

ΠΑΝΕΠΙΣΤΗΜΙΟ  
ΔΥΤΙΚΗΣ ΜΑΚΕΔΟΝΙΑΣ

**A11. Εσωτερικός  
Κανονισμός λειτουργίας  
του ΠΜΣ «Δημόσια Διοίκηση»  
στην αγγλική γλώσσα**



**ΜΟΔΙΠ**

ΜΟΝΑΔΑ ΔΙΑΣΦΑΛΙΣΗΣ ΠΟΙΟΤΗΤΑΣ  
ΠΑΝΕΠΙΣΤΗΜΙΟ ΔΥΤΙΚΗΣ ΜΑΚΕΔΟΝΙΑΣ

**Regulations of the Postgraduate Program**  
**«MSc in Public Administration»**

**KASTORIA 2025**



UNIVERSITY OF  
WESTERN MACEDONIA

## **Article 1**

### **General Provisions**

The Department of Economics of the School of Economic Sciences at the University of Western Macedonia organizes and operates, starting from the academic year 2024–2025, a Postgraduate Program titled "Public Administration" (MSc in Public Administration).

The structure, organization, and operation of the MSc "Public Administration" is governed by the provisions of the applicable legislation for Higher Education Institutions and postgraduate studies (Law 4957/2022), as well as by the present Internal Regulation of the MSc Program.

The provisions of the Internal Regulation of the MSc "Public Administration", as analyzed below, specify and complement the legislative framework governing postgraduate studies and regulate matters related to the operation of this specific MSc Program, which are not addressed by existing legislation but are either authorized by law or regulated by decisions of the Postgraduate Studies Committee of the University of Western Macedonia and the Assembly of the Department of Economics.

For the resolution of any organizational, administrative, student-related, educational, or academic matter of the MSc "Public Administration" that is not regulated by existing legislation, the decisions of the aforementioned competent bodies, or the present Internal Regulation of the Program, the competent body to address it is the Assembly of the Department of Economics of the University of Western Macedonia.

## **Article 2**

### **Master Degree Title**

The Postgraduate Program awards a Master's Degree (MSc) in Public Administration.

The Master's Degree title is issued and granted by the Department of Economics. Additionally, a Diploma Supplement is provided [Article 15 of Law 3374/2005 and Ministerial Decision Φ5/89656/BE/13-8-2007 (Government Gazette 1466 B')], which is an explanatory document and does not replace the official degree title or the detailed course transcript issued by Higher Education Institutions.

## **Article 3**

### **Objectives of the Program**

The objective of the Postgraduate Program in "Public Administration," which will be conducted entirely using modern distance learning methods in accordance with the provisions of Law 4957/2022, is the study, research, and provision of postgraduate education in the scientific field of Public Administration.

The main goals of the Postgraduate Program are as follows: • The creation of specialized professionals with comprehensive education who will contribute to the improvement of the quality of services provided and the enhancement of the efficiency and effectiveness of the public sector. • The improvement of theoretical and practical knowledge of individuals working in the broader public sector, with beneficial outcomes for society as a whole. • The development of necessary administrative skills and competencies essential for a successful career in the management of public organizations. • The advancement of research in related

scientific areas within the field of public administration. • The development of critical and research skills required for doctoral studies.

The ultimate goal of the departments of the Postgraduate Program is to ensure the quality and continuous improvement of every aspect of the program, the educational and research processes, as well as the promotion of collaborations with relevant programs and centers both domestically and internationally.

**Article 4**  
**Administrative Bodies of the Postgraduate Program**  
**(articles 81 and 82 of Law N. 4957/2022)**

The responsible bodies for the establishment, restructuring, organization, and operation of the program are as follows:

- a) The Senate of the Institution
  - b) The Assembly of the Department of Economic Sciences
  - c) The Coordinating Committee (S.E.) of the Postgraduate Program (P.M.S.)
  - d) The Director of the P.M.S.
- 
- 1. The Senate of the Institution exercises the duties of paragraph 1 of Article 82 as follows:
    - a) Approves the establishment of a Postgraduate Program or the modification of the decision to establish the P.M.S.
    - b) Approves the extension of the duration of the operation of the P.M.S.
    - c) Decides on the abolition of the P.M.S.
    - d) Exercises any duties for the P.M.S. that are not assigned by law to other bodies.
  - 2. The Assembly of the Department of Economic Sciences consists of the members of the Department of Economic Sciences and is responsible for the organization, administration, and management of the P.M.S., particularly:
    - a) Forms Committees to evaluate the applications of prospective postgraduate students and approves their enrollment in the P.M.S.
    - b) Assigns teaching tasks to the instructors of the P.M.S.
    - c) Proposes to the Senate the modification of the decision establishing the P.M.S., as well as the extension of its duration.
    - d) Forms examination committees for the evaluation of the postgraduate students' dissertations and appoints supervisors for each dissertation.
    - e) Certifies the successful completion of studies in order for the P.M.S. degree to be awarded.
    - f) Approves the P.M.S. report, following a proposal by the Coordinating Committee (S.E.).
    - g) The Assembly of the Department of Economic Sciences, following a reasoned proposal from the Coordinating Committee, may decide to suspend the operation of the P.M.S. for one academic year.

By a decision of the Assembly of the Department of Economic Sciences, the responsibilities under (a) and (d) may be transferred to the S.E. of the P.M.S.
  - 3. The Coordinating Committee (S.E.) is formed by a decision of the Study Program Committee with a two-year term and consists of the Director of the P.M.S. and five (5) members of the Teaching and Research Personnel (D.E.P.) who undertake teaching work in the P.M.S.  
The S.E. is responsible for overseeing and coordinating the program's operation, particularly:
    - a) Drafting the initial annual budget of the P.M.S. and any modifications to it, provided the P.M.S. has resources according to Article 84, and proposing its approval to the Research Committee of the Special Research Funds Account (E.L.K.E.).
    - b) Drafting the program's report and proposing its approval to the General Assembly of the

Department of Economic Sciences.

