



Aristotle University of Thessaloniki

Department of Economics

INTERNAL REGULATION

MASTER IN BUSINESS ADMINISTRATION-MBA



MBAΑΠΘ

Master in Business Administration
Πρόγραμμα Μεταπτυχιακών Σπουδών
στη Διοίκηση Επιχειρήσεων

ΤΜΗΜΑ ΟΙΚΟΝΟΜΙΚΩΝ ΕΠΙΣΤΗΜΩΝ
ΑΡΙΣΤΟΤΕΛΕΙΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΘΕΣΣΑΛΟΝΙΚΗΣ

**Article 1
General**

The organization and operation of the Postgraduate Program of Studies (P.P.S.) entitled “Master in Business Administration (MBA)” of the Department of Economics, School of Social and Economic Sciences, Aristotle University of Thessaloniki (A.U.Th.), are governed by the provisions of the applicable legislation.

The Regulations of the Postgraduate Program of Studies further specify and complement the provisions of the Law and regulate operational matters not covered therein, pursuant to the relevant authorization granted by the Law.

For matters not provided for in the present Regulations, the competent body to decide, following the recommendation of the Coordinating Committee, is the General Assembly of the Department.

**Article 2
Scope**

The Postgraduate Program of Studies (P.P.S.) entitled “Master in Business Administration (MBA)” is aimed at advancing research and providing postgraduate-level education and specialized knowledge to graduates of higher education institutions, as well as to business executives and professionals with prior work experience who wish to broaden their expertise in Business Administration or pursue doctoral studies, thereby promoting research in the scientific fields of Business Administration.

The objectives of the MBA Program are:

- to assist young scientists from all disciplines in acquiring a solid foundation in Management, thereby enhancing their career prospects and enabling them to pursue professional advancement as executives in businesses and organizations,
- to foster the development of specialized experts in the field of Management,
- to provide education to business and organizational executives in order to meet the needs of both the private and public sectors, and
- to promote research in the scientific domains of Business Administration.

Completion of the MBA Program requires attendance of structured postgraduate courses and the preparation of a Master’s Thesis in accordance with international academic standards.

For matters not provided for in the present Regulations, the competent body to decide, following the recommendation of the Coordinating Committee, is the General Assembly of the Department.

**Article 3
Awarded title of the Postgraduate Studies Programme**

The Postgraduate Program of Studies (P.P.S.) “Master in Business Administration (MBA)” of the Department of Economics, Aristotle University of Thessaloniki (A.U.Th.), confers a Master’s Degree in Business Administration (MBA).

The Master’s Degree is an official public document. The degree is issued by the Secretariat of the Department of Economics.

Graduates of the Program may be provided, prior to the formal awarding of the degree, with a certificate attesting to the successful completion of the Program.

Article 4
Administration of the Postgraduate Programme of Studies

1. The Postgraduate Program of Studies (P.P.S.) operates through governing bodies, as provided by the applicable legislation on postgraduate studies at Greek Higher Education Institutions. The competent bodies for the organization and overall operation of the P.P.S. are:
 - a) the Senate of the University,
 - b) the General Assembly of the Department,
 - c) the Coordinating Committee of the Department's P.P.S., and
 - d) the Director of the Department's P.P.S.

The responsibilities and duties of these bodies are defined by the relevant legislation.

2. For matters not provided for in the present Regulations, the competent body to decide, following the recommendation of the Coordinating Committee, is the General Assembly of the Department.

Article 5
Admission Procedure for Postgraduate Students

5.1. Application Submission Procedure

Applications shall be submitted following a Call for Expressions of Interest, issued based on the recommendation of the Coordinating Committee (C.C.) and the decision of the General Assembly, which is published on the P.P.S. website and specifies:

1. The required qualifications of candidates for admission to the P.P.S.
2. The deadline for the submission of supporting documents.
3. The general method of evaluation.
4. The address for submission of supporting documents.

Applications by prospective postgraduate students must be submitted on official forms, which can be obtained from the P.P.S. website.

The required supporting documents are:

1. Application form (available on the Postgraduate Program website).
2. Curriculum Vitae (CV).
3. Copy of degree certificate or diploma.
4. Official transcript of records.
5. Two (2) letters of recommendation from faculty members and/or employers (at least one must be from a faculty member) – mandatory.
6. Proof of English language proficiency for Greek nationals¹ or Greeks residing abroad (minimum level

¹ The level of proficiency in a foreign language shall be demonstrated through one of the following means:

- a) State Certificate issued under Law 2740/1999, as replaced by paragraph 19 of Article 13 of Law 3149/2003;
- b) Degree in Foreign Languages and Philology, or a degree in Translation and Interpreting from a recognized domestic institution, or an equivalent and recognized degree from a foreign institution;
- c) Bachelor's, Master's, or Doctoral degree from any recognized Higher Education Institution abroad;
- d) Secondary school leaving certificate equivalent to Greek secondary education, provided that the candidate has completed at least six years of regular study abroad.

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B2).

7. Certificates of prior professional experience (if applicable).
 8. Scientific publications, awards, and proficiency in foreign languages other than English (if applicable).
 9. Copy of National Identity Card or Passport.
 10. Two (2) recent photographs.
 11. Evidence of research activity (if applicable).
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Possession of a teaching qualification for a foreign language does not in itself demonstrate language proficiency. Candidates holding such a teaching qualification must submit a certified copy and an accurate translation of the degree or diploma upon which the teaching qualification was based.

In the case of candidates who have not completed secondary or tertiary education in Greece, certification of Greek language proficiency at a minimum level of B2 is required.

5.2. Categories of Eligible Candidates

The P.P.S. admits graduates of Departments of Greek Universities or of recognized equivalent institutions abroad, as well as graduates of Technological Educational Institutes (T.E.I.).

Candidates may also include final-year undergraduate students, provided that they successfully complete their undergraduate studies before the registration deadline and meet all the admission requirements of the P.P.S.

