaknesses.
- Discuss market options for the provision of air navigation services and new pricing concepts.
- Consider interactions between economic issues and technological advancements in the provision of air navigation services.
- Utilize economic benchmarks for comparing air navigation service providers for the purpose of their financial and economic management (business model selection, commercialization, market expansion, etc.).
- Understand the incentives and disincentives for effective management emerging from the existing regulatory framework and proposed reform options.
- Gain a comprehensive understanding of the key players operating in the commercial (non-regulated) global air navigation service market, understanding their market strategies.

ATR211: Ground Handling Management and Operations

[Second Semester – Elective Course for Streams 1, 2 & 3]

Ground handling management and operations are paramount for the safe and punctual functioning of airlines and airports. Ground service companies undertake a multitude of functions both on the ramp and in the terminal, as well as in the operations control center. Managing operations within a ground service company is particularly complex due to the multifaceted nature of the services provided and the specialized knowledge required to ensure the safety and efficiency of the aircraft ground operation process. Upon completion of this course, participants will be able to:

- Understand the operational procedures in the operations control center of a ground handling company (communication, aircraft movements, and load messages: MVT & LDM, load sheet, calculated take-off times CTOTs, during aircraft departure).
- Understand the operational procedures on the ramp (aircraft arrival, passenger disembarkation, luggage loading, aircraft provisioning, passenger boarding, aircraft departure).
- Understand the operational procedures in the terminal (ticket issuance, check-in, boarding gates, special services: PRM, MAAS, UMNR).
- Recognize the importance of compliance with safety regulations throughout the aircraft servicing process and all operational procedures.
- Be knowledgeable about hazardous materials and applicable related procedures.
- Comprehend the significance of managing the application of all support processes for the aircraft's departure, such as interpreting weather reports and adhering to safety regulations in the event of an aircraft incident (e.g., bird strike).
- Understand the significance and peculiarities of staff management in a corporate ground service environment.

ATR212: Human Resource Management in the Air Transport Sector

[Second Semester – Elective Course for Streams 1, 2 & 3]

The complex nature of the air transport sector requires managers to possess the ability to resolve multidimensional issues. This course equips participants with the knowledge needed to create a high-performance, resilient, and sustainable organization by developing Human Resource Management (HR) policies, rules, and procedures in alignment with the business strategy, while enhancing the core leadership skills necessary to navigate impending changes and challenges.

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

- Understand the significance of HR policies and procedures for the effectiveness and sustainable performance of organizations in the air transport sector.
- Apply the fundamental principles and processes of HR management within the air transport industry.
- Comprehend essential HR concepts such as sustainable HRM, talent development, employer branding, employee experience, psychological contract, employee engagement, talent management, cultural change, diversity, and psychological resilience.
- Understand the importance of leadership and performance management in the air transport sector.
- Familiarize themselves with new trends in HR management within the air transport sector and their implications for the organization and its stakeholders.
- Describe HR management as a strategic organizational function.
- Clarify how HR contributes to the implementation of business strategies and the sustainable performance of organizations in the air transport sector.
- Describe the strategic role of human resources within the evolving ecosystem of the air transport sector and its significance in creating a culture of high performance and ethics.
- Understand why senior executives, line managers, and HR professionals must collaborate for success.

4.3 MBA Thesis

In the third semester of the Programme, the preparation of the MBA Thesis is foreseen. The postgraduate student has the right to submit a topic, provided they have successfully completed at least 75% of the courses for the first and second semesters of the MATBA. In any case, they will not have the right to present the thesis if they have not successfully examined all courses of the Programme. The student submits a request stating the proposed title of the thesis, the proposed supervisor, and attaches a summary of the proposed work to the Secretariat of the Programme.