- c) Approving the P.M.S. expenditures.
  - d) Approving the granting of scholarships, either compensatory or non-compensatory, as specified in the decision to establish the P.M.S. and the Postgraduate Studies Regulations.
  - e) Proposing to the General Assembly of the Department of Economic Sciences the allocation of teaching work, as well as assigning teaching duties to the categories of instructors specified in Article 83.
  - f) Proposing to the General Assembly of the Department of Economic Sciences the invitation of Visiting Professors to cover the teaching needs of the P.M.S.
  - g) Drafting a plan for modifying the Study Program, which is submitted to the General Assembly of the Department of Economic Sciences.
  - h) Proposing to the General Assembly of the Department of Economic Sciences the redistribution of courses across academic semesters, as well as matters related to the qualitative enhancement of the Study Program.
4. The Director of the P.M.S. "Public Administration" is appointed by the Assembly of the Department of Economic Sciences and must be a member of the D.E.P. at the level of Professor or Associate Professor, teaching one of the disciplines of the P.M.S., and participating in the S.E. The term of the Director of the P.M.S. "Public Administration" (Public Administration) is two years, with the possibility of renewal without limitation.

The Director of the P.M.S. has the following duties:

- a) Presides over the S.E. of the P.M.S., prepares the agenda, and convenes its meetings (Article 82, paragraph 4.a).
- b) Proposes to the S.E. and other bodies of the P.M.S. and the University matters related to the effective operation of the P.M.S.
- c) Monitors the implementation of the decisions of the P.M.S. bodies and the Internal Regulations of the Postgraduate Studies Program, as well as the execution of the P.M.S. budget.
- d) Acts as the Scientific Responsible for the program according to Article 234 and exercises the corresponding duties (Article 82, paragraph 4.d):
  - Decides and assigns the offered seminars, courses, and exercises each academic year, as well as any potential thematic collaborations at the teaching level with D.E.P. members from other Departments. Invites Scientists for lectures and other academic and educational activities.
  - Together with the Coordinating Committee, after a postgraduate student's request, appoints the Professor or Professor to supervise their final Master's thesis and the Three-Member Monitoring Committee. Works closely with the S.E. of the P.M.S. on academic matters within the program.
  - Proposes, with the agreement of the S.E., to the Assembly of the Department the invitation and terms of employment for visiting Professors and retired D.E.P. members to teach in the P.M.S., as stipulated by Article 36, paragraphs 5-6 of Law 4485/2017.
  - Proposes to the S.E. the cases of student expulsions according to the law and this Regulation.
  - Exercises all other duties assigned by the decision to establish the P.M.S. and proposes to the relevant bodies of the Institution on any matter related to the effective operation of the program.
- e) Exercises any other duties specified in the decision to establish the P.M.S.

## Article 5

### Admission of MSc students

#### 5.1 Number of Admitted Students

The maximum number of admitted students is set at fifty (50) per department. Additionally, members of the categories E.E.P., E.D.I.P., and E.T.E.P., provided they meet the conditions of the first paragraph of Article 34, Section 1 of Law 4485/17, may register as excess students, with only one admission per year per M.Sc. program, organized within departments of the institution they serve, and related to their degree and work at the respective institution.

#### 5.2 Criteria and Selection Process

The M.Sc. program accepts graduates of domestic Higher Education Institutions (HEIs) and/or recognized equivalent institutions from abroad.

Acceptance of students with foreign degrees will be granted upon submission of the recognition (equivalence) of the degree by the Greek National Academic Recognition Information Center (D.O.A.T.A.P.), no later than the student's enrollment in the M.Sc. program in Public Administration.

For foreign students, a requirement for enrollment is knowledge of the Greek language, which is proven with a B2-level certificate from the University of Athens' New Greek Language Teaching Center, a B2-level certificate from the Thessaloniki University School of Greek Language, or a B2-level certificate from the Center for the Greek Language, to be submitted along with the enrollment documents. This certificate is not required: 1) if the candidate holds a degree from a Greek or Cypriot HEI, or 2) if the candidate holds a degree from a foreign HEI, and it is evident that Greek language courses were included, with successful examination.

The invitation for applications to the M.Sc. program is published on the M.Sc. program's website, the department's website, and the institution's website, or via any other mass media, and includes all necessary information regarding how to submit applications, required qualifications, necessary documents, and selection criteria.

The department announces available positions through an open procedure (call for applications) for the admission of graduates to the M.Sc. program.

The invitation specifies the admission conditions, categories of graduates, the number of available spots, the selection process, deadlines for submitting applications, and the required documents. Applications and documents are submitted to the Secretariat of the relevant department either in paper or electronic form.

Applications are valid if submitted directly to the M.Sc. Secretariat or mailed or sent electronically within the specified deadline.

Applicants must submit the following documents to the M.Sc. Secretariat:

1. A completed M.Sc. application form, which is available from the Secretariat of the Department of Economics at the University of Western Macedonia in Kastoria and can also be found in electronic form on the M.Sc. program's website (mandatory).
2. A photocopy of the degree and a recognition certificate from D.O.A.T.A.P. for those holding a degree from foreign institutions (mandatory).
3. A photocopy of the transcript (mandatory).
4. A photocopy of the ID card (both sides) or passport (mandatory).
5. One recent photograph to be attached to the application (mandatory).
6. A detailed curriculum vitae (mandatory).
7. Two recommendation letters from either the academic or professional field (mandatory).
8. Proof of work experience (optional).