Recognition of foreign degrees for admission to a postgraduate program is carried out by the Academic Departments. In cases where the first cycle of studies was completed abroad, the candidate is not required to provide a formal equivalence from the Hellenic National Academic Recognition and Information Center (DOATAP). Even if such equivalence is submitted, recognition is still carried out by the Department.

Academic Departments are responsible solely for the academic recognition of degrees, not for formal equivalence. Responsibility for the official equivalence of degrees remains with DOATAP.

Applicants who have already submitted an application or are currently enrolled in a P.P.S., under the condition of providing an individual recognition act from DOATAP, are exempt from this requirement, and their application or continuation of studies will be evaluated based on the criteria of the new legislation.

Verification of the General Type of First-Cycle Degree:

1. Authenticity shall be certified:
 - 1.1. By the Hague Apostille, or
 - 1.2. By submission of the diploma accompanied by notification from the foreign university. The notification must include an official email from the foreign university allowing the Secretariat of the respective Academic Department to verify authenticity.
2. If the degree's specialization is relevant, verification is based on the information stated on the diploma and the official transcript or Diploma Supplement.
3. If the grade is relevant, the conversion shall follow the procedure communicated by DOATAP.
4. Academic recognition pertains only to this specific process, is approved by the decision of the Department's General Assembly, and is not issued to the candidate. Candidates seeking an official certificate must apply to DOATAP for equivalence.

5.3. Candidate Application Evaluation Procedure

The General Assembly of the Department shall constitute a committee of faculty members (D.E.P.) of the Department, in which, as a priority, members of the P.P.S. Coordinating Committee participate. This committee is responsible for evaluating candidates who have submitted all required documents within the prescribed deadlines.

The selection of postgraduate students is carried out based on a set of criteria grouped into six (6) parameters. Each parameter is rated on a scale from zero (0) to ten (10), and the individual scores are weighted according to specified coefficients. In particular, the following are taken into consideration:

1. Overall grade of the undergraduate degree, type of degree, and the candidate's ranking among peers – weight: 40%.
2. Performance in the personal interview – weight: 10% (assessing academic preparation, professional experience, critical thinking, personal motivation, and ambitions).
3. Professional experience – weight: 15%.
4. Proficiency in the English language (demonstrated by recognized language certificates) – weight: 15%.

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5. Other qualifications (including GMAT performance, additional degrees or postgraduate qualifications, knowledge of additional foreign languages, and any published work) – weight: 20%.

The annual number of students admitted to the P.P.S. is determined each year by the General Assembly of the Department and cannot exceed the maximum number specified in the Government Gazette (FEK) establishing and regulating the operation of the P.P.S.

Upon completion of the evaluation, the Coordinating Committee ranks the candidates in order of merit and submits a recommendation to the General Assembly of the Department. The General Assembly validates the evaluation ranking and officially declares the admitted (successful) postgraduate students and the alternates.

In the event of a tie, the General Assembly may admit all candidates with equal scores. If the number of tied candidates exceeds the maximum number of available seats, preference is given to those with the highest undergraduate degree grade.

Admitted students must register with the Secretariat within the announced deadline. Appeals regarding the results may be submitted within five (5) working days from the notification of results. If an admitted student fails to register within the specified deadline, the first, second, etc., alternate candidates will be called to register.

During registration (each semester), the candidate is required to pay the tuition fees corresponding to the semester into the designated account of the Aristotle University Research Committee (A.U.Th.), the amount of which is determined at the beginning of each academic year based on the recommendation of the Coordinating Committee and the decision of the University Senate.

For matters not provided for in the present Regulations, the competent body to decide, following the recommendation of the Coordinating Committee, is the General Assembly of the Department.

Article 6
Program of Studies

6.1 Duration, Structure, and Content of the Postgraduate Program

1. By decision of the Coordinating Committee, lectures may be conducted fully or partially online, up to 100% of the course. Additionally, with the decision of the Coordinating Committee, progress examinations (midterm and final) may be held either in-person or online.
2. The P.P.S. leading to the award of the Master's Degree consists of three (3) full-time academic semesters, each comprising thirteen (13) full teaching weeks, with the possibility of extension for up to two additional semesters.
3. All courses are semester-based and offered either in the Fall or Spring semester, including thirteen (13) weeks of instruction, as well as laboratories, tutorials, discussions, exercises, or assignments, where applicable.
4. To obtain the Master's Degree, a postgraduate student must successfully attend and pass ten (10) semester courses: five (5) compulsory courses in the first (A) semester and five (5) elective courses in the second (B) semester, and complete the Master's Thesis during the third (C) semester.
5. The total number of credit units (ECTS) for the P.P.S. is ninety (90) ECTS, specifically thirty (30) ECTS per semester, i.e., six (6) ECTS per course and thirty (30) ECTS for the Master's Thesis.

The credit units, according to the European Credit Transfer System (ECTS), are as follows:

Year	Semester	Credits	
1	A'	5 courses · 6 ECTS:	30 ECTS
	B'	5 courses · 6 ECTS:	30 ECTS
2	C'	Master's Dissertation:	30 ECTS
Total number of Credits			90 ECTS

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6. The minimum number of postgraduate students required for a course to be offered is twelve (12), and the maximum number of students per course is thirty (30). A maximum of sixty (60) students may be divided into two (2) groups of thirty (30) students each. These limits may be adjusted by decision of the General Assembly.
7. All courses in the curriculum are taught in Greek.
8. Upon request by a postgraduate student, a leave of absence may be granted, by decision of the General Assembly, for up to two (2) academic semesters and only for proven serious reasons. A leave of absence may be granted only once per student.

The leave of absence request must be submitted to the Secretariat of the P.P.S. The request must specify the semesters for which the student seeks a leave and provide supporting documentation justifying the reasons².

The period of leave is not counted toward the total duration of the postgraduate program. During the leave, the student loses student status.

The General Assembly of the Department reserves the right to approve the leave request, taking into account the seriousness of the justification and the smooth operation of the postgraduate program.

