

**HELLENIC REPUBLIC**

**UNIVERSITY OF THESSALY**

**SCHOOL OF ECONOMICS AND MANAGEMENT SCIENCES**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**"MSc in Government Digital Innovation and Transformation"**

**OPERATING RULES**

**POSTGRADUATE PROGRAMME**

**"*MSc in Government Digital Innovation and Transformation*"**

 **(according to the provisions of Law 4957/2022)**

**MARCH 2025**

Περιεχόμενα

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## INTRODUCTION

The MSc entitled: "***MSc in Government Digital Innovation and Transformation****"* of the Department of Business Administration of the University of Thessaly operates in accordance with the provisions of Law 4957/2022, as amended and in force.

The Internal Regulations of the ***MSc in Government Digital Innovation and Transformation*** follow the General Regulations for Postgraduate Studies of the University of Thessaly - <https://www.uth.gr/sites/default/files/contents/2023/20230222_kanonismos.pdf> and is initially approved by the Assembly of the Department of Business Administration of the University of Thessaly and then by the Senate of the University of Thessaly, after the agreement of the Postgraduate Studies Committee of the University of Thessaly and then published in the Government Gazette, posted on the website of the Department, notified to the Ministry of Education and Culture. Religious Affairs and comes into force.

The Internal Regulations may be amended and revised periodically with continuous improvements and updates, without losing its basic structure and content, by decision of the Assembly of the Department of Business Administration of the University of Thessaly, following a relevant recommendation of the Director of the D.P.M.S. and approval by the Senate.

## ARTICLE 1. OBJECT AND PURPOSE

Although there is no universally accepted definition, recent research defines digital transformation as "the process of fundamental change driven by digital technologies, aiming to achieve radical improvements and innovations in an entity (organization, business, industry, or society), with the goal of creating value for its stakeholders through strategic balancing of its critical resources and capabilities." This definition suggests that digital transformation primarily concerns change management and less about technology, which makes the development of appropriate management tools even more crucial. In this sense, digital transformation is being systematically approached at international, European, and national levels, through the formulation and implementation of corresponding strategies. Similar actions are recorded in a range of cities and societies, as well as organizations and businesses, while large-scale initiatives are also being funded in less developed countries.

The digital transformation of the public sector represents a significant challenge, as despite the implementation of large-scale strategies for digital governance, goals that align with the efficiency of transactions and the achievement of smart governance are still being set (Anthopoulos et al., 2021), where technology leads to self-evolving public services. A critical success factor is the presence of properly trained personnel in the public sector, particularly in the new required skills and technologies that can overcome the barriers of resistance to change, as well as other types of failures in the implementation of digital governance programs (Anthopoulos et al., 2016).

Therefore, the proposed postgraduate program aims to present students with the challenges faced by governments, as well as to help them understand the emerging opportunities and issues the public administration faces in their digital transformation. Furthermore, it aims to provide them with the necessary knowledge required for the design, management, and implementation of digital technologies in the public sector.

* The MSc in "Government Digital Innovation and Transformation" follows a modern yet innovative interdisciplinary approach, according to which graduates of the program will be able to:
* Understand the theoretical background of digital transformation and digital governance.
* Manage the development of strategy and innovation in public administration.
* Manage the sustainable development of projects in the public sector.
* Organize and manage data generated in the public sector and understand its use in governance.
* Understand the techniques for activating citizens.
* Understand the core modern technologies in the public sector such as cloud computing, artificial intelligence, big data analytics, security, privacy, etc.
	1. The MSc leads to the award of a Diploma of Postgraduate Studies (MSc) with the title: ***Government Digital Innovation and Transformation***, upon full and successful completion of the studies based on the curriculum.
	2. The titles are awarded by the Department of Business Administration of the University of Thessaly.
	3. Learning outcomes, qualifications awarded by the successful completion of the MSc.

**Learning Objectives**

The objectives of the MSc are the following.

1. **Understanding the Principles of Digital Governance, Digital Innovation, and Digital Transformation**: Students will gain a comprehensive understanding of the concepts, technologies, and methodologies supporting digital governance, including service modeling, open data, machine learning, fostering innovative thinking, decision-making, and big data analysis.
2. **Development of Research and Analytical Skills**: Students will acquire skills in research methodologies and the ability to analyze and interpret data for digital governance.
3. **Enhancement of Technical Knowledge**: Students will understand the technical aspects of digital governance and digital innovation, including openness, data analysis, service modeling, and intelligent systems.
4. **Understanding Citizen Engagement**: Students will understand the frameworks and policies for citizen engagement, openness, transparency, and accountability.
5. **Promotion of Innovation in the Public Sector**: Students will understand strategies for fostering an innovative mindset and the concepts of digital and social innovation within the public sector.
6. **Sustainable Project Management**: Students will gain expertise in defining and designing projects that ensure their sustainability, particularly in the context of innovation and digital innovation.

