



UNIVERSITY OF WESTERN MACEDONIA
SCHOOL OF SOCIAL SCIENCES AND HUMANITIES
DEPARTMENT OF PRIMARY EDUCATION

INTERNAL REGULATION OF POSTGRADUATE STUDIES

“Education Sciences: Management and Administration in Education- Educational Leadership”

(according to Law no. 4485/2017 and 216772/21 decision, Government Gazette 4334/12.12.2017)

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Part A

Regulation of Studies

General Provisions

The Department of Primary Education of the Faculty of Social Sciences and Humanities in the University of Western Macedonia organizes and operates the Postgraduate Program entitled "Education Sciences: Management and Administration in Education - Educational Leadership" during the academic year 2020-2021, according to Law no. 4485/2017, as amended and is currently in force.

The Postgraduate Program has been operating since academic year 2015-16 according to Government Gazette B 2087/31-07-2014. The Postgraduate Program continues its operation according to Government Gazette 2865/ 18-07-2018.

Article 1

Subject- Aim-Duration

According to article 30 of Law no. 4485, paragraphs a & b, Postgraduate programs are governed by scientific coherence and aim "at further knowledge promotion; the development of research and the arts, as well as the satisfaction of the educational, research, social, cultural and developmental needs of the country, in training high-level scientists capable of contributing to theoretical and applied areas of specific disciplines, special thematic units or sub-disciplines of the cognitive subjects related to the first cycle of studies of the relevant Departments".

1. Subject of the Postgraduate Program

The subject area of the Postgraduate Program entitled "Education Sciences: Management and Administration in Education-Educational Leadership" is training graduates from Universities and Technological Institutions in the area of administration and management in education as well as in educational leadership.

2. Goal

- a) The preparation of executives who have the knowledge base in the scientific subject of Educational Management and Leadership as well as the relevant skills, so that they can effectively contribute to educational reform in the direction of meeting current challenges;
- b) The promotion of educational research, in general, in combination with the promotion of research in issues regarding management, administration and leadership in education in particular.

3. Specialization and partial goals

These are mentioned below:

- i. Providing specialized knowledge regarding the current interdisciplinary developments in Education Sciences with specialization in issues of management and administration in education and educational leadership;
- ii. Synthetic approach to theory, scientific methodology and strategies for the production of comprehensive, innovative actions and policies;
- iii. Training specialized graduates with a solid theoretical background, as well as equipping them with the ability to interdisciplinarily resolve complex, practical problems in the aforementioned fields;
- iv. The promotion of interdisciplinary research in issues of educational management and leadership, as well as the development of high level theses related to the field;
- v. The provision of high level postgraduate studies;
- vi. The development of critical and research skills required for doctoral studies;
- vii. Equipping scientists with the necessary skills for a successful career in the private, public and academic sector.

The Postgraduate Program has been operating since the academic year 2018-2019 for five (5) years, and then the potential of continuing its operation will be assessed according to the ordinance of paragraph 8, article 32, Law no. 4485/2017 (Government Gazette A, 114).

Article 2

Postgraduate Titles

The Postgraduate program awards a Diploma of Postgraduate Studies (MSc) entitled "Education Sciences: Management and Administration in Education - Educational Leadership" (MSc in Education Sciences: Management and Administration in Education - Educational Leadership).

Article 3

Administration of the Postgraduate Program

(articles 31, 44 and 45 of Law no. 4485/2017)

Competent bodies for the management, administration and operation of the Postgraduate Program are:

- i. **The Senate of the Institution** is the competent body for academic, administrative, organizational and financial issues of the Postgraduate Program and exercises competence related to the Postgraduate Program, which is not specifically assigned to other bodies by law.
- ii. **The Assembly of the relevant Department** has the responsibilities defined in paragraph 3 of article 31, Law 4485/2017.

