

**A12. Κανονισμός σπουδών  
του ΠΜΣ «Δημόσια Διοίκηση»  
στην αγγλική γλώσσα**



**ΜΟΔΙΠ**

ΜΟΝΑΔΑ ΔΙΑΣΦΑΛΙΣΗΣ ΠΟΙΟΤΗΤΑΣ  
ΠΑΝΕΠΙΣΤΗΜΙΟ ΔΥΤΙΚΗΣ ΜΑΚΕΔΟΝΙΑΣ

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## **1. STUDY REGULATIONS**

### **Regulation of Postgraduate Studies of the Postgraduate Program of the Department of Economics, School of Economic Sciences, of the University of Western Macedonia, entitled "Public Administration"**

(in accordance with Law 4957/2022 and the Interministerial Circular No. 18137/Z1/16-02-2023 (Government Gazette B' 1079/28-02-2023))

#### **Article 1 - Objectives, General Provisions of the Postgraduate Program in Public Administration**

The objective of the Postgraduate Program in "Public Administration," 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 structure, organization, and operation of the Postgraduate Program "Public Administration" are governed by the provisions of the applicable legislation on Higher Education Institutions (HEIs) and postgraduate studies (Article 88, paragraph 1 of Law 4957/2022), as well as by the present Internal Regulation of the Program.

The provisions of the Regulation governing the operation of the Postgraduate Program "Public Administration," as detailed below, specify and supplement the legislative framework that governs postgraduate studies and regulate operational matters of this specific program, which are not covered by the applicable legislation. These matters 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 Postgraduate Program "Public Administration" that is not regulated by the applicable legislation, nor by the decisions of the competent bodies mentioned below, nor by the present Operating Regulation of the specific program, the competent authority to resolve it is the Assembly of the Department of Economics of the University of Western Macedonia.

#### **Article 2 – Postgraduate awards**

The Postgraduate Program awards a Postgraduate Diploma of Specialization MSc titled: "Public Administration".

### **Article 3 – Administration of the Postgraduate Program (Articles 79, 80, and 88 of Law 4957/2022)**

For the organization and operation of the Postgraduate Program "Public Administration" of the Department of Economics, the responsible bodies are the Senate of the University of Western Macedonia, the Assembly of the Department of Economics, the Coordinating Committee of the Postgraduate Program "Public Administration", and the Director of the specific Postgraduate Program.

#### **3.1 Coordinating Committee (C.C.) of the Postgraduate Program "Public Administration"**

The Coordinating Committee (C.C.) of the Postgraduate Program "Public Administration" of the Department of Economics consists of five (5) faculty members from the Department of Economics at the University of Western Macedonia, who are involved in teaching or other academic duties within the Program. The members of the Committee are appointed by the Assembly of the Department of Economics.

The Coordinating Committee is responsible for monitoring and coordinating the operation of the Program. It decides on applications for study interruption submitted by postgraduate students and makes recommendations to the Department Assembly regarding student dismissals, as provided for by the relevant law and this Regulation. The Committee works closely with the Program Director on academic matters within the Program's scope.

The Coordinating Committee is chaired by the Director of the Postgraduate Program "Public Administration", without any additional remuneration or compensation for this role.

#### **3.2 Director of the Postgraduate Program "Public Administration"**

The Director of the Postgraduate Program "Public Administration" is appointed by the Assembly of the Department of Economics and must be a faculty member (DEP) at the rank of Professor or Associate Professor, who teaches one of the subjects offered in the Program and participates in the Coordinating Committee.

The term of office for the Director is two years, with the possibility of renewal, but not for more than two (2) consecutive terms.

