



HELLENIC REPUBLIC  
**National and Kapodistrian  
University of Athens**

SCHOOL OF PHILOSOPHY

DEPARTMENT OF PHILOSOPHY – NKUA

SCHOOL OF SOCIAL SCIENCES – UNIVERSITY OF

KURDISTAN HEWLÊR

DEPARTMENT OF PHILOSOPHY AND CULTURAL

STUDIES-UNIVERSITY OF SULAIMANI

JOINT MSc

“LEADERSHIP: ETHICS AND POLITICS”

**A11. Internal Regulation of the Joint MSc Operation of the  
Academic Unit or the Institute**

May 2024

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## ARTICLE 1. OBJECT-PURPOSE

1.1 The Joint MSc Program "Leadership: Leadership: Ethics and Politics" is concerned with the Humanities and Social Sciences in relation to Leadership and Management and ultimately with the deepening of specific axes of Ethical Philosophy, Political Philosophy and Law, as well as Human and Natural Resource Management Policies, both in terms of cognitive broadening and applied use of the knowledge framework and in terms of developing students' research competence.

1.2 The purpose of this MSc is: a) To provide public servants, business people, professionals, international relations specialists, members of domestic or international organizations, scholars and others with high quality expertise in all areas and issues related to Leadership and Management. Ultimately, to provide and deepen the knowledge and skills required for the development of leadership and management roles in a wide range of public sector, business and community settings.

b) To provide graduates with the opportunity to undertake doctoral research in areas and topics related to Leadership and Management.

1.3 The Joint MSc, after the full and successful completion of the postgraduate program of study, leads to the award of a Diploma of Postgraduate Studies with the title "Leadership: Leadership: Ethics and Politics".

1.4 The postgraduate degree of the MSc is awarded by the Department of Philosophy of the National and Kapodistrian University of Athens and will indicate all the collaborating Departments and Institutions, namely the School of Social Sciences of the University of Kurdistan Hewlêr (Iraq) and the Department of Philosophy and Cultural Studies of the College of Humanities of the University of Sulaimani (Iraq).

1.5 The Diploma of Postgraduate Studies is accompanied by a Diploma Supplement in Greek and in English which, among other things, contains information and data on the duration and content of the postgraduate program of study, the qualifications and specialization acquired by the graduate and the relevant grades, according to the European Credit Transfer and Accumulation System (ECTS).

1.6 Learning outcomes and qualifications acquired through the successful completion of the Joint MSc "Leadership: Ethics and Politics":

1.6.1 The interdisciplinary approach of the Joint MSc offers a wide range of management (mainly regulatory in the light of Ethical Philosophy as well as Law and Political Science) and economic scientific knowledge, with the main objective of developing a multifaceted and global management thinking, management skills and critical spirit, in order to create a new generation of executives, capable of rationally analyzing and responding effectively to the corporate, economic, social and other challenges of Leadership, by implementing innovative decisions in a dynamic and dynamic environment.

The new and acute global challenges such as the economic, environmental and health crises, the rapid development and transformation of Technology - as it takes place mainly through the leaps and bounds in the field of Artificial Intelligence - as well as the war conflicts in sensitive areas of the planet, combined with the power of modern weapon systems, increase the need for effective and good Leadership and Management. And the ongoing struggles for

emancipation, equality and justice of various social groups are coming to redefine the ways and limits of commanding people. The survival of states, international organizations and corporations in such a volatile and demanding environment and above all their beneficial functioning for Man requires that they be staffed with individuals capable of listening to contemporary demands, understanding the various aspects and implications of these challenges and leading by providing appropriate solutions.

In addition, beyond the utilitarian, macroscopic nature of competencies in Leadership and Management, contemporary empirical research has begun to highlight the importance of these competencies for the individual. In this regard, the contemporary scientific literature is replete with empirically based reports on the beneficial effects that the development of Leadership and Management skills can have on the social, physical and mental well-being of the individual. The acquisition of such skills helps the individual to understand and manage his/her social environment while at the same time arming him/her with confidence, composure and logical clarity in the various important life choices.

In this sense, the Joint MSc will promote individual well-being and will naturally prepare new generations of executives of the public and private sector as well as researchers in Leadership Sciences in the light of Ethics, Political Philosophy and Natural and Human Resources Management, who will be able to practice good and fruitful management and contribute to the production of new scientific knowledge in the relevant fields.

1.6.2 The Joint MSc “Leadership: Ethics and Politics” aims, in particular, to enable students to:

- examine current conditions and formulate appropriate responses to global challenges.
- Have an in-depth knowledge of contemporary perspectives, practices and issues related to leadership and governance.
- formulate recommendations and evaluate strategy related to organizational leadership.
- engage critically and actively with policy planning frameworks, professional practice and scholarly literature related to leadership.
- use key Leadership and Management practices, namely: self-awareness, decision making, reflection on practice, collaborative exploration of possible actions, participation in leadership networks.
- confidently undertake Leadership and Governance activities and initiatives and demonstrate effectiveness in solving complex organizational challenges.
- deepen in making rational decisions to effectively manage and administer contemporary Leadership issues.
- acquire up-to-date interdisciplinary knowledge for an in-depth understanding of the specific characteristics of Leadership and the possibilities of solving complex organizational and management issues.
- demonstrate multiple skills and use the international certification they will receive to perform a wide range of roles in public and private sector services.
- demonstrate a wide range of academic and communication skills.

1.6.3 After the successful completion of this MSc, graduates can work as executives in management positions in both the private and public sector and more specifically as executives of private companies, government agencies, governmental and international organizations and economic units operating in various fields such as the environment, health, information technology and modern technologies, energy, etc.

1.6.4 The set of multi-level interdisciplinary knowledge provided by the Joint MSc enables its graduates to continue their postgraduate studies at doctoral level, with particular emphasis on cutting-edge applied research focusing on regulatory issues and taking place in domestic and international academic institutions.

1.6.5 The Joint MSc also strengthens the internationalization effort of the NKUA, being the first case of cooperation between a Greek university and universities from Iraqi Kurdistan. It thus contributes both to the international visibility of the NKUA and to the establishment of cooperation relations with a geopolitically sensitive region, contributing to the wider academic dialogue between Greece and the countries of the Middle East. Furthermore, it contributes to the enrichment of the teaching and research process at the NKUA, with the dynamic utilization of critical scientific synergies and valuable resources from the regions concerned, while the postgraduate theses and the projects within the individual courses will constitute a valuable model for Greek diplomats, philosophers, legal and political scientists on the interpretation of contemporary problems and issues of leadership by the people living in the Middle East.

## ARTICLE 2. STRUCTURE AND ADMINISTRATIVE BODIES

Competent bodies for the operation of the Joint MSc according to Law 4957/2022:

2.1 At the Institution level, the competent bodies are the Committee for Postgraduate Studies and the Senate.

2.2 At the level of the Joint MSc the competent bodies are:

### **2.2.1 The Committee of the Joint MSc Program (CMAP):**

The committee is constituted by decision of the Senate of the National and Kapodistrian University of Athens, following the recommendation of the Assemblies of the collaborating Departments (Department of Philosophy - NKUA, School of Social Sciences - University of Kurdistan Hewlêr, Department of Philosophy - University of Sulaimani) and consists of members of Faculty Staff. The number of members and its composition are defined in the Memorandum of Understanding (MoU) of the Joint MSc. Specifically, the Joint MSc "Leadership: Ethics and Politics" is elected for a two-year term and consists of nine (9) faculty members from the collaborating Departments, distributed as follows:

Five (5) faculty members from the Department of Philosophy of the School of Philosophy of the National and Kapodistrian University of Athens.

Two (2) faculty members from the School of Social Sciences of the University of Kurdistan Hewlêr.

Two (2) faculty members from the Department of Philosophy and Cultural Studies of the College of Humanities of the University of Sulaimani.

The powers of the CMAP are to:

- a) appoint the Director and the members of the Coordinating Committee (CC) of the Joint MSc
- b) establish Committees for the evaluation of applications of prospective postgraduate students and approve their enrolment in the Joint MSc
- c) assign the teaching work to the staff members of the Joint MSc and, following a decision of the Assemblies of the collaborating Departments, may assign auxiliary teaching work within the framework of the Joint MSc to doctoral candidates of the Department or Faculty, under the supervision of a teaching staff member of the Joint MSc
- d) recommend to the Senate the amendment of the decision to establish the Joint MSc, as well as the extension of the duration of the Joint MSc
- (e) set up examination committees for the examination of postgraduate students' Final Theses and appoint a supervisor for each thesis,
- (f) determine the successful completion of the course of study in order to award the title of the Joint MSc,
- g) approve the Review of the Joint MSc, following the recommendation of the Coordination Committee (CC).
- (h) exercise any other statutory powers.