9. Proof of English language proficiency or proficiency in other languages (optional).
10. A photocopy of any other postgraduate degree or second bachelor's degree from a recognized foreign institution, certified by D.O.A.T.A.P. (optional).
11. Scientific publications (optional).
12. Anything else that could strengthen the application for the particular field of study (optional).

### 5.3 Evaluation Process of Applications

The Academic Committee (S.E.) evaluates the applications that have been submitted on time and are complete with the required documentation. The evaluation takes place in three (3) stages:

- **First Stage:** The S.E. checks the formal qualifications of applicants who submitted all required documents on time (1-7).
- **Second Stage:** This stage involves those who passed the first stage and includes a points-based evaluation.

Admission to the M.Sc. program is based on the following criteria, scored on a scale from 0 to 100:

1. **Degree grade.** Maximum score: 25 points. For example, a degree grade of 8 equals 20 points.
  2. **Proven work experience related to the broader M.Sc. field.** Maximum score: 25 points.
    - 0 months = 0 points
    - Up to 2 months = 2 points
    - Over 2 months and up to 12 months = 10 points
    - Over 12 months and up to 36 months = 20 points
    - Over 36 months = 25 points
  3. **Foreign language proficiency (English, French, German).** Maximum score: 10 points.
    - Good knowledge (B2) = 5 points
    - Very good knowledge (C1/C2) = 7.5 points
    - Excellent knowledge (C2) = 10 points
  4. **Additional items in the curriculum vitae.** Maximum score: 10 points.
- **Third Stage:** This stage includes interviews for the candidates recommended by the Evaluation Committee, with a maximum score of 30 points.

The S.E. compiles a list of successful and waiting list candidates, with detailed scores, which is submitted to the Department Assembly for approval. In case of a tie, the internal regulations of postgraduate studies at the University of Western Macedonia apply.

After the Department Assembly approves the list of successful and waiting list candidates, the results are posted on the department's notice boards and announced on the department's website within ten (10) working days. The list is ranked in descending order.

Once the results are announced, the M.Sc. Director sends an acceptance letter to each accepted candidate. The letter emphasizes that, within ten (10) working days of the announcement, the successful candidates must confirm their acceptance via a signed statement to the M.Sc. Secretariat. Failure to respond within the specified time will be treated as a withdrawal from the application process. If there are any withdrawals, the Secretariat will inform the next candidates on the waiting list.

Candidates may submit appeals within five (5) working days from the date of the results announcement. The appeals will be examined by the S.E., which will recommend a course of action to the Department Assembly. The Department Assembly will make the final decision on whether to accept or reject the recommendations and may modify the list of successful and waiting list candidates accordingly.

## **Article 5**

### **Duration of Studies**

The regular study cycle of the M.Sc. program in "Public Administration" from the Department of Economics lasts three (3) semesters, each of which includes at least thirteen weeks of instruction and two (2) weeks of examinations.

The maximum duration for obtaining the Master's Degree (M.D.S.) is six (6) semesters.

In the case where a postgraduate student is at an advanced stage of their studies, particularly in writing their Master's Thesis, which has not been completed within the prescribed maximum study duration, they are entitled to submit a justified request for an extension of their studies to the M.Sc. Academic Committee (S.E.), which will decide after receiving a related recommendation from the supervising professor. The extension cannot exceed two (2) consecutive academic semesters.

If the postgraduate student does not successfully complete the requirements of the M.Sc. program in "Public Administration" within the maximum study duration set by this Internal Regulation, and possibly the granted extension, they will be expelled from the M.Sc. program by a decision of the Department Assembly, following a recommendation from the S.E. The expulsion will be communicated to the student by the Secretariat of the Department of Economics.

A postgraduate student is entitled to request a suspension of their studies once, with a justified request, from the Assembly of the Department of Economics for proven serious reasons. The Assembly will decide, after a relevant oral presentation by the Director of the M.Sc. program, whether to approve or reject the request.

The maximum duration of a study suspension that the Department Assembly may approve is up to two (2) semesters and is not counted towards the student's total study duration.

The suspension may be interrupted following a re-enrollment request by the postgraduate student to the Department Assembly.

Partial enrollment is not available for the postgraduate students of the M.Sc. in "Public Administration" from the Department of Economics.

## **Article 6**

### **Πρόγραμμα Σπουδών**

For the award of the Master's Degree (M.Sc.) in "Public Administration" from the Department of Economics, the postgraduate student must successfully complete six (6) courses, as well as write their thesis and be successfully examined by a three-member examination committee of instructors.

The required credit units (ECTS) for obtaining the M.Sc. are ninety (90), or thirty (30) per academic semester, distributed as an unweighted average across the courses of each semester. The thesis is assigned the total number of credit units for the semester, i.e., thirty (30).

The language of instruction for the M.Sc. is Greek. The language of the thesis can be either Greek or English.



The M.Sc. follows the general academic calendar of the University of Western Macedonia, which may be further specified by the Academic Committee (S.E.). The courses of the proposed M.Sc. program will be conducted in the afternoon hours and/or weekends.

Make-up classes: In the event that a class is not conducted due to force majeure, it will be rescheduled by the Director of the M.Sc. within the academic semester, and the S.E. will be notified.

In case the instructor is absent either legally due to planned leave approved by the Department Assembly or due to an unforeseen obstacle preventing the class, the instructor must inform the Director of the M.Sc. and, in collaboration with the Secretariat, promptly set the day and time for the make-up class within the current teaching semester.