**Learning Outcomes**

1. **Digital Governance**: Students will have the ability to develop creative thinking, define concepts, describe interoperability issues, and define intelligent governance.
2. **Information Systems in Public Administration**: Students will be proficient in the use of information technology in public administration and the basic principles of information systems design.
3. **Data-Centric Governance**: Students will be able to apply data analysis techniques to solve problems and use data analysis tools, combining programming languages (e.g., R and Python) with statistics.
4. **Innovation and Strategy in Public Administration**: Students will be able to develop strategies for effective policy-making and governance, harmonize innovation with strategy, and describe the sources that foster or hinder innovation.
5. **Data Analysis**: Students will be able to understand and analyze data, particularly in the field of governance, using a combination of data analysis tools.
6. **Sustainable Project Management in Public Administration**: Students will be able to define project management concepts, apply project management techniques and standards, manage changes and conflicts, and apply leadership styles in project management.
7. **Citizen Engagement and New Media**: Students will learn how to apply the knowledge of digital twins in designing and managing citizen engagement methods and using new media, as well as managing new media with appropriate citizen protection policies.
8. **Research Methodology Application**: Students will be able to apply appropriate research methodologies to analyze and solve complex problems in digital innovation and governance.

The above learning objectives and outcomes are designed to provide a comprehensive and multifaceted understanding of the aspects of smart and sustainable urban development, preparing students for the various challenges and opportunities in this field.

## Article 2. STRUCTURE AND ORGANS OF THE PSP

Competent bodies for the operation of the Postgraduate Study Program (PSP) 4957/2022 are:

**2.1**. The Steering Committee (SC). The responsibilities of the Curriculum Committee are to:

a) recommends to the Senate through the Postgraduate Studies Committee the necessity of modifying the Master's programme and the extension of its duration,

b) establish Committees for the evaluation of applications from prospective postgraduate students and approve their enrolment in the programme,

c) assigns the teaching work to the lecturers of the PSP

d) appoints the Director of the MSc.

(e) appoint the members of the SCs

g) establishes examination committees for the examination of the theses of postgraduate students and appoints the supervisor for each thesis,

h) certifies the successful completion of the course of study in order to award the degree of the Master of Science degree,

i) approve the report of the PSP.

(j) exercise any other powers provided for by individual provisions.

The PSP is constituted by decision of the Senate of the University of Thessaly, following the recommendation of the Assemblies of the collaborating Departments, and consists of faculty members.

Emeritus Professors of the collaborating departments may participate in the R.P.S., if they provide teaching work in the PSP.

**2.3.** The Director of the PSP.

The Director of the PSP is a member of the SC. with priority of the rank of Professor or Associate Professor and is appointed by the SC. for a two-year term of office, renewable without limitation.

The Director of the PSP has the following responsibilities:

a) chair the Curriculum Committee, draw up the agenda and convene its meetings,

b) recommends issues concerning the organization and operation of the PSP,

c) recommends to the bodies of the PSP and the A.E.I. issues related to the effective operation of the PSP,

d) is the Scientific Officer of the programme in accordance with article 234 of Law 4957/2022 and exercises the respective responsibilities,

e) monitors the implementation of the decisions of the institutions of the I.P.M.S. and the Internal Regulations for postgraduate and doctoral programmes, as well as the monitoring of the implementation of the budget of the I.P.M.S,

f) exercise any other powers, which are specified in the decision establishing the MSc.

**2.4.** Secretarial support of the PSP.

The MSc has its own resources and may hire, in accordance with the applicable legislation, external collaborators for secretarial and administrative support.

## ARTICLE 3. CATEGORIES AND NUMBER OF APPLICANTS

**3.1.** Graduates of Higher Education from domestic institutions or similar institutions abroad are admitted to the MSc.

For participation in the MSc programme, certified knowledge of the English language at least at level C1 is required.

**3.2** The maximum number of students admitted to the MSc is set at fifty (50) per year.

**3.3.** Excluded from the above restriction are those who are equal during the evaluation and the scholarship holders (1) ICF and (1) foreign scholar of the Greek state as well as one (1) member from all the categories of H.E.P., H.D.I.P. and H.T.E.P., unless the Assembly of the Department decides otherwise.

## ARTICLE 4. METHOD OF INTRODUCTION

**4.1** Theselection of students is made in accordance with the applicable legislation, the Regulations for Postgraduate and Doctoral Studies of the University of Thessaly and the provisions of these Regulations.

**4.2** Every year the Director of the MSc publishes a notice for the admission of postgraduate students to the MSc in the Press and on the website of the MSc and the Foundation two (2) months before the deadline for applications. The invitation shall also be communicated to the Ministries, N.P.D.D. or N.P.I.D. concerned and to the professional bodies concerned.

1. Candidates' applications must be accompanied by the supporting documents specified below. Applications not accompanied by the necessary certificates or supporting documents will not be taken into consideration in the selection procedure. The invitation will specify the admission requirements, the categories of graduates and number of candidates, the admission procedure, the selection criteria, etc., the deadlines for submitting applications and the supporting documents required.
2. Interested students have the right to apply for enrolment in the programme within one (1) month from the publication of the call for applications.

Applications together with the necessary supporting documents are submitted to the Secretariat of the MSc in hard copy and in electronic form. Candidates will be assessed within the deadlines set by the competition notice and provided they have submitted all the necessary supporting documents in good time.

Interested parties are invited to send by the specific date foreseen by the publication of the call for expressions of interest for the submission of applications for participation in the MSc entitled: " ***MSc in Government Digital Innovation and Transformation***", by e-mail to the official address of the MSc, a fully completed Application for Expression of Interest which will be available on the official website of the MSc.

This time limit may be extended by decision of the selection board (PHASE II).

**4.3** During this period, the interested parties must submit the following documents in English to the Secretariat of the MSc in the manner specified in the notice (e.g. electronically):

* A photocopy of your identity card.
* A complete and up-to-date curriculum vitae, including information on the candidate's studies, scientific and professional activity.
* Copies of diplomas and certificates (or Diploma Supplements) or a solemn declaration that they are expected to complete their graduation 10 days before the start of the courses of the MSc.
* Copies of foreign language certificates of at least B2 level in order to assess the application.
* Evidence of professional, educational experience and scientific activity in general (if available).
* Two letters of recommendation from University professors or Researchers of recognized Research Centres in Greece or abroad or from the Head of his/her Department if he/she is an employee and if available.