- iii. **The Steering Committee (S.C.)** of the Postgraduate Program consists of five (5) members of the Department educational staff, who have undertaken postgraduate work and are elected for a two-year term by the Assembly of the relevant Department. The S.C. is responsible for monitoring and coordinating the operation of Postgraduate Programs. The Director of Postgraduate Program presides over the S.C. and their term may be renewed once. At the end of the S.C. term, under the responsibility of the outgoing Director, a detailed report of the research and educational work of the Postgraduate Program, as well as of its other activities is compiled, with the aim of studies upgrade, the best utilization of human resources, the optimization of the existing infrastructure and the socially beneficial use of the available resources of the Postgraduate Program (Article 44, paragraph 2).
- iv. **The Committee of Postgraduate Studies.** The proposal of the Department Assembly is forwarded to the Senate through the Committee of Postgraduate Studies, which judges its integrity. In case, it deems the proposal incomplete, it returns it to the Assembly (article 32, par.5).
- v. **The Director of the Postgraduate Program** is a professor or an associate professor, of the same or related subject and is appointed together with their deputy for a two-year term by the Department Assembly. The Director of the Postgraduate Program must meet the conditions of paragraph 8 of article 31, Law 4485/2017. The Director is also a member and a President of the S.C, cannot be appointed for more than two (2) consecutive terms and is not entitled to additional remuneration for their administrative work.
- vi. **The six-member Scientific Advisory Committee (S.A.C.)** is responsible for the external academic evaluation of the Postgraduate Program (paragraph 3 of article 44, Law 4485/2017).

Article 4

Candidates' categories

(article 34, paragraphs 1,7 and 8 of Law 4485/2017)

In the Postgraduate program "Education Sciences: Management and Administration in Education - Educational Leadership", graduates of the first cycle of studies of Greek universities or equivalent institutions abroad are accepted. Also, graduates of Technological Institutions with relevant subject or of other Higher Schools can be accepted according to an Assembly decision.

Foreign degrees are certified with a certificate of equivalence and correspondence according to Hellenic National Recognition and Information Center.

The Greek language adequacy for foreign candidates is proven when: a) the candidate has completed secondary education in Greece or in a Greek-speaking school abroad, b) holds a degree in Greek literature from an equivalent Higher Education Institution abroad, c) has completed a full cycle of undergraduate studies in a Greek Higher Education or Technological

Institution and d) holds a certificate of Greek language proficiency from a state-recognized institution providing such certificates to foreigners.

Article 5

Number of entrants-Selection criteria

(articles 34 and 45 of Law 4485/2017)

A) Number of entrants

The number of students admitted per year is set at a maximum of thirty-five (35) postgraduate students.

Only one member of the Special Teaching Staff, the Laboratory Teaching Staff as well as a member of the Technical Personnel, serving at the relevant Department organizing the program can be admitted as supernumeraries per year provided that they meet the conditions of the first paragraph article 34.

Candidates can also be final-year students, who will have successfully completed the obligations of their undergraduate studies before the end of enrollment and will meet all admission requirements for the Postgraduate program.

The maximum number of students per professor is five (5) (article 45, paragraph 1b, Law 4485/2017).

B) Criteria and application procedure

During a specified period of each year, a call for expression of interest is published in the website of the University of Western Macedonia and the Department of Primary Education, in which the following are specified:

- Categories of graduates / candidates
- The necessary formal and substantive qualifications of the candidates
- The way and the criteria regarding the candidates' evaluation
- The dates for the submission of applications-supporting documents

In case the admission method requires a written examination, the procedure, the number and the material of the examined courses, the examination dates as well as the way of evaluation should be specified. The applications of the candidates are submitted electronically, collected, recorded by the Secretary of the Postgraduate program and are forwarded to the Steering Committee (SC). Applications are considered valid, if a file with the required supporting documents is submitted within the set deadline, which can either be submitted in person or sent by post to the Secretary of the Postgraduate Program. Applications that are not

accompanied by the necessary supporting documents or are submitted beyond the set deadline (the submission date is defined by the Post Office stamp) are not taken into consideration during the candidates' selection process. The supporting documents are not returned.

The candidates' selection process is completed each year, in September.

The candidates should submit to the Postgraduate Program secretary the following required documents:

1. Application and CV submitted electronically
2. The submitted application must be printed and included in the application file.
3. Copy of Degree / Diploma (foreign diplomas are certified with a certificate of equivalence and correspondence from the Hellenic National Recognition and Information Center)
4. Certificate of the transcript of records (where the exact average score will be indicated / the foreign diplomas are certified with a certificate of equivalence and correspondence from the Hellenic National Recognition and Information Center)
5. Certificate of a foreign language competency, level B2 or higher, by a recognized body.
6. Simple photocopy of the ID card

The scoring of the application file submitted by the candidate is based on the selection criteria as these are included in the call for expression of interest and approved by the competent bodies.