6.2 Course Schedule

1. The course curriculum of the P.P.S. and the start dates of courses are announced by the Secretariat of the P.P.S. and published in its electronic study guide on the P.P.S. website.
2. The curriculum may be modified upon proposal by the General Assembly of the Department, with the agreement of the Institution's Postgraduate Studies Committee and the approval of the University Senate.
3. The detailed course curriculum is as follows:

	Course	ECTS
A' SEMESTER		
1	Management	6
2	Finance	6
3	Accounting	6
4	Marketing	6
5	Managerial Economics	6
	Total ECTS	30
B' SEMESTER		
	Μαθήματα επιλογής, τα οποία προσφέρονται ανάλογα με τις δυνατότητες του Τμήματος, επιλέγουν <u>πέντε (5)</u> από τα παρακάτω	
1	Financial Analysis	6
2	Managerial Accounting	6
3	Financial Risk Management	6
4	Auditing	6

² Examples include illness, workload, serious family reasons, military service, or force majeure.

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5	Human Resource Management	6
6	Operations Management	6
7	Business Planning	6
8	Advertising and Marketing	6
	Total ECTS	30
	I' SEMESTER	
	Master's Dissertation	30
	Total Master's ECTS	90

1. The content of all courses is described in detail in the electronic study guide of the P.P.S., available at <http://mba-auth.gr>
2. For matters not provided for in the present Article, the competent body to decide, following the recommendation of the Coordinating Committee, is the General Assembly of the Department.

Article 7
Operation of the Program of Studies

7.1 Program Attendance

Postgraduate students are required to attend all lectures, laboratories, and other activities scheduled for each course without interruption.

Students may be absent only in exceptional cases due to force majeure, which must be adequately justified with all necessary supporting documents. The maximum number of absences per course is two (2). In cases where a student exceeds the maximum number of absences, the Coordinating Committee shall make a recommendation, and the General Assembly shall decide on the continuation of the student's studies.

At the beginning of each academic semester, and within a deadline set by the Coordinating Committee from the start of courses, postgraduate students must renew their enrollment in the P.P.S. and declare the courses they will attend or the Master's Thesis they will continue to work on.

The declaration of courses and the Master's Thesis constitutes the renewal of enrollment and must be accompanied by the payment of the corresponding tuition fees.

7.2 Student Obligations

Postgraduate students admitted to the P.P.S. are required to:

1. Attend all courses regularly and without interruption, in accordance with the current curriculum, as described above.
2. Submit all required assignments for each course within the prescribed deadlines.
3. Attend all scheduled examinations.
4. Pay tuition fees on the dates set by the Secretariat of the Program. The total tuition fees for the P.P.S. amount to €4,500, payable in three (3) equal installments per semester. Postgraduate students are required to fully settle their financial obligations before the start of the examination period of each semester. Students who fail to meet their financial obligations will not be entitled to a certificate of successful completion of studies.
5. Respect and comply with the decisions of the P.P.S. administrative bodies and uphold academic integrity.
6. Submit to the Secretariat, prior to the evaluation of their Master's Thesis, a declaration confirming the absence of plagiarism.

Failure to comply with the above requirements, without serious and well-documented justification, constitutes grounds for a failing grade or exclusion from the P.P.S. Specifically, penalties for detected cases of cheating or plagiarism in assignments, examinations, or the Master's Thesis are as follows:

In cases of copying and plagiarism, the following rules apply:

a) Examinations / Assignments / Semester Exercises

A student found cheating in examinations or committing plagiarism in assignments or semester exercises shall receive a failing grade for the respective course and will be required to retake the course in the next semester it is offered. In the event of repetition of the offense in the same or another course, the student shall be expelled from the P.P.S. following a decision by the General Assembly.

b) Master's Thesis

By decision of the General Assembly, a student found committing plagiarism in the preparation of their Master's Thesis shall be expelled from the P.P.S. If the student has already graduated, the Master's Degree will be revoked by decision of the competent administrative bodies.

7.3 Examinations and Student Assessment

1. Student assessment for each course is conducted by the instructor through a combination of assignments and final examinations. The method of examination and grading is determined by the course instructor within the regulatory framework established by the General Assembly of the Department. Grades are assigned on a scale from zero (0) to ten (10). A grade of six (6) is considered passing for postgraduate courses and the Master's Thesis. The grade obtained in a make-up examination cannot exceed six (6).

All courses are compulsorily assessed in written examinations, which must account for at least 60% and no more than 80% of the final grade. The remaining portion of the grade is derived from alternative assessment methods, such as assignments, presentations, etc., as determined by the instructor. A student who fails to attend an examination is considered to have failed the course. Grades are announced no later than fifteen (15) days after the end of each examination period.

2. The grade scale for the classification of the degree is as follows:

Excellent: 8.50 – 10.00

Very Good: 6.50 – 8.50 (exclusive)

Good: 6.00 – 6.50 (exclusive)

3. The final grade of the Master's Degree (M.Sc./MBA) is calculated as the weighted average of all P.P.S. courses and the Master's Thesis, computed to the second decimal place, as follows:

$$\text{Grade} = \frac{\text{grade of each course} \times 6 \text{ ECTS} + \text{grade of dissertation} \times 30 \text{ ECTS}}{\text{Total ECTS} = 90}$$

Master's Degrees (M.Sc./MBA) are awarded once (1) per year, in April.

4. A student in the first (A) or second (B) semester who fails, due to a non-passing grade, in up to two (2) courses per semester, and no more than three (3) courses in total during the first year, may be re-examined. The re-examination takes place before the start of the third (C) semester.

A student in the first (A) or second (B) semester who fails (due to a non-passing grade) one or two

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courses per semester, or up to three (3) courses in total across both semesters, may be re-examined for the first-semester (A) courses one week after the end of the February examination period, and for the second-semester (B) courses in the following September.

For any course in which the student failed due to excessive absences, they are required to submit the prescribed assignments determined by the course instructor prior to the February or September re-examination period.

If a postgraduate student fails in the re-examination of a course or courses and is deemed not to have successfully completed the program, they may be examined, upon request, by a three-member committee of faculty members of the School, who have the same or a related academic field as the subject of the course under examination and are appointed by the General Assembly of the Department. The original course instructor responsible for the examination is excluded from the committee.