The Application for Expression of Interest should be submitted in paper form together with the above documents or according to the terms of the announcement of the PSP.

**4.4** In the case of candidates who hold a first cycle degree from a foreign country, the Secretariat of the MSc in accordance with the provisions of the legislation, checks whether the institution of origin belongs to the National Register of Recognized Institutions of Foreign Countries and whether the type of degree belongs to the National Register of Types of Degrees of Recognized Institutions posted on the website of the D.O.A.T.A.P.

If the degree from a foreign university is included in the IOATAP list of article 307 of Law 4957/2022, the Secretariat of the PSP must request a Certificate of Place of Study, which is issued and sent by the foreign university. Applications in which the Greek territory is confirmed as the place of study are excluded, unless the part of the studies that took place in the Greek territory is located in a public university. 3328/2005 (Α΄ 80).

**4.5.** The evaluation of candidates and the selection of admission is based on the overall score (on a scale of 1 - 100) on the following criteria:

|  |  |  |
| --- | --- | --- |
| **A/N**  | **SELECTION CRITERIA**  | **FIGURES %**  |
| **1**  | Degree/diploma level  | 20%  |
| **2**  | Level of knowledge of the English languageat least C1 level  | 15%  |
| **3**  | Publications in scientific journals, Presentations at scientific conferences (optional) | 15%  |
| **4** | Relevant professional experience (optional) | 15%  |
| **5** | Letters of recommendation (optional) | 10%  |
| **6**  | Interview  | 25%  |
|  | **TOTAL**  | 100%  |

The weightings of the above-mentioned criteria for the evaluation of candidates may be varied by a decision of the selection board, which will be taken before the publication of the call for applications and will be included in the new version of the notice.

The selection board will invite to an interview those candidates who meet the formal and substantive requirements within a period of time to be determined by the notice.

The selection process of the candidates is carried out by the SC. of the PSP, which proceeds:

* checking and evaluating all the supporting documents submitted,
* the verification of the relevance of the degree to the subject matter of the MSc,
* the language proficiency test,
* inviting and interviewing all candidates,
* drawing up an alphabetical list of candidates,
* drawing up an alphabetical list of the marks obtained by each candidate,
* drawing up the reserve list, in descending order, on the basis of the number of points obtained by each candidate and the list of successful candidates.

The table shall be validated by the HPS.

After the completion of the procedure and the validation of the lists of successful candidates, the Secretariat of the PSP undertakes to inform all candidates.

**4.6** Based on the overall criteria, the HPS prepares and approves the evaluation list of the students. In case of a tie, all tied students are admitted as supernumeraries.

**4.7.** Successful applicants are invited to accept within 5 days (calendar days) to join the Programme.

Failure by a selected candidate to respond in time within the deadline set will be tantamount to withdrawal of his/her candidature. If there are resignations, the Secretariat shall inform the candidates who are next in the order of preference from the relevant list. Successful candidates will be required to pay at the time of registration for the first semester and to send proof of payment. The following is the registration at the MSc Secretariat.

**4.8. The** registration of successful candidates who have a degree from a foreign institution is completed only upon presentation of a certified copy of their degree (by any legal means).

## ARTICLE 5. DURATION OF STUDY

**5.1** The duration of study in the MSc leading to the award of the Diploma of Postgraduate Studies is defined as three (3) semesters of full-time study, of which the last semester is allocated for the preparation of the thesis.

**5.2** There is the possibility of extending the period of study for up to two (2) academic semesters, following a reasoned request by the student and approval by the Assembly. For the full-time programme, the minimum duration for the award of the MSc is set at three (3) academic semesters and the maximum at five (5) academic semesters.

***5*.*3*** Students who have not exceeded the maximum limit of attendance, after a reasoned request to the HPS, may interrupt their studies for a period not exceeding two consecutive semesters. Suspension of *studies* shall be granted for serious professional, family, personal or health reasons.

 During the period of suspension, the student's student status is revoked and all his/her rights are suspended. Student status is automatically restored after the end of the suspension. The period of suspension shall not count towards the maximum period of study.

## ARTICLE 6. CURRICULUM

**6.1** The MSc begins in the winter semester of each academic year.

**6.2. A** total of 90 credits (ECTS) are required for the award of the Diploma of Postgraduate Studies. The compulsory attendance and successful completion of 8 courses, which are divided into two semesters (A and B) and the preparation of the Postgraduate Diploma Thesis in the third semester.

A total of compulsory courses are offered in the 1st and 2nd semester.

**6.3** The language of teaching and writing of the thesis is English.

**6.4** During their studies, postgraduate students are required to attend and successfully complete 8 postgraduate courses, participate in all educational and research activities and prepare and successfully complete a postgraduate thesis.

**6.5.** Courses are taught at a distance, in accordance with the legislation in force and as defined in Article 7 of these Regulations.