C) Procedure for evaluating candidate applications

The control and the evaluation of the supporting documents is carried out by the Selection / Examination Committee, appointed by the Department Assembly. The Selection/ Examination Committee proposes to the Steering Committee of the Postgraduate Program.

The candidates' evaluation is implemented in three phases:

- a) In the first phase, a check of the candidates' formal / necessary qualifications is carried out.
- b) In the second phase, the supporting documents are scored based on criteria, so that candidates can be ranked according to their evaluation. Based on this ranking, the number of candidates who will be invited for an oral interview is determined (if an interview is planned to be held).
- c) Interview (on cognitive issues regarding the program subject) (if it is defined by the relevant call for expression of interest).
- d) Examinations on cognitive subjects (if these are defined by the relevant call for expression of interest).

After the process completion, the Steering Committee receives the candidates' evaluation ranking from the Selection/Examination Committee, carries out the final checks and decides on the candidates' admission. Then, after a suggestion by the Steering Committee, a table of

the successful candidates' evaluation rankings is compiled, approved by the Assembly and posted on the Postgraduate Program website.

The successful candidates are invited to validate their registration in the specific Postgraduate Program within ten (10) days. In case of refusal, the first runner-up is called immediately by phone.

By registering, candidates accept the operating conditions and the corresponding obligations of the Postgraduate program. They are also obliged to pay the relevant tuition fees, with the first part (installment) being paid within ten (10) days from their notification and acceptance of the Postgraduate Program attendance. The tuition fees are deposited in a bank account of the Special Account for Research Grants of the University of Western Macedonia, which will be indicated by the Secretary of Postgraduate Program.

Article 6

Duration and conditions of studies

(articles 33,34 and 45 of Law 4485/2017)

1. The duration of studies is set as three (3) semesters, which includes the time for elaboration and evaluation of a Postgraduate thesis. The maximum time allowed for studies completion is set at five semesters. In addition to these time limits and in exceptional cases, following a decision of the Assembly, the postgraduate student will have the possibility of extension. Working students are offered the potential of part-time study, the duration of which cannot exceed the two-fold time of the regular study following a decision of the Assembly. Part-time study is also offered for non-working postgraduate students who are unable to meet the minimum requirements of the "full" study program and for particular, extremely serious cases (such as illness, serious family reasons, force majeure, etc.), for which the Assembly decides.
2. In exceptional cases, by decision of the Assembly, it is possible for candidates to be granted a study suspension for a period not exceeding two (2) consecutive semesters. Suspension time is not counted in the maximum studies duration. After the end of the study suspension, the postgraduate student is obliged to attend all courses, seminars, internships, etc. for which they have not been successfully evaluated before their study suspension.
3. The Assembly decides on issues of course review or deletions, following a proposal by the Steering Committee.
4. Indicative reasons for deletion may be the following: students' insufficient progress (non-participation in the educational process, attendance and examinations), improper fulfillment of other obligations, as defined by the Postgraduate Program Guide (non-payment of tuition fees, exceeding the maximum expected study time) and application of the postgraduate students themselves or behavior that offends academic ethics, e.g. plagiarism.
5. Postgraduate students are entitled to:

- Academic identity.
- Email account of the University of Western Macedonia
- Access to the libraries of the University of Western Macedonia
- Access to the electronic database, to which the University of Western Macedonia is a subscriber (Hellenic Academic Library Link, HEAL Link)

The relevant Department must provide facilities to postgraduate students with disabilities or special educational needs.

Tuition Fees

The Postgraduate program "Education Sciences: Management and Administration in Education - Educational Leadership" includes tuition fees which amount to the total of two thousand three hundred euros (2,300 €) per student. The imposition of tuition fees is considered necessary because other resources do not ensure the necessary conditions for the program operation and the provision of high quality services. The amount of the fees is determined on the basis of the reciprocity between the fees and the services (teaching, access to materials and platforms, scholarships).