Supervision of the MBA Thesis

The Programme Committee (P.C.), upon the request of the interested student in which the proposed title of the thesis, the proposed supervisor, and a summary of the proposed work are presented, designates the supervisor and forms the three-member Examination Committee for the approval of the work, one member of which is also the supervisor (para. 2, article 82 of Law 4957/2022). The right to supervise Master's theses is granted to faculty members as per paragraphs (a) through (f) of paragraph 1 of article 83 of Law 4957/2022,

provided they hold a doctoral degree. By the decision of the competent body of the Programme, supervision may also be assigned to faculty members who do not have teaching duties in the MATBA (para. 3, article 83 Law 4957/2022). The other two members of the three-member Examination Committee can be from any category of faculty members who can undertake independent teaching responsibilities in the Programme, in accordance with article 83 of Law 4957/2022. The members of the three-member Examination Committee must possess the same or related scientific specialty to the subject matter of the Master's Program. In exceptional circumstances where there is an objective inability to exercise supervision for an extended period or due to other significant reasons, the Programme Committee may proceed, following a justification of its decision, to replace the supervisor or a member of the three-member Examination Committee, either upon request from the postgraduate student and the opinion of the proposed supervisor or a member, or upon the proposal of the supervisor or a member of the three-member Examination Committee. At the end of the assignment period for Master's Theses, the Programme Committee approves the distribution of topics to the respective supervisors. The subject of the MBA Thesis must have original and be research-led. The writing style of the MBA Thesis has specific requirements, which are included in a decision of the Programme Committee and are posted on the MATBA website.

The design of each student's MBA Thesis is the responsibility of the supervisor. It is also noted that all Master's Theses must adhere to the principles of Academic Ethics and Research Integrity of the University of the Aegean.

Language of Writing

The MBA Thesis is required to be written in English.

Examination of the MBA Thesis

To successfully complete their MBA Thesis, the postgraduate student must defend it before the three-member Examination Committee. After the thesis writing period and following the consent of the supervisor, students deliver either electronically or in hard copy the Thesis to the members of the Examination Committee. It is emphasized that the submission of the MBA Thesis to the Committee members should be made at least fifteen (15) days prior to the commencement of the examination period. Otherwise, the members of the Examination Committee have the option to postpone the examination to the next examination period. Postgraduate students are also required to submit to the Programme Secretariat before the defence a declaration in which they will state the following in English: "I am the author of this Master's Thesis, and any assistance I received in its preparation is fully acknowledged and referenced within the work. I have also cited all sources from which I have used data or ideas, whether quoted directly or paraphrased. Furthermore, I certify that this thesis was prepared by me personally, specifically for this Master's degree requirement."

The approval of the MBA Thesis requires its defence before the Examination Committee. The following process is followed:

The three-member Examination Committee convenes to evaluate the MBA Thesis. It is validly constituted only when all three members are present (paragraph 5, item 1 of article 14 of Law 2690/1999). During the meeting, the members of the three-member Committee exchange views, pose questions to the examinee, and then decide on the final evaluative grade, draft the relevant evaluation form, sign it, and subsequently deliver it to the Secretariat. The day of the examination is established by the three-member Committee. For the approval of the Master's Thesis, a cumulative requirement is: a) the agreement of 2/3 of the members of the Committee and b) that the average mark of the three members of the committee is equal to or greater than five (5). The Master's Thesis is graded from zero (0) to ten (10). The approved Master's Thesis, after any corrections proposed by the Committee, and prior to the student's graduation, is submitted to the Library of the University of the Aegean in electronic form via the Library's online Portal. An electronic copy is also submitted to the Secretariat of the MATBA. In the case of a negative evaluation, there is an option for resubmission after two months, after the postgraduate student has improved the work as per the Committee's observations. If a negative evaluation occurs after the second submission, the student is excluded from obtaining the Master's Degree.

4.4 Doctoral Programme

Doctoral studies aim to deepen and advance scientific knowledge, promote research, and develop innovative techniques and methodologies. Within the Department of Tourism Economics and Management, it is possible to conduct doctoral dissertations, continuing from the MATBA, in subjects related to the scientific fields of the Programme.

Candidates for doctoral dissertations must hold a Master's Degree from a higher education institution (HEIs) of Greece or a degree recognized as equivalent from abroad or a unified and indivisible postgraduate degree as stated in Article 46 of Law 4485/17. In special cases prescribed by the Doctoral Studies Regulation, applicants who do not hold a Master's Degree may also be admitted.