The timetable of the M.Sc. program is prepared by the Director of the M.Sc., after consultation with the S.E. The program is made public by the Secretariat on the Department's announcement boards and by posting on the relevant websites.

Course delivery is conducted using modern distance education methods based on the provisions of law 4957/2022, specifically article 88, paragraph 1 of law 4957/2022.

A description of the courses is presented at the end (as an Appendix), and the structure of the program is as follows:

<b>MSc in Public Administration</b>		
<b>1<sup>st</sup> Semester</b>		
	<b>Course title</b>	<b>ECTS</b>
1	Quantitative Methods & Project Management in the Public Sector	10
2	Strategic Management and Human Resource Management in the Public Sector	10
3	Administrative Economics & Finance	10
<b>Total</b>		<b>30</b>
<b>2<sup>nd</sup> Semester</b>		
1	Information Systems & E-Government	10
2	Public and European Economics	10
3	Special Topics: (a) Research Methodology (b) Service Marketing in Public Services and Organizations	10
<b>Total</b>		<b>30</b>
<b>3<sup>rd</sup> Semester</b>		
1	Master Thesis	<b>30</b>
<b>Total</b>		<b>90</b>

## **Article 7**

### **Examination and Evaluation of Postgraduate Students of the MSc Program**

#### **7.1 Examination Rules for Postgraduate Students of the MSc Program**

The postgraduate student has the right to retake the exams for the courses they have failed during the September examination session. In case of failure, the student can transfer the failed courses to the corresponding examinations of the following academic year.

All postgraduate students are required, upon submitting their thesis to the open-class platform, to submit a declaration to the Secretariat stating that, with full knowledge of the consequences of plagiarism laws, they have not plagiarized in any way or through any means. Plagiarism is checked using specialized software (Turnitin), under the responsibility of the supervising professor. If it is found that a student has plagiarized, besides the obvious zeroing of the thesis, the student will automatically face a disciplinary penalty of a warning, which will be recorded in their file. In case of repetition, the student will be expelled from the MSc Program, based on a decision of the Department's Assembly, which is proposed by the Director of the MSc Program.

As for the rules/procedures for distance exams, the University of Western Macedonia's Distance Examination Regulation applies.

#### **7.2 Grading of Postgraduate Students' Exams**

The final evaluation and grading for the individual courses of the MSc Program is determined by the instructor, who may organize written and/or oral exams or base the grading on assignments or laboratory exercises. The grading scale is from 0 to 10: students who score from 0 to 4.99 are considered to have failed, and those who score from 5 to 10 are considered to have passed. The diploma grade is characterized as follows: from 5 to 6.49 is "Fair," from 6.50 to 8.49 is "Very Good," and from 8.50 to 10 is "Excellent."

The final diploma grade in "Public Administration" is calculated as the weighted average of the grades from the 6 courses of the MSc Program and the grade of the thesis, weighted according to the corresponding credits, with precision up to two decimal places.

The grades of postgraduate students in the courses of each semester are submitted to the Department's electronic secretary within a reasonable time after the conclusion of the examination period.

A postgraduate student who misses the exams for one or more courses, without a particularly serious reason, for three (3) consecutive semesters will be expelled from the MSc Program after the proposal of the Steering Committee (S.E.), through the program director to the Department Assembly.

## **Article 8**

### **Master Thesis**

During the third semester, postgraduate students propose the topic of their thesis and their supervising professor to the Steering Committee. The list of theses with the supervising professors is approved by the Steering Committee following a request from the students to the secretariat.

The preparation of the thesis is mandatory for postgraduate students and is evaluated by the three-member examination committee. The three-member examination committee consists of the supervisor of the thesis and two other members of the teaching staff of the postgraduate program, as decided by the Steering Committee.

The topic of the thesis falls within the broader fields of knowledge of the courses taught.

The types of theses may include: (a) a structured literature review on a current topic with an accompanying discussion, which leads to the formulation of research hypotheses for future research or policy proposals, or (b) empirical research, which requires a brief literature review, with or without verification of theory, or (c) the development of a new model, or possibly (d) a limited combination of the above. In all cases, the postgraduate thesis must stand out for its scientific integrity and be based on valid Greek and international literature (relevant scientific journals, known international bibliographic databases—publishers such as Elsevier, Emerald, Taylor & Francis, Springer, Blackwell, etc.), and must present elements of originality.

The structure of the postgraduate thesis follows that of published articles in the above bibliographic databases. Its total indicative length should not be less than 20,000 words in Greek or English. Simultaneously with the submission of the thesis, a summary must be submitted, which cannot exceed 300 words (including (a) mention of the University of Western Macedonia, S.O.E., Department of Economics, MSc. Program in Public Administration, (b) important keywords, (c) author and supervisor details in both Greek and English).

The grade for the thesis is given as the average of the grades assigned by the three-member examination committee

## **Article 9**

### **Process of Assigning a Supervisor and Thesis Examination Committee**

The Coordinating Committee, following a request from the candidate using the Thesis Assignment Form, which includes the proposed title of the thesis, the proposed supervisor, and a summary of the proposed work, assigns the supervisor and forms the three-member examination committee for the approval of the thesis. One of the members of this committee is the supervisor.

The thesis defense is conducted publicly and is scheduled at least 13 weeks after the thesis has been assigned. The process for defending the thesis is completed through the following steps:

1. Application: The graduate student fills out the relevant form available from the Secretariat. The application is submitted to the Secretariat with the signature of the supervising professor, and the responsibility lies with the graduate student. A copy of the thesis in electronic form is attached to the application.

