

4. Regulation for the Preparation of the Master's Thesis

Postgraduate Degree in «Public Administration»



Kastoria 2025

GENERAL INFORMATION

The Master's thesis is part of the curriculum of the Master's Program (MSc) in Public Administration of the Department of Economics at the University of Western Macedonia (UoWM). During the third semester, the student is required to write a thesis, provided that they have passed all the courses from the first two semesters. The thesis is equivalent to thirty (30) ECTS credits.

The student must prepare a research proposal (research outline) for the thesis and select a supervisor, with whose consent the supervisor will guide them throughout the thesis process. The research proposal should define the topic to be analyzed, provide indicative literature, identify potential organizations for necessary collaboration, and specify the methodology to be used. The acceptance of the research proposal is based on criteria such as the relevance of the topic to the Master's program, the contribution to expected benefits, and elements of originality in the approach.

The types of Master's theses may include: (a) a structured literature review of a contemporary topic with corresponding discussion, leading to the formulation of research hypotheses for future studies or policy proposals, (b) empirical research, which includes a brief literature review, with or without the verification of a theory, (c) the development of a new model, or possibly (d) a limited combination of the above. In all cases, the Master's thesis must be scientifically rigorous and based on valid Greek and international literature (relevant scientific journals, from well-known international bibliographic databases or publishers, e.g. Elsevier, Emerald, Taylor & Francis, Springer, Blackwell, etc.), while also presenting elements of originality.

PROCESS OF WRITING THE MASTER'S THESIS

Rules for the Master's Thesis

The Master's thesis must:

- Be relevant, reflecting the current state of the global, European, and national economy, as well as the development prospects of Greek public organizations.
- Have a scientific-research character and pertain to the field of public administration.
- Contain a theoretical section addressing contemporary literature, using analytical tables, diagrams, and charts where necessary.
- Be the result of independent research by the student to solve practical issues related to economic and administrative problems in public organizations.
- Analyze contemporary positions in public administration theories.
- Develop the student's ability to understand administrative, economic, and other issues and, based on the analysis, draw conclusions and propose solutions.
- Reflect the student's diligence in the use of statistical data and the publications of other authors. In any case, when using statistical data and the scientific works of others, the corresponding references and citations must be recorded.

Organization and Process of Writing the Master's Thesis

The thesis is written according to the content plan approved by the supervising professor, which outlines the range of research problems and the key sources of literature that the student should study.

Initially:

- The work plan and the subject of study are prepared.
- The specific research objectives and the list of topics to be analyzed are defined.

- Results and conclusions are drawn from the analysis, which may also have practical applications.

Before starting and during the writing process, the student must obtain the supervising professor's consent regarding the processing and use of selected literature and primary and secondary printed material, evaluating their completeness and reliability. The student begins writing each chapter after conducting the necessary analysis, statistical processing, and gathering the required material.

The student, understanding the requirements of the thesis topic, should:

- Understand and apply the specifications of the thesis.
- Plan the research and collection of scientific material.
- Critically read and process the relevant scientific literature.
- Integrate the text of paragraphs into the chapters and subchapters of the thesis.
- Develop the thesis objectively, using their personal voice and style.
- Clearly and concisely express concepts and ideas so that they are easily understandable.
- Provide detailed references and descriptions.
- Present ideas logically, maintaining a clear structure of chapters, subchapters, and paragraphs.
- Ensure correct grammar and spelling.
- Identify similarities and differences in scientific material.
- Critically interpret the problems addressed in the thesis.
- Define key concepts by focusing on the main points.
- Stay focused on the thesis topic to avoid deviating from the scope of the study.
- Constantly confirm that everything they write is essential.
- Avoid presenting the ideas of others as their own.
- Ensure that all chapters and subchapters of the thesis are fully developed.
- Record bibliographic references and the bibliography.
- Review the final text of the thesis and remove unnecessary material.
- Consult with the supervising professor about the advantages and disadvantages of the methods and theories being applied and raise any questions that arise.