5. Examinations are conducted over a period of two (2) weeks following the completion of the thirteen (13) weeks of instruction.

7.4 Evaluation of Courses and Instructors

In the Postgraduate Program, evaluation of instructors is conducted every academic semester. The evaluation takes place at the end of each semester, through the completion of a questionnaire by each student enrolled in each course, via the electronic platform of the Quality Assurance Unit of Aristotle University of Thessaloniki (MODIP AUTH).

7.5 Issues Related to Student Dismissals

1. In cases where a student:
 - has failed to successfully complete the ten (10) courses, or
 - has failed to successfully complete the Master's Thesis, or
 - has failed in more than three (3) courses cumulatively in the 1st and 2nd semesters, or
 - has failed in the resit examination of any course, or
 - has exceeded the maximum number of permitted absences, or
 - has engaged in conduct that violates academic ethics (e.g., plagiarism), or
 - has submitted a written request for withdrawal,then their studies are terminated by decision of the Department Assembly, following a recommendation from the Coordinating Committee. In this case, a certificate is issued for the courses successfully completed during their studies.
2. Postgraduate students of the Program who have been dismissed for any reason other than disciplinary misconduct have the right to reapply for admission from the beginning, at the start of any new study cycle.
3. The application of a formerly dismissed postgraduate student is considered on equal terms with those of other applicants of the same intake and is evaluated based on the current criteria.
4. If a formerly dismissed student is readmitted to the program, they are required to begin from the first (1st) semester, with the corresponding financial obligations.

7.6 Procedure for the Preparation of the Master's Thesis

1. Postgraduate students enrolled in the third (3rd) semester of studies undertake the preparation of a Master's Thesis.
2. The Master's Thesis may be of research or technical content and must demonstrate a sufficient

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degree of originality or show solid knowledge and an in-depth understanding of a specific subject of current research or technical interest. The Master's Thesis is prepared under the supervision of an advisor. Direct supervision and guidance of a postgraduate student may be assigned to an instructor who is not a professor of the Department, provided they meet the criteria of Article 83, paragraph 3 of Law 4957/2022 and Article 8 of this Regulation.

3. Postgraduate students select the topic of their Master's Thesis from a list of subjects published annually by faculty members in relation to their field of expertise and submit the topic to the Coordinating Committee (C.C.) of the program for approval. Alternatively, a postgraduate student may propose a thesis topic by submitting an application that includes the proposed title, the suggested advisor, and a summary of the proposed work. The C.C. reviews and approves all students' applications, appoints the supervisors of all Master's Theses, and establishes a three-member Examination Committee for the evaluation of each thesis, one of whom is the supervisor.

4. The Master's Thesis is prepared during the third (3rd) semester and may be extended up to the maximum period of study permitted, as specified in section 6.1 of this Regulation, renewed each semester upon the student's declaration, following the supervisor's progress report and approval by the Department Assembly.

5. The Master's Thesis may be written either in Greek or in English.

6. The postgraduate student submits the Master's Thesis in electronic form to the Examination Committee within the deadlines set out in the following paragraph.

7. A prerequisite for the examination of the Master's Thesis is the successful completion of the ten (10) courses of the program, as defined in Article 6, paragraph 6.2. The Thesis is examined by a three-member Examination Committee appointed by the Department Assembly. The Examination Committee consists of the supervisor and two other faculty members (D.E.P.) or researchers of rank A, B, or C, all of whom must hold a doctoral degree. The members of the committee must have the same or a related scientific specialization as the program's field of study.

8. Master's Theses for students in the third (3rd) semester must be submitted at the end of the thirteen (13) weeks of the winter/spring semester, respectively, and will be examined before the start of the following semester's courses. Only in exceptional cases, which will be reviewed by the Department Assembly, may the submission deadline for a student in the fourth (4th) semester be extended until September 15, after the conclusion of the fourth semester, and the thesis will be examined by September 30.

9. The C.C. ensures the public presentation of Master's Theses within the framework of promoting the research activities of the program. The thesis is defended before the three-member Examination Committee on a date and at a location determined by the C.C. Upon approval by the Committee, the thesis must be published on the program's official website.

10. In exceptional cases, where objective difficulties or serious reasons exist, the supervisor or a member of the three-member Examination Committee may be replaced by decision of the Department Assembly.

7.7 Plagiarism

When submitting any Master's Thesis, the graduate student is required to indicate whether they have used the work or ideas of others. Copying is considered a serious academic offense. Plagiarism includes copying another person's work, as well as using another's work—published or unpublished—

without proper citation. Citing any supporting material, even from the student's own previous studies, without appropriate reference, may constitute grounds for a decision by the Department Assembly to expel the student. Specifically, the penalties imposed if a student is found to have engaged in copying in assignments, exams, or their Master's Thesis are described in section 7.2.

7.8 Academic Advisors – Supervising Professors

Within the first trimester, the Department Assembly appoints a faculty member (Δ.Ε.Π.) as an Academic Advisor (Supervising Professor) for each graduate student enrolled in the Program. The Academic Advisor, together with the Coordinating Committee, is responsible for providing guidance to students regarding their studies, course selection, Master's Thesis, and related matters. The appointment remains in effect for the entire duration of the student's enrollment.

Each faculty member may supervise no more than ten (10) graduate students per year. The Academic Advisor is not necessarily the supervisor of the student's Master's Thesis.

7.9 Student Representatives

Each semester, the students appoint one representative (and one deputy), who will inform the Department Assembly about their opinions and issues of concern and will meet once a year with the Director of the MBA Program for the same purposes.

For matters not covered by this Article, the competent authority to decide, following a recommendation from the Coordinating Committee, is the Department Assembly.

Article 8 Teaching Staff

Teaching of courses in the postgraduate program (P.M.S.) can be undertaken by:

- Faculty members (Δ.Ε.Π.) of the respective Departments.
- Members of the categories E.E.P., E.D.I.P., and E.T.E.P. of the respective Departments, holding a doctoral degree.
- Specially appointed Instructors of the respective Departments.
- Emeritus and Retired Faculty members (Δ.Ε.Π.) of the respective Departments, as provided by current legislation.