2. Communication with the Supervising Professor: After coordinating with the Coordinating Committee, the Secretariat communicates with the supervising professor to schedule the date for the thesis examination.
3. Announcement of the Thesis Defense Date: The Secretariat of the M.Sc. program announces the date for the thesis defense on the program's website.
4. Thesis Defense: During the defense, the graduate student presents their thesis in any appropriate manner, and then answers questions only from the three-member examination committee.

After the defense, in a closed session, the three-member examination committee grades the thesis by completing and signing the corresponding Evaluation Minutes Form. The supervising professor submits the minutes to the Secretariat of the M.Sc. program.

If any issues arise from the defense that require corrections or improvements to the thesis, the graduate student is required to resubmit the thesis according to the committee's suggestions. The corrected thesis (without the need for a second defense) is evaluated with a final grade if approved by the three-member committee

## **Article 10**

### **Tuition fees**

The tuition fees amount to 2,700€ and may be redefined in future cycles by a decision of the Department Assembly. The fees are paid in three equal installments: 900.00 euros upon registration of the candidates, and 900.00 euros before the start of the 2nd and 3rd semesters, respectively.

The payment of tuition fees is made on specified dates, which are duly communicated in advance.

In the case of withdrawal from the program, the amount of tuition fees already paid is non-refundable.

Students of the M.Sc. program are exempt from tuition fees according to the terms and conditions stipulated by the relevant legislation. By a decision of the Examination Committee (S.E.), the number of scholarships, up to 5% of the total number of enrolled students, is determined, based on academic criteria. Specialization may be made by a decision of the Department Assembly following a proposal from the S.E.

Scholarships for postgraduate studies are also provided by other organizations, such as the IKY (State Scholarships Foundation), the Ministry of Education, the G.G.E.T. (General Secretariat for Research and Technology), the European Union, foundations, and public or private organizations. If a student is awarded a scholarship or receives funding from another organization, they are not eligible for a scholarship from the M.Sc. program. Scholarship recipients must submit a declaration stating that they are not receiving a scholarship or funding from another public or private organization.

## **Article 11**

### **Exemption of Fees**

**(article 86 of law N. 4957/2022)**

Within a period of ten (10) days from the announcement of the acceptance result of a student into the M.Sc. program, successful applicants may request an exemption from tuition fees by attaching the necessary documentation as required by the relevant law. Failure to submit the request for exemption within the prescribed deadline by a selected candidate is considered a waiver of the right to be exempt from tuition

fees. The Examination Committee (S.E.) prepares a list of students exempt from tuition fees and submits it to the Department Assembly for approval. The Department Assembly will ultimately decide whether to accept or reject the recommendations and will accordingly modify or not modify the list of students exempt from tuition fees.

**Article 12**  
**Scholarships of MSc students**  
**(article 86 of law N. 4957/2022)**

By decision of the Examination Committee (S.E.), the number of scholarships, up to 5% of the total number of enrolled students, who can receive a scholarship based on academic criteria, is determined. This specification can be made by a decision of the Department Assembly following a recommendation from the Examination Committee.

Scholarships for graduate studies are also provided by other organizations, such as the State Scholarships Foundation (IKY), the Ministry of Education, the General Secretariat for Research and Technology (G.G.E.T.), the European Union, foundations, and public or private organizations. If a student receives a scholarship or funding from another organization, they are not eligible for a scholarship from the M.Sc. Program. Scholarship recipients must submit a declaration stating that they do not receive a scholarship or funding from another public or private organization.

**Article 13**  
**Procedure of Withdrawal and Removal**

**13.1 Procedure for Withdrawal from the M.Sc. Program**

If a graduate student decides to discontinue their participation in the M.Sc. Program, they must inform the Director of the M.Sc. Program in writing. The following rule applies: "The graduate student who withdraws from the M.Sc. Program must pay the full tuition fees up until the semester of their withdrawal, which is documented by their registration in the relevant semester and the receipt number of their withdrawal request from the M.Sc. Program in Public Administration."

**13.2 Procedures for Removal**

A graduate student may be removed from the M.Sc. Program for any reason outlined in the Internal Regulations of the University of Western Macedonia. A graduate student will be removed from the M.Sc. Program if they exceed the duration of study specified by this M.Sc. Program's regulations or if they abstain from examinations in one or more courses without a particularly serious reason for three (3) consecutive semesters.

The removal of graduate students is decided by the Department Assembly, following a recommendation by the Director of the M.Sc. Program and a relevant proposal from the Examination Committee.

**Article 14**  
**Education Process-Educational and Technological Infrastructure**

The educational process is conducted using modern distance learning methods in full, in accordance with the limitations outlined in Article 88 of Law 4957/2022 and the Joint Ministerial Decision (JMD), Government Gazette 1079 B', 28.02.23, Article 5, Paragraph 3.

As part of enhancing and improving the quality of services provided to postgraduate students at the University of Western Macedonia, as well as the principles of transparency and accountability, the "Welcome Process for New Postgraduate Students" has been established. The welcome process aims to set a framework of actions through which the M.Sc. program informs new postgraduate students to help them better fulfill their duties and obligations effectively.

The purpose of the process is:

- To facilitate communication between postgraduate students and the governing bodies and services of the M.Sc. program, the Department, and the Administration.
- To provide information on matters related to university life.
- To inform students about their rights and obligations within the context of their academic career.
- To provide assistance for the smooth and uninterrupted completion of their duties and obligations.

Specifically, at the beginning of the winter or spring semester each academic year, a welcome session for postgraduate students is held, along with a presentation/information session about the M.Sc. program, its digital structures, and their capabilities. Additionally, supportive structures offered by the University are introduced, such as MYFE, ERASMUS, the Career Office, the Student Ombudsman, as well as institutionalized processes that facilitate the daily life of postgraduate students, such as the complaint process.