5 RESEARCH – RESEARCH LABORATORIES – INTERNATIONAL SCIENTIFIC JOURNALS

In line with its strategic objectives, the Master's Program places particular emphasis on linking teaching to research conducted through both autonomous inquiries and funded programmes. The long-standing engagement of the teaching and research staff of the MATBA allows for the capitalization of knowledge and experience for the benefit of the educational process.

5.1 Research Laboratories of the Department of Tourism Economics and Management Laboratory of Tourism Transport, Infrastructure and Destination Development (TTIDD Lab)

The Laboratory of Tourism Transport, Infrastructure, and Destination Development (TTIDD Lab) serves the research and educational needs in the fields of tourism transport, infrastructure, and destination development. The Laboratory addresses topics related to the

movement of tourists between and within destinations, covering all modes of transportation, infrastructure in tourist destinations, sustainable and innovative mobility solutions in tourism destinations, standardization of tourist transport and infrastructure, and demand, supply, and competition analysis in transport and infrastructure.

Innovative Tourism Entrepreneurship and Human Resource Development (iTED Lab)

The Innovative Tourism Entrepreneurship and Human Resource Development (iTED Lab) is an established research laboratory (Government Gazette of establishment: 4327/B'/17.09.2021) that serves the research and educational needs of the Department of Tourism Economics and Management at the University of the Aegean. It focuses on subjects related to tourism business management, human resource development, tourism entrepreneurship, innovation in tourism, tourism development, tourism policy and planning, special forms of tourism and associated entrepreneurship, tourism marketing and promotion, remote education and training in tourism, cooperative networks, communication and information technologies in tourism, among others.

Laboratory for Sustainable and Resilient Regional and Tourism Development (SuRe Lab)

The Sustainable and Resilient Regional and Tourism Development (SuRe Lab) is an established research laboratory (Government Gazette of establishment: 1041/B'/24.02.2023) with the aim of addressing research and educational needs in the fields of sustainable tourism development (both urban and regional), resilience of a destination, green, digital, and resilient tourism, the promotion of innovative practices in tourism, and research for decision-making in developing sustainable solutions, circular economy issues, special topics in data analysis, field research methodology, and the resolution of critical/vital problems.

5.2 International Scientific Journals

Faculty members from the Master's Program actively participate in the publication of the scientific journal **Journal of Air Transport Studies**, issued by the Hellenic Aviation Society with the scientific support of the institution and the laboratory of TTIDD Lab, and the scientific journal **Tourismos: An International Multidisciplinary Refereed Journal of Tourism**, published by the University of the Aegean.

6 HUMAN RESOURCES

6.1 Teaching and Research Staff

Department of Tourism Economics and Management

- **Andreas Papatheodorou**, Professor, Coordinator of the MATBA.
Field of Expertise: Industrial and Spatial Economics with emphasis on Tourism [Link](#).
- **Theodoros Stavrinoudis**, Professor.
Field of Expertise: Business Administration and Human Resource Management [Link](#).
- **Maria Doumi**, Associate Professor, Head of the Department.
Field of Expertise: Operational Functions, Research Methodology, and Decision-Making in Tourism [Link](#).
- **Ioanna Pagoni**, Assistant Professor.
Field of Expertise: Tourism Transport and Environment [Link](#).
- **Eirini Vlasi**, Assistant Professor.
Field of Expertise: Brand Development in Tourism Enterprises and Destinations [Link](#).
- **Nikolaos Iason Koufodontis**, Elected Assistant Professor.
Field of Expertise: New Communication and Information Technologies, Business Administration, Tourism [Link](#).

Department of Civil Engineering, Democritus University of Thrace

- **Vasileios Profyllidis**, Professor.
Field of Expertise: Transportation Engineering, Economics, Planning, and Management of Transport [Link](#).
- **Ioannis Dokas**, Associate Professor.
Field of Expertise: Safety and Performance of Engineering Systems [Link](#).
- **Lazaros Iliadis**, Professor.
Field of Expertise: Applied Informatics [Link](#).

External Collaborators from other Departments of the University of the Aegean

- **Niki Glaveli**, Professor, Department of Business Administration
Field of Expertise: Corporate Social Responsibility in Human Resources and Customer Relationships [Link](#).
- **Ioannis Kinias**, Assistant Professor, Department of Business Administration
Field of Expertise: Business Policies in Dynamically Developing Industries [Link](#).
- **Ioulia Poulaki**, Assistant Professor, Department of Business Administration
Field of Expertise: Management of Tourism Enterprises [Link](#).