The Director of the Postgraduate Program "Public Administration":

- Is responsible for the smooth operation of the Program. The Director makes decisions and assigns the seminars, courses, and exercises offered each academic year, as well as any thematic collaborations in teaching with faculty members from other departments. The Director also invites scholars for lectures and other academic or educational activities.
- In collaboration with the Coordinating Committee, and following a request by the postgraduate student, appoints the supervisor for the Master's thesis and the three-member Supervisory Committee. The Director works closely with the Coordinating Committee on academic matters related to the Program.
- With the approval of the Coordinating Committee, proposes to the Department Assembly the invitation and terms of engagement for visiting professors and retired faculty members to teach in the Program, as specified in Article 36, paragraphs 5–6 of Law 4485/2017.
- Submits recommendations to the Coordinating Committee on cases of student dismissal, as provided by law and the present Regulation.
- Exercises all other responsibilities arising from this Regulation and makes recommendations to the competent bodies of the Institution regarding any matter related to the effective functioning of the Program.

## **Article 4 - Number and Method of Selection of Admitted Students to the Postgraduate Program, the Selection Process and Criteria**

### **4.1 Number of Admitted Students**

The number of admitted students to the Postgraduate Program is set at fifty (50) postgraduate students per department. Additionally, members of the categories of E.E.P. (Special Teaching Staff), E.D.I.P. (Special Laboratory Teaching Staff), and E.T.E.P. (Special Technical Laboratory Staff), provided they meet the conditions of the first paragraph of Article 34 of Law 4485/17, can be enrolled as excess students. Only one such student may be admitted per year per Postgraduate Program, organized within the departments of the Institution where they work, provided the program is related to their degree and the work they perform at the Institution

### **4.2 Criteria and selection process**

Admission to the Postgraduate Program is open to graduates of Greek HEIs and/or recognized equivalent institutions abroad. Acceptance of students with foreign degrees will be allowed only if they provide the recognition (equivalence) of their degree with Greek HEIs, issued by the Hellenic NARIC (DOATAP - formerly DIKATSA), no later than their registration in the Public Administration Postgraduate Program.

For foreign students, a prerequisite for admission is proficiency in the Greek language, which is demonstrated by a certificate of level B2 from the New Greek Language Teaching Center at the University of Athens, a B2 proficiency certificate from the Greek Language School at the University of Thessaloniki, or a B2 certificate from the Center for the Greek Language. This certificate must be submitted along with the registration documents. However, this certificate is not required in the following cases:

1. If the candidate holds a degree from a Greek or Cypriot HEI,
2. If the candidate holds a degree from a foreign HEI, indicating that they have successfully studied and been examined in Greek language.

The call for applications for the Postgraduate Program is published on the Program's website, the Department's website, and the University's website, or through any other mass media (MME). This call includes all the information regarding the application submission process, required qualifications, supporting documents, and selection criteria.

The Department, on dates determined by the Assembly or the Postgraduate Studies Committee (E.D.E.), announces open positions for the admission of graduates to the Postgraduate Program.

The call specifies the admission requirements, categories of graduates, number of students to be admitted, the method of admission, application deadlines, and the necessary supporting documents. Applications, along with the required documents, must be submitted to the Secretariat of the relevant Department in either hard copy or electronic form.

Applications are valid if submitted directly to the Secretariat of the Postgraduate Program or sent by post or electronically within the designated deadline.

Candidates must submit the following documents to the Secretariat of the Postgraduate Program:

1. A completed application form for admission to the Postgraduate Program. The form is available from the Secretariat of the Department of Economics at the University of Western Macedonia in Kastoria, and can be found in electronic form on the Program's website (mandatory).
2. A photocopy of the degree and a recognition certificate from DOATAP for those holding a degree from a foreign institution (mandatory).
3. A photocopy of the academic transcript (mandatory).
4. A photocopy of the identity card (both sides) or passport (mandatory).
5. One recent photograph, to be attached to the candidate's application (mandatory).
6. A detailed curriculum vitae (mandatory).
7. Two recommendation letters, either from the academic or professional field (mandatory).
8. Proof of work experience (optional).
9. A certificate of proficiency in the English language or other languages (optional).
10. A photocopy of another postgraduate degree or second degree from an HEI or equivalent foreign institution recognized by DOATAP (formerly DIKATSA) (optional).
11. Scientific publications (optional).
12. Any other document that may support the candidate's application for the specific field of study (optional).