For the operation of the M.Sc. program, the integrated system of modern education will be used, as detailed in Chapter 2: Organization of Educational Process with Distance Learning Methods, in the Postgraduate and Doctoral Studies Regulations of the University of Western Macedonia.

In summary, the integrated e-learning system at the University of Western Macedonia includes:

- **Moodle**  
The electronic educational process is carried out through the Moodle platform (Modular Object-Oriented Developmental Learning Environment). Moodle is a software for managing and conducting online courses that offers comprehensive services for asynchronous e-learning.
- **EclassofGuNET**  
The Open eClass platform is a comprehensive Learning Management System (LMS) and is the proposal from the Academic Network (GUnet) to support Asynchronous E-learning Services. It has been designed to enhance the educational process, is based on open-source software, actively supported by GUnet, and is freely distributed. Access to the asynchronous e-learning services is available via a standard web browser without the need for specialized technical knowledge.
- **Zoom**  
The University of Western Macedonia has a subscription to the Zoom video conferencing software for 250 rooms and one Webinar room for up to 1,000 participants. Zoom supports the creation of virtual classrooms with real-time audio and visual communication, using appropriate equipment (computers, cameras, microphones, speakers, headphones, high-speed networking, and video conferencing software), enabling instructors and students to communicate vocally and visually while in different locations.
- **StudentRegistryUniverSIS**  
The UniverSIS platform serves three (3) different user groups through its applications: students, instructors, and administrative staff, either at the Department Secretariat or centrally at the University.

**Article 15**  
**Course and Instructor Process**

The Master's Program is subject to internal and external evaluation and accreditation procedures, as defined by the Quality Assurance Unit (MODIP) of the University of Western Macedonia, in accordance with the principles, guidelines, and directives of the Hellenic Authority for Higher Education (HAHE). This evaluation also includes the assessment of courses by the students of the program.

**Article 16**  
**Teaching Staff**  
**(article 83 of law N. 4957/2022)**

**16.1. General**

1. The teaching duties of the Postgraduate Program (P.M.S.) are assigned, by decision of the Assembly of the Department of Economics, to the following categories of instructors:
  - a) Members of the Teaching and Research Staff (D.E.P.), Special Educational Staff (E.E.P.), Laboratory Teaching Staff (E.D.I.P.), and Special Technical Laboratory Staff (E.T.E.P.) of the Department or other departments of the same or another Higher Education Institution (H.E.I.) or Higher Military Educational Institution (A.S.E.I.), with additional employment beyond their legal obligations, provided the P.M.S. charges tuition fees;
  - b) Emeritus Professors or retired D.E.P. members of the same or other departments of any H.E.I.;
  - c) Collaborating professors;
  - d) Appointed lecturers;
  - e) Visiting professors or researchers;
  - f) Researchers and specialized operational scientists of research and technological institutions under Article 13A of Law 4310/2014 (A' 258), or other research centers and institutes, domestic or foreign;
  - g) Recognized scientists with specialized knowledge and relevant experience in the subject area of the P.M.S.
2. Teaching assignments are made by decision of the Assembly of the Department of Economics, following a recommendation by the Director of the P.M.S.
3. Supervision of thesis projects is permitted for instructors listed under points a) to f) of paragraph 1, provided they hold a doctoral degree.
4. All categories of instructors may be remunerated solely from the resources of the P.M.S. No remuneration or other compensation may be paid from the state budget or the public investment program. The remuneration amount for each instructor is determined by the competent body of the P.M.S. when assigning teaching duties. Specifically, D.E.P. members may receive additional compensation for work offered to the P.M.S. if they fulfill their minimum legal obligations, as defined in paragraph 2 of Article 155 of Law 4957/2022. This provision applies analogously to members of E.E.P., E.D.I.P., and E.T.E.P., provided they also meet their legal obligations.
5. The Assembly may assign supporting teaching duties to doctoral candidates of the involved departments, under the supervision of a P.M.S. instructor.

## 16.2. Obligations of Instructors

The teaching staff of the P.M.S. must:

- Define the content of the courses in their specific subject area;
- Upload the detailed syllabus, updated bibliography, and articles to the online platform;
- Upload relevant educational and informational material to the platform;
- Ensure a systematic connection between the theoretical part of the course and high-level practical application;
- Provide postgraduate students, in their role as Academic Advisor, with all relevant information about their studies, thesis, and related matters.

## 16.3. Instructor Compensation

Instructors receive compensation for both teaching and for the preparation of educational materials and the examination of students. They are also compensated for supervising and monitoring thesis projects. The compensation plan is proposed by the Director of the P.M.S. to the Department Assembly at the beginning of each academic year.

### Article 17 Secretariat of the Postgraduate Program

The administrative and secretarial support of the Postgraduate Program "Public Administration" (P.M.S.) is undertaken by the Department of Economics of the University of Western Macedonia, which may also be provided through the hiring of collaborators with the required experience.

The Secretariat of the P.M.S. "Public Administration" is obliged to maintain an individual file for each postgraduate student, which includes: a) the degrees and documents submitted with their application, b) copies of certificates or attestations granted, c) a progress summary including course grades, d) any scholarships or awards received, e) the report of the P.M.S. Three-Member Examination Committee, and f) any other relevant documents as required by current legislation and this Internal Regulation of the P.M.S.

The contents of the individual file are accessible only to the relevant department service, the Department Chair, the Director of the P.M.S., and the postgraduate student themselves.

Postgraduate students have all the rights and benefits afforded to students, except for the provision of free textbooks. Postgraduate students are entitled to:

- An academic ID card,
- A University of Western Macedonia email account,
- Access to the university libraries, and
- Access to electronic databases subscribed to by the University.