Other External Collaborators from Greece

- **Kostas Iatrou**, Director General, Hermes - Air Transport Organization, Canada.
Field of Expertise: Air Transport Management [Link](#).
- **Evanthia Kardoulia**, Lecturer.
Field of Expertise: Tourism Law (European and Greek), Consumer Protection Law (European and Greek), E-commerce Law, Tour Operating Management, Airline Law, Crisis Management in Tourism [Link](#).
- **Grigoris Xenikakis**, Executive Officer of Transformation and Supply Chain Analysis,
Field of Expertise: Environmental Issues and Pollution Control Technologies [Link](#).
- **Tania Pantazi**, Airport Employee, Hellenic Aviation Service Provider.
Field of Expertise: Institutional and Legal Framework in Air Transport [Link](#).
- **Eleni Paraskevi Paraschi**, Assistant Professor, Department of Tourism Management, University of Patras.
Field of Expertise: Development of Holistic Performance Measurement Models [Link](#).

External Collaborators from Other Countries

- **Markus Biedermann**, Director of Operational Support at DFS Deutsche Flugsicherung GmbH, Germany.
Field of Expertise: Aviation Safety, Resilience Strategies, and Operational Excellence [Link](#).
- **Anne Graham**, Emeritus Professor, University of Westminster, United Kingdom.
Field of Expertise: Airport Management, Marketing, Economics, and Regulation [Link](#).
- **Nigel Halpern**, Professor, Department of Marketing, School of Communication and Leadership, Norway.
Field of Expertise: Air Transport and Tourism Management [Link](#).
- **Hans-Martin Niemeier**, Director of the Institute for Transport and Development at Bremen University of Applied Sciences, Germany.
Field of Expertise: Economics of Air Transport [Link](#).
- **André Schneider**, Executive On-call Consultant to NACO's Aviation Advisory Team, former CEO at Genève Aéroport, Switzerland.
Field of Expertise: Strategy and Sustainable Development in Air Transport [Link](#).
- **Anna Tomová**, Professor, Department of Air Transport, University of Žilina, Slovakia.
Field of Expertise: Economics of Air Transport [Link](#).

6.2 Administrative Staff

- **Angeliki Gaitanou**, Head of the Secretariat for the Department of Tourism Economics and Management.
- **Anargyros Ziakas**, Secretary of the MATBA programme.
- **Evangelos Mennis**, Research Associate for the School of Management Sciences, responsible for the Moodle platform of the MATBA programme.
- **External Collaborator**, responsible for the maintenance of the Moodle and Zoom platforms.
- **External Collaborator**, responsible for maintaining the MATBA website.

7 STUDENT ISSUES – INFORMATION – SERVICES

7.1 Catering – Medical Care

The following Student Welfare services are provided:

Catering: The University of the Aegean operates a catering facility in Chios, which provides breakfast, lunch, and dinner. The facility operates every day, including weekends and holidays, from September 1 to June 30 of each academic year, except during the Christmas and Easter holidays. The University of the Aegean grants the right to free meals to a certain number of students. This number depends on whether the applicants meet the criteria set by law and the relevant budget allocated by the Ministry of Education and Religious Affairs. However, even students who do not receive free meals can use the facility without regard to social and economic criteria, by paying the amount of two euros and fifty cents (2.50€) per day for all three (3) meals.

Medical Care: Undergraduate and postgraduate students, as well as doctoral candidates, who do not have any other medical and hospital coverage, are entitled to full medical and hospital care under the National Health System (NHS), with coverage of the relevant costs by the National Organization for the Provision of Health Services (EOPYY), in accordance with the provisions of article 33 of Law 4368/2016 (A' 83). The terms, conditions, and procedures for providing care are determined by joint decisions of the Ministers of Finance, Education, Research, and Religious Affairs, and Health.