#### 4.3 Candidate Evaluation Process

The Steering Committee evaluates the applications that have been submitted within the specified deadlines and are complete with all required documents. The evaluation is carried out in three (3) stages:

1. **First Stage:** This stage involves the Σ.Ε. checking the formal qualifications of candidates who submitted all required documents (1-7) on time.
2. **Second Stage:** This stage involves the candidates who were successful in the first phase and includes the process of scoring. The selection of candidates is based on the following criteria, on a scale of 0 to 100:
  1. **Degree Grade** (maximum score: 25 points):
    - e.g., degree grade of 8 corresponds to 20 points.
  2. **Proven Work Experience related to the wider field of the Master's Program** (maximum score: 25 points):
    - 0 months = 0 points
    - Up to 2 months = 2 points
    - More than 2 months up to 12 months = 10 points
    - More than 12 months up to 36 months = 20 points
    - More than 36 months = 25 points
  3. **Knowledge of a Foreign Language** (English, French, German) (maximum score: 10 points):
    - Good knowledge (B2) = 5 points
    - Very good (C1) = 7.5 points
    - Excellent knowledge (C2) = 10 points
  4. **Other elements included in the CV** (maximum score: 10 points).
3. **Third Stage:** This stage involves an interview with candidates proposed by the Evaluation Committee, with a maximum score of 30 points. The Σ.Ε. in the third stage prepares a list with a detailed ranking of successful and alternate candidates for the Master's Program and submits it for approval to the Department Assembly. In case of a tie between candidates, the procedure outlined in the internal regulations of the University of Western Macedonia's postgraduate studies applies.

After the approval of the list by the Department Assembly, the results are posted on the department's notice board and announced on the website within ten (10) working days. The list of successful and alternate candidates is published in descending order.

Upon the announcement of the results, the Director or Deputy Director of the Master's Program sends an acceptance letter to each admitted candidate. The letter will highlight that within ten (10) working days from the announcement of the results, successful candidates must respond with a legally binding statement to the Secretariat of the Master's Program regarding their acceptance or refusal of the admission offer. Failure to respond within the prescribed deadline will be considered as a withdrawal of the candidacy.

In case of withdrawals, the Secretariat will notify the next candidates on the alternate list, in the order of evaluation.

Appeals: Any appeals must be submitted to the Master's Program Secretariat within five (5) working days from the date the results were announced. The Σ.Ε. will review the appeals and provide a recommendation to the Department Assembly. The Department Assembly will ultimately decide whether to accept or reject the recommendations, and accordingly, modify the list of successful and alternate candidates.

### **Article 5 - Duration of Studies, Suspension of Studies**

The regular duration of the Master's Program (P.M.S.) in Public Administration of the Department of Economics is three (3) semesters, each of which includes at least thirteen weeks of classes and two (2) weeks of exams. The maximum duration for obtaining the Master's Degree (M.D.E.) is six (6) semesters.

In cases where a student is in an advanced stage of their studies, especially when writing the Master's Thesis, and has not completed it within the maximum duration, they are eligible to submit a reasoned request for an extension of their studies to the Steering Committee (Σ.Ε.) of the P.M.S. The Steering Committee will decide upon the recommendation of the supervisor. The extension cannot exceed two (2) consecutive academic semesters.

If a student does not successfully complete their obligations within the prescribed duration of the program, including any granted extension, they will be expelled from the program by a decision of the Department Assembly following a recommendation from the Steering Committee. The expulsion will be communicated to the student by the Secretariat of the Department of Economics.

A student may request, once and with a reasoned application, a suspension of their studies for proven serious reasons from the Department Assembly of the Department of Economics. The Department Assembly will decide after an oral recommendation by the Director or the Deputy Director of the P.M.S. regarding the approval or rejection of the request.

The maximum duration of the suspension that the Department Assembly can approve is up to two (2) semesters, and this period is not counted in the student's overall study duration.

The suspension may be terminated upon the student's request for re-registration to the Department Assembly.

The option for part-time studies is not available to students of the P.M.S. in Public Administration of the Department of Economics.