By decision of the CMAP the responsibilities of b) and e) may be transferred to the Coordinating Committee (CC) of the Joint MSc

For any other issue related to the Joint MSc Program, for which there is no provision in the Regulations and the Rector's decision, the CMAP is entitled to decide.

Emeritus Professors of the collaborating Departments may participate in the CMAP, if they provide teaching work in the Joint MSc.

### **2.2.2. The Coordination Committee (CC)**

The CC consists of the Director of the Joint MSc Program and four (4) members of the collaborating Departments/Schools (namely of the School of Social Sciences-University of Kurdistan Hewlêr and of the Department of Philosophy-University of Sulaimani) that have a related subject to that of the Joint MSc Program and undertake teaching work in the Joint MSc Program.

The members of the CC are appointed by the CMAP and have a two-year term of office.

The CC is responsible for monitoring and coordinating the operation of the Joint MSc Program and in particular:

- a) prepares the initial annual budget of the Joint MSc Program and its amendments, and recommends its approval to the Research Committee of the Special Account for Research Grants (NKUA SARG),
- b) prepares the report of the Joint MSc Program and recommends its approval to the CMAP,
- c) approves the expenditure of the Joint MSc Program,
- d) approves the awarding of scholarships, contributory or not, in accordance with the provisions of the decision establishing the Joint MSc Program and the Regulations for postgraduate and doctoral studies,
- e) recommends to the CMAP the allocation of teaching work, as well as the assignment of teaching work,
- f) recommends to the CMAP the invitation of Visiting Professors to cover the teaching needs of the program,
- g) draws up a plan for the modification of the curriculum, which is submitted to the CMAP,
- h) recommends to the CMAP the redistribution of courses between academic semesters, as well as issues related to the qualitative upgrading of the curriculum.

### **2.2.3 The Director of the Joint MSc Program**

The CMAP appoints one (1) of its members as the Director of the Joint MSc Program. The Director of the Joint MSc Program should in any case be a faculty member of the Department of Philosophy of the National and Kapodistrian University of Athens and should be in the rank of either the Professor, or the Associate Professor.

The term of the Director of the Joint MSc Program has a two-year duration and can be renewed without any restriction regarding the times of renewal.

The Director of the Joint MSc Program has the following responsibilities:

- a) he/she chairs the CC, as well as the CMAP, prepares the agenda and convenes its meetings,
- b) he/she recommends issues concerning the organization and operation of the Joint MSc Program to the CMAP,
- c) he/she recommends to the CC and the other bodies of the Joint MSc and the cooperating Universities issues related to the effective operation of the Joint MSc,
- d) he/she is the Scientific Supervisor of the Joint MSc Program and exercises the respective responsibilities,
- e) he/she monitors the implementation of the decisions of the institutions of the Joint MSc Program and the Internal Regulations for postgraduate and doctoral programs, as well as the monitoring of the implementation of the Joint MSc Program budget,
- f) he/she exercises any other responsibilities specified in the decision establishing the Joint MSc Program.

The Director of the Joint MSc Program, as well as the members of the CC and the CMAP are not entitled to any remuneration or any compensation for the execution of the

responsibilities assigned to them and related to the execution of their duties.

### **2.1 Secretarial Support**

a) The Secretariat of the Department of Philosophy of the National and Kapodistrian University of Athens, i.e. the supervising department, is responsible for the administrative and secretarial support of the Joint MSc “Leadership: Ethics and Politics”.

b) Given that for the Joint MSc “Leadership: Ethics and Politics”, tuition fees are foreseen, the Joint MSc reserves the possibility of hiring external collaborators for further secretarial and administrative support, in accordance with current legislation, who will again be under the supervision of the Secretariat of the supervising Department. In this respect, the budget of the Joint MSc submitted and approved by the Senate of the University of Athens has provided for the administrative and technical support of the Joint MSc with one full-time and two part-time posts.

## **ARTICLE 3. CATEGORIES AND NUMBER OF APPLICANTS**

3.1 Graduates of domestic universities or departments of recognized similar institutions abroad, as well as graduates of higher education institutions of related subjects related to the Humanities, Social, Legal and Economic Sciences and Health Sciences are admitted to the Joint MSc.

3.2 The minimum number of students admitted is set at thirty (30) per academic year. The indicative minimum number is set with the aim of gathering a critical mass of participants for the uninterrupted sustainability and operation of the Joint MSc, as well as the utilization of the available logistical infrastructure and resources of the Joint MSc.

3.3 The maximum number of students admitted to the Postgraduate Studies Program is set at sixty (60) in total. The maximum number of admissions is determined according to the number of teaching staff members of the Joint MSc and the student-teaching staff ratio, the logistical infrastructure, the classrooms, the absorption of graduates by the labor market.

3.4 In addition to the number of admissions, one (1) member of the categories S.E.P. (Special Educational Staff), L.T.P. (Laboratory Teaching Staff), and S.T.L.P. (Special Technical Laboratory Staff) is admitted per year, provided that the work carried out at the Institution is relevant to the cognitive subject of the Joint MSc.

3.5 Scholars of the Greek State Scholarships Foundation (IKY), foreign scholars of the Greek state, for the same or related academic subject with that of the Joint MSc, are admitted without an interview.



## 4. METHOD OF ADMISSION

4.1 Students are selected in accordance with the applicable legislation, the Regulations for Postgraduate and Doctoral Studies of the National and Kapodistrian University of Athens and the provisions of the Regulations of the Joint MSc.

4.2 Every May, by decision of the CMAP, a notice for the admission of postgraduate students to the Joint MSc is published and posted on the website of the Department of Philosophy of the National and Kapodistrian University of Athens, the website of the School of Social Sciences of the University of Kurdistan Hewlêr and on the website of the Department of Philosophy and Cultural Studies of the College of Humanities of the University of Sulaimani, as well as on the websites of the three universities (NKUA, University of Kurdistan Hewlêr, University of Sulaimani). The relevant applications together with the necessary supporting documents are submitted to the Joint MSc Secretariat within a deadline set in the announcement and may be extended by decision of the CMAP assembly.

4.3 The CMAP entrusts the selection process of admissions to the CC.

4.4 The Required Documents are:

- Application form
- Curriculum vitae,
- Photocopy of both sides of the police identity card,
- Copy of Bachelor's Degree or certificate of completion of studies,
- Official detailed list of undergraduate course grades,
- Certificate of knowledge (minimum B2 level) of English,
- Letters of recommendation
- Contributions to scientific papers, academic collective works and conferences, if any
- Evidence of professional or research activity, if any,
- Recognition of foreign academic degree
- Copy of a Post-graduate and/or a PHD diploma, if any (optional),

4.5 For students from foreign institutions, who do not present a certificate of recognition of academic qualifications from the Hellenic National Academic Recognition and Information Center (DOATAP), the following procedure is followed:

The CMAP appoints a committee responsible for determining whether a foreign institution or a type of foreign institution title is recognized.

In order for such a title to be recognized, the institution awarding the title must be included in the list of foreign institutions maintained and updated by the DOATAP.

If the foreign institution belongs to the list of institutions of article 307 of Law 4957/2022, then the candidate is required to submit a certificate of place of study, which is issued and sent by the foreign university. If the place of study or part of the studies is confirmed as the Greek territory, the title is not recognized, unless the part of the studies that took place in the Greek territory is in a public higher education institution.

4.6 The evaluation and selection of candidates is based on the following criteria:

- Bachelor's Degree grade (25%),

- Grades in undergraduate (Bachelor's ) classes relative to the content of the Joint MSc Program (5%),
- Grade of the Bachelor's Final Project or the Bachelor's Final Thesis (if any) (5%),
- Relevance of the Bachelor's Degree and candidate's knowledge to the content of the Joint MSc Program (5%),
- Certified knowledge (minimum B2 level) of English (on/off criterion),
- Contributions to scientific papers, academic collective works and Conferences (percentage 15%),
- Letters of recommendation (5%),
- Scientific activity or work activity relative to the content of the Joint MSc Program (10%),
- Postgraduate diploma or PHD (10%),
- Interview to a three members committee appointed by the CC (20%)

4.7 Based on the overall criteria, the CC prepares the evaluation list of students and submits it to the CMAP for approval.

The successful candidates must register with the Secretariat of the Joint MSc Program within thirty (30) days of the decision of the CMAP.

In case of a tie (mathematical rounding to the nearest whole unit of the scale of 100), the tied candidates will be admitted, up to a maximum of 10% of the maximum number of admissions.

In case of non-enrolment of one or more students, the runners-up (if any) will be invited to enroll in the Joint MSc Program, based on their order in the approved merit list.

## ARTICLE 5. DURATION OF STUDY

5.1 The duration of study at the Joint MSc leading to the award of the Diploma of Postgraduate Studies (D.P.S.) is defined in three (3) academic semesters, which includes the time for the preparation of the thesis.