THE SUBJECT OF STUDY AND STRUCTURE OF THE MASTER'S THESIS

Structure and Content of the Master's Thesis

i. Cover Page

See example in the relevant appendix.

ii. Dedications and Acknowledgments

Optional. If the student wishes, they may include dedications and acknowledgments.

iii. Abstract

The abstract should be written on a separate page, should not exceed 250 words, and must include the objectives, methodology, and main findings of the thesis.

iv. Contents of the Master's Thesis

On the first numbered page, the table of contents is written. This includes the titles of chapters and subchapters of the first and second levels, with accurate page numbers as they appear in the text. The table of contents also includes the bibliography and appendices, which are not numbered. In the

table of contents, the titles of the chapters are written in **Arial 12 + bold lowercase letters**, and the titles of the subchapters are written in **Arial 12 normal lowercase letters**.

To choose the most logical sequence of the successive phases of the thesis, it is recommended to create a structural-logical diagram (plan) of the contents, illustrating the relationship between the chapters of the thesis. The thesis plan primarily reveals the logic of the sources (scientific books and articles, primary sources, etc.) and reveals the direction of the subject of study. The initial version of the structural-logical plan of the thesis is shown in Figure 1.

Since the thesis is a creative process, the initial form of the structural-logical plan represents a basic content plan, which can be modified during the work's progress and include new subchapters (innovations, directions of activity, problem-solving methods, etc.), but with systematic hierarchy to avoid confusion in understanding and logical flow in the text.

v. Introduction

The introduction is developed on one page (second page). In the introduction, it is essential to emphasize the relevance of the examined topic, highlight the level of its treatment in the scientific literature, and then include:

- The subject of study in the master's thesis: the phenomenon that the student's research activity focuses on.
- The outline of the study of the master's thesis: the designed methods for researching specific properties of the subject of study.
The subject of study and the outline of the study are related as general and specific parts within the scientific process.
- The methodological foundations of the research and the methods of analysis (universal, general scientific, and quantitative research methods, logical-theoretical and empirical-theoretical research methods).
- The formulation of the thesis' aim and objectives: the main purpose for conducting the research and the specific goals the research should achieve. The thesis aim aims to solve problems through analysis and the identification of new regularities between phenomena. The objectives focus on the systematization of study methods, drawing conclusions, and the final results of the thesis.
- The definition of scientific problems: the development of the thesis objectives defines the scientific problems. This is usually done with phrases such as: analyzed..., proven..., revealed..., explained..., a formula is derived..., proposals are given..., generalized..., described..., clarified..., a prediction is made, etc. The definition of problems must be done carefully, as the description of their solutions can outline the content of the thesis chapters and topics. This is important because the structure of chapters and subchapters usually arises from the definition of the thesis problems. Later, when formulating the conclusions, it is advisable to extract those that reflect the achievement of goals and the analysis of problems.
- The originality and other valuable points of the thesis: the scientific originality of the work is characterized by the author's contribution to the development of theories related to the problem under study. Scientific originality often lies in clarifying distinct concepts, theories, and components of processes.
- The practical significance of the thesis: scientific originality is often linked to the practical importance of the work. Practical significance should involve the processing of specific initiatives.
- The brief analysis of each chapter of the thesis.

Based on the structural-logical diagram of contents, the student, together with the supervising professor, creates the initial and final developed outline of the thesis, according to which the student

independently selects, processes, and systematizes the scientific material and determines the sequence and logical formulation of the research results.

vi. **Main Body**

The main body of the thesis consists of three to five chapters, which are numbered in ascending order, applying the numbering system up to three fields with Arabic characters (e.g., 1.2.1). The following technical specifications should be followed in the main body:

- Chapters are composed of first- and second-level subchapters (e.g., 2.1.1). The titles of subchapters are separated by a 1½ line spacing from the text above and below, as well as from the title of the chapter or subchapter.
- Each chapter should begin on a new page, and paragraphs should be continuous, without gaps between them.
- The texts of subchapters should not have gaps between lines, with each line having a 1½ line spacing. If a small table, figure, or diagram is inserted into the text, the text can precede and follow it at a 2-line spacing from the table.
- All chapter titles are always written at the top left of the imaginary text frame of the new page.

In the main body of the thesis, the chapters and subchapters are developed sequentially, containing the material resulting from independent scientific research and study of scientific material, logically connected, using the analytical and synthetic methods of independent research or other methods.

