

School of Business and Social Sciences

Master's Education Programme

Business Administration

Education cycle:	Master's Degree (2 nd cycle)
Language:	Georgian
Type of educational programme:	Academic
Direction:	Business Administration
Awarded qualification:	Master of Business Administration
Duration:	4 semesters
Credit value of the programme:	120 credits
Programme coordinators:	Professor V. Antia Associated Professor P. Kunchulia

Master's programme admission condition: Applicant can be enrolled in the Master's programme if s/he holds a Bachelor's degree or an equivalent degree, has passed the Unified National Master/International Examinations, internal/external mobility or without passing the Unified National Master Examinations within Law of Georgia on Education. Apart from all the requirements envisaged by Law, in order to enrol in the first cycle of Master's programme, applicant is obliged to pass a placement test in English Language (B2 Level) and exam in speciality.

The Purpose of the Programme

The educational aims to prepare a competitive specialist with the Master's Academic Degree of Business Administration (MBA) for the internal and international educational space and labour market, who has the multilateral theoretical knowledge and practical skills of business administration, scientific and creative working skills, professional and personal responsibilities. The graduates are able to realize the companies' working specifics and current challenges, research on their commercial activities and administrate business in a rational way, define and implement the business strategies, use the modern management methods and consider international legal regulation norms, solve the complex problems of business field with the use of modern, logistical methods, define the solvency, financial sustainability and secret reserves due to the financial accounts for the increase of effectiveness of the

company, analyse the global business environment and evaluate business risks, make the right innovative and marketing management decision and make the substantiated conclusions, direct the discussion and present own arguments with the academic and professional society in the Georgian and English languages, act in relevance with the best practices and innovations, plan learning process independently for the knowledge and competence improvement, continue studying for Doctoral Degree. Besides this, the graduates have skills to deal with the career challenges in the permanently changeable world, use the field and transferral skills for improving their professionalism, knowledge and competences. They acquire with the national traditional and democratic values, as well as the freedom, independence and ethical values defined in the European Universities' Charter, motivation, social and civic positions, professional and personal responsibilities. All the above-mentioned define the formation of a competitive specialist with the MBA degree and appropriate competences, who is able to realize own competences and possibilities in practice and public activities and career advancement.

Programme Structure

The relevance knowledge and competences of Master of MBA is being formed on the basis of educational and research components synthesis defined within the Master's Programme, which are directed to the achievement of Master's programme goals and results.

The sequence evolution of achievable competences defines the content of Master's Degree.

Master's Programme - Business Administration	120 credits, among them:
Obligatory components:	90 credits
Obligatory educational course:	50 credits
Internship:	10 credits
Preparation and defence of Master's Degree thesis	30 credits
Elective educational courses/free components:	30 credits

Learning Outcomes

The sequential and high-quality implementation of Master's programme goals ensures the achievement of the appropriate learning results of the relevant qualification at the second cycle (Master) of higher educational frame based on the Statement N120/n by the Minister of Education and Science of Georgia issued on December 10, 2010:

<p>Knowledge and understanding</p>	<p>Has:</p> <ul style="list-style-type: none"> ▪ The deep and systematic knowledge of paradigms, principles, innovative and marketing strategic planning and management, modern research methods and model-using in the innovative field and marketing management, which gives the possibility of effective method creation in the marketing and innovative management field; realizes the specific problem-solving methods in the marketing and innovative management field with the use of innovative methods. ▪ The deep and systematic knowledge of the determined differences with ethnometric and social peculiarities of entrepreneurial activity, flexible mechanism for attracting foreign investments, global markets entry strategies, global logistics, management, marketing strategies and complexes, specifics of global currency system and monetary-credit relationships. S/he acknowledges the necessity of using complex, interdisciplinary, cross-cultural methods and technologies in overcoming the characteristic contradictions in these processes. ▪ The deep and systemic knowledge of different directions of legal regulations of business environment, such as international trade, finance, banking, investment-insurance, customs' regulatory norms and conventions; essential items for legal regulation of international business at the modern stage, for developing global business environmental analysis and solutions. ▪ The deep and systemic knowledge of logistical management techniques, s/he is aware of the effective management of logistics and supply chain in the modern competitive environments, realizes the ways of solving logistical problems in any business environment using the modern approaches and methods. ▪ The deep and systematic knowledge of effective use of risk management systems and modern methods. S/he recognizes currency, credit, investment, financial risks' analytical, regulatory, innovative and security functions, evaluation indicator criteria for debtor's solvency, international requirements and rules for banking credit risk assessment. ▪ The deep and systemic knowledge of the field of financial analysis, based on which s/he analyses the way of problem-solving. ▪ The deep and systematic knowledge of business research methodology, implementation sequence and stages that enables to analyse research strategy and design. S/he recognizes the ways of problem-solving in the research process. ▪ The deep and systematic knowledge of the complexity of the financial man-
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	<p>agement system and the principles of capital management, the internal and external financial environment of the company (enterprise), its management and planning system. S/he recognizes the financial risks and ways to overcome problems.</p>
<p>Applied knowledge</p>	<ul style="list-style-type: none"> ▪ S/he is able to manage marketing processes in a new, unexpected and multi-disciplinary environment; to solve the complex problems in the field of innovative and marketing management using the creative, recent methods and approaches; to independently examine the organization's competitive environment and to forecast its changes; to develop and implement the innovative projects and marketing programs based on the argumentative conclusions derived from the research findings. ▪ S/he is able to identify the actual problems of business in global, multilateral environment, to practically use of global management capabilities, to research the global business environment, international production and logistics opportunities using interdisciplinary methods. ▪ S/he is able to plan the organization's activities in accordance with the legal norms of business activity regulation and to develop the policy using the latest methods and approaches. ▪ S/he is able to solve complex problems in the field of business using modern logistic methods. ▪ S/he is able to define the financial risk management strategy and use the financial risk management methods; to determine the investment management efficiency indicators by considering risks, rationing and diversification of the bank's credit portfolio; to structure credits, to create the reserves for covering bank risks. ▪ S/he is able to evaluate the sustainability of a company's solvency, risks and to identify the secret reserves for its efficiency increase. ▪ S/he is able to use of research methods in an unforecasted and multidisciplinary environment, to make the correct interpretation of research findings in the different directions of business, to identify the distinctive research paradigms for business, and to independently implement the research using recent methods and approaches. ▪ S/he is able to develop and implement the short and long term financial solutions, dividend and investment policy, working capital and credit management policy using the recent methods and approaches.
<p>Making judgments</p>	<ul style="list-style-type: none"> ▪ S/he is able to conduct the critical analysis of organization's activities based on the recent research of current processes and changes in the field of business,