**6.6** The indicative course programme per semester is as follows:

**First Semester**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | CODE | TYPE (Core/ | COURSES | ECTS  |
| 1 | M01 | C | Government in the Digital Age | 7,5 |
| 2 | M02 | C | Information systems in Government | 7,5 |
| 3 | M03 | C | Data-centric Governance | 7,5 |
| 4 | M04 | C | Public sector innovation and Strategy | 7,5 |
| Total ECTS  | 30  |

**Second Semester**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | CODE | TYPE (Core/ | COURSES | ECTS  |
| 7 | M07 | C | Data Analytics | 7,5 |
| 8 | M08 | C | Sustainable Management of Projects in Government | 7,5 |
| 9 | M09 | C | Citizen engagement and New Media | 7,5 |
| 10 | M10 | C | Research Methods and Skills | 7,5 |
| Total ECTS  | 30  |

**Third Semester**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | CODE | TYPE (Core/ | COURSES | ECTS  |
| 11 | M11 | C | Thesis | 30 |

The distribution of courses per semester is decided by the HPS, according to the needs of the programme and the availability of lecturers and may deviate from the above indicative table.

**6.7** For each postgraduate student, the Curriculum Committee appoints one faculty member as advisor and one as supervisor. The advisor shall be responsible for monitoring and controlling the general progress of the postgraduate student's studies. The advisor meets individually with the student at least once per academic semester (face-to-face or via videoconference), advises and supports the student in matters of study, courses, options and prospects.

## BRIEF DESCRIPTION OF THE COURSE

**Government in the Digital Age**

This subject introduces the topic of digital technologies and government and explores the tools and method of digital government and regulation, and the ethical, legal and policy tensions of government increasingly shifting to the digital realm. More broadly this subject will explore ideas of digital governance, which has applications beyond government, as many private sector organizations implement data governance strategies, and as public-private partnerships on digital projects come under greater scrutiny.

Learning outcomes:

* Define and describe the concept of digital government and other related terms
* Describe and critique a range of real-world example of digital government around the world
* Demonstrate an understanding of why digital government is occurring and how it is situated in a social and historical context of modernity and rationality
* Articulate the different types of technologies and processes being used by government and the opportunities and risk they present
* Demonstrate the ability to translate academic knowledge into policy recommendations.

**Information systems in Government**

This module teaches a fundamental understanding of this subject and basic design approaches that can be taken to it. Working from an interdisciplinary perspective, students gain a broad knowledge of the subject as well as insights into its branches.

This enables them to achieve the basic objectives of an education in government informatics, incorporating a range of scientific and practical methods that will put them in a strong long-term position when they graduate. One crucial element of the module is that students acquire abstraction and modelling abilities for the purpose of performing practical analyses and designing business processes as well as the information systems associated with them.

Upon successful completion of the course, students should:

* Be familiar with the knowledge-related and design-related objectives associated with government informatics.
* Be able to apply a top-down approach to overall understanding.
* Be familiar with organization-related information and communication systems.
* Be able to follow the logical structure of areas of governance within the public value-added chains.
* Understand IT-based process design methods (process flow diagrams (UML)).
* Be able to discuss social issues and basic terms.
* Be able to derive ethical guidelines for government informatics.
* Be familiar with information technologies in government (different types of information systems in government, smart cities, government platforms, infrastructure, security and data)

**Data Centric Governance**

Upon successful completion of the course, students should:

* Know the use of a data analysis language to solve key business problems.
* Successfully handle basic R language data structures
* Use statistical tools to successfully handle data analysis models to solve business problems.
* Design and implement simple data analysis models using the R language.

**Public sector innovation and Strategy**

This module addresses current issues in digital innovation, planning and management in government. It discusses the fundamentals in innovation and its management under the lens of digital technologies. It uses techniques for proper innovation definition, the estimation of its success, the selection of innovation and their strategic alignment. Moreover, it presents methods for ideation and design thinking in government, innovation management and sustainable innovation planning in accordance with government strategy.

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

* How do digital innovations form/evolve in government?
* How should actors/entities organize for innovation?
* How does the nature of innovation and the organization of innovation interact?
* How can innovation be managed under the lens of a strategy?

The processes for ideation and design thinking for digital innovation development.

**Data Analytics**

Upon successful completion of the course, students should:

* Know the terminology of data analysis as it is applied in the field of government and business.
* Distinguish the main categories of data analysis models and their special features
* Use statistical tools to successfully handle data analysis models.
* Know the basic use of at least two software for data analysis.

**Sustainable Management of Projects in Government**

This course has a double objective: first to offer the theoretical background and the technical skills regarding project management and second, to make students understand how they can manage projects and change in government.

Learning outcomes:

* Define project and project management
* Explain project management standards
* Apply project management techniques
* Handle change and coalitions
* Describe organizational change
* List leadership styles

**Citizen engagement and New Media**

The media, the principal vehicle for freedom of expression, are therefore at the very heart of the problem of governance: they navigate within legal frameworks, sympathetic to freedom of expression; they organize themselves in defense of their credibility (codes of ethics, self-regulation); they make more or less proper use of their margin of freedom to address a society on the move, and they take part in campaigns in support of governance. Today, social media generate new potential for the media, while they give power to the public to express their will.

There are the following distinguishing roles for media and governance:

* Governance through the media: use of the media for targeted campaigns concerning

human rights, the fight against corruption, information in times of conflict, political crises, or natural disasters, etc.

* Governance for the media: framework conditions for media activity.
* Governance in the media: internal rules that the professionals impose on themselves.

**Research Methods and Skills**

Research has become an indispensable component of eligibility for a degree. The education programmes in the universities may vary, but practically in all such programs there is a requirement of research.