The tuition fees are paid on specified dates, notified in a timely manner. The first installment is paid upon registration (September) and the rest at the beginning of the semesters (2nd semester-February, 3rd semester-August). In case of studies interruption, the already paid tuition fees are not refundable.

Postgraduate students whose income (individual or family) does not exceed one hundred percent (100%) (for individual income), and seventy percent (70%) (for family income) of the national, average equivalent income are exempt from tuition fees. Exempt students should not exceed thirty percent (30%) of the total number of students admitted to the Postgraduate Program; while this simultaneously refers to their participation in one program. According to article 35 of Law 4485/2017, if the beneficiaries exceed the above percentage, they are selected according to ranking starting from those who have the lowest income. The application for tuition fees exemption is submitted by the applicants to the Secretary of the Postgraduate program after the completion of the students' selection process. Under no circumstances does the financial weakness stand as a reason for not being selected in the Postgraduate program.

The Department Assembly, after a relevant, justified proposal of the Steering Committee, may set a non-refundable participation fee for the evaluation of the postgraduate student's file.

Students' obligations

The postgraduate students who enroll in the Postgraduate Program are obliged:

- ✓ To continuously attend the courses and the activities of the current curriculum.
- ✓ To submit the required courses assignments on time and within the stipulated deadlines.
- ✓ To fulfill their financial obligations on the dates set by the Secretary of Postgraduate program

- ✓ To respect and abide by the decisions of the Postgraduate program bodies as well as academic ethics.
- ✓ To participate in educational activities, conferences, workshops, symposia, etc. organized by Postgraduate program
- ✓ The scholars are additionally obliged, by Assembly decision, to offer supportive work in the courses, the Laboratories, the Research etc.

Article 7

Curriculum –Test of knowledge

(articles 34 and 45, Law 4485/2017)

Program Duration, Structure and Content

For obtaining the Postgraduate program Diploma "Education Sciences: Management and Administration in Education-Educational Leadership", a total of ninety (90) credits (ECTS) is required. The Postgraduate program is structured in three (3) academic semesters; specifically, thirty (30) credits (ECTS) for the courses of the 1st and 2nd semester and thirty (30) (ECTS) for the postgraduate thesis development. Each course corresponds to thirty-nine (39) teaching hours.

Courses are mandatory.

The instruction language of the Postgraduate program is Greek and/or it may also be different. The postgraduate thesis may be written in Greek or a different, foreign language.

The syllabus is structured as follows:

A detailed table of courses with ECTS is presented.

1st Semester

	Courses	Semester	Mandatory Courses (M)	ECTS
AY1	Principles of Management and Administration in Educational Units	1 st	M	7.5
AY2	Educational Research Methodology I- Quantitative Methods- Statistics	1 st	M	7.5
AY3	Educational Research	1 st	M	7.5

	Methodology II- Qualitative Methods			
AY4	Educational Leadership and Organizational Development	1 st	M	7.5
			Total	30

2nd Semester

BY1	Organizational- Social Psychology with applications in educational management	2 nd	M	7.5
BY2	Educational Assessment	2 nd	M	7.5
BY3	Introducing and Dealing with changes and innovation in education- school improvement	2 nd	M	7.5
BY4	ICT applications in Educational Management	2 nd	M	7.5
			Total	30

3rd Semester

	Postgraduate Thesis	3 rd	M	30
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According to an Assembly justified decision (describing of the manner and means of teaching), part of the training can be carried out through distance learning (up to 35% of the courses).

Course schedule

The beginning of the winter semester is set at the beginning of October, while the spring semester respectively starts at the end of February and lasts for thirteen (13) full weeks.

Courses are taught on weekdays in the afternoon or on Saturdays and/or Sundays (compact and intensive courses) for the working students' convenience.

Courses are taught at the School of Social Sciences and Humanities in Florina or at the university premises within the geographical boundaries of the Western Macedonia Region.

Upon the Assembly proposal, the curriculum can be modified and redistributed.

Article 8

Postgraduate students' evaluation

Students' evaluation for each course is carried out by the professor in a way predefined before the beginning of the lectures (examination / work / or a combination of these two). Their performance is evaluated on a scale of 1-10 (5 is set as the minimum successful grade). Students who fail the course exams or assignment delivery resit the exams or submit their assignments in September.