7.2 European Youth Card

The General Secretariat of Vocational Education, Training, Lifelong Learning, and Youth and the Youth and Lifelong Learning Foundation promote a tool for communication, information, mobility, and entertainment for young European citizens, the European Youth Card. The European Youth Card is a discount card for products, tickets, and services in 37 countries and is provided by the General Secretariat for Lifelong Learning and Youth and the Youth and Lifelong Learning Foundation. Young people aged up to thirty (30) years old can obtain it. It is

valid for one year from the date of issue and can be renewed annually. The issuance costs 10 euros.

7.3 Regional Office for Study and Student Welfare in Chios

The Regional Office for Study and Student Welfare in Chios at the University of the Aegean manages and carries out, in accordance with the applicable legislation and the directions and circulars issued by the competent Central Directorate, all processes regarding student welfare issues for the University's Chios Unit, processes for providing immediate psychosocial support, and activities aimed at promoting the cultural and athletic education of students. It supports the functioning of the Regional Student Welfare Council and the Counselling Station of the Unit.

7.4 Career Office

The Career Office at the University of the Aegean operates to help students and graduates of the University of the Aegean connect with the labour market and production process. Within this framework, the Career Office informs the relationship of students and graduates with their employment and educational experiences, particularly during their early career years (postgraduate studies and job finding).

7.5 Psychological Support Counselling Station

The Business School at the University of the Aegean in Chios has established a Psychological Support Counselling Station that collaborates with the Prevention Centre for Addictions and Promotion of Psychosocial Health in Chios. The purpose of this collaboration is to support the efforts of students to effectively address potential challenges that may arise during their academic life. Through this partnership, individual counselling is available, allowing students to discuss issues such as prolonged stress, difficulties in organizing personal time, interpersonal relationships, integration problems within peer groups, and addiction concerns such as substance use and internet dependency. Moreover, it offers the opportunity to participate in group sessions where students can approach a variety of everyday issues in a safe environment.

7.6 Academic ID – Registration Instructions

The Academic ID is issued at the beginning of studies and is a personal document. It does not replace the national identity card. It certifies the student status and facilitates the holder's access to university services, public transportation discounts, and a range of other student-related benefits/offers.

It is issued after an online application on the Academic Identity Electronic Service of the Greek Ministry of Education, Religious Affairs, and Sports. Application Submission Instructions for Academic ID: [Link](#).

7.7 Library

The Chios Library Branch has been operating since 1985. The aims of the Library extend beyond the traditional pursuits of an Academic Library, which include supporting and nurturing the educational and research processes of its Academic Community members, as they also encompass highlighting, promoting, and preserving the intellectual wealth of the Greek archipelago due to its unique operational environment (rich intellectual and cultural tradition). The Library also aspires to eliminate the geographical isolation of the Aegean islands by providing users with modern information services to emerge as a Library-Centre for Information, not only for the University of the Aegean but for the entire Aegean region.

7.8 Summer Schools

Summer Schools present a unique opportunity for young people and seasoned scholars and researchers from around the globe to engage in state-of-the-art research activities, exchange innovative ideas and methodologies while exploring the beautiful islands of the Aegean. Moreover, they provide a distinctive opportunity for the University of the Aegean, an institution oriented towards international academic research, to further showcase and promote its academic activities within the international academic community, while also supporting the economies of local communities.

7.9 Recommendations and Proposals

A committee to evaluate recommendations and proposals from MATBA students will operate to enhance the services and quality of education provided to students. The mission of this committee is to collect comments, evaluations, suggestions, and recommendations from postgraduate students, which should be sent under their actual names from their academic emails to the electronic address: suggestions@matba.aegean.gr or submitted to the dedicated section (Recommendations and Proposals from Postgraduate Students of the Program) on the website of the MATBA. The committee, composed of the Program Director and two members of the Academic Council, receives messages from postgraduate students and, after consideration, sends feedback to the student concerning their request. If deemed appropriate, it may also promote specific issues for discussion within the relevant bodies of the MATBA or the Institution. In the context of this process, postgraduate students must provide their full details and indicate how they prefer the committee to communicate with them. If there are exceptional reasons preventing postgraduate students from disclosing their identity during the processing of their request, these should be indicated in their initial communication. Messages containing abusive content, as well as those with insufficient or false contact information, will not be considered, and no responses will be sent.