In this module, students are first introduced to the concept of research along with definitions of, the reasons for conducting research, where it is conducted, how it is done, and by whom. It is followed by an important question 'why research' and finally it addresses the attributes of quality research. Furthermore, you will have an overview of the kinds of research under the qualitative and quantitative paradigm. Additionally, the research process has to adhere to some ethics.

Learning outcomes: demonstrate knowledge of

* the concept of research
* the reasons for conducting research, where it is conducted, how it is done, and by whom.
* why research
* the attributes of quality research.
* qualitative and quantitative research.
* ethics of research

## ARTICLE 7. DISTANCE LEARNING

**7.1.** Modern distance learning.

The organisation of the educational process of the MSc may also be carried out using modern distance learning methods. The organisation of courses and other educational activities using distance education methods refers to courses and educational activities which, by their nature, can be supported by the use of distance education methods and do not involve practical, laboratory or clinical training of the students, which require the participation of the students in physical presence.

The support of the teaching staff and students on issues related to the e-learning system is provided at the first level (Department) by the Head of Department and at the second level (Institution) by the Digital Governance Unit of the University of Thessaly.

**7.2.** Asynchronous distance learning.

The educational process may be carried out using asynchronous distance learning methods, which do not exceed twenty-five percent (25%) of the credit hours of the MSc.

The University of Thessaly has an electronic platform on which educational material can be posted per course (notes, presentations, exercises).

The online platform is also accessible to people with disabilities.

## ARTICLE 8. EXAMINATIONS AND EVALUATION OF POSTGRADUATE STUDENTS

**8.1** Each cycle (duration) of the MSc leading to a Diploma of Postgraduate Studies is three semesters. Each semester includes thirteen (13) weeks of instruction and two weeks for the written examination or for the submission and examination of scientific papers. The Master's Thesis is submitted according to the academic calendar, at the earliest at the end of the third semester and then in each subsequent examination period.

**8.2** In case of an impediment to the course, the course will be made up. The date and times of the make-up are posted on the website of the PSP.

**8.3** Attendance of the course is compulsory. The upper limit of permitted absences for each course is set at 30%.

**8.4.**The declaration of the attendance courses is mandatory for each semester. Failure to meet the registration deadline will result in the loss of the opportunity to attend the current semester. In this case, a decision of the Departmental Assembly is required for the continuation of the course of study, following a proposal of the AC.

**8.5.** The evaluation of postgraduate students is carried out at the end of each semester by means of written examinations or by means of assignments or a combination of the above. The method of evaluation and grading in each course is the sole responsibility of the instructor, is carried out in complete independence from other courses and is a derivative of the objective assessment of the student's performance in the course (assignments, examinations, etc.). The assessment criteria are clearly defined and are indicated on the information sheet for each course.

 The rating scale is defined from zero to ten: Excellent (8.5 to 10), Very Good (6.5 to 8.5 not including) and Good (5 to 6.5 not including).

The results of the examinations are announced by the lecturer and sent to the Secretariat of the PSP. within two weeks at the latest from the examination of the course.

If a student fails a course, he or she may be re-examined in that course in the re-examination.

The maximum number of times a student may be reviewed in a course is up to one (1) time. If any student fails to obtain a projectable grade in the review periods, the student is considered to have failed to complete the obligations of the graduate course of study. The HPS may exceptionally consider a request for the student to be re-examined a further time.

**8.6** In order to deal with exceptional needs or circumstances of force majeure, alternative methods of evaluation, such as written or oral examinations using electronic means, may be applied, provided that the integrity of the evaluation process is ensured.

**8.7** In cases of illness or recovery from serious illness, the lecturer is recommended to facilitate the student in any way he/she deems appropriate (e.g. oral remote examination). During oral examinations the teacher shall ensure that he/she is not alone with the student being examined.

**8.8** The assessment of students on second cycle programmes of study organised by distance learning methods may be carried out by means of distance examinations, provided that the impartiality of the assessment process is guaranteed.

**8.9.** 90 credits (ECTS) are required for the award of the Diploma of Postgraduate Studies, which are acquired after: a) the successful completion and examination of 12 courses and b) the preparation and successful examination of an original Diploma Thesis.

The grade of the Diploma of Postgraduate Studies (D.M.S.) is the weighted average of the grades of the courses and the thesis based on the credits allocated to each course and the thesis, as specified in the M.A. Φ141/B3/2166 (Government Gazette 308, 18.6.1987) according to the following formula (where credit units replace the weighting coefficients of the Y.A.), and more specifically the mathematical formula is as follows:

$$β=\frac{(β\_{δ}×π\_{δ})+\sum\_{i=1}^{N}\left(β\_{i}×π\_{i}\right)}{π\_{δ}+\sum\_{i=1}^{N} \left(π\_{i}\right)}$$

Where :

* N = number of courses
* bi = course grade i
* bδ = postgraduate thesis grade
* pδ = number of credits attributed to the Diploma Thesis.
* pi = number of credits allocated to course i
* b = grade Diploma Thesis

In case of unsuccessful completion of the course, the student receives a certificate of attendance of the course.

## ARTICLE 9. PREPARATION OF DIPLOMA THESIS

**9.1** Each student prepares in the third semester the Diploma Thesis (D.T.), according to the writing instructions posted on the website of the PSP The M.Sc. thesis is clearly of a research nature, deals with contemporary issues of science and its content is compatible with the mission of the MSc.

**9.2** The postgraduate student submits an application form, in which the proposed title of the thesis, the proposed supervisor and an abstract of the proposed thesis is attached to the Secretariat of the MSc. The language of the thesis is English.