If postgraduate students fail the course/courses examination, so that –according to the Postgraduate Studies Regulation– it is considered that they have not successfully completed the program, they are examined, at their request, by a three-member faculty committee, who specialize in the same or a related subject with the examined course and is defined by the Department Assembly. The person responsible for professors' examination is excluded from the committee (Article 34, paragraph 6).

Instructors are obliged to publish the written examinations results of their courses no later than thirty (30) days from the delivery of assignments / examinations.

Postgraduate students are obliged to systematically attend the lectures and other activities for each course. The limit of absences that each postgraduate student is entitled to is a maximum of 1/3 of the teaching hours (13) in each course, regardless of whether these absences are justified or unjustified. For a larger number of absences, the Steering Committee decides on the repetition of the course or the postgraduate student's exclusion from the Postgraduate program.

Article 9

Postgraduate Thesis

1. In every Postgraduate program, the postgraduate thesis elaboration is foreseen at the beginning of the 3rd or 4th semester, after the postgraduate student has been successfully examined in all courses. Consequently, the postgraduate student submits an application to the Department Assembly for the approval of a postgraduate thesis development, proposing a supervisor, after the necessary communication. The application is accompanied by a summary of the proposed thesis. Members of the faculty staff that are responsible for the partial or complete teaching of a Postgraduate program course may be defined as supervisors. The supervisor is responsible for monitoring and controlling the work progress as well as whether the research objectives and specifications are met.

2. The members of the Three-Member Examination Committee must have the same or related scientific expertise with the Postgraduate program subject.
3. Postgraduate thesis can be written in a foreign language, upon agreement with the supervisor and approval by the Department Assembly.
4. Changes in the postgraduate thesis topic are possible within three (3) months from its approval, by Assembly decision, after a reasoned suggestion from the supervisor. The change in the postgraduate thesis topic is not considered a reason for extension of the aforementioned deadlines. In exceptional cases, provided there is an objective weakness or an important reason, it is possible to replace the supervisor or a member of the Three-Member Examination Committee following a decision of the Assembly of the relevant Department.
5. The Postgraduate thesis should range from 20,000 to 25,000 words (see Postgraduate Thesis Writing Guide). Upon writing completion and after its approval and acceptance by the Three-Member Examination Committee, the final evaluation, which includes an oral development of the subject before the three-member Examination Committee, is set for a specified period of time.
6. Upon submission of the postgraduate thesis, students are responsible for their writing and for the case of plagiarism etc. Plagiarism is defined as the partial or complete copying or use of data of another, published or not, work without the appropriate accurate and clear reference to the specific source, as well as the citation of any documentation, even from studies of the candidates themselves, without a relatively accurate and clear reference. Plagiarism is considered to be a serious academic offense. In verified cases of plagiarism, after the supervisor's justified suggestion, the Assembly may decide on the candidate's deletion from the Postgraduate program.
7. The maximum time for the postgraduate thesis submission is eighteen (18) months from the date of its approval by the Department Assembly. In special cases, upon request of the interested party and approval by the Assembly, the time may be extended up to one (1) semester and in any case it will not exceed the maximum time allowed to complete the studies.
8. The postgraduate thesis presentations are carried out orally in a face-to-face process. Upon writing completion and after the supervisor's approval, an examination - presentation of the thesis takes place before the three-member examination committee at the end of the three examination periods (February, June and October of each year). Following its approval by the Three-Member Examination Committee, the thesis must be posted on the website of the relevant Faculty and at the Institutional Repository of Scientific Papers of the University of Western Macedonia (<https://dspace.uowm.gr/xmlui/>).
9. The general grade of Postgraduate program Diploma is defined by the ten-point scale and it arises from the average of the grades of the individual courses and the postgraduate thesis (weighting factors are calculated). The rating scale awarded is: "Excellent" (8.5-10), "Very Good" (6.5-8.49) and "Good" (5-6.49).

Article 10

Course and professors' evaluation

After completing a course, postgraduate students are invited or are in the position of evaluating the course in an electronic questionnaire (available on the website of Quality Assurance Unit of University of Western Macedonia: <https://modip.uowm.gr/fe/>).