5.2 Part-time attendance is possible, following a reasoned request by the student and approval by the CMAP.

Those eligible to apply for part-time study are:

- a) Students who can prove that they work at least twenty (20) hours per week,
- b) Students with disabilities and special educational needs,
- c) Students who are parallel athletes and during their studies belong to sports clubs registered in the electronic register of sports clubs of article 142 of Law. 4714/2020 (A' 148), kept at the General Secretariat of Sport (Γ.Γ.Α.) under the following conditions:
  - (c i) for as many years occupy distinction 1st to and 8th place in national championships individual sports with participation at least twelve (12) athletes and eight (8) clubs or competing in teams of two (2) higher categories in team sports or participate as members of national teams in pan-European championships, world championships or other international competitions under the Hellenic Olympic Committee, or
  - (c ii) participate at least once, during the course of their studies in the program of study for

which they apply for part-time status, in Olympic, Paralympic and Deaf Olympic Games. Students under this sub-option may be enrolled as part-time students upon application approved by the Dean's Office of the School.

The duration of the part-time course does not exceed twice the duration of the full-time course, therefore in the case of the present Joint MSc it does not exceed six (6) semesters. The maximum duration of study is also applicable in this case.

5.3 There is the possibility of an extension, following a reasoned request by the student and approval by the CMAP. The extension does not exceed the number of semesters of the regular course of study of the Joint MSc, i.e. three (3) semesters. Therefore, for full-time students the maximum duration of study is six (6) semesters, while for part-time students it is nine (9) semesters.

5.4 Students who have not exceeded the maximum limit of attendance, after a reasoned request to the CMAP, may interrupt their studies for a period not exceeding two (2) consecutive semesters. Suspension of studies is granted for serious reasons (military service, illness, maternity, absence abroad, etc.).

The application must be reasoned and accompanied by all relevant documents from the competent public authorities or organisations proving the reasons for the suspension of studies. Student status is suspended during the period of suspension and participation in any educational process is not permitted. The semesters of student suspension do not count towards the maximum period of regular study.

At least two weeks before the end of the suspension period, the student must re-enroll in the Joint MSc Program in order to continue his/her studies with the rights and obligations of an active student. Students may, upon request, terminate their suspension and return to the Joint MSc Program only if they have applied for a suspension for two consecutive academic semesters. The request to discontinue the suspension must be submitted no later than two weeks before the beginning of the second semester of the suspension.

5.5. The duration of suspension or extension of the period of study is discussed and approved on a case-by-case basis by the CC, which makes a recommendation to CMAP.

## ARTICLE 6. CURRICULUM

6.1 The Joint MSc starts in the winter semester of each academic year. Each semester (winter-spring) is structured in thirteen (13) weeks of teaching and three (3) weeks of examinations and/or writing assignments.

6.2 A total of ninety (90) credits (ECTS) are required for the award of the Joint MSc diploma. All courses are taught weekly and, where appropriate, include seminars.

6.3 The language of instruction and the language of writing of the postgraduate Final Thesis is English.

6.4 During their studies, postgraduate students are required to attend and successfully complete all the compulsory postgraduate courses and three postgraduate elective courses, engage in research and write scientific papers, as well as prepare a postgraduate Final Thesis (the latter is prepared in case students do not take elective courses).

6.5 The postgraduate Final Thesis is credited with twenty-two and a half (22.5) ECTS. Alternatively, instead of the postgraduate Final Thesis, students may choose three of the offered elective courses, also accumulating 22.5 ECTS. Students will choose one of the offered electives per semester. In case students choose the postgraduate Final Thesis instead of the elective courses, the latter will be offered already from the first semester and the period of its preparation will cover the whole three semesters of the Joint MSc, in order to achieve its equivalence with the elective courses at ECTS level.

6.6 The courses included in the curriculum of the Joint MSc Program will be taught in-situ, with physical presence, as well as via on-line means, in accordance with the legislation in force. Specifically, seventy-five percent (75%) of the lectures will be delivered in-situ, with physical presence in all three campuses (namely the campus of the National and Kapodistrian University of Athens, the campus of the University of Kurdistan Hewlêr and the campus of the University of Sulaimani and the remaining twenty-five percent (25%) will be delivered via synchronous and/or asynchronous distance learning means.

6.1 The indicative course program of the Joint MSc “Leadership: Ethics and Politics” is as follows:

#### A. Curriculum of the Joint MSc “Leadership: Ethics and Politics”

<b>First Semester</b>		
<b>Compulsory Courses</b>	<b>Teaching Hours</b>	<b>ECTS</b>
Ethical Leadership	39	7,5
Leadership in Corporate Strategic Management and Project Implementation	39	7,5
Authority and Institutional Discourse	39	7,5
<b>Elective Courses (one of the following two)</b>		
Authority and leadership from Thucydides to Adam Smith	39	7,5
Universality and Cosmopolitanism vs. Locality	39	7,5
<b>Final Thesis – part 1 (as an alternative of the elective course)</b>		7,5
<b>Total</b>	<b>156</b>	<b>30</b>
<b>Second Semester</b>		
<b>Compulsory Courses</b>	<b>Teaching Hours</b>	<b>ECTS</b>
Political Philosophy and Theory	39	7,5
Culture Society and Politics	39	7,5
Artificial Intelligence: Ethical considerations and social policies	39	7,5
<b>Elective Courses (one of the following three)</b>		
Specula principium: Images of leaders	39	7,5
Ethics for Civil Servants	39	7,5
Gender Equality and Difference: Integration and Inclusion	39	7,5
<b>Final Thesis – part 2 (as an alternative of the elective course)</b>		7,5
<b>Total</b>	<b>156</b>	<b>30</b>
<b>Third Semester</b>		

<b>Compulsory Courses</b>	<b>Teaching Hours</b>	<b>ECTS</b>
Digital Diplomacy and Geopolitics of AI	39	7,5
Environmental security: Resources, safety and management	39	7,5
Leading patchwork societies: Social inclusion, integration, and rights	39	7,5
<b>Elective Courses (one of the following three)</b>		
Political morality, war, and pacifism	39	7,5
Climate Change related Challenges	39	7,5
Artificial Intelligence (AI): Implementation, risks, and prospects	39	7,5
<b>Final Thesis – part 3 (as an alternative of the elective course)</b>		7,5
<b>Total</b>	<b>156</b>	<b>30</b>
<b>Total Sum</b>	<b>468</b>	<b>90</b>

## B. Description of the Joint MSc Courses

### First (winter) Semester

#### 1. Ethical Leadership (7.5 ECTS)

Effective leadership means, among other things, inspiring and motivating, but also being fair and moderate. These require the possession of certain qualities, traits, dispositions and character traits on the part of the leader, which could be collectively described as 'ethical leadership', i.e. setting standards for others to act on the basis of recognized principles and values in ways that promote a common purpose.

The following topics are covered:

- Introduction to Ethics
- The major ethical traditions: Aretocracy
- The major moral traditions: Deontocracy
- The major moral traditions: Consequentialism
- Virtue, Duty, Utility: The Traits of a Leader
- Virtues and Leadership.
- Duty and Leadership
- Utility and Leadership
- Ethics of war and Leadership
- Business ethics and Leadership
- Social ethics and Leadership
- Leadership, new technologies and ethics
- Case studies

## **2. Leadership in Corporate Strategic Management and Project Implementation (7.5 ECTS)**

Leadership is related to the corporate strategic management that is involved in investment initiatives. This involves defining the purpose of the organization, setting goals and formulating strategies to achieve the goals. It mainly explores how an organization positions itself in relation to its changing environment and in particular its competitors in order to gain and maintain competitive advantage. This means that strategic management and strategic leadership looks at how an organisation's internal resources and capabilities can be developed to meet changing customer demands and prioritise investments and actions in the context of optimal resource allocation in a way that achieves shareholder expectations and stakeholder objectives.

The course starts with an examination of the different levels of strategy and the joint importance of strategy content and strategy process, discussing the general strategies that affect corporate short- and long-term planning, outcomes in the context of business sustainability, operational resilience and sustainable development. We then explore strategic management at the business unit level, introducing the concepts of industry analysis, resource and capability analysis and sustainable competitive advantage. In doing so, we explore various strategic tools and techniques for internal and external analyses. Finally, we address the challenge of how strategies can be translated into action through the structure and evaluation of investments and the particular role of leadership in this context.

The following topics are covered:

- Characteristics and forms of leadership
- Power and politics - Conflict and negotiation
- Organizational structure and culture
- Introduction to Organizational Behaviour
- Personality and Values, Perception and Individual Decision Making
- Organisational Change and Stress Management
- Motivation: Theories and Applications
- Group Behaviour and Work Groups
- Communication Management
- Business Performance Management Theory and Analysis Framework
- Business intelligence framework and applications - Business Intelligence

## **3. Authority and Institutional Discourse (7.5 ECTS)**

The course focuses on the relations between applied power and the dialogue that unfolds as it is responsible for prompting institutional practices. A detailed discussion of examples from the late Middle Ages, both Western and Eastern, and with reference to the early modern formation of the state and state organization will take place in order to gain the necessary perspective for understanding power and institutional formation. In addition, this course focuses on leadership, in the broad sense of the term.