By a reasoned decision of the Departmental Assembly, in cases where the teaching staff from the above categories is insufficient, teaching assignments may be given to faculty members from other Departments of the same Higher Education Institution (A.E.I.), or faculty members from other A.E.I.s, or researchers from research centers under Article 13A of Law 4310/2014 (including research centers of the Academy of Athens and the Biomedical Research Foundation of the Academy of Athens).

Additionally, the Departmental Assembly, upon recommendation of the Director of the P.M.S., may invite distinguished scientists as guest lecturers, who hold a position or qualification as professor or researcher in a research center, or recognized experts with specialized knowledge or relevant experience in the P.M.S. subject area, from Greece or abroad, in accordance with current legislation. In any case, the assignment of teaching for courses, seminars, and exercises of the P.M.S. is decided by the Departmental Assembly, upon recommendation of the Coordinating Committee (S.E.).

The responsibilities of instructors include, among others: Providing a course description or lecture outline, Listing relevant bibliography, Defining the method of course assessment, Communicating with postgraduate students, Completing the M1 (Course Description Form) and M2 (Course Evaluation Form) in the QA system of AUTH (<https://qa.auth.gr>), Managing the course's electronic classroom on the AUTH e-learning platform (<https://elearning.auth.gr/>).

For matters not covered in this Article, the competent authority, upon recommendation of the Coordinating Committee, is the Departmental Assembly.

Article 9

Postgraduate Program Secretariat

A Secretariat is established for the Postgraduate Program (P.M.S.) to support its operations. Each committee of the P.M.S. is assisted in its work by a member of the P.M.S. Secretariat, appointed by the Director of the P.M.S.

The duties of the Postgraduate Program Secretariat include handling routine matters concerning the teaching staff, students, the program, contacts with various services and partner institutions, and managing the public relations of the P.M.S. It addresses various operational issues of the Postgraduate Program, such as the timely availability of forms on the Department's website, processing written and electronic correspondence, collecting and managing applications and their attachments, student registrations, maintaining grade records, evaluating instructors, issuing diplomas, certificates, and attestations, and providing information about various scholarships.

For matters not covered in this Article, the competent authority to decide, based on the recommendation of the Coordinating Committee, is the Department Assembly.

Article 10

Financial Resources of the Program

10.1 The revenues of the Postgraduate Program (P.M.S.) may originate from:

- a) The budget of the Higher Education Institutions (A.E.I.) and the collaborating entities responsible for its organization,
- b) The budget of the Ministry of Education, Religious Affairs, and Sports,
- c) Donations, grants, legacies, and any kind of sponsorships from public sector entities, as defined in case (a) of paragraph 1 of Article 14 of Law 4270/2014 (A' 143), or from the private sector,
- d) Resources from research projects,
- e) Resources from European Union programs or other international organizations,
- f) Part of the revenues of the Special Accounts for Research Funds (E.L.K.E.) of Higher Education Institutions,
- g) Any other lawful source,
- h) Tuition fees.

10.2 The accounting and monitoring of all funds and expenditures is managed by the Special Account for Research Funds (E.L.K.E.) of A.U.Th., which applies the corresponding lawful deductions.

10.3 The Department Assembly decides on the allocation of financial resources for the remuneration of instructors (where applicable), the purchase of materials, laboratory and office equipment, books, periodic compensation for temporary administrative staff, technical support, etc.

10.4 The Department Assembly decides on the amount of tuition fees within the framework of the Government Gazette establishing and operating the P.M.S., as well as applicable legislation. Instructor compensation follows the Remuneration Regulations for the provision of teaching services according to Article 126 of Law 4957/2022 (A' 141).

10.5 Tuition fees or installments (after deducting applicable legal deductions) may only be refunded in cases of exceptionally serious reasons for withdrawal upon the student's request, provided the student adequately justifies the reasons for withdrawal to the Department Assembly no later than twenty (20) days after the start of classes. The decision for any refund is made by the Department Assembly.

10.6 For matters not covered by this Article, the competent authority to decide, following a recommendation from the Coordinating Committee, is the Department Assembly.

Article 11
Financial Support (Scholarships)

1. Depending on the available financial resources of the Postgraduate Program (P.M.S.), the Department Assembly may grant scholarships to postgraduate students to reward academic performance or to motivate higher achievement. Scholarships may involve an obligation for recipients to assist with research or teaching activities, such as conducting tutorials, laboratory exercises, or assisting undergraduate students with course assignments.
2. Scholarships are generally provided for the first three semesters of study, unless otherwise decided by the Department Assembly: Two scholarships are awarded for the first (A) and second (B) semesters. The first covers 100% of tuition fees for the respective semester, while the second covers 50%. For the third (C) semester, one scholarship is granted, covering 100% of tuition fees.
 - For first-semester students, the ranking at admission is considered.
 - For second-semester students, performance during the previous semester is considered.
 - For third-semester students, performance across the first two semesters is considered.
3. The Department Assembly may set additional eligibility criteria beyond academic performance and may modify the scholarship rules. Unless decided otherwise, students cannot receive a scholarship from more than one source simultaneously.
4. Scholarships are semester-based and awarded at the beginning of each semester, following a recommendation from the Coordinating Committee and approval by the Department Assembly, based on students' academic performance and completion of assigned tasks. Only students who attend and successfully pass all courses during the regular examination period are eligible.
5. Tuition waivers may also be granted to students meeting financial or social criteria. Eligibility requirements include: Holding a first-cycle degree with a minimum grade of 7.5/10. The total number of beneficiaries cannot exceed 30% of enrolled students per year. Applications are submitted after admission procedures are complete. A student of the Postgraduate Program of Studies (P.M.S.) has the right to tuition-free enrollment if they meet the requirement of paragraph 1, provided that the following criteria are met:
 - a) The average of the sum of the taxable incomes of the last two fiscal years of all family members of the applicant requesting exemption from tuition fees, i.e., the applicant themselves, their parents, regardless of whether they file a joint or separate tax declaration, and their siblings up to twenty-six (26) years old, provided they are unmarried and have their own taxable income as defined in Article 7 of Law 4172/2013 (A' 167), does not exceed seventy percent (70%) of the national median equivalent disposable income, according to the most recently published data of the Hellenic Statistical Authority (ELSTAT), if the applicant has not reached the twenty-sixth (26th) year of age and is unmarried or has not entered into a civil partnership.
 - b) The average of the individual taxable income of the applicant over the last two fiscal years does not exceed one hundred percent (100%) of the national median equivalent disposable income, according to the most recently published data of ELSTAT, if the applicant has reached the twenty-sixth (26th) year of age.
 - c) The average of the sum of the taxable income of the applicant over the last two fiscal years requesting exemption from tuition fees and of their spouse or partner, if married or in a civil partnership, regardless of whether they file a joint or separate tax declaration, does not exceed one hundred percent (100%) of the national median equivalent disposable income, according to the most