**Article 18**  
**Parallel Educational and Research Activities**

In addition to course instruction, the curriculum of the Postgraduate Program (P.M.S.) may also include parallel educational and research activities such as lectures, workshops, conferences, training seminars, and more. A certificate is granted to participants who attend these parallel educational activities of the P.M.S..

**Article 19**  
**Collaborations**

The Postgraduate Program (P.M.S.) may establish collaborations with other educational institutions or organizations (public or private, for-profit or non-profit), either domestic or international, within the scope of its academic fields

**Article 20**  
**Financial Resources of the Program**

**20.1. Resources of the Postgraduate Program (M.P.S.)**

1. As already defined in Article 10 of this Regulation, the tuition fees of the M.P.S. for each postgraduate student amount to €2,700.00. These constitute the financial resources of the M.P.S. and cover a significant part of its annual operating costs. Following a justified proposal by the Director of the M.P.S. and approval by the Assembly of the Department of Economic Sciences, the tuition fees may be adjusted annually depending on the economic conditions and operational needs of the Program. Payment of the tuition fees is made in three equal installments: the first upon enrollment in the M.P.S., and the remaining two at the beginning of each semester, into a special account managed by the Research Committee of the University. The tuition fees are used to meet the needs that arise throughout the operation of the program, not only during the semester to which they correspond.
2. Part of the annual operating cost of the Program is covered by the fixed provisions of the University of Western Macedonia, which provides infrastructure, scientific equipment (computers, labs), and libraries.
3. Donations, sponsorships, and any form of financial support.
4. Endowments.

**20.2. Operating Expenses of the M.P.S.**

1. Remuneration of teaching staff.
2. Compensation for supervision and monitoring of dissertations after their public defense.
3. Remuneration of the Evaluation and Selection Committee. The amount is determined by the Postgraduate Program Committee (PPC), taking into account the financial capacity of the M.P.S.
4. Payment for the production of educational materials. The amount is determined by the PPC and depends on the finances of the M.P.S.
5. Remuneration of doctoral candidates for supporting educational and administrative activities of the M.P.S.
6. Payment to external collaborators of the M.P.S. for supporting both the operation (e-learning, program budgeting) and educational processes.
7. Remuneration for secretarial and administrative support of the M.P.S.

All the above remunerations are determined by the Department Assembly upon the recommendation of the PPC, taking into account the financial capacity of the M.P.S.

### **20.3. Various Other Operating Expenses of the M.P.S.**

1. Travel reimbursement and hospitality for teaching staff and guest speakers.
2. Travel reimbursement, hospitality, and participation fees for conferences in Greece or abroad related to the academic fields of the M.P.S., where the research work of its faculty and students is presented.
3. Financial coverage for organizing workshops, seminars, symposia, conferences, and international conferences involving scholars from Greece and abroad.
4. Financial support for publishing activities (conference proceedings, promotional and advertising materials for the M.P.S., honorary plaques or volumes, scientific/educational manuals relevant to the Program's academic field, etc.).
5. Purchase of books and relevant printed or digital materials for creating a small specialized library to meet the specific needs of the M.P.S.
6. Purchase of educational materials to support the courses of the M.P.S.
7. Sponsorships (in money or educational materials) to institutions related to the M.P.S. (university departments, institutes, foundations, etc. operating in Greece or abroad).
8. Purchase of consumables for secretarial support and educational processes.
9. Purchase of materials and equipment (e.g., computers) to ensure the smooth conduct of courses.
10. Expenses related to secretarial support, editing, and assistance in the educational activities of the M.P.S., as well as for the preparation and publication of yearbooks.
11. Subscriptions to scientific journals relevant to the M.P.S.
12. Compensation to the scientific supervisor or an instructor for participating in conferences related to the M.P.S.'s academic areas.
13. Expenses for the promotion of the M.P.S.

The amount of all the above compensations is determined by the Department Assembly upon the recommendation of the PPC, taking into account the financial capacity of the M.P.S.

### **Article 21 Awarding of Degrees**

The Postgraduate Program in *Public Administration* awards a Master's Degree (MSc.) to postgraduate students who successfully complete all coursework and fulfill all requirements defined within the program.

The M.D.S. is signed by the Rector of the University of Western Macedonia, the Chair of the Department, and the Head of the Secretariat of the Department of Economic Sciences.

The format of the *Public Administration* Master's Degree follows the specifications set out in the Internal Regulation for Postgraduate Studies of the University of Western Macedonia.

The degree is formally awarded by the Director of the postgraduate program. A certificate of completion may be issued to the graduate upon request prior to the formal awarding of the degree.

Only one (1) original diploma is issued, provided that the postgraduate student pays a fee determined by decision of the University of Western Macedonia. The original diploma cannot be replaced in the event of

loss or destruction for any reason. However, the holder of the MSc. is entitled to receive, free of charge, as many Certificates or Diploma Copies as they wish.

The awarding of the MSc takes place in a public graduation ceremony, the details of which are determined by a decision of the Department Assembly.

For reasons of force majeure, a graduate may, by submitting a formal request to the Secretariat of the postgraduate program, either receive the degree without attending the ceremony or request to participate in a future graduation ceremony.

## **Article 22**

### **Duration of Operation**

The Postgraduate Program (P.M.S.) will operate from the academic year 2025–2026 for a period of five (5) years, after which its continuation will be evaluated in accordance with the provisions of paragraph 1, article 87 of Law 4957/2022. At the end of this period, the necessity and appropriateness of continuing, modifying, or discontinuing the Program will be re-examined, as provided by law.