- **First Chapter** (approximately 25 pages): This chapter includes a review of the literature, informing the reader of relevant studies already published in the author's research field. It aims for critical consideration, not merely a description of the literature. The purpose is to formulate the gaps in the literature, the conceptual framework, and the working hypotheses or research questions of the thesis.
- **Second Chapter** (approximately 2-3 pages): This chapter presents the research methodology, providing a detailed analysis of how the topic of the thesis will be investigated. The choice of research approach should be justified. Additionally, the strategy for sample composition and how the variables of the conceptual framework will be measured should be presented.
- **Third Chapter** (approximately 25-30 pages): This chapter presents the data analysis and interpretation of findings. The student can present findings in the form of charts and tables. The central issue in this section is whether the findings support or disprove the working hypotheses or answer the research questions. Conclusions are drawn, and these are compared with the conclusions of other relevant studies, interpreting any differences found.

The student, to demonstrate independence and initiative in the thesis writing process, must make their own proposals regarding the methods and mechanisms for solving each research problem to achieve the predetermined goals of the thesis. It is important to present the practical and theoretical applications of the findings.

i. Conclusions

In this section, the student should include a summary of the results of the thesis. The limitations and weaknesses of the study should be addressed and discussed in detail. Based on this discussion, the candidate should be able to mention future prospects for related research with the current study.

In the second part of this section, the student should present specific proposals directly derived from the analysis of the problem, the related arguments, and the conclusions developed in the main body of the study.

ii. Bibliography

The student must record a complete list of the bibliography used at the end of the thesis. This list must include all sources used, with references in the text, in alphabetical order. A detailed description of how to present bibliographic references is provided in the appendix of this guide.

iii. List of Tables and Diagrams. List of Abbreviations

iv. Appendices

If necessary, a list of tables, diagrams, or figures, a list of abbreviations or symbols, as well as Appendices, may be included after the conclusions.

GENERAL TECHNICAL INSTRUCTIONS FOR WRITING A THESIS

General Rules

1. The thesis of the Master's program must be assigned to one student.
2. The length of the thesis for a theoretical course should not exceed 20,000 words (+10%) (approximately 80-100 typed pages). This word count includes relevant tables, diagrams, or figures, but excludes the bibliography and appendices. The pages should be numbered with Arabic numerals (1, 2, 3...), usually at the bottom right of the page, starting from the contents page, with the exception of the cover page (1 page without numbering).
3. The text of the thesis should be typed in Greek, entirely in the Arial normal font - 12 black color, with 1.5 line spacing (1½ line spacing), and fully justified. Each paragraph should start with a defined indentation (tab) of 1 point. No blank space should be left between paragraphs.
4. The text must have a consistent style and be characterized by coherence and logical sequence.
5. All sections of the thesis (text, tables, diagrams, etc.) should be placed within an imaginary frame on the page, and the page margins should be set as follows:
 - **Top:** 2.54 cm at the top of the page
 - **Bottom:** 2.54 cm at the bottom of the page
 - **Left:** 2.54 cm on the binding side
 - **Right:** 2.54 cm on the free side

Table 3.1. Structure and Suggested Pages of the Thesis

The structure of the course thesis includes the following main sections:	Recommended pages of the thesis per Student:
First Pages (Cover, 4 double-sided pages)	i
Summary	1
Table of Contents	1
Introduction	1
Main Text	58
Conclusions	17
Total	75
Bibliography	5
List of Figures	5-8
List of Tables	1
List of Abbreviations or Symbols	1
Appendix or Appendices	1

Writing of Titles

Detailed instructions for correctly writing the titles of chapters and subsections, references, footnotes, and bibliography:

- In the table of contents, **chapter titles** are ALWAYS written in **bold lowercase letters** (Arial font - 12, bold), and **first and second-level subsection titles** are written in **normal lowercase letters**.
- In the text, **chapter titles** are ALWAYS written in **Arial - 14, bold, uppercase** (e.g., TITLE 1).
- **First-level subsection titles** are ALWAYS written in **Arial Greek - 14, bold, uppercase** (e.g., TITLE 2).
- **Second-level subsection titles** are ALWAYS written in **Arial - 12, bold, lowercase** (e.g., Title 3). It is recommended not to use numbering with a depth greater than 2 (e.g., 1.2.3).
- **Table titles, figure titles, and diagram titles** are ALWAYS written in **Arial - 12 + bold, lowercase bold letters**.
- No period should be placed at the end of **chapter titles, subsection titles, table titles, or diagram titles**.
- The content of **tables** can be written in **Arial font size 8 - 12**, depending on the size of the table. **Bold identical letters** should be used for the titles of rows, columns, and total amounts in the tables. **Normal letters of the same size** should be used for the data in the tables. The **source of the table or diagram** should be placed at the bottom and written in **normal non-bold Arial - 10**. **Footnotes for tables or figures** should be written at the bottom of the object in **normal Arial - 10** and before the source.
- **Bibliographic references** in the bibliography list should ALWAYS be written in **normal Arial - 12**.