The following topics are covered:

- What is authority (philosophy - epistemology)
- What is institutional discourse (philosophical genealogy of institutional discourses)

- Leadership vis-à-vis authority
- Leadership and institutional discourses (moral participation, rhetoric, philosophy of conflict)
- Authority in conflict with institutional discourses
- Leadership without authority
- The philosophy of history for the development of institutional discourses.
- Authority and virtues
- Authority and politics
- The constitution of authority
- Authority and political theology
- Authority and authoritarianism
- Authority and law
- Authority, Institutional Discourse and Interculturality

#### **4. Authority and leadership from Thucydides to Adam Smith –**

##### **Elective course (7.5 ECTS)**

Despite systematic efforts to mitigate its impact on rationally motivated politics, respect for power invokes an emotional background that ultimately remains over-rational. This imaginative-emotional element nevertheless seems vital to explain political obligation beyond the fear of sanctions from the secular or divine ruler. There is of course no sharp distinction between the 'rational' and the 'emotional' sense, since following Hobbes (and contemporaries such as Joseph Raz) 'authority' works proactively by turning the opinions of many into a decision, so it is the common focus of love that serves to bind the common people. In this course, we sketch a genealogy of the authority necessary for stable leadership from Thucydides to modernity - following Max Weber and other jurists and sociologists from the 19th century onward - on the ways in which personal (or "personified") authority was and should be transformed in modernity while titular aristocracy disappeared.

The following topics are covered:

- Ancient democracy and the prestige of the ruler
- Prestige of institutions and rulers in the governments according to Thucydides
- Republicanism and the prestige of the ruler in Machiavelli
- The prestige of aristocratic families within governments in Machiavelli
- The prestige of political organs and bodies in Machiavelli's Discourses (Discorsi)
- Political religion and political charisma in the political tradition of Florence
- Prestige of the senate and democracy in James Harrington's Commonwealth of Oceana
- Prestige of the senate and democracy in the work of John Adams
- Prestige of the institutions of the Old Regime and the prestige of the new republican institutions during the French Revolution
- Authority, prestige, and common interest in governments according to David Hume
- Authority, prestige, and common interest in governments according to Adam Smith

## **5. Universality and Cosmopolitanism vs. Locality – Elective course (7.5 ECTS)**

The moral principles and attitudes of people and societies are shaped mainly under the influence of religious beliefs, philosophical views, cultural traditions, historical experiences, and social needs. Some of these factors are of a universal or widely accepted nature because they are based on common religious precepts, such as respect for the fellow human being and the prohibition of murder, and universally recognized values, such as the fundamental human rights, while others are primarily local in nature, because they are linked to cultural traditions and social needs. This course explores the concepts of universality and locality, both in terms of how they shape ethical principles and attitudes, and in terms of the possibilities or difficulties they create for the fraternity and peaceful coexistence of people and societies.

The following topics are covered::

- What is ethics (content and objectives)
- What shapes personal ethical beliefs (emotions, intuition, reason, duty, utility)
- What shapes collective ethical beliefs (religious beliefs, philosophical ideas, cultural traditions, historical experiences, social needs)
- The importance of local and global factors in making ethical decisions
- Is a universal and global ethics feasible on major issues of global interest?
- The case of bioethics: points of convergence
- The case of bioethics: points of divergence
- The case of ecological ethics: points of convergence
- The case of ecological ethics: points of divergence
- The phenomenon of globalization: benefits and risks

## **Second (spring) Semester**

### **1. Political Philosophy and Theory (7.5 ECTS)**

This course covers important issues and questions in political philosophy and theory. It includes areas such as ancient Greek philosophy, Social Contract Theory (Hobbes, Locke, Rousseau), modern liberalism (Rawls, Nozick), socialism (Marx, Marxism and non-Marxists), as well as critical approaches to areas such as ethics, epistemology and social philosophy.

The following topics are covered:

- Platonic Republic
- Social contract theories (Hobbes, Locke, Rousseau)
- Ethical, political, economic liberalism
- Socialism (Basic principles)
- Marx
- Marxisms and Marxist socialism
- Conservative political philosophy
- Issues in modern and contemporary political philosophy
- Rights and rights-based approach (rightsism)



## **2. Culture Society and Politics (7.5 ECTS)**

How can awareness of differing cultural and intercultural perspectives help us better understand contemporary societies and politics? On the one hand, this module aims to explore a range of fundamental ideas and conceptions regarding the modern and the contemporary notion of culture, as well as to articulate theories on human cultural variations, social cohesion and social differences, social change and political identities. On the other hand, this module will focus on how public policies can be formulated, informed and enriched through a comprehensive understanding of the origins and dynamics between culture and society.

The following topics are covered:

- Introduction to Culture, Society, and Politics: Connections and Dynamics
- Comparative Politics: Cultural and Social Differentiations in Governance
- (Post-)Modern Searches: Power and Freedom in Contemporary Societies
- Critical Cultural Thought: Deconstructing and Reconstructing Ideologies and Discourses
- Identities: Diversity and Variety from Social Fragmentation to Social Cohesion
- Biopolitics and Governance of Personal and Collective Life
- Environmental Justice and Ecological Politics in the Anthropocene Era
- Digitality and Self: Authenticity, Autonomy, and Digital Personality
- Artificial (General) Intelligence and Democracy: Navigating Cultural and Political Dilemmas in Digital Environments
- Globalization 2.0: The Future of Culture, Society, and Politics through Emerging Trends, Challenges, and Perspectives

## **3. Artificial Intelligence: Ethical considerations and social policies (7.5 ECTS)**

Since its rapid development and expansion in the last few decades, Artificial Intelligence (AI) has become something wider than just a scientific endeavor. It has been shaping our lives and our thought in multiple and-on most of the occasions- imperceptible ways. It has invaded crucial and sensitive instances of social interaction and is about to dominate an even larger part of our social environment. From financial transactions and customer evaluations to courts of justice, from everyday household routines to medicine and from love affairs to war, AI sets- or is about to set-the pace in the way human affairs are being conducted. Which are the ethical issues raised and which are the social policies proposed and adopted for a safe and fruitful incorporation of AI in our society? The present series of lectures aims at providing the participants with a deep and up to date insight and understanding of the present philosophical and social debate on the development and adaptation of AI in pivotal incarnations of human activity.

The following topics are covered:

- Introduction to Basic Terminology - First Overview of the Field Called "Ethics of Artificial Intelligence"
- Historical and Philosophical Origins of Artificial Intelligence
- Old Ethical Problems and Artificial Intelligence
- New Ethical Problems and Artificial Intelligence

- Artificial Intelligence and the attribution of Moral Status
- Artificial Intelligence under the prism of Enhancement Ethics
- Artificial Intelligence and Health
- Artificial Intelligence and War
- Artificial Intelligence and Romantic Companionship
- Artificial Intelligence and Education
- Artificial Intelligence and the Environment
- Artificial Intelligence and Justice
- Issues of A.I. Governance

#### **4. Specula principium: Images of leaders – Elective course (7.5 ECTS)**

The tradition of Specula Principium divides scholars regarding the status of the genre. Some researchers prefer to speak of “arts de gouverner” (“arts of governing”), “advisory literature”, “parenetic literature” and several others that reflect the relatively uncertain position of this genre in between disciplinary (history of political thought, philosophy, political theory and political science) and cultural traditions. (East and West, Islam, India and China). However this hybrid status equally reflects the rich historical background from the Medieval regimen to modern reason of state and the arts of governing the state within which the art of cultivating the proper image of leader plays a crucial role. This course thoroughly examines the genealogy of the “mirrors of princes” literature regarding leaders and their image and its impact on contemporary leadership studies.

The following topics are covered:

- Specula Principium: Introduction to a Distinct Genre of Political Thought
- Specula Principium: The Hellenistic Legacy
- Christian Theology and the Tradition of Specula Principium
- Aristotelian Politics I
- Aristotelian Politics II
- Medieval and Renaissance Art and the Genre of Specula Principium
- Florentine Political Philosophy and Pre-Weberian Charisma
- Islamic Political Treatises and the Specula Principium
- Jewish Political Tradition and the Specula Principium
- The Political Tradition of State Expediency I
- The Political Tradition of State Expediency II

#### **5. Ethics for Civil Servants – Elective course (7.5 ECTS)**

The course examines the concept of ethics for civil servants as a distinct type of professional ethics. Specifically, it analyzes the ethical principles that should be applied in public administration, which constitute the code of ethics for civil servants. Within this framework, it explores why the ethics of civil servants differ from those of private employees, to what extent this differentiation should exist, and what are the fundamental ethical principles that should apply to civil servants. Special emphasis is placed on the principles of protecting the public interest, impartiality, and avoiding conflicts of interest.