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recently published data of ELSTAT. If the applicant requesting the exemption has not reached the twenty-sixth (26th) year of age and is the child of a family with three or more children, or the child of a single parent, or an orphan of at least one (1) parent, or a person with a disability, or a member of a household with a person with a disability, they may request a fifty percent (50%) exemption from the obligation to pay tuition fees, provided that the average in item (a) of paragraph 4 of Article 86 of Law 4957/2022 exceeds seventy percent (70%) and does not exceed one hundred percent (100%) of the national median equivalent disposable income. The examination of the criteria regarding exemption from tuition fees is carried out by the Department Assembly in the case of a single-department P.M.S., or by the Program Committee in the case of an interdepartmental or inter-institutional P.M.S., respectively, and a reasoned decision on the acceptance or rejection of the application is issued. The possibility of exemption from the obligation to pay tuition fees is provided exclusively for enrollment in one (1) P.M.S. organized by Higher Education Institutions (A.E.I.) of Greece. This provision does not apply to citizens of third countries.

6. Postgraduate students have all the rights, benefits, and facilities provided for undergraduate students, except for the right to receive free textbooks.

7. For matters not covered by the present Article, the competent authority to decide, following a recommendation by the Coordinating Committee, is the Department Assembly.

Article 12 Logistical Infrastructure

For the achievement of the objectives of the Postgraduate Program "Business Administration (Master in Business Administration – MBA)", the following contribute in particular:

- Library: The library of the Department of Economics has a sufficient number of books and an adequate number of scientific journals.
- Computer Center: The Department of Economics at Aristotle University of Thessaloniki operates computer laboratories and student training laboratories (islets).

Article 13 Graduation Ceremony

The graduation of postgraduate students takes place in a special ceremony, following a decision of the Department Assembly, on a date and time announced by the Secretariat of the program.

Article 14 Regulation Amendments

The provisions of the present regulation may be amended following a recommendation by the Coordinating Committee, by decision of the Departmental Assembly, upon recommendation of the Graduate Studies Committee, with approval by the University Senate, and publication in the Government Gazette.

ANNEX

**REPORT ON THE ANALYSIS OF METHODS FOR THE REMOTE ORGANIZATION OF THE
EDUCATIONAL PROCESS**

The Postgraduate Program in Business Administration (MBA) organizes its educational process using 100% synchronous distance learning methods. For the purpose of understanding the applied process and in accordance with the applicable regulations, the following are presented and analyzed:

(a) the methods of distance organization of the prescribed educational process, (b) the digital educational material, (c) the methods of digital assessment of postgraduate students, (d) the methods and tools of digital evaluation used, (e) the digital infrastructure supporting the distance learning postgraduate program, and (f) the digital skills of the teaching staff.

1. Methods of Distance Organization of the Proposed Educational Process

The essential elements of distance education include the physical separation of instructors and postgraduate students during the teaching of courses and the use of various technological methods to facilitate two-way communication between instructors and postgraduate students, as well as among the postgraduate students of the Program. The proposed educational process using distance learning methods can overcome the limitations of traditional teaching methods/systems, broaden the horizons of learning through new approaches, and increase the educational opportunities offered.

The educational process offered by the MBA Program is based on synchronous distance learning. Synchronous distance learning requires the simultaneous participation of all postgraduate students and the teaching staff, with real-time interaction during the remotely conducted teaching sessions. This method contributes to improving the quality of communication between the instructor (teaching staff) and the learner (postgraduate student), teamwork within educational groups with defined roles for participants, discussion and resolution of questions related to the subject matter, better understanding of the taught material, development of educational dialogue in real time, interaction through shared digital teaching materials, and collaboration in group projects. A key element on which the educational process of the MBA Program focuses is the well-organized online lecture (synchronous electronic session) supported by web and teleconferencing technologies, such as Zoom and Google Meet. In any case, the entire educational process is further enhanced by the use of modern methods, such as:

- Educational collaboration between postgraduate students and instructors within a shared online space.
- Live interactive interaction in the virtual classroom of each course using appropriate techniques or virtual “breakout rooms” for group discussions and clarifications of questions.
- Online communication between students and instructors (at scheduled times and in designated online spaces) using modern tools such as video conferencing and electronic messaging.
- Formation of work/collaboration groups among postgraduate students for scheduled assignments, exchange of views, etc.

Additionally, the educational process in the MBA Program is supported by the adoption of methods such as:

- Electronic notifications to students before the start of online courses regarding weekly course content, learning objectives, workload, distribution of educational tasks, evaluation methods for each activity, grading distribution, academic integrity, attendance and participation policy, and recommended readings.
- Uploading of appropriate digital teaching materials (slides, audiovisual content, necessary websites) for each teaching unit.

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- Assignment of weekly tasks, deadlines, and technical specifications on the work platform.