PRESENTATION OF THE THESIS

The student prepares their presentation and presents the text of the analyses and results of the thesis using 10 to 12 slides within 15 minutes, using PowerPoint. In designing the structure of the thesis presentation, the student must include:

- The justification for the relevance of the topic of the thesis.
- The exposition of the aims and objectives of the research subject.
- The time frame of the research.
- The methodology and results of the analysis of the problems conducted.
- The proposed solutions for the problems and their evaluation.
- The key conclusions and recommendations.
- The justification of the conclusions and recommendations.

APPENDICES OF THE GUIDE

APPENDIX A. CITATION OF BIBLIOGRAPHIC REFERENCES

For the citation of bibliographic references, the Harvard system or the APA system can be used.

Ways to cite bibliographic references in the text: Heavy social media use can be linked to depression and other mental disorders in teens (Asmelash, 2019).

More than 300 million people worldwide are affected by depression (World Health Organization, 2018).

One study found that the most important element in comprehending non-native speech is familiarity with the topic (Gass & Varonis, 1984).

One study found that “the listener's familiarity with the topic of discourse greatly facilitates the interpretation of the entire message” (Gass & Varonis, 1984, p. 85).

Research shows that listening to a particular accent improves comprehension of accented speech in general (Gass & Varonis, 1984; Krech Thomas, 2004).

Establishing regular routines, such as exercise, can help survivors of disasters recover from trauma (American Psychological Association [APA], n.d.).

Examples of Bibliographic References in the Bibliography List

All bibliographic references are listed together in alphabetical order. Foreign-language references are listed first, followed by Greek ones.

Example of a Journal Article Reference

Grady, J. S., Her, M., Moreno, G., Perez, C., & Yelinek, J. (2019). Emotions in storybooks: A comparison of storybooks that represent ethnic and racial groups in the United States. *Psychology of Popular Media Culture*, 8(3), 207–217. <https://doi.org/10.1037/ppm0000185>

Example of a Book Reference

Sapolsky, R. M. (2017). *Behave: The biology of humans at our best and worst*. Penguin Books.

Torino, G. C., Rivera, D. P., Capodilupo, C. M., Nadal, K. L., & Sue, D. W. (Eds.). (2019). *Microaggression theory: Influence and implications*. John Wiley & Sons. <https://doi.org/10.1002/9781119466642>

Example of a Book Chapter in an Edited Volume

Aron, L., Botella, M., & Lubart, T. (2019). Culinary arts: Talent and their development. In R. F. Subotnik, P. Olszewski-Kubilius, & F. C. Worrell (Eds.), *The psychology of high performance: Developing human potential into domain-specific talent* (pp. 345–359). American Psychological Association. <https://doi.org/10.1037/0000120-016>

Example of an Article from Conference Proceedings

Duckworth, A. L., Quirk, A., Gallop, R., Hoyle, R. H., Kelly, D. R., & Matthews, M. D. (2019). Cognitive and noncognitive predictors of success. *Proceedings of the National Academy of Sciences, USA*, 116(47), 23499–23504. <https://doi.org/10.1073/pnas.1910510116>

Bedenel, A.-L., Jourdan, L., & Biernacki, C. (2019). Probability estimation by an adapted genetic algorithm in web insurance. In R. Battiti, M. Brunato, I. Kotsireas, & P. Pardalos (Eds.), *Lecture notes in computer science: Vol. 11353. Learning and intelligent optimization* (pp. 225–240). Springer. https://doi.org/10.1007/978-3-030-05348-2_21

Example of a Website Reference

Bologna, C. (2019, October 31). *Why some people with anxiety love watching horror movies*. HuffPost. https://www.huffpost.com/entry/anxiety-love-watching-horror-movies_15d277587e4b02a5a5d57b59e

U.S. Census Bureau. (n.d.). *U.S. and world population clock*. U.S. Department of Commerce. Retrieved January 9, 2020, from <https://www.census.gov/popclock/>

APPENDIX B. RECORDING OF TABLES, DIAGRAMS & MATHEMATICAL RELATIONS

Methods of Recording Tables, Diagrams, or Figures

In general, tables, diagrams, and figures, as well as small maps, must be numbered and must have a title (caption). The source (from which the data were obtained) is also provided, and they should be placed on the same page as the text or on separate pages after they are mentioned.