The following topics are covered:

- Ethics of civil servants
- Ethical principles in public administration

- Code of Ethics for civil servants
- The legal framework of civil servants
- Differentiation of public officials from private employees
- The principle of legality
- The protection of the public interest
- The principle of impartiality in public administration
- The principle of good administration
- The principle of equality
- The principle of administrative efficiency
- The principle of transparency
- The principle of justification
- The principle of prior hearing

## **6. Gender Equality and Difference: Integration and Inclusion – Elective course (7.5 ECTS)**

The distribution of gender roles is a major type of categorization inside a collectivity or, in more philosophical terms, within the Being-with-the-Others. Besides this, it is also a form of continuity and coherence and that last, formal aspect is clearly manifest in the ontic processes of both integration and inclusion. This consequential reason that leads from a case of Being to its ontic manifestation will be the subject matter of the course argument.

The following topics are covered:

- Ancient Intellection and Gender
- The Issue of Gender in the Various Middle Ages
- Gender During the Emergence of Modernity
- Gender and the Constitution of Collective Being
- Gender Roles and the Drama of Recognition (Hegel)
- Aspects of the Alienation of Gender Roles
- Gender Roles and Virtue Ethics
- Gender Roles and Ethical Theories
- Leadership and Gender Identities
- Leadership Teams and Gender Identification
- The Arbitration of Gender Differences
- War and Gender
- Post-modernity, Critique of Leadership, and Gender

## **Third (winter) Semester**

### **1. Digital Diplomacy and Geopolitics of AI (7.5 ECTS)**

Digital technologies have brought disruption to political systems throughout the world, affecting, as well, the practice of diplomacy. The Internet is at the heart of Digital Diplomacy, communicating ideas, promoting policies and fostering debates and discussion on several critical issues of our times – from ecology and gender equality to terrorism. But, what do we mean for Digital Diplomacy? What are the diplomatic challenges around the governance of the Internet, and what are the new models and practices in the context of Digital Diplomacy? How AI and information integrity intersect and how AI impacts and reshapes defense,

manufacturing, trade, and many other geopolitically-relevant sectors? This course proposes an introduction to the basics of governance of the Internet, Digital Diplomacy and Geopolitics of AI. Aimed at expanding students' understanding of transformations in international diplomacy and transnational digital governance, the course is designed for emerging leaders who want to craft a more strategic and effective approach and develop the tools and techniques to actively manage their leadership trajectory and grow their influence and impact across their organization in the age of Big Data.

The following topics are covered:

- Δραπετεύοντας από το σπήλαιο – ο Πλάτων στη Silicon Valley
- Leadership and Soft Power in the 20th Century
- Leadership and Soft Power in the 21st Century
- Digital Renaissance or Technological Middle Ages?
- Leadership and Cyberspace: Decentralization and Hyper-concentration
- Politics and Cyberspace: Manipulation and/or Emancipation
- Internet Diplomacy: Challenges and Prospects
- Foreign Policy and Social Media
- Geopolitics of Technology 1. – From Black Gold to the Intangible Gold of Data
- Geopolitics of Technology 2. – Cold War 2.0
- Geopolitics of Artificial Intelligence – Towards a Clash of Empires?
- Intelligence Services at the Juncture of Two Eras
- Strategizing and Governing in Orwell's Universe
- Escaping from the Cave – Plato in Silicon Valley

## **2. Environmental security: Resources, safety and management (7.5 ECTS)**

The course concerns the critical study of the different concepts of environmental security, starting as a perception of livelihood needs that derive from access to natural resources towards a dynamic relationship with natural conditions and socio-political forces. It explores the connection between security and environmental change, and the imperative to break down the distinction between the natural world on the one hand and human society or welfare on the other. Main challenges, namely, resources depletion, climate change as well as food scarcity are analyzed by the different ethical assumptions that encourage different sets of responses in management and policy making. The course is located in a broadly holistic and pluralist account of environmental ethics by identifying parallel discussions of Anthropocene, biosphere and post-human security across space and time.

The following topics are covered:

- Global Changes and Environmental Security, Socio-ethical Parameters
- Environmental Security: Introduction, Definitions & Conceptual Approaches
- Environmental Security as an Existential Parameter in Human Security
- Environmental Conflicts & Conflicting Values for the Environment
- Water, Terrestrial, Forest, Coastal, and Marine Resources and Environmental Security
- Energy and Environment: Sustainability and Security
- Population, Environmental Pressure, Migration, and Conflicts
- Disasters, Vulnerability, Environment, and Security
- Climate Change, Food Security, and Environment
- Environmental Movement, Rules, and Laws
- Environmental Peacebuilding
- Artificial Intelligence for Environmental Security
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### **3. Leading patchwork societies: Social inclusion, integration, and rights (7.5 ECTS)**

This postgraduate course titled “Leading patchwork societies: Social inclusion, integration, and rights” aims to study the concepts of social cohesion, inclusion, and human rights in contemporary societies, with a focus on the role of leaders in promoting these values. The course will examine political and social practices that aim to achieve these goals, and their effects on individuals and communities.

In addition to these topics, the course will also explore the religious aspect of social cohesion and integration. The role of religion in shaping individuals' and communities' attitudes towards social inclusion and diversity will be examined, as well as the challenges and opportunities that religious diversity poses for leaders and policymakers.

Overall, this course will provide a comprehensive understanding of the role of leaders in promoting social cohesion and inclusion in diverse societies, taking into account both secular and religious perspectives.

The following topics are covered:

- Introduction
- The Concept of Leadership in Multicultural Societies
- Social Inclusion – Integration
- Social Cohesion
- The Role of Leaders
- Religious Dimension of the Issue
- Inequalities in Education: Tools and Strategies for Social Inclusion in Schools
- Inclusive Workplaces
- Addressing Prejudice and De-radicalization
- Social Norms as a Vehicle for Changing Stereotypical Perceptions

### **4. Political morality, war, and pacifism – Elective course (5.5 ECTS)**

The course has three main parts and an introduction. A short introduction deals with the scope and nature of Applied Ethics. The first main part of the course will deal with political ethics: the issues of power in context of public and private morality. The second main part is war: its possible justification, and the ethics of war. The third, shortest, issue is the case of pacifism.

The following topics are covered:

- Preliminary Remarks
- The Problem of Dirty Hands
- The Problem of Dirty Hands in Democratic Contexts
- Mendacity and Deception in Politics
- Integrity and Other Ethical Principles of Conduct for Public Officials
- The Ethics of Secession
- The Ethics of the Law of War: Jus ad bellum
- The Ethics of the Law of War: Jus in bello
- The Problem of Conscientious Objections

### **5. Climate Change related Challenges – Elective course (7.5 ECTS)**

Humanity across all continents is now confronted with unprecedented ethical challenges resulting from climate change (e.g., rise of sea level, forced immigration, persistent heatwaves). The course examines how climate change affects our conception of human action and agency, while exploring ethically reasonable precautionary rules. Further, it discusses intercultural justice and responsibilities towards future generations.

The following topics are covered:

- Climate Changes and the Evolution of Life on the Planet - Stories of Loss and Adaptation
- The Contemporary Climate Crisis within the Broader Ecological Crisis - Anthropogenic Causes, Impacts, Risks, and Challenges
- Impacts and Challenges of Climate Change in the Health and Social Policy Sector
- Impacts and Challenges of Climate Change in the Agriculture and Forestry Sectors
- Impacts and Challenges of Climate Change on Biodiversity, Ecosystems, and Water Resources
- Impacts and Challenges of Climate Change for Coastal and Marine Areas
- Climate Change as a Distinct Policy Field on the Agenda of the United Nations Sustainable Development Goals
- The Geography of the Modern Climate Crisis - Most Polluting Sectors and Countries & Vulnerable Areas of the Planet - Challenges and Ethical Issues
- Dialogue between Science and Policy on Climate Change: The History of the International Regulatory Regime for Climate Change
- UNESCO's Declaration of Ethical Principles for Climate Change & the European Union's White Paper on Climate Change
- Climate Change and Leadership - Issues and Challenges - Strategies for Mitigation and Adaptation
- Climate Change and Education
- Planning and Decision-Making for Climate Change - Methodological Tools & Best Practices

## **5. Artificial Intelligence (AI): Implementation, risks, and prospects – Elective course (7.5 ECTS)**

Firstly, an introduction will be given regarding the multifarious tasks that AI-enabled, “autonomous” technologies can perform in various domains of social life, from work and financial trade to communications, transportation, medicine and health care as well as scientific research, in public and private sectors, with both civilian and military applications. Secondly, some crucial practical challenges of the application of such technologies will be identified and their implications investigated. Thirdly, an analysis of the relevant ethical principles and standards will be provided with the aim of establishing a coherent, comprehensive and well-grounded normative, ethical, framework for meeting the practical challenges identified. Throughout the course, emphasis will be given to a risk-based approach, in order to formulate prospective guidelines for guiding research and applications of AI technologies.