Communication between instructors and students. To reinforce distance learning, the Department promotes, where feasible, the flipped classroom model. In this model, teaching units focus less on traditional lectures and more on activities. The instructor's role is more supportive in carrying out activities than purely instructional. Students are provided with educational materials before the teaching session to prepare for the activities and clarify doubts during the meetings. This is facilitated both during scheduled lectures and, primarily, during tutorials, for which students are asked to study lecture materials in advance. Beyond traditional exercises, flipped classroom activities are conducted to enhance the learning experience. Some of these activities are performed in groups using Zoom's Breakout Rooms feature.

The postgraduate courses taught in the MBA Program can be fully supported through distance learning methods. The program's courses do not include practical, laboratory, or clinical exercises that require the physical presence of postgraduate students.

The detailed schedule of postgraduate courses is as follows:

	COURSE	ECTS
A' SEMESTER		
1	Management	6
2	Finance	6
3	Accounting	6
4	Marketing	6
5	Managerial Economics	6
	ECTS	30

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	B' SEMESTER	
	Elective courses, which are offered depending on the Department's capabilities, are chosen as five (5) from the following:	
1	Financial Analysis	6
2	Managerial Accounting	6
3	Financial Risk Management	6
4	Auditing	6
5	Human Resource Management	6
6	Operations Management	6
7	Business Planning	6
8	Advertising and Marketing	6
	ECTS	30
	C' SEMESTER	
	Master's Dissertation	30
	Total ECTS	90

The organization of the distance learning educational process, as mentioned, will be carried out with the support of a learning management system administered by the IT Center (K.H.Δ.) of Aristotle University of Thessaloniki, in collaboration with the faculty members (Δ.Ε.Π.) and technical staff of the Department of Economics at A.U.Th. For courses that require postgraduate students to become familiar with the use of accounting information systems, this is facilitated through online laboratories.

The University defines the general terms and conditions for organizing the educational process using synchronous distance learning methods, designates the operational unit responsible for supporting the entire distance learning process, addresses issues related to the security and protection of personal data of instructors and students during the learning process, and manages any other technical matters concerning the distance learning methodology.

2. Digital Educational Material

The digital educational material to be used in the distance learning process must cover the teaching functions and include:

- Digital (electronic) files with slides corresponding to each teaching unit of the course.
- Video and audio recordings in which instructors explain the concepts of each teaching unit.
- Video and audio recordings of each teaching session.
- Video and audio recordings of each tutorial session.
- Digital material from scientific journals and publications freely accessible through the University library.
- Digital material suitable to support learning and practice for postgraduate students (e.g., multiple-choice questions, exam templates, etc.).

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- Digital material suitable for familiarizing postgraduate students with software tools using real data from databases, as well as an educational online software development environment. Additionally, all available data retrieval databases relevant to the subjects of the MBA program will be used, which are operational within the Department of Economics.

3. Methods of Digital Assessment of Postgraduate Students

The educational assessment of the knowledge acquired by postgraduate students is carried out through distance examination methods. The examinations (midterm and final) using distance methods are conducted taking into account measures and procedures that ensure the integrity of the examination process (such as open cameras, verification of a single IP address of the examined student in the same location, etc.), always respecting the protection of personal data of the examinees. Specifically, the following methods are provided:

Weekly assignments: Topics are posted on the e-learning platform, and postgraduate students must first study the weekly informational material, then answer the questions or complete the exercises, and finally upload their responses to the specific course section. The platform provides the possibility of electronic grading and immediate notification to students. It also includes software to detect similarities in academic works, ensuring the originality of each submitted assignment.

Distance examination (midterm and final): This can include multiple-choice questions and/or short-answer questions combined with teleconferencing (open cameras and communication microphones). The course coordinator may also require students to undergo an oral examination by a committee to verify their understanding of the course material. Examinations are conducted via the e-learning platform (<https://elearning.auth.gr/>) managed by the Department of Economics. Within a set time frame, students answer a fixed number of questions randomly selected from a question bank. Due to this randomization, each student receives different questions presented in a unique order, progressing sequentially through the exam. After submitting the final answer, students cannot review the entire set of questions or their responses. Students are monitored throughout the exam by a proctor, and identity verification is conducted electronically before the exam starts, along with an internal IP address check. During the examination, the instructor is present to resolve any doubts or technical issues. This modern examination method ensures validity while protecting participants' personal data.

Provisions for students with learning difficulties or disabilities (AMEA): Those unable to participate in the standard procedure may undergo an oral examination via the platform by a committee consisting of the instructor and two other members from the same or a related field of study.

The above methods ensure the integrity of the educational process, promote meritocracy, and contribute to the qualitative enhancement of the services provided. The schedule for midterm and final examinations is announced by the Secretariat of the MBA Program in collaboration with all involved parties.

4. Digital Assessment Material

The digital material used to support the assessment methods may include:

- The creation of multiple-choice question banks as well as exercises, both through the University's integrated e-learning management system and through the Department's platform.
- The electronic management, submission, and grading of all weekly assignments (practical and/or development tasks) for each postgraduate course, both through the University's integrated e-learning management system and through the Department's platform.

5. Material and Technical Infrastructure of the Department of Economics and Aristotle University of Thessaloniki

The "e-learning" platform (<https://elearning.auth.gr/>), which is a comprehensive electronic course management system, will be used for the organization and implementation of the distance learning educational process of the MBA program in Business Administration. This platform is also used for in-person teaching and is supported by the ICT Center of the University in collaboration with the faculty members and technical staff of the Department of Economics.

The platform's operation is compliant with international standards, ensuring accessibility and resilience of the educational material to any technological changes, and promotes interoperability between e-learning and educational systems. The e-learning platform is user-friendly and oriented toward implementing new educational activities, with central roles for both the instructor and the student.

The instructor has the immediate ability to create electronic courses where they can upload the teaching material for each teaching unit (slides, presentations, informational material, etc.), create weekly assignments, set exact submission deadlines, post graded assignments with comments and observations, and electronically check for plagiarism using a similarity detection system, ensuring the originality of each assignment and rewarding the effort of the students. The students have access to a platform containing the necessary learning material.

The e-learning platform supports distance learning without any constraints. Access is possible through a web browser without requiring special technical knowledge. The platform hosts mandatory and elective courses of the MBA program in Business Administration, and depending on the semester, students can access the corresponding courses.