Article 11

Scholarships

(articles 35 and 45, Law 4485/2017)

By decision of the Department Assembly, the Postgraduate program may grant scholarships to postgraduate students based on academic, objective criteria (e.g. average previous semester grade, excellence, compensatory scholarship, student obligations etc). Postgraduate students of the Postgraduate program are exempted from tuition fees according to the terms and conditions set by the current legislation (article 35, paragraph 2, Law 4485 / 17).

Article 12

Teaching Staff

The teaching staff selection in the Postgraduate program is defined by the Department Assembly. The staff selection criteria are the relevance of their expertise, their experience as well as their teaching and research work in accordance with the Postgraduate program scientific field.

Teaching in the Postgraduate program can be undertaken by:

1. Professors and Lecturers of the Department.
2. Members of the Special Teaching Staff, Laboratory Teaching Staff and the Technical Personnel, PhD holders from the relevant Department, unless the thesis subject is of exceptional and indisputable specificity for which it is not possible or usual to prepare a doctoral thesis.
3. Teachers according to the Presidential Decree 407/80 of the Department
4. Emeritus Faculty members of the Department after an Assembly's decision with substantiated justification (article 16, paragraph 8, Law 4009 / 2011, as in force, and article 45, paragraph 1b, 4485/2017).
5. In case the teaching staff of the aforementioned categories is not enough, with a reasoned decision, the Department Assembly with a Steering Committee's relevant suggestion may assign teaching to faculty members from other Departments of the same Institution; to invite faculty members of other Institutions or researchers from research centers of the article 13A, Law 4310/2014 (A 258).
6. The Department Assembly, according to the Director's suggestion, may decide to invite as guests from Greece or abroad renowned scientists who have the position or qualifications of a professor or researcher in a research center; artists or renowned

scientists with specialized knowledge or relevant experience in the Postgraduate program field or abroad, in accordance with paragraph 5, Article 36. By Assembly decision, PhD holders can be hired to assist in teaching and exercises.

Article 13

Graduation Ceremony

Graduation ceremony is defined by the Department Assembly decision.

Article 14

Simultaneous educational and research activities

In addition to course attendance, during the Postgraduate program, simultaneous educational and research activities can take place, such as lectures, conferences, workshops, etc. A certificate of attendance is issued for the participants in the simultaneous educational activities.

Article 15

Income – Postgraduate program financial management

1.1. Postgraduate program sources of income

- Students' tuition fees.
- Donations, benefits, bequests and any kind of sponsorships from the public sector, as demarcated in paragraph 1, article 14, Law 4270/2014 (A 143), or from the private sector.
- Sources from research programs.
- Sources from European Union programs or other international organizations.
- Other transparent cash inflows.

The Postgraduate program tuition fees for each postgraduate student amount to the total of 2,300 euros and are paid in three installments: the first at their registration and the others at the beginning of the semesters in a special account of the University Research Committer. Tuition fees are utilized for the needs that arise throughout the program operation and not only in the semester to which they correspond.

1.2. Postgraduate program operating expenses

- The teaching staff remuneration for teaching and as well as thesis supervision.
- Expenses for the production of educational material. This amount is determined by the Assembly and is dependent on the Postgraduate program finances.
- PhD candidates' remuneration for the support of educational and supportive-operating activities of the Postgraduate program.
- Remuneration of external partners to support both the operation of (online learning-finances) the Postgraduate program and the educational process.

- Expenses for the administrative support of the Postgraduate program
- Compensation for traveling and accommodation of teachers and invited speakers.
- Financial coverage for the organization of Workshops, Seminars, Symposia, Conferences, International Conferences with the participation of scientists from Greece and abroad.
- Financial coverage of publishing activities (Conference Proceedings, forms of promotion and advertising of the Postgraduate program "Educational Sciences", honorary plaques or honorary volumes, scientific / teaching manuals related to the Postgraduate program subject, etc.).
- Purchase of books, CDs, CD-ROMs, DVDs and in general suitable printed and digital material for the establishment of a small special library covering the special needs of the Postgraduate program.
- Purchase of educational material (including psychometric tests) to support the courses of Postgraduate program.
- Sponsorships (in money or in educational material) to bodies related to the Postgraduate program (University Departments, Institutes, Institutions, etc. based in Greece or abroad).
- Purchase of office supplies for the needs of the secretarial support and the educational process.
- Purchase of materials and equipment (PCs, etc.) for the smooth teaching process.
- Expenses of the secretarial support, the supervision and the educational activities support.
- Subscriptions to scientific journals related to the Postgraduate program
- Coordinators' remuneration for participation in conferences on the Postgraduate program scientific field.