The following topics are covered:

- Introduction to Basic Concepts (Algorithms, Big Data, Machine Learning, Deep Learning, Artificial Neural Networks, Natural Language Processing).
- Applications - Prospects (Health, Communication - Media - World Wide Web, Social Networks, Transportation - "autonomous vehicles", "Smart Cities", Administration -

- justice dispensation, Scientific Research).
- Ethical Challenges (Security, Big Data, Algorithmic and other biases, Opacity and efficiency, Responsibility tracing, The problem of dual use).
- The Ethical-Practical Framework (Fundamental principles and values: Autonomy, Integrity, Justice, Equity, Non-maleficence, Beneficence, Transparency and Accountability, Explainability, Programming "ethical" algorithmic behavior: ethics by design, ethics in design, ethics for design, Codes and international guidelines, Leadership and governance systems, Relationship of ethics and law, Self-regulation and regulation).

### **First, Second and Third Semester: Postgraduate Final Thesis**

The assignment of a Postgraduate Final thesis takes place concurrently with the attendance of the courses of the study program. Specifically, the assignment occurs at the beginning of the first semester, and the thesis completion period covers the entire three semesters of study at the Joint MSc. Given that the Final Thesis is alternately equivalent to three elective courses (one per semester), it should present an equivalence with these courses in terms of ECTS credits.

The Final Thesis must be individual, original, have a research character, and be composed according to the writing guidelines posted on the website of the Joint MSc. The composition of the Final Thesis is to be done in English.

## **ARTICLE 7. DISTANCE LEARNING**

### **7.1 Synchronous distance learning**

The organization of the educational process of the Joint MSc “Leadership: Ethics and Politics” will be carried out with a blended learning process, i.e. with a combination of face-to-face teaching and the use of modern distance learning methods, in accordance with the legislation in force. Specifically, seventy-five percent (75%) of the lectures will be delivered in situ, with physical presence on all three campuses (namely the campus of the National and Kapodistrian University of Athens, the campus of the University of Kurdistan Hewlêr and the campus of the University of Sulaimani) and the remaining twenty-five percent (25%) will be offered using synchronous and/or asynchronous distance learning methods.

The organization of courses and other educational activities using modern distance learning methods pertains to courses, seminars, and educational activities that by their nature can be supported through the use of distance learning methods and do not include practical and laboratory training of students, which require the physical presence of students for their conduct.

In order to provide postgraduate students with the richest and broadest possible perspective on the field of Leadership, the CC may invite high-profile and internationally renowned academics as guest lecturers for a number of additional lectures. These lectures will take place during the third semester of studies and may be either **a)** in-person or **b)** synchronous online. The in-person lectures will be held at the facilities of the University of Kurdistan Hewlêr in Erbil (Iraq), and the facilities of the University of Sulaimani in Sulaimaniyah (Iraq).

Responsible for supporting the distance learning process, as well as for issues related to the

protection of personal data, is the Digital Governance Unit of the National and Kapodistrian University of Athens.

## **7.2 Asynchronous distance learning**

The educational process can be conducted using asynchronous distance learning methods, which do not exceed twenty-five percent (25%) of the ECTS credits of the Joint MSc.

The National and Kapodistrian University of Athens maintains an electronic platform accessible to individuals with disabilities, through which asynchronous distance learning services are provided. Educational material for each course can be posted on the electronic platform, which may include notes, presentations, exercises, sample solutions, as well as recorded lectures, provided that the current legislation on personal data protection is adhered to. All types of educational material are provided exclusively for the educational use of students and are protected by Law 2121/1993 (A' 25), as long as the relevant conditions are met.

Given the organization of part of the curriculum of the postgraduate program "Leadership: Ethics and Politics" using modern distance learning methods, a relevant accompanying report analyzes the methods of organizing the educational process remotely, the digital educational material, the methods of digital student assessment and the digital assessment material, the technical infrastructure of the Joint MSc to support the curriculum with distance learning methods, as well as the digital skills of the teaching staff (For more details, see the attached file "A18\_Special Regulation for the Implementation of E-Learning").

## **ARTICLE 8. EXAMINATIONS AND ASSESSMENT OF POSTGRADUATE STUDENTS**

8.1 The educational work of each academic year is structured into two semesters of study, the winter and the spring, each of which includes thirteen (13) weeks of teaching and three (3) weeks of examinations and/or writing assignments. The courses of the winter and spring semesters are re-examined during the September period. Specifically, if the instructor has chosen oral examination as the method of assessment, the oral examination is repeated during the September period. If the instructor has chosen written assignment as the method of assessment, during the September period, students can submit a new assignment.

8.2 In case a class cannot be conducted, a makeup class is scheduled. The date and time of the makeup will be posted on the website of the Joint MSc.

8.3 Attendance in courses, seminars, laboratories, and educational visits is mandatory. A postgraduate student is considered to have attended a course (and thus has the right to participate in exams or to write an assignment for a final grade in the course) only if they have attended at least 70% of the course hours. Otherwise, the postgraduate student is required to retake the course during the next academic year. If a student's absenteeism exceeds 30% across all courses, expulsion may be considered. This issue is examined by the CC, which advises on the matter to the CMAP.

8.4 The evaluation of the postgraduate students and their performance in the courses they are required to attend within the framework of the Joint MSc Program is carried out at the end of each semester by means of oral examinations and/or the preparation of assignments. In the case of written assignments, students will be required to write one essay for each



course of the Joint MSc Program curriculum. In the case of oral examinations, one oral examination will be conducted for each course of the Joint MSc Program curriculum. The method of assessment is determined by the teacher of each course. When written or oral examinations are used as assessment methods, the integrity of the process must be ensured. Grading shall be on a scale of 1-10. The results of the examinations are announced by the teacher and sent to the Secretariat of the Joint MSc Program and the Department within four (4) weeks after the examination of the course at the latest. In the event that the above limit is repeatedly exceeded by a teacher, the Director of the Joint MSc Program shall inform the CMAP accordingly.

8.5 To meet exceptional needs or circumstances of force majeure, alternative assessment methods, such as written or oral examinations by electronic means, may be used, provided that the integrity of the assessment process is guaranteed.

8.6 Alternative methods for the assessment of students with disabilities and special educational needs may be applied following the recommendation of the CC and the decision of the CMAP, and taking into account the relevant guidelines of the NKUA Accessibility Unit for Students with Disabilities.

8.7 The assessment of students on second cycle programs of study organized by distance learning methods may be carried out by means of distance learning examinations, provided that the impartiality of the assessment process is ensured.

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

8.9 Courses in which someone did not receive a passing grade must be retaken.

8.10 Correction of grades is allowed, if there is an obvious clerical or cumulative error, following a letter from the competent teacher and a decision of the CMAP.

8.11 If the student fails more than three (3) times in the same course, the procedure laid down by the legislation in force will be followed.

8.12 The written essays are kept for two (2) years and must be kept in the custody of the person in charge of the course. After this time, the writings cease to be valid and a record is drawn up and destroyed under the responsibility of the CMAP - unless there are pending criminal, disciplinary or any other administrative proceedings.

8.13 For the calculation of the MSc Diploma grade, the weight of each course in the curriculum is taken into account and is expressed in the number of credits (ECTS). The number of ECTS credits of a course is also the weighting factor for that course. The degree is calculated by multiplying the grade of each course by the corresponding number of credits (of the course) and dividing the total sum of the individual products by the total number of credits required for the Diploma. Specifically, the overall grade of the MSc Diploma will be calculated according to the following formula:

$$\text{MSc Diploma Grade} = (\sum_{k=1}^N \text{CG}_k \cdot \text{CU}_k) / \text{SCU}$$

Where:

**N** = number of courses needed for the acquirement of the MSc diploma.

**CG<sub>k</sub>** = grade of course k

**CU<sub>k</sub>** = credit units (ECTS) of course k

**SCU** = sum of credit units (ECTS) needed for the acquirement of the MSc Diploma.

For the acquisition of a Master's Degree, every postgraduate student is required to attend and successfully pass all the compulsory courses and the required number of elective courses offered by the Joint MSc postgraduate program, and to complete a master's Final Thesis (if chosen instead of elective courses - see Article 6, paragraph "First, Second and Third Semester: Postgraduate Final Thesis" and Article 9, paragraph 9.1), thus accumulating ninety (90) ECTS credits.

## ARTICLE 9. COMPLETION OF POSTGRADUATE FINAL THESIS

9.1 The assignment of the Final Thesis (MT) is carried out concurrently with the attendance of the courses of the study program. Specifically, the assignment takes place at the beginning of the first semester, and the period of completion covers the entire three semesters of enrollment in the Joint MSc. Since the Final Thesis is undertaken alternatively to three elective courses (one per semester), it should be equivalent to these courses in terms of ECTS credits.