The e-learning platform provides, among other features, the ability for each course to:

- (a) upload and access teaching material,
- (b) create announcements with immediate notification to all enrolled students,
- (c) facilitate communication between instructor and students,
- (d) create written assignments, provide feedback, and grade them,
- (e) manage access levels (e.g., only enrolled students can see all modules, i.e., a closed course),
- (f) create an electronic attendance log, links, multimedia content,
- (g) maintain a calendar to track students' obligations, etc.

Additionally, modern and reliable video conferencing platforms such as Zoom and Google Meet will be used. These platforms, tested during the COVID-19 period, can be accessed via a simple web browser or mobile devices, allowing users to connect online for video meetings, live chats, etc. They provide high-quality image, audio, and data transmission, and allow recording of the teaching sessions if agreed upon. They also support innovative student participation methods such as group discussions and breakout rooms, and allow collaboration between instructors and students through electronic sharing of teaching material and/or the use of a digital whiteboard.

The Department of Economics operates a Computer Applications Laboratory in Economics, which contains fifty computers, printers, scanners, and full audiovisual equipment. These resources are used for:

- Research activities (data processing, simulations, use of scientific software, etc.),
- Teaching activities (laboratory classes, assignments, presentations, seminars, etc.).

The computers are connected to the Internet and serve researchers/students by providing:

- Access to online scientific resources (scientific articles, economic data, etc.),
- Access to electronic services provided by the University (A.U.Th. library system, electronic student services, textbook distribution system, etc.). Educational services offered include: laboratory/tutorial courses for students, access to computers for student assignments, distance learning, videoconferencing, telecollaboration, digitization of educational material, and access to educational videos.

6. Digital Competencies of the Teaching Staff of the Postgraduate Program

The method of synchronous distance education, which concerns the teaching of postgraduate courses, the conduct of midterm and final examinations, the process of electronic assessment of the educational procedure, etc., will be carried out using appropriate technologies and is expected to be supported by the human resources of the University's Center for Electronic Governance (K.H.D.), the Special Technical Laboratory Staff of the Department of Economics, the faculty members (D.E.P.), the technical staff of the Department, and the specialized staff of the MBA Program, always with the aim of ensuring the integrity of the educational process and the protection of participants' personal data, as required by the applicable legislation. In parallel, specialized seminars will be conducted by IT experts with knowledge of educational processes to enhance the skills of students in these new methods. The teaching and scientific staff of the MBA Program in Business Administration at the Department of Economics have relevant experience in distance education, as the majority of them teach at the Hellenic Open University, the Open University of Cyprus, the University of Nicosia in Cyprus, or at universities abroad. Additionally, many faculty members have attended seminars and received relevant certification in distance teaching, learning, and assessment. Indicatively, the following data are provided:

Internal Instructors:

- Gorezis Panagiotis, Assistant Professor, Aristotle University of Thessaloniki (A.U.Th.)
- A.U.Th.: Teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
- Hellenic Open University: Postgraduate Program "Healthcare Management," in the thematic unit "Basic Principles of Health Services Management" during the academic years 2019-2020, 2020-2021, 2021-2022, 2022-2023.
- Open University of Cyprus: Postgraduate Program "Health Policy and Health Services Planning," in the thematic unit "Human Resource Management and Leadership" during the academic years 2013-2014, 2014-2015, 2015-2016, 2016-2017.

- Diamantidis Alexandros, Associate Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - Certification in Open and Distance Education, Internal Evaluation Unit, Hellenic Open University, 2013-2014.
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University, Undergraduate Program in “Public Administration,” School of Social Sciences, within the Thematic Unit “Quantitative Methods” during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University, Postgraduate Program “Supply Chain Management,” within the Thematic Unit “Quantitative Methods for Supply Chain Management” during the academic years 2020-2021, 2021-2022.
 - Hellenic Open University, Postgraduate Program “Supply Chain Management,” within the Thematic Unit “Distribution Systems” during the academic year 2022-2023.

- Kazanas Athanasios, Assistant Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Athens University of Economics and Business, Department of Business Administration, Interdepartmental Postgraduate Program in “Business Administration – MBA” during the academic year 2020-2021.
 - Hellenic Open University, Program in Business Administration and Organizations, teaching the course “Economic Analysis and Policy” during the academic years 2017-2018, 2019-2020, 2020-2021, 2021-2022.

- Kosmidou Kyriaki, Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - Certification in Open and Distance Education, Internal Evaluation Unit, Hellenic Open University, 2016.
 - Certification in Information and Communication Technologies (ICT) of H.O.U., Internal Evaluation Unit, Hellenic Open University, 2016.
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - University of Macedonia, Department of Accounting and Finance, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University and University of Nicosia, joint Postgraduate Program “Banking, Accounting, and Finance” in the thematic unit “Finance,” over several years.
 - International Hellenic University, Postgraduate Program in “Banking and Finance” (MSc in Banking and Finance) during the academic years 2019-2020, 2020-2021.

- Kousenidis Dimitrios, Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - Certification in Open and Distance Education, Internal Evaluation Unit, Hellenic Open University, 2016.
 - Certification in Information and Communication Technologies (ICT) of H.O.U., Internal Evaluation Unit, Hellenic Open University, 2016.
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - University of Macedonia, Department of Accounting and Finance, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University, Undergraduate Program in Business Administration and Organizations, DEO 31 (Financial Management), from 2012 to present.

- Boutsouki Christina, Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - Certification in Open and Distance Education, Internal Evaluation Unit, Hellenic Open University, 2016.
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University, thematic unit "Marketing," from 2019-2023.
 - Lancaster University, courses in Marketing Management and Operations Management during the years 1997-2000.

- Spathis Charalampos, Professor, Aristotle University of Thessaloniki (A.U.Th.)
 - A.U.Th., Department of Economics, teaching of postgraduate courses during the academic years 2019-2020, 2020-2021.
 - Hellenic Open University, thematic unit "Accounting," from 2019-2023.