### **Article 6 - Curriculum of Studies**

For the award of the Master's Degree in "Public Administration" at the Department of Economics, the student must attend and successfully pass six (6) courses, as well as write their thesis and successfully defend it before a three-member teaching committee.

The required credits (ECTS) for the completion of the Master's Degree are ninety (90) or thirty (30) per academic semester, and these are distributed as an average across the courses of each semester, while the thesis is assigned the total number of credits for the semester, i.e., thirty (30).

The language of instruction for the Master's Program is Greek. The language for writing the thesis can be either Greek or English.

The Master's Program follows the general academic calendar of the University of Western Macedonia, which may be further specified by the Steering Committee (S.E.). The courses of the proposed Master's Program will be held in the afternoon hours or on weekends.

#### **Course Replacement:**

In the event that a course is not conducted due to force majeure, it will be rescheduled by the Director of the Master's Program within the academic semester, and the Steering Committee (S.E.) will be informed accordingly.

If the instructor is absent, either lawfully due to planned leave approved by the Department Assembly, or due to unforeseen circumstances preventing the course from taking place, the instructor must inform the Director of the Master's Program. In cooperation with the Secretariat, the instructor must promptly schedule the replacement day and time for the course within the current academic semester.

The timetable for the Master's Program is prepared under the responsibility of the Program Director, following a proposal from the Steering Committee (S.E.). The timetable is published by the Secretariat on the Department's Notice Boards and on the relevant websites.

#### **Teaching Methods:**

Courses are taught using modern distance learning methods, based on the provisions of Law 4957/2022, specifically Article 88, paragraph 1 of Law 4957/2022.

The course descriptions are presented at the end, 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
Total		<b>30</b>
<b>3<sup>rd</sup> Semester</b>		
1	Master Thesis	<b>30</b>
Total		<b>90</b>

## **Article 7 - Rules for Examinations and Evaluation of the Performance of Postgraduate Students**

### **7.1 Examination Rules**

The postgraduate student has the right to be examined in the courses they have failed during the September examination period and, in case of failure, to carry over the failed courses to the corresponding examination periods of the next academic year.

All postgraduate students are required, when submitting their theses on the e-class platform, to also submit a responsible declaration to the Secretariat, stating that, with the knowledge of the legal consequences of plagiarism, they have not copied in any way or by any means. The plagiarism check is carried out using specialized software (Turnitin), under the responsibility of the supervising professor.

If it is found that a student has plagiarized, in addition to the obvious zeroing of the thesis, they will automatically be subject to a disciplinary penalty of a reprimand, which will be recorded in their file. In the case of a repeat offense, they will be expelled from the Master's Program, with a decision from the Departmental Assembly, following the proposal of the Program Director.

Regarding the rules/procedures for distance learning examinations, the Regulations for Distance Examinations of the University of Western Macedonia apply.

### **7.2 Evaluation of Postgraduate students**

The final evaluation and grading for each course in the Master's Program are determined by the instructor, who may organize written or oral exams at their discretion or rely on assignments or laboratory exercises. Grading is done on a scale of 0-10: a student is considered to have failed with a grade between 0 and 4.99, and successful with a grade between 5 and 10. The diploma grade is classified as follows: from 5 to 6.49 – "Good", from 6.50 to 8.49 – "Very Good", and from 8.50 to 10 – "Excellent".

The final diploma grade in "Public Administration" is determined as the weighted average of the grades for the 6 courses in the Master's Program and the grade for the thesis, with weighting based on the corresponding credits, rounded to two decimal places.

The grading for each semester's courses is submitted to the electronic registry of the Department within a reasonable time after the end of the examination period.

A student who abstains from exams in one or more courses without a particularly serious reason for three (3) consecutive semesters will be expelled from the Master's Program after a recommendation from the Program Committee, via the Program Director to the Departmental Assembly.

### **Article 8 – Master Thesis**

During the third (Γ') semester, postgraduate students propose the topic of their thesis and their supervisor to the Program Committee (S.E.). The list of theses and their supervising professors is approved by the S.E. following a request from the students to the department's secretariat.