Specifically:

- For each chapter of the thesis, separate numbering is used for the figures, diagrams, and tables (subject matter).
- The numbering is done using Arabic numerals with two fields, separated by a dot, independently for each table or figure. This is consistent throughout the chapter. The first field

refers to the chapter number, and the second refers to the number of the table or figure. The numbering starts over at the beginning of each chapter, as in the example: Table 3.1, Table 3.2, Diagram 3.1, etc., or Figure 3.1, etc.

- The table title is placed above, always separated from the text and the object (table) by a 1.5-line space. The number of the table (e.g., Table 3.2) precedes the table title and is positioned to the left.
- The source of the table or figure is placed at the bottom, at a distance of 1.5 line spacing from the table or figure and the text. The validity of the source is checked.
- The title of the figure is placed at the bottom. The figure or diagram is always separated from the text above and below by 1.5 line spacing. The number of the figure (e.g., Figure 3.2) precedes the title and is placed to the left before the title of the figure.
- The titles of tables and figures are written in bold lowercase letters. When the title is shorter than one line, it is centered on the page. When it is longer, it is wrapped using 1.5 line spacing and left-aligned. (See Table 3.2).
- In the body of the thesis, an analysis (explanation) of the table or figure must be provided, and a reference is included at the end of the paragraph in parentheses (e.g., see Table 3.2, see Figure 3.1).
- Tables and figures are placed centered on the page within defined margins, after the point in the text where they are first mentioned.
- If there is a reference to a previous table or figure later in the text, it is written at the end of the paragraph in parentheses as a repetition (e.g., see Table 3.2, see Figure 3.1).
- When tables or figures are small, they can be placed in the text immediately after the reference, with 1.5 line spacing.
- When tables and figures are large, they should be placed on the next page after the first reference and explanation. If the table does not fit on one page, it should be split into two parts, and on the second page, it should be labeled at the top right: Table 3.2 (continuation), without the table's title. However, the row and column titles must be repeated.
- In tables, all vertical and horizontal rows must be visible.
- The row titles in tables are left-aligned, and the column titles are center-aligned. The table data should be right-aligned for numbers. Numbers must have the same number of decimal places. For text, center alignment is used.
- Tables and figures that have a large width can be placed horizontally within the defined text area. In this case, the titles must also be rotated.
- Each table must include the unit of measurement in the title of each column (e.g., tons, sq. km, etc.), the value (mainly in millions or billions of euros, dollars, or other currency), the mathematical relation, and the statistical data in the largest unit, reducing unnecessary zeros. If the unit of measurement applies to the entire table, it may be written in parentheses as part of the table's title (e.g., in millions of euros).
- The title of the table or figure must indicate the time period of the data analysis.
- Typically, the total amounts of tables are written at the bottom of the table.
- When the table or figure is self-created, it is marked as: "Calculated based on the sources:" followed by the sources. If the table or figure is taken from another source, it is marked as: "Source:" followed by the original source of the organization or author who created it, in accordance with the bibliographic reference rules.
- Both figures and tables must be of good quality.

Methods of Recording Mathematical Relations

For mathematical relations (equations), these should be written clearly with 1.5 line spacing above and below the text.

- Mathematical relations are centered within the text.
- Numbering is mandatory and should be written with Arabic numerals in each chapter of the thesis, using two fields separated by a dot, e.g., (3.1). The first field refers to the chapter number, and the second field refers to the number of the mathematical relation, always starting from the beginning of each chapter.
- Mathematical relations always keep the symbol from where they are first introduced.
- Mathematical relations are referenced in the text by abbreviation, e.g., "... eq. (3.1) ...". The numbering is always placed to the right of the equation.

C. COVER PAGE OF THE THESIS

The cover page of the thesis should follow the format shown on the next page.

After the cover page, the page with the copyright declaration follows.

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UNIVERSITY OF
WESTERN MACEDONIA

**Postgraduate Master Program in
«Public Administration»**



Master Thesis

Thesis Title

of

STUDENT NAME

Supervisor: NAME AND ACADEMIC TITLE

MONTH AND SUBMISSION YEAR

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As the author of this thesis, I declare that this work is not a result of plagiarism and does not contain material from unreferenced sources.