**9.3** The supervisor and the members of the three-member examination committee are appointed by decision of the Curriculum Committee from the following categories of faculty members, provided that they hold a doctoral degree:

a) members of Teaching Research Staff (D.R.P.), Special Teaching Staff (S.T.P.), Laboratory Teaching Staff (L.T.P.) and Special Technical Laboratory Staff (S.T.L.P.)) of the collaborating Departments or other Departments of the same or another Higher Educational Institution (HEI) or Higher Military Educational Institution (HEMI), with additional employment beyond their legal obligations, if the PSP has tuition fees,

b) Professors Emeritus or retired members of the collaborating Departments or other Departments of the same or other HEIs,

 c) cooperating teachers,

d) appointed lecturers,

(e) visiting professors or visiting researchers,

f) researchers and special operational scientists of research and technological institutions of Article 13A of Law No. 4310/2014 (A' 258) or other research centres and institutes in Greece or abroad.

The maximum number of dissertations that each lecturer may undertake for supervision is set at five per year.

In exceptional cases, if there is an objective impossibility or an important reason (illness, absence abroad, etc.), it is possible to replace the supervisor or a member of the Examination Committee after a decision of the Director of the PSP and the agreement of the Board.

Lecturers who have the right to supervise dissertations, in accordance with the legislation in force, shall inform the Secretariat in writing of the subjects of the dissertations they propose.

Each postgraduate student prepares a postgraduate thesis as part of his/her obligations for the award of the Diploma of Postgraduate Studies. The postgraduate thesis may not be undertaken earlier than the end of the second semester of study.

**9.4** In order for the thesis to be approved, the student must publicly support it before the three-member examination committee (1 supervisor and 2 faculty members) at a date and place determined by the Curriculum Committee. The paper will be graded by the members of the three-member committee immediately after it has been supported. Approval requires the concurrence of two-thirds (2/3) of the committee members.

The D.T. is graded from zero (0) to ten (10), with a minimum passing grade of five (5). In case of rejection of the D.T., the HPS will set a new evaluation date, at least three (3) months after the first evaluation. In the case of a second rejection, the candidate shall be removed from the MSc.

The procedure for submitting the thesis for examination is as follows:

The S.C, following the candidate's application, in which the proposed title of the thesis, the proposed supervisor and the abstract of the proposed thesis are indicated, appoints the supervisor and constitutes the three-member examination committee for the approval of the thesis, one of whose members is the supervisor.

After the completion of the collection and processing of the sources or research data, the writing of the Master's Thesis follows.

The way of writing the Postgraduate Diploma Thesis of each Programme has specific specifications, included in the Guide for the preparation of theses and is posted on the website of the PSP.

**9.5.** The postgraduate theses, if approved by the three-member examination committee, are submitted by the postgraduate students to the library in one (1) copy in electronic form and posted on the website of the University of Thessaly's Institutional Repository http://ir.lib.uth.gr and on the website of the relevant School.

**9.6** With regard to the issues of confidentiality control, respect for personal data and other ethical and moral standards of postgraduate research, the Department has established a three-member subcommittee on Research Ethics.

**9.7** As regards the procedure, applicants shall submit: 1) a request for proposal review, 2) a description of the research proposal, 3) research protocols, consent forms and other supporting documents deemed necessary based on the scientific fields. The templates for the preparation of the relevant forms can be found on the University of Thessaly website at the following address:

https://www.uth.gr/panepistimio/thesmika/themata-deontologias.

**9.8** After the examination of the proposal, the Departmental Committee issues a Certificate of Approval of the Master's thesis proposal. In case of rejection of the proposal or disagreement among the members of the Committee, it will be forwarded to the Research Ethics Committee of the University of Thessaly. The Certificates of Approval will be posted in the information system of the MHSS.

## ARTICLE 10. COPYRIGHT AND PLAGIARISM

**10.1** The copyrights of the Postgraduate Diploma Theses or the possible patent rights or commercial exploitation rights of the theses are determined by relevant decisions of the Ethics Committee of the University of Thessaly.

**10.2** Any kind of plagiarism in coursework, publications or writing of Postgraduate Diploma Theses, fabrication of research data and unscientific behaviour in general is prohibited. The Ethics Committee is responsible for informing the students of the Master's Degrees and for imposing penalties where necessary. Detailed guidelines on this matter will be issued by the University Ethics Committee.

**10.3** When writing scientific papers in the context of the individual courses and the D.T., the student is obliged to respect the copyright of the authors of the sources used and to strictly observe the applicable academic rules to avoid plagiarism. Plagiarism is a serious academic misconduct.

**10**.**4** No postgraduate thesis is submitted for support unless it has first been checked by the online plagiarism prevention service of the Central Library of the Foundation.

## ARTICLE 11. OBLIGATIONS AND RIGHTS OF POSTGRADUATE STUDENTS.

**11.1** Postgraduate students have all the rights, benefits and facilities provided for first cycle students except for the right to free textbooks.

**11.2** The Foundation provides accommodations for postgraduate students with disabilities and/or special educational needs.

**11.3** The Curriculum Committee may decide to withdraw postgraduate students if:

exceed the maximum number of absences,

have failed the examination of a course or courses and have not successfully completed the programme, as defined in the programme regulations,

exceed the maximum duration of study in the MSc, as defined in the present Regulation,

have violated the provisions in force concerning the treatment of disciplinary offences by the competent disciplinary bodies,

you do not pay the prescribed attendance fee,

submit a request for de-registration by the postgraduate students themselves.