The preparation of the thesis is mandatory for all postgraduate students and is evaluated by a three-member examination committee. The three-member examination committee consists of the thesis supervisor (the faculty member supervising the thesis) and two other faculty members of the Program, as decided by the S.E.

The thesis topic falls within the broader knowledge areas of the courses offered in the program.

Types of theses may include: (a) a structured literature review on a contemporary topic with corresponding discussion, leading to the formulation of research hypotheses for future research or policy proposals, or (b) empirical research, which may include a brief literature review, and the verification or non-verification of theory, or (c) the development of a new model, or possibly (d) a limited-length combination of the above. In all cases, the thesis must be distinguished by its scientific rigor and be based on valid Greek and international literature (relevant academic journals from well-known international bibliographic databases and publishers, such as Elsevier, Emerald, Taylor & Francis, Springer, Blackwell, etc.), and must show originality.

The structure of the postgraduate thesis follows that of published articles in the aforementioned bibliographic databases. The total indicative length should not be less than 20,000 words in Greek or English. Along with the submission of the thesis, a summary must be submitted, which should not exceed 300 words (including references to (a) the University of Western Macedonia, S.O.E., Department of Economics, M.Sc. in "Public Administration", (b) important keywords, and (c) the details of the author and the supervising professor, in both Greek and English).

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

### **Article 9 – Procedures for Expulsion from the Postgraduate Program, Supporting Documents, and the Scholarship Granting Process**

#### **9.1 Procedures for Expulsion**

A postgraduate student is expelled from the Postgraduate Program for any reason outlined in the Internal Regulations of the University of Western Macedonia.

A postgraduate student will be expelled from the P.M.S. if they exceed the maximum study duration set by the current Postgraduate Program Regulations or if they miss the exams for one or more courses without a particularly serious reason for three consecutive semesters.

The expulsion of postgraduate students is decided by the Department Assembly after a proposal by the Program Director and a corresponding recommendation from the Program Committee (S.E.).

#### **9.2 Scholarship Granting Process**

Within a deadline of ten (10) days from the announcement of the acceptance result of a student into the Postgraduate Program (P.M.S.), successful candidates may apply for exemption from tuition fees

by submitting the necessary supporting documents as required by the relevant law. Failure to submit the application within the specified deadline by the selected candidate is considered a waiver of the right to exemption from tuition fees.

The Program Committee (S.E.) compiles a list of students exempt from tuition fees and submits it to the Department Assembly for review. The Department Assembly then makes the final decision on whether to accept the recommendations and, accordingly, modifies the list of students exempt from tuition fees.

### **9.3 Procedure for Withdrawal from the Postgraduate Program**

If a postgraduate student decides to discontinue their participation in the MSc., they must inform the Program Director in writing, as per the following rule: "A postgraduate student who withdraws from the MSc is required to pay the full tuition fees for the semester of withdrawal, which is confirmed by their registration for that semester and the reference number of their withdrawal request from the MSc 'Public Administration'."

## **Article 10 – Teaching Staff**

### **10.1 Course Distributions**

The instructors in a Master's Program must consist of at least sixty percent (60%) of faculty members from the Department's regular teaching staff , laboratory teaching staff , special teaching staff , or retired members of the Department's faculty. All members must hold a doctoral degree.

The Department Assembly may decide to assign teaching responsibilities to faculty members from other Departments within the same University or invite faculty members from other Universities or researchers from research centers as per article 13A of Law 4310/2014 (A' 258).

### **10.2 Visiting Teaching Staff**

By decision of the Department Assembly, which is made following the proposal of the Director of the Master's Program distinguished scholars with the qualifications of a Professor or researcher at a research center, artists, or scientists of recognized prestige with specialized knowledge or relevant experience in the field of the Master's Program may be invited as visitors, from either domestic or foreign institutions, to cover the educational needs of the program.

The invitation of a foreign guest is made only if they are assigned teaching duties, following the procedures and specific regulations outlined in the Graduate Studies Regulation, as applicable for assigning teaching responsibilities to faculty members of the institution. This restriction does not apply if the invited person teaches voluntarily, without payment, remuneration, or any other financial compensation apart from travel expenses, as specified in subparagraph D9 of paragraph D of Article 2 of Law 4336/2015.