The teaching staff and the professors' remuneration is defined according to article 36, Law 4485/2017 and the legislation. The amount of all the above compensations is determined by the Assembly after Steering Committee's suggestion taking into account the Postgraduate program finances. The Department Assembly decides any necessary tuition fees adjustment as well as teaching staff remuneration and its adjustment.

Article 16

Regulation Amendments

The Internal Operating Regulation provisions may be amended upon a substantiated recommendation, by a decision of the competent bodies, in accordance with legislation.

Article 17

Other issues regulation

For those issues not provided by the Regulation of Postgraduate Studies, the Department Assembly is responsible.

PART B

SYLLABUS

Brief course description

Principles of Management and Administration in Educational Units (AY1)

Introduction to educational management- conceptual approach to educational management- executives' duties - from 'general' to educational management- school management in the light of the systemic approach - features of effective management. The function of planning / programming - concept and importance of planning / programming - basic elements of planning / programming - management with objectives - planning / programming in education. Decision making - conceptual approach to the term "decision" - types of decisions - decision making process - ways to improve the ability of effective decision making - decision making in the field of education. The function of the administration - the concept of "administration" - administration distinction - organizational charts - basic elements of administration planning - systems of administrative structure - concentration and decentralization of power - bureaucratic form of administration. Management and leadership - concept and content of the term "management" - concept and nature of leadership - leaders (concept, skills, ways of choosing them) - the function of management in the field of education. The function of control - concept and importance of control - the process of control - types of control - characteristics of an effective control system - human reaction against control - control in the field of education - educational work assessment. School units staffing - concept and importance of staffing - the staffing process - staffing in the field of our educational system - teacher training. Educational law - institutions. Economics of education.

Educational Research Methodology -Quantitative Methods-Statistics (AY2)

Basic concepts of research and statistics. Basic concepts in the stages of a research. Research methods. Qualitative and quantitative methods. Questionnaires and tests. Sample methods. Data presentation and interpretation, drawing conclusions. Ways of presenting research results. Applications in educational research. Measurement scales. Types of variables. Description of qualitative variables. Frequency and relative frequency tables. Cross tabulation. Bar charts. Circular diagrams. Description of quantitative variables. Numerical descriptive measures. Histograms. Statistical inference. Hypothesis testing. Chi-square test of independence. Normal distribution. Mean of a population. Check for the mean values of two populations (independent samples). Check for the mean value of two populations (dependent samples). Variation analysis with one and two factors. Repeated measures. Parametric and non-parametric techniques. Correlation of two variables. Applications in Educational Research.

Educational Research Methodology -Qualitative Methods (AY3)

Philosophical and conceptual qualitative research background. Research process in qualitative research. Difficulties and limits in the research process. Quantitative and qualitative research: myths and reality in their bipolar and opposite relationship. The issue of reliability in research. Qualitative research criticism. The concept of theory and its role in qualitative research. Qualitative research design. Forms of qualitative research (ethnographic, case study, action research, biography - life stories). Research techniques (observation, interview, life stories).

Qualitative data analysis. Criteria for evaluating qualitative research. Presentation and critical analysis of small research papers.

Educational Leadership and Organizational Development (AY4)

Leadership - Management - Administration. Investigation of terms. Differences, overlaps, relationships. Educational policy and leadership. Early leadership theories - Historical Evolution. The main axes of leadership behavior. Situational leadership approaches. Instructional Leadership – Leadership for Learning. Transformational Leadership. Distributed Leadership. Leadership for Social Justice. Organizational Culture and Organizational Capacity: Exploring the Terms. The role of Leadership in Organizational Capacity Development. Schools as learning organizations. Effective Leadership: An effort of synthetic and critical evaluation.