**11.4** In case a postgraduate student is withdrawn from the MSc, he/she may request a certificate for the courses in which he/she has successfully passed.

**11.5** At the end of each semester an evaluation of the courses and lecturers is carried out by the postgraduate students (Article 18).

**11.6** For their participation in the MSc, postgraduate students pay a fee of 5000 € for the entire duration of the MSc, which will be paid in instalments as follows:

**For full attendance**

Two thousand euros (2000€) upon enrolment in the first semester

One thousand five hundred euros (1500€) for enrolment in the second semester

One thousand five hundred euros (1500€) for enrolment in the third semester

The amount of the tuition fee is considered necessary for the financial viability of the MSc because it covers fixed and permanent needs for the implementation of the MSc, such as equipment and software costs, consumables costs, travel costs of MSc lecturers, teaching fees of regular staff of universities and research centres and institutes involved in the organisation of the MSc, fees of temporary teaching staff of HEIs involved in the organisation of the MSc, teaching fees of staff of Law 4957/2022, administrative and technical support fees, other costs (such as in particular publicity - promotion costs, purchase of educational material, conference organisation, fieldwork costs), operating costs of the MSc.

## ARTICLE 12. EXEMPTION FROM TUITION FEES

**12.1** Registered students of the Postgraduate Studies Programme (MSc) who meet the financial or social criteria and the requirements for excellence during the first cycle of studies, in accordance with the current legislation, are exempted from the tuition fees. The possibility of exemption from the obligation to pay tuition fees is granted exclusively for the attendance of one (1) MSc programme organised by a domestic higher education institution. The total number of students attending free of charge may not exceed the number corresponding to thirty percent (30%) of the total number of registered students per academic year.

**12.2** The submission of applications for exemption from tuition fees takes place after the completion of the admission process of students to the MSc and within a period of time to be determined by the MSc itself.

**12.3.** Those who receive a scholarship from another source are not entitled to exemption from fees, nor are citizens of non-EU countries.

**12. 4.** The examination of the criteria for exemption from tuition fees is carried out by the Curriculum Committee and a reasoned decision is issued on the acceptance or rejection of the application.

**12.5** If the current legislation sets an age criterion, it is recommended, for reasons of good administration and equal treatment, that the date of birth of the students is the 31st of December of the year of birth.

## ARTICLE 13. SUPPLEMENTS

Partial tuition fee waiver scholarships for excellence may be awarded, taking into account academic and social criteria, or reciprocal scholarships may be awarded. The number of scholarships will depend on the income of the MSc and the final decision will be taken by the EPC of the MSc.

Scholarships are not awarded if the postgraduate student is already receiving a scholarship from another source.

Scholarships are not awarded to students who have been admitted to the PSP without the obligation to pay tuition fees.

## ARTICLE 14. INFRASTRUCTURE AND FINANCING OF THE PSP.

**14**.**1** For the proper operation of the MSc, the necessary logistical infrastructure of the Department of Business Administration of the Faculty of Economics and Management Sciences of the University of Thessaly. The existing logistical infrastructure covers the needs of the operation of the MSc.

**14.2** For the needs of the administrative support of the I.P.M.S. there is a Secretariat, which performs the tasks of full administrative and secretarial support of the I.P.M.S. and is responsible for the smooth, efficient and orderly operation of the I.P.M.S.

**14.3** The funding of the MSc may come from:

a) tuition fees

b) donations, sponsorships and financial aid of any kind,

(c) legacies

(d) resources from research projects or programmes

(e) any other lawful source

**14.4.** The management of the resources of the PSP is carried out by the Special Account for Research Funds (ELKE) of the University of Thessaly.

**14.5.** The resources of the MSc are distributed as follows:

 a) An amount corresponding to thirty percent (30%) of the total revenue from tuition fees is withheld by the National Board of Education. This amount includes the percentage of withholding in favour of the National Board of Education for the financial management of the P.M.S.L.L.C.E. is transferred to the regular budget or is allocated for the creation of projects/programmes through the L.L.C.E. in order to cover, on a priority basis, the needs of MSc programmes that operate without tuition fees and to cover the research, educational and operational needs of the UAS.

The E.L.C.E. withholds 12% of the income of the MSc from donations, sponsorships and financial aid of any kind, bequests and funds from research projects or programmes.

b) The remaining amount of the total income is allocated to the operating costs of the programme.

## ARTICLE 15. TEACHING ASSIGNMENT/TEACHERS IN THE PSP

**15.1** The teaching work of the PSP is assigned, following a decision of the SC., to the following categories of lecturers:

α) Members of Teaching Research Staff (D.R.P.), Special Education Staff (S.E.P.), Laboratory Teaching Staff (L.E.T.P.) and Special Technical Laboratory Staff (S.T.L.P.).) of the Department or other Departments of the same or another Higher Educational Institution (HEI) or Higher Military Educational Institution (HEMI), with additional employment beyond their legal obligations, if the MSc has tuition fees.

 b)Emeritus Professors or retired members of the Department or other Departments of the same or other universities.

 c) Associate professors.

 d) Associate professors.

e) Visiting professors or visiting researchers.

f) Researchers and special operational scientists of research and technological institutions of article 13A of Law No. 4310/2014 (A' 258) or other research centres and institutes in Greece or abroad.

g) Scientists of recognized prestige, who have specialized knowledge and relevant experience in the subject of the MSc.

By decision of the Assembly of the Department, doctoral candidates of the Department or the School may be assigned to assist in teaching under the supervision of a lecturer of the MSc.