## **Article 11 – Procedure for appointing a thesis supervisor and examination committee**

The Steering Committee, upon the candidate's request using the Thesis Assignment form, which includes the proposed title of the thesis, the proposed supervisor, and a summary of the proposed thesis, appoints the supervisor and forms the three-member examination committee for the approval of the thesis. One of the members of the committee is the supervisor.

The defense of the thesis is conducted publicly and scheduled at least 13 weeks after the assignment of the thesis. The process of defending the theses is completed with the following steps:

1. **Application:** The graduate student fills out the relevant form provided by the Secretariat. The application is submitted to the Secretariat with the signature of the supervising professor, under the responsibility of the graduate student. A copy of the thesis in electronic form is attached to the application.
2. **Communication between the Secretariat and the Supervisor:** After consulting with the Steering Committee, the Secretariat contacts the supervisor to set the date for the thesis defense.
3. **Announcement of the Defense Date:** The Secretariat announces the date for the thesis defense on the program's website.
4. **Thesis Defense:** During the defense, the graduate student presents the thesis in an appropriate manner, after which they only answer questions 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 relevant evaluation form. The supervisor submits the form to the Secretariat of the program. If issues arise during the defense that require corrections or improvements to the thesis, the graduate student must resubmit the thesis according to the provided instructions. The corrected thesis (without the need for a second defense) is evaluated with a final grade, provided it is approved by the three-member committee.

## **Article 12– Procedures for the Evaluation of Courses and Instructors by Graduate Students**

The Master's Program is subject to internal and external evaluation and certification processes, as defined by the MODIP (Internal Quality Assurance Unit) of the University of Western Macedonia, in accordance with the principles, directions, and guidelines of the National Authority for Higher Education . This evaluation also includes the assessment of the courses by the graduate students of the Master's Program.

## **Article 13 – Tuition Fees**

The tuition fees amount to 2,700 euros and may be adjusted in subsequent cycles by a decision of the Departmental Assembly. The fees are paid in three equal installments: 900 euros upon registration of the candidates, and 900 euros before the start of the second and third semesters, respectively.

The payment of the tuition fees is made on designated dates, which will be communicated in advance.

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

Students of the Master's Program are exempt from tuition fees according to the terms and conditions set by the applicable legislation.

By decision of the S.E. (Academic Committee), the number of scholarships, up to 5% of the enrolled students, who can receive a scholarship based on academic criteria, is determined. This may be further specified by a decision of the Departmental Assembly, following a proposal from the S.E.

Scholarships for postgraduate studies are also provided by other entities, 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 receives a scholarship or funding from another entity, they are not entitled to a scholarship from the Master's Program. Scholarship recipients must submit a declaration stating that they do not receive a scholarship or funding from any other public or private entity.

#### **Article 14 - Graduation Ceremony and the Type of Awarded Diploma (Master's Degree)**

The Master's Program in "Public Administration" awards a Master's Degree to postgraduate students who successfully complete the program's coursework and fulfill all related obligations.

The Master's Degree is signed by the Rector of the University of Western Macedonia, the Head of the Department, and the Head of the Department of Economics' Secretariat.

The type of the Master's Degree in "Public Administration" is as specified by the internal regulations of the University's Postgraduate Studies Program.

The awarding of the Master's Degree is conducted by the Director of the Master's Program. A certificate of completion may be issued to the graduate upon request before the formal award ceremony.

The original diploma is issued only once, provided that the postgraduate student pays a fee, the amount of which is determined by the decision of the University of Western Macedonia. This diploma is not replaced if lost or destroyed for any reason. The holder of the Master's Degree is entitled to receive free copies or certificates of the diploma as requested.

The award of the Master's Degree is conducted in a public ceremony. The details of the ceremony are determined by a decision of the Department's Assembly.

For reasons of force majeure, the graduate may request from the Program Secretariat to receive their diploma without participating in the graduation ceremony or may request to participate in a subsequent ceremony.