9.2 The Final Thesis must be individual, original, have a research character, and be drafted according to the writing guidelines posted on the Joint MSc website.

9.3 After a candidate submits a request stating the proposed title of their Final Thesis and attaches a summary of the proposed thesis, the CMAP appoints the supervisor and forms a three-member examining committee for the approval of the thesis. One of the committee members is the supervisor. The language of the Final Thesis is English.

9.4 The title of the Final Thesis can be finalized upon request of the student and the consent of the supervisor to the CC of the Joint MSc Program. The request must include a brief justification of any change.

9.5 In order for the Final Thesis to be approved, the student must support it in a viva procedure before the three-member examination committee.

9.6 The Supervisor and the members of the three-member examination committee of the Final Thesis are appointed from the following categories who have undertaken teaching work in the Joint MSc Program:

a) Members of Teaching Research Staff, Special Educational Staff (S.E.P.), Laboratory Teaching Staff (L.T.P.) and Special Technical Laboratory Staff (S.T.L.P.) of the NKUA Department of Philosophy or other Departments of the NKUA or other Higher Educational Institution (HEI) or Higher Military Educational Institution (HEMI), with additional employment beyond their legal obligations.

b) Emeritus Professors or retired members of Teaching Research Staff the NKUA Department of Philosophy or other Departments of the NKUA or other HEIs,

- c) Collaborating Professors of the collaborating Departments and Institutions
- d) Adjunct lecturers of the collaborating Departments and Institutions
- e) Visiting professors or visiting researchers,
- f) Researchers and special functional scientists of research and technological institutions of article 13A of Law No. 4310/2014 (A' 258) or other research centers and institutes of Greece or abroad.

By decision of the CMAP, the supervision of the Final Thesis may be assigned to members of Teaching Research Staff, Special Educational Staff (S.E.P.), Laboratory Teaching Staff (L.T.P.) and Special Technical Laboratory Staff (S.T.L.P.) of the collaborating Departments and Faculties, who have not undertaken teaching work in the Joint MSc Program.

9.7 The postgraduate Final Theses, if approved by the examination committee, must be posted in the Digital Repository "PERGAMOS", according to the decisions of the Senate of the National and Kapodistrian University of Athens.

9.8 If the Final Thesis contains original, unpublished results, only the abstracts may be published on the website at the request of the supervisor, co-signed by the postgraduate student, and the full text may be published later.

## ARTICLE 10. OBLIGATIONS AND RIGHTS OF POSTGRADUATE STUDENTS

10.1 Graduate students have all the rights and benefits provided to undergraduate students until the expiration of any granted extension of enrollment, except for the right to receive free textbooks.

10.2 The institution ensures accessibility to recommended textbooks and teaching for students with disabilities and/or special educational needs (<https://access.uoa.gr/> ).

10.3 The Career Office of the University of Athens provides advisory support to students on matters of studies and professional rehabilitation (<https://www.career.uoa.gr/ypiresies/>).

10.4 Postgraduate students are invited to participate in and attend seminars of research groups, discussions of bibliographic information, laboratory visits, conferences/meetings related to the subject matter of the Joint MSc Program, lectures or other scientific events of the Joint MSc Program, etc.

10.5 The CMAP, following the recommendation of the CC, may decide to withdraw postgraduate students if they:

- exceed the maximum number of absences,
- have failed the examination of a course or courses and have not successfully completed the program, in accordance with the provisions of the Regulations of the Joint MSc Program,
- exceed the maximum duration of study in the Joint MSc, as defined in Article 10 of the present MoU,
- have violated the applicable provisions regarding the treatment of disciplinary offences by the competent disciplinary bodies,
- do not pay the prescribed tuition fee,
- apply for de-registration themselves.

10.6 In case a postgraduate student is withdrawn or de-registered from the Joint MSc

Program, he/she can apply for a document certifying the courses in which he/she has successfully passed.

10.7 Students may participate in international student exchange programs, such as ERASMUS+ or CIVIS, in accordance with the applicable legislation. In this case the maximum number of ECTS that can be recognized is thirty (30). This possibility is granted after the first semester of their studies. Students should apply to the CC and follow the terms and conditions of the program. These conditions are as follows: **a)** Students must have a knowledge of English or the official language of the host university at C1 level, **b)** Students will be able to apply at the end of the First Semester, **c)** Eligible students whose First Semester grade is equal to or higher than seven and a half (7.5).

Students from international exchange programs, such as the ERASMUS+ program, can also attend the Joint MSc Program, according to the cooperation agreements.

10.8 Students may choose up to two (2) elective courses from another Program of Postgraduate Studies of the NKUA or from other Higher Education Institutions (HEIs), provided that **a)** students have chosen to attend and pass three (3) elective courses as an alternative to the Postgraduate Thesis (see Article 9, paragraph 9.1), **b)** these two (2) elective courses from another MSc of the NKUA or other HEIs are equivalent in terms of ECTS credits to those offered by the MSc “Leadership: Ethics and Politics” (i.e. each of these two courses selected from another MSc must correspond to 7.5 ECTS) and **c)** these two (2) selected courses from another MSc of the NKUA or other HEIs will be of a subject related to the subject of the Joint MSc “Leadership: Ethics and Politics”.

10.9 Postgraduate students of NKUA may enroll in postgraduate programs of the same or other Higher Education Institutions in Greece or abroad in the framework of educational or research cooperation programs in accordance with the legislation in force.

10.10 It is possible to study simultaneously in an undergraduate program of study and a postgraduate program of study or in two (2) Postgraduate Programs of Study of the same or another Department of the same or another Higher Education Institution.

10.11 At the end of each semester an evaluation of each course and each teacher is carried out by the postgraduate students

10.12 Postgraduate students may request the issue of a diploma supplement in Greek and English.

10.13 For their participation in the Joint MSc “Leadership: Ethics and Politics”, postgraduate students pay tuition fees amounting to 4000 euros per semester. The fee shall be paid at the beginning of each semester.

## ARTICLE 11. EXEMPTION FROM TUITION FEES

11.1 Students who meet the financial or social criteria and the requirements for excellence during the first cycle of studies, according to the current legislation, are exempted from the tuition fees. This exemption is granted for participation in only one Postgraduate Program. In any case, the exempted students do not exceed thirty percent (30%) of the total number of students admitted to the Joint MSc per academic year.

11.2 The application for exemption from tuition fees is submitted after the completion of the selection process of students of the Joint MSc Program. The financial situation of a candidate is in no case a reason for non-selection to the Joint MSc Program.

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

11.4 The examination of the criteria for exemption from tuition fees is carried out by the CMAP and a reasoned decision is issued on the acceptance or rejection of the application.

11.5 Since the legislation in force sets an age criterion, it is recommended, for reasons of good administration and equal treatment, that the date of birth of students should be 31 December of the year of birth.

11.6 Members of the categories S.E.P. (Special Educational Staff), L.T.P. (Laboratory Teaching Staff), and Special Technical Laboratory Staff (S.T.L.P.), who are admitted as supernumeraries according to article 3 (paragraph 3.4) of the present Regulation, are exempted from the payment of tuition fees.

11.7 In the event that members of the same family up to the second degree of consanguinity by blood or affinity study at the same time, there is the possibility of a 50% reduction in the tuition fees paid.

## ARTICLE 12. INFRASTRUCTURE AND FUNDING

12.1 For the proper functioning of the Joint MSc Program classrooms and seminar rooms, auditoriums equipped with audiovisual equipment of the Department of Philosophy (School of Philosophy, NKUA), the School of Social Sciences of the University of Kurdistan Hewlêr (Erbil, Iraq), and the Department of Philosophy and Cultural Studies of the College of Humanities of the University of Sulaimani (Sulaymaniyah, Iraq) are available.

12.2 The Department of Philosophy of the National and Kapodistrian University of Athens, being the supervising department, undertakes the secretarial and administrative support of the Joint MSc Program "Leadership: Ethics and Politics".

Given that for the Joint MSc "Leadership: Ethics and Politics", tuition fees are foreseen, the Joint MSc reserves the possibility of hiring external collaborators for further secretarial and administrative support, in accordance with current legislation, who will again be under the supervision of the Secretariat of the supervising Department.

12.3 The funding of the Joint MSc Program may come from:

- a) tuition fees,
- b) donations, sponsorships and financial aid of any kind,
- c) bequests,
- d) funds from research projects or programs,
- e) own resources of the higher education institutions and specifically the National and Kapodistrian University, the University of Kurdistan Hewlêr and the University of Sulaimani.
- f) the Greek State budget or the Greek public investment program.
- g) any other legitimate source.