Organizational-Social Psychology with applications in educational management (BY1)

The course includes theoretical and research topics from the field of organizational-social psychology, which focuses on the study of the participants' subjective experience in organizational processes (e.g. the way a member is perceived as a leader) as social processes, with special emphasis on issues of organizational communication and identity. This approach highlights the important contribution of the subjective perception to shaping participation in organizational processes (e.g. it regulates performance in a project). In addition, these issues are related to the educational management and administration, such as the participants' perceptions of the school unit as an organization with certain goals and procedures to achieve them (e.g. the curriculum objectives), as well as distinct and hierarchical roles (e.g. the principal's role). The concepts of social influence (social rules, compliance, submission to power, minority influence-innovation) as well as the group (group dynamics, processes, roles, interaction, cooperation) as a meeting place of the individual with the social and the symbolic –fantastic are developed. Additionally, a conceptual approach of commitment and engagement is explored (how are people liberated and exploited within an educational organization? Why don't people give their best? school motivation factors, motivation and empowerment, the power of vision). Finally, the decisive contribution of communication is emphasized and especially the use of written speech (e.g. official documents) and oral speech (e.g. meetings of the teachers' association) in school organizational processes.

Educational Assessment (BY2)

The concept of assessment - Assessment Models. Assessment and management of organizations - Assessment in the Greek educational system. Assessment and Effectiveness – Educational Quality - Assessment and Total Quality in Education. European Policies for Assessment and Quality in Education. The Impact of the EU and other Transnational Organizations. The educational work: Definitions, Demarcations and Content. The educational work assessment. Definitions, indicators and target values. Assessment methodology of the educational work. Self-assessment of the educational work. The role of the educational unit and the principal. Teacher's work assessment. Objectives and limitations. Methodology teacher's work assessment. The international practice. Ideological assumptions for assessment.

Introducing and Dealing with changes and innovation in education-school improvement (BY3)

Introduction to the concept of innovation - Characteristics and types of innovation - Innovation in education. Need for innovation - factors and conditions for introducing innovations. Factors of successful and unsuccessful innovations introduction - design and implementation of innovations. Educational system and introduction of innovations - Principles and resistance. Leadership, school management and innovations introduction. Teacher and innovations introduction - school improvement. Students and innovations introduction - school improvement. Curricula and innovations introduction - school improvement. Examples of introducing innovative programs in education internationally. New technologies in education as an example of innovation.

ICT applications in Educational Management (BY4)

The course "ICT applications in Educational Management" studies the relationship between ICT and the management of educational units, but also of educational systems in general. Management at this level exhibits several similarities, but also significant differences from the same term in the business and financial world. The complexity lies in the combination of administrative and educational scientific knowledge, but also in the multiple levels of administration that exist in the educational system (from the level of the overall educational policy to that of the classroom management). The aim of the course is the theoretical and practical training of postgraduate students, through the study of scientific theory and good practices from the international arena.

The course studies various thematic units that refer to the different levels of administration. In detail:

- ICT and Education. Pedagogical approaches, modern forms of literacy, educational models, educational process design, applications, teacher training, learning profiles, goal recognition, skills' convergence.
- School as a learning organization and the role of ICT. Documentation of this reference and the ICT contribution in this direction. What and how does this organization learn?
- Management information systems. It covers the range from student population management at the classroom level to the administration strategic planning at the school unit-educational organization level, analyzing the concept of Panhellenic School Network and the corresponding life cycle.
- Decision making systems. The right decisions are based on the study of data and their correlation with predefined goals. Simultaneously, the decision-making process follows hierarchical structures. The ICT contribution to the systematic recording and utilization of data, but also to the support of the structures is being studied.
- The role of the internet. The internet is now used both to provide training and to support administrative structures. By studying these possibilities, the tools provided

by the Panhellenic School Network will be explored. Areas such as communication, networking and visibility will be analyzed.

- Learning Analytics and Knowledge. It is a modern research field, which focuses on action patterns identification in order to utilize the systematic recording and interpretation of data for the effective management of the learning process, the strategic planning of learning and decision making in teaching approaches. The field is studied and correlations are made with the level of educational management, as well as with previous thematic units of the course.