#### **Article 15 - Diploma Supplement**

The Master's Degree is accompanied by the Diploma Supplement which is signed by the President of the Department of Economic Sciences.

The Diploma Supplement describes the nature, level, background, content, and status of the studies that have been successfully completed by the postgraduate student, whose name is listed on the M.D.E. It also provides information about the further opportunities that the degree offers. The Diploma Supplement is issued only once.

#### **Article 16 - Administrative and Secretariat Support**

The administrative and secretarial support for the Master's Program in Public Administration is provided by the Department of Economics of the University of Western Macedonia. This support may also be offered through the hiring of collaborators with the required experience.

The Secretariat of the Master's Program in Public Administration is obliged to maintain a separate file for each graduate student, which contains:

- a) the titles and documents submitted with their application for admission,
- b) copies of certificates or attestations granted to them,
- c) a progress summary, including grades for courses,
- d) scholarships or awards they have received,
- e) the minutes of the three-member Examination Committee for the Master's Thesis, and

f) any other relevant document as required by applicable legislation and the Internal Regulation of the Master's Program.

The contents of the individual student file are accessible only to the relevant department service, the President of the Department, the Director of the Master's Program, and the student themselves.

Graduate students have all the rights and benefits granted to regular students, except for the right to receive free textbooks. The rights of graduate students include:

- An academic identity card,
- A University email account,
- Access to the University's libraries,
- Access to electronic databases to which the University subscribes.

### **Article 17 - Duration of the Program's Operation**

The Master's Program (MSc.) will operate from the academic year 2025-2026 for a period of five (5) years, after which the possibility of its continuation will be evaluated, in accordance with the provisions of paragraph 8 of article 32 of Law 4485/2017 (A' 114). After the end of this period, the necessity and feasibility of continuing, modifying, or discontinuing the Program will be re-examined, as stipulated by law

## Course Content/Description

All courses are categorized as compulsory. There is no option to choose electives.

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

The course is divided into three sections. The first section includes concepts of Statistics, specifically: Descriptive Statistics (frequency tables, graphical representation of data, measures of central tendency, measures of variability, measures of symmetry, outliers), probability theory, conditional probability, distributions (Binomial, Geometric, Poisson, Normal), and Statistical Inference (confidence intervals, Hypothesis Testing). SPSS statistical software will be used for all topics. The second section includes optimization problems in Linear Programming (Graphical Solution, Simplex Method, Sensitivity Analysis, modeling problems), special cases of Linear Programming problems (transportation problem, northwest corner rule, Vogel's method, least cost method, unbalanced problems, assignment problem, Hungarian method), inventory control. For these topics, appropriate software (MS EXCEL, QSB, LINDO) will be used. The third section covers network optimization problems, graphs, diagrams, and trees, critical activities and paths, CPM and PERT methods, and Dynamic Programming.

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

Modern Public Administration examines issues related to both the internal and external environment of public organizations and institutions. Key topics addressed in this course include: Challenges of Public Administration in the 21st Century, Planning and Control in Public Services and Organizations, Decision Making in Public Management, Organization and Job Design in the Public Sector, New Approaches to Governance - Quality and Public Administration, Comparative Benchmarking and Best Practices in Public Management, Human Capital Utilization: employee training and development, performance evaluation, teamwork, career planning, and workplace ethics. Leadership, Communication, Empowerment, and Group Management in the New Public Management Environment. The goal of this course is to familiarize students with fundamental concepts related to Public Administration, strategies, strategic management, and sustainable competitive advantage, and to help them understand a comprehensive and structured approach to evaluating, shaping, and implementing strategies in the modern competitive environment to achieve sustainable competitive advantage. Organizational Behavior is the systematic study of the influence of individuals, groups, and structures on behavior within public organizations. The teaching process aims to apply necessary and specialized knowledge to improve organizational efficiency. Students will understand key concepts such as managing individual behavior, group behavior, interpersonal influence, organizational processes, organizational design, change, and innovation. The course's goal is to help students understand the importance of concepts related to perception, motivation, decision-making, group dynamics, negotiations, conflict management, leadership, organizational culture, and change management.