## **Article 23**

### **Transitional Provision**

Any matters not regulated by the present Internal Regulation, as well as specific issues that arise during the operation of the Postgraduate Program, shall be addressed by decisions of the competent bodies, in accordance with the applicable legislation.

This decision shall be published in the Government Gazette.

**The Rector of the University of Western Macedonia**  
**Professor Theodoros P. Theodoulidis**

## **APPENDIX**

### **Course description**

All courses are designated as compulsory. There is no option for elective courses.

#### **1. Quantitative Methods & Project Management in the Public Sector**

The course is divided into three sections. The first section covers concepts in Statistics, specifically: Descriptive Statistics (frequency tables, graphical representation of data, measures of central tendency, measures of variability, measures of skewness, outliers), Probability Theory, Conditional Probability,

Distributions (Binomial, Geometric, Poisson, Normal), and Inferential Statistics (confidence intervals, hypothesis testing). The statistical package SPSS will be used for this section.

The second section deals with optimization problems in Linear Programming (Graphical solution, Simplex Method, Sensitivity Analysis, problem modeling), special cases of linear programming problems (Transportation problem, Northwest Corner Method, Vogel's method, Least Cost Method, unbalanced problems, Assignment problem, Hungarian method), and Inventory control. Relevant software (MS Excel, QSB, LINDO) will be used.

The third section includes network optimization problems, graphs, diagrams, and trees, critical activities and paths, CPM and PERT methods, and issues in Dynamic Programming.

## **2. Management, Strategy & Organizational Behavior**

Modern Public Administration examines both internal and external factors affecting public organizations and institutions. Topics include: Challenges in 21st-century Public Administration, Planning and Control in Public Services, Decision-Making in Public Management, Job Organization and Design in the Public Sector, New Governance Approaches, Quality and Public Administration, Benchmarking and Best Practices in Public Management, and Human Capital Development (training, performance evaluation, teamwork, career planning, ethics at work).

The course aims to familiarize students with core concepts of Public Administration, strategy, strategic management, and achieving sustainable competitive advantage. Organizational Behavior is a field that systematically studies how individuals, groups, and structures affect behavior within a public organization. It applies specialized knowledge to improve organizational performance. Students will explore individual and group behavior, interpersonal influence, organizational processes, design, change, and innovation. Key concepts include perception, motivation, decision-making, team dynamics, negotiation, conflict management, leadership, organizational culture, and change management—providing a foundation for applying organizational theory to modern challenges.

## **3. Managerial Economics & Finance**

This course has two parts. The first part aims to provide advanced (postgraduate-level) understanding of economic phenomena at both the micro and macro levels to support rational decision-making in management. The second part applies financial science as a tool for making investment and financing decisions under uncertainty.

Microeconomics explains how scarce resources are allocated among competing uses in the modern economy and the role of markets. Macroeconomics focuses on resource use at the aggregate level, emphasizing employment and general price levels. It also explores the determinants of resource growth (potential output) and the extent of utilization of production capacity. Financial knowledge enables rational investment and financing decisions under uncertain conditions.

#### **4. Information Systems & E-Governance**

This course presents fundamental concepts of information systems, their infrastructure, and role in organizations. It analyzes main types of Information Systems with a focus on Management Information Systems and applications in Public Administration.

The course introduces students to how internet technologies influence citizen interaction with public administration and how governments use and manage these technologies to enhance service delivery. It highlights the benefits of adopting IT in e-governance for all stakeholders. Students will also learn about the unique characteristics and management challenges of public sector services. The course also covers implementation and execution of e-governance strategies to create competitive advantage.

#### **5. Public & European Economics**

This course has two parts.

The first part analyzes the functions of a modern state. It begins with the scope and size of state activity in a market economy and focuses on the key policy instrument: the state budget. It evaluates methods for assessing the effectiveness of economic policy, seeking the most efficient use of resources while also addressing equitable distribution—often a competing objective. Tools for measuring inequality and reconciling efficiency with fairness are examined. The course explores reasons for state intervention even in competitive markets—such as the provision of public goods and services that markets may underdeliver or not provide at all. It also examines taxation as a major state revenue source to support key functions (defense, education, health, etc.). Finally, it outlines the legal framework of public procurement and fiscal control in Greece.

The second part focuses on the creation and operation of the "artificial state entity" known as the European Union (EU), particularly the Economic and Monetary Union (EMU). It traces the historical development of the EU and EMU, presents the theoretical foundations through theories of integration and Optimal Currency Areas, analyzing pros and cons. It discusses EMU membership criteria, economic foundations, and the New Macroeconomic Consensus. The Euro crisis is analyzed, highlighting "architectural flaws" of the EMU, followed by measures taken to address the crisis, including financial support mechanisms, fiscal discipline measures, and steps toward Banking Union.

#### **6. Special Topics: (a) Research Methodology (b) Services Marketing in Public Administration**

The Research Methodology course introduces students to research approaches, methods, techniques, and procedures, along with key information systems concepts related to organizational infrastructure and function. It equips future researchers with tools for solving research problems. By the end, students will be able to conduct literature reviews, use statistical software for data analysis, apply appropriate quantitative and qualitative methods, present and analyze data using spreadsheets, and process text effectively. Ethical issues, plagiarism avoidance, and intellectual property protection are also covered.

The Services Marketing course introduces the unique features of services and the dimensions of service image that affect marketing approaches used by organizations. It provides foundational knowledge for addressing challenges, opportunities, and strategies in service marketing. By the end, students will demonstrate comprehensive understanding of service productivity, perceived quality, customer satisfaction

and loyalty, and conduct service system research, including data collection, analysis, and synthesis to draw valid conclusions.