**15.2.** The obligations of teachers include:

* the observance of the course programme,
* the writing of a detailed description of the course with reference to the objectives, the weekly structure of the teaching hours, the suggested bibliography/articles and the requirements of the course (practical exercises, presentations, etc.),
* the posting of the educational material on the modern and asynchronous tele-education platforms of the Universities from the beginning of each course,
* the completion of the students' attendance register,
* keeping two office hours per week for meetings with postgraduate students,
* the organisation of examinations and the choice of subjects,
* the justification of written examinations; and
* sending the score within ten (10) days from the date of the examination

**15.3** According to the Special Cooperation Protocol, the two collaborating Departments contribute to the teaching work of the MSc.

**15.4.** Members of the Teaching Research Staff (D.R.P.), Special Teaching Staff (S.T.P.), Laboratory Teaching Staff (L.T.P.) and Special Technical Laboratory Staff (S.T.L.P.) of the Department may be employed in P.M.S., only under the condition of fulfilling their minimum obligations regarding the provision of teaching work. Faculty members may not be employed exclusively in MSc programmes of the Department or Faculty.

**15.5** All categories of lecturers in the MSc may be remunerated exclusively from the resources of the MSc. In particular, the members of the teaching staff may be remunerated additionally for the work they contribute to the MSc, provided that:

* provide teaching work: a) independent teaching of courses, both compulsory and elective, b) conducting workshops and laboratory exercises and c) clinical work and clinical exercises for student teaching.
* The teaching work they provide in first and second cycle curricula and minor and short duration curricula of their Department or another Department is at least six (6) hours per week on average during the academic year. No account shall be taken of any teaching work offered in second cycle curricula with additional pay, as well as foreign language curricula, winter and summer schools.

**15.6 The** assignment of the teaching work of the MSc is made by a decision of the SC. before the beginning of the academic year. The assignment of teaching work may be modified during the academic year by a reasoned decision of the Board.

## ARTICLE 16. AWARD OF POSTGRADUATE DIPLOMA

**16.1** The student completes his/her studies for the award of the Diploma of Postgraduate Studies by completing the minimum number of courses and credits required for the award of the Master's degree, as well as the successful completion of the postgraduate thesis. The HPS determines the completion of the studies in order to award the Diploma of Postgraduate Studies.

**16.2** Upon completion of the above procedure, the postgraduate student is issued a certificate of completion of studies, loses his/her student status and ceases to participate in the collective bodies of the University's administration.

**16.3** The Secretariat of the Department does not complete the stages of awarding the respective academic degree, unless it has previously received from the candidates, a certificate of deposit of the postgraduate thesis from the Library of the institution. Under the responsibility of the Central Library of the University of Thessaly, all such theses are published in the institutional repository of the University http://ir.lib.uth.gr.

**16.4** The type of the MSc per type of MSc is common for all Departments and Faculties of the U.T.H. and is included in the Regulation for Postgraduate and Doctoral Studies of the Institution.

## ARTICLE 17. ORIGINAL

 The oath is not a constituent type of successful completion of studies, but it is a necessary condition for the award of the written title of the diploma. The swearing-in ceremony is organized by the relevant Dean's Office to which the MSc belongs, in the presence of the Dean of the Faculty, the President of the Department and the Director of the MSc.

In exceptional cases (studies, residence or work abroad, health reasons, etc.), postgraduate students who have successfully completed the Master's programme may apply to the Department's Secretariat for an exemption from the obligation to take the oath of office (exemption from the oath of office). The exemption from the obligation to be certified is approved by the HPS.

## ARTICLE 18. EVALUATION OF THE PSP

**18.1** Evaluation by the National Authority for Higher Education.

The MSc is evaluated in the framework of the periodic evaluation/certification of the Department by the National Authority for Higher Education. In this context, the overall assessment of the work carried out by each MSc, the degree of fulfilment of the objectives set at the time of its establishment, its sustainability, the absorption of graduates in the labour market, the degree of its contribution to research, the internal evaluation by postgraduate students, the feasibility of extending its operation, as well as other elements relating to the quality of the work produced and its contribution to the national strategy for higher education are evaluated. If, at the stage of evaluation, the programme is deemed not to meet the conditions for its continued operation, it shall be terminated upon graduation of the students already enrolled in accordance with the founding decision and the regulations for postgraduate and doctoral programmes.

**18.2.** Internal Evaluation.

The internal evaluation of the PSP is carried out on an annual basis by the Quality Assurance Unit (QAQU) of the Institution. In accordance with the Internal Quality Assurance System of the Institution, in order to optimize the teaching work and the curriculum, in all P.M.S. at the end of each semester, each course and each lecturer is evaluated by the postgraduate students, in accordance with what is specifically defined in the Regulation of Postgraduate Studies of the P.M.S.

## ARTICLE 19. DURATION OF THE OPERATION OF THE PSP

The MSc will operate until the Academic Year 2029 - 2030, provided that it meets the criteria of internal and external evaluation, in accordance with the current legislation.

## ARTICLE 20. WEBSITE OF THE PSP

The official website of the MSc <http://dgov.uth.gr/> is constantly updated and contains all the information and announcements of the Programme and is the official information site for students.

## ARTICLE 21. TRANSITIONAL ARRANGEMENTS

For those issues that are not defined in the applicable legislation, in the Regulations for Postgraduate and Doctoral Studies of the University of Thessaly or in the present Regulations, the bodies of the PSP