### 3. **Administrative Economics & Finance**

The course is divided into two sections. The first section aims to familiarize students, at a more advanced level than undergraduate studies, with understanding economic phenomena, both at the micro and macro level, for making rational decisions in management. The second section focuses on using financial science as a tool for making investment and financing decisions under uncertainty. Microeconomics consists of theories that help understand the process by which scarce resources are allocated among alternative uses in a modern economy and the role of markets in this process. On the other hand, macroeconomics focuses on analyzing the use of resources in the economy as a whole, with particular attention to employment levels and the overall price level. It also tries to address questions about the factors that determine the increase in resources, i.e., potential output growth, and the factors that determine the utilization of productive capacity. Finally, knowledge of

financial science allows for making rational investment and financing decisions under uncertainty.

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

This course presents key concepts of information systems related to infrastructure and their role in organizations. It covers the main categories of Information Systems, focusing on Management Information Systems, and analyzes the applications of Information Systems in Public Administration.

The course content aims to introduce students to how internet technologies affect the way people interact with public administration and how governments use and manage these technologies to better provide information and services to the public, recognizing the benefits of adopting IT in e-governance for all stakeholders. The course will also help students understand the unique characteristics of public administration services and how to address the challenges in managing them. Finally, the course will examine issues related to the implementation and execution of e-governance strategies to create a competitive advantage.

**5. Public & European Economics**

The course is divided into two sections.

The first section analyzes the activities of a modern state. It begins by examining the boundaries and size of state activity in a market economy, and the key policy tool, the state budget.

Then, it explores the main methods for evaluating economic policy actions. A primary objective is to use available resources in the most efficient way to maximize output. At the same time, attention is given to the fair distribution of output, a goal that often conflicts with efficiency. Therefore, the course will examine ways to measure inequalities and how efficiency can be reconciled with fairness. Additionally, it looks at the reasons for state intervention in a competitive market economy. Even if the market operates optimally and product distribution is fair, the state intervenes to provide goods and services that the competitive market does not offer or provides in socially inadequate quantities. The course then examines taxation, a major tool for state resource generation, funding essential activities such as defense, education, healthcare, etc. Finally, the course covers the institutional framework for Public Procurement and Fiscal Control mechanisms in Greece.

In the second section, the focus shifts to the creation and operation of the "artificial state entity," the European Union (EU), and specifically the Economic and Monetary Union (EMU). It begins with the historical development of the EU and EMU, followed by an exploration of the theoretical foundations of the EU and EMU, incorporating the theories of union and integration and the rationale of Optimal Currency Areas, analyzing the pros and cons of an Economic and Monetary Union. The course continues with the presentation and discussion of the criteria for joining the EMU, focusing on the economic framework of its operation, particularly the New Macroeconomic Consensus. It also examines the Euro crisis, highlighting the "architectural flaws" in the creation of the EMU, and finally presents the measures taken to resolve the crisis and correct the "flaws," including financial assistance to troubled countries, fiscal discipline enforcement measures, and the implementation of banking union.

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

The aim of the Research Methodology course is to introduce students to the basic approach, methods, techniques, and procedures for conducting research and presenting key concepts of information systems related to infrastructure and their role in organizations. This course is the essential tool for researchers and provides the knowledge required to address a research problem. Specifically, by the end of this course, students will be able to conduct a literature review, effectively use software packages for statistical analysis and data processing, apply suitable quantitative and qualitative analysis methods for sampling data, present and analyze data using spreadsheets, and process texts effectively. The course also emphasizes key



ethical and legal issues in research, including plagiarism prevention and intellectual property protection.

The aim of the Service Marketing course is to introduce students to the unique characteristics of services and the dimensions of service image, as well as how these influence marketing approaches used by organizations. This course is essential for understanding the challenges, opportunities, and strategies in service marketing. Specifically, by the end of this course, students will be able to demonstrate comprehensive knowledge of marketing topics related to service productivity, perceived quality, customer satisfaction, and loyalty, conduct research on service delivery systems, collect and analyze data, and synthesize information to draw valid conclusions.