12.4 The payment of tuition fees is made by the student or by a third natural or legal person on behalf of the student, if this is provided for in the decision for the establishment of the Joint MSc Program.

12.5 The management of the resources of the Joint MSc program “Leadership: Ethics and Politics” shall be carried out by the Special Account for Research Grants (SARG) of the National and Kapodistrian University of Athens (NKUA SARG).

12.6 The financial resources of the Joint MSc Program are distributed as follows:

- a) An amount corresponding to thirty percent (30%) of the total income from tuition fees is retained by the NKUA SARG. This amount includes the percentage of retention in favor of the NKUA SARG for the financial management of the Joint MSc Program. Where the income of the Joint MSc Program comes from donations, sponsorships and financial aid of any kind, legacies, or funds from research projects or program, the deduction for the benefit of the NKUA SARG shall be the same as for income from the corresponding funding sources.
- b) The remaining amount of the total income of the Joint MSc Program is allocated to cover the operating costs of the Joint MSc Program.

## ARTICLE 13. TEACHING ASSIGNMENT/ TEACHING STAFF

13.1 The teaching work of the Postgraduate Studies Programs is assigned, following a decision of the CMAP, to the following categories of teachers:

- (a) members of Teaching Research Staff, S.E.P. (Special Educational Staff), L.T.P. (Laboratory Teaching Staff), and S.T.L.P. (Special Technical Laboratory Staff) of the collaborating Departments and Faculties or other Departments of the NKUA or other Higher Educational Institution (HEI) or Higher Military Educational Institution (HEMI), with additional employment beyond their legal obligations,
- (b) emeritus professors or retired Teaching Research Staff (faculty members) of the collaborating Departments and Faculties or other Departments of the NKUA or other Higher Education Institution,
- (c) collaborating professors,
- (d) adjunct lecturers,
- (e) visiting professors or visiting researchers,

(f) researchers and special functional scientists of research and technological institutions of article 13A of Law No. 4310/2014 (A' 258) or other research centers and institutes of Greece or abroad.

(g) scientists of recognized prestige, who have specialized knowledge and relevant experience in the subject matter of the Joint MSc Program.

13.2 All categories of lecturers may be remunerated exclusively from the resources of the Joint MSc Program. No remuneration or other benefits may be paid from the state budget or the public investment program. By decision of the CMAP, the amount of each teacher's fee is determined. In particular, teachers who have the status of Teaching Research Staff may be paid additionally for the work they offer to the Joint MSc Program, if they fulfill their minimum legal obligations, as defined in par. 2 of article 155 of Law 4957/2022. The last subparagraph shall apply mutatis mutandis to the members of S.E.P. (Special Educational Staff), S.T.P. (Special Teaching Staff), and S.T.L.P. (Special Technical Laboratory Staff), provided that they fulfill their minimum legal obligations.

13.3 By decision of the Assembly of the Department of Philosophy of the School of Philosophy of NKUA, doctoral candidates of the Department may be assigned auxiliary teaching work under the supervision of a teacher of the Joint MSc Program.

13.4 The decisions of the CMAP on the allocation of teaching work must include the following elements:

- a) the full name of the teacher,
- b) his/her status (e.g. Special Teaching Staff, S.E.P., S.T.P., S.T.L.P., etc.),
- c) the type of teaching assignment per teacher (course, seminar or workshop),
- d) the number of teaching hours per course, seminar or workshop.

13.5 The allocation of teaching work is carried out before the beginning of the academic year for both the winter and spring semesters. If the allocation of teaching work cannot be carried out simultaneously for both academic semesters, the decision will be taken before the beginning of each academic semester. With a reasoned decision of the CMAP, the assignment of teaching work may be modified during the academic year.

13.6 Teachers, during the period when they are on educational leave or suspension, may provide teaching work for the Joint MSc Program, if they consider that their schedule allows it, provided, of course, that under the prevailing circumstances this is practically and practically feasible, a matter to be decided by the competent authorities on a case-by-case basis.

## ARTICLE 14. AWARD OF POSTGRADUATE DIPLOMA

14.1 The student completes the studies for the award of the Diploma of Postgraduate Studies (Master of Science) by completing the minimum number of courses and credit units required for the award of the MSc diploma, as well as the successful completion of the postgraduate Final Thesis (in case the latter is chosen by the students as an alternative to the elective courses). The CMAP shall determine the completion of the studies in order to award the Diploma of Postgraduate Studies (Master of Science).

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

14.3 The Diploma of Postgraduate Studies certifies the successful completion of the studies and indicates a grade, with two decimals accuracy, according to the following scale: Excellent (8.5 to 10), Very Good (6.5 to 8.5 not included) and Good (5 to 6.5 not included).

14.4 The type of the Postgraduate Diploma per type of Postgraduate Studies Program is common for all Departments and Faculties of the NKUA and is included in the Regulation for Postgraduate and Doctoral Studies of the Institution.

14.5 In the context of this Joint MSc a Postgraduate Studies Diploma in "Leadership: Ethics and Politics" is awarded.

## ARTICLE 15. OATH TAKING

15.1 Taking the oath is not a constituent type of successful completion of studies, but it is a necessary condition for the award of the written title of the Diploma. The oath taking takes place in the framework of the Assembly of the CMAP, in the presence of the Director of the Joint MSc, the President or the Dean of the collaborating Departments and Schools or their Deputies and, if possible, a representative of the Rector of the NKUA or a representative of the Rector of the University of Kurdistan Hewlêr (Erbil, Iraq) or a representative of the President of the University of Sulaimani (Sulaymaniyah, Iraq).

15.2 A request for a postgraduate student swearing-in ceremony in the Great Ceremonial Hall of the NKUA Main Building is examined on a case-by-case basis by the NKUA Rector, based on an assessment of the possibilities and the number of students to be sworn in, which will be declared by the Secretariat of the Joint MSc to the Directorate of Education and Research.

15.3 Postgraduate students, who have successfully completed the Joint MSc Program, in exceptional cases (studies, residence or work abroad, health reasons, etc.), may apply to the Secretariat of the Department of Philosophy of the School of Philosophy of the NKUA for exemption from the obligation to take the oath. The exemption from the obligation to take the oath is approved by the Director of the Joint MSc and the Vice-Rector for Academic Affairs, International Relations, and Extroversion.



## ARTICLE 16. EVALUATION

### **16.1 Evaluation by the Hellenic Authority for Higher Education**

The Joint MSc is evaluated in the framework of the periodic evaluation/certification of the Department organized by the Hellenic Authority for Higher Education (HAHE). In this context, the overall assessment of the work carried out by each Program of Postgraduate Studies is evaluated, the degree of fulfillment of the objectives set at the time of its establishment, its sustainability, the absorption of graduates in the labor market, the degree of its contribution to research, its internal evaluation by postgraduate students, the feasibility of extending its operation, as well as other elements relating to the quality of the work produced and its contribution to the national strategy for higher education.

If, during the evaluation stage, the Joint MSc is deemed not to meet the conditions for its continued operation, it will continue to operate until the graduation of the already registered students in accordance with the founding decision and the regulations for postgraduate and doctoral programs.

### **16.2 Internal evaluation**

The internal evaluation of the postgraduate programs is carried out on an annual basis by the Quality Assurance Unit (QAU) of the Institution. All those involved in the implementation of the actions and activities of the Joint MSc participate in the internal evaluation process, and more specifically, the students, the members of the teaching staff, the administrative and technical support staff and the members of the CC.

The internal evaluation process is carried out in accordance with the applicable legislation, the Institution's Internal Quality Assurance System, the guidelines and standards of the HAHE.

The internal evaluation of the Joint MSc includes the assessment of the teaching work, as well as all academic functions and activities.

More specifically, the following are assessed:

- a) the content of the Curriculum according to the most recent research in the specific subject of the Joint MSc, in order to ensure the contemporary character of the Joint MSc,
- b) the course workload, as well as the progress and completion of postgraduate studies by the students,
- (c) the degree of satisfaction of students' expectations of the Curriculum of studies, the support services offered for their studies and the learning environment,
- d) the courses of the program on a semesterly basis through questionnaires completed by the students of the Joint MSc.

The evaluation results will be adequately assessed and utilized by the CMAP of the MSc, aiming to design reinforcing or improvement actions on a case-by-case basis, aiming at ensuring the sustainability of the MSc, maintaining a consistently high level of education, enhancing program offerings, and improving the efficiency of its instructors.

## ARTICLE 17. DURATION OF OPERATION

17.1 The Joint MSc will operate until the academic year 2033-2034, provided it meets the criteria of internal and external evaluation, in accordance with current legislation.

## ARTICLE 18. FINAL PROVISIONS

18.1 For issues not specified in the current legislation, the Regulations for Postgraduate and Doctoral Theses of the National and Kapodistrian University of Athens or in the Regulations of the Joint MSc, the bodies of the Joint MSc are competent to decide.