	<p>forecasting and substantiated conclusion-making.</p> <ul style="list-style-type: none"> ▪ S/he is able to study the global business influencing factors, to form the argumentative conclusions about long-term perspectives of organization's development based on the information analysis and synthesis. ▪ S/he is able to study and analyse the external factors on the commercial activities of the organization involved in global business, to identify the problems and their causes, to conduct the dynamic analysis of business environment using the recent researches, modern experience and leading theoretical conception and approaches to problem-solving. ▪ S/he is able to assess the organization investment decisions' risk and to make an argumentative conclusion on optimum invest portfolio on the basis of studying the business environment and the recent researches. ▪ S/he is able to do the innovative synthesis of critical analysis of complex and incomplete information on business processes, influencing factors and business performance of a company and the research of business risks, and to define and substantiate business opportunities, perspectives at the international markets.
<p>Communication skills</p>	<ul style="list-style-type: none"> ▪ S/he is able to communicate on conclusions, arguments and research methods with the academic and professional societies in Georgian and English languages, as well as to analyse the academic honesty standards and information-communication technology achievements. ▪ S/he is able to establish the business relations, writing and verbal communication on business issues in Georgian and English, to participate in business discussions, to express attitudes, to proof and spread own opinions, as well as to share others' opinions. ▪ S/he is able to communicate with members of the working group – to define the tasks and objectives of the work, to describe the expected results, to evaluate the performed work, to manage the labour conflicts, to solve the conflicts through the communication and to prepare the appropriate activities. ▪ S/he is able to provide the business correspondence in Georgian and English languages, to prepare/deliver the presentation on the organization's performance to the stakeholders with the use of the information-communication technologies.
<p>Learning skills</p>	<ul style="list-style-type: none"> ▪ S/he is able to share the innovative approaches and advanced experiences related to business activities and organization management, to retrieve and study the recent data and information; ▪ S/he is able to understanding the peculiarities of the learning process and stra-

	<p>tegic planning;</p> <ul style="list-style-type: none"> ▪ S/he is able to improve knowledge and competencies continuously, to manage learning and define the further (doctoral) learning needs.
Values	<ul style="list-style-type: none"> ▪ S/he has the responsibility for protection of business peculiarities, ethical, socio-psychological, legal, civil and cross-cultural norms. ▪ S/he has the professional and personal responsibility; ▪ S/he is able to evaluate own and others' attitude towards values, and has the motivation to contribute to the establishment of new values.

Students' Knowledge Assessment System

The students' learning performance is assessed with 100-point (maximum 100 points) system and includes two types of assessment – midterm exam and final exam (maximum 40 points). The minimum grade of the midterm exam of the study course/component is 21 points. The minimum grade of the final exam is 50% of maximum points of final exam. It is not allowed to give credit with the use of only one form (midterm or final assessment). The final assessment (points) of the study course/component is the sum of the points of midterm and final exams.

The grading system allows:

Five types of positive assessment:

- (A) Excellent - 91-100 points of maximum grade;
- (B) Very good - 81-90 points of maximum grade;
- (C) Good - 71-80 points of maximum grade;
- (D) Satisfactory - 61-70 points of maximum grade;
- (E) Sufficient - 51-60 points of maximum grade.

Two types of negative assessment:

- (FX) Insufficient – 41-50 points means that a student needs more work to pass and is given the right to pass an additional exam with independent work;
- (F) Fail – 40 points or less means that the work carried out by a student is not enough and he/she has to learn the subject from the beginning.

In case of receiving FX in the study programme component, the additional exam is appointed in no less than 5 days from the announcement of the final exam. In case of receiving F (fail), a student re-studies the course and passes the exam. This obligation does not apply to Master's thesis.

In case of receiving FX for the scientific-research component of Master's degree study programme, a Master student is given the right to present a scientific-research component during the next semester, and in case of receiving F, a Master student loses the right to present the same scientific-research component.

The assessment components, methods and criteria are reflected in the syllabus of study courses. The information about the assessment system and components is available for students.

Practice: The mentioned study component is assessed with a Master student's practice report prepared and presented for the defence towards the Commission in consideration with the description of practice's supervisor and mentor. The practice report is assessed with the 100-point system based on the Master students' performance assessment system defined with the legislation. The maximum grade system is 100 points, and the minimum grade is 51 points. The practice report assessment is multiple and multi-component. The assessment is conducted by the practice's supervisor/mentor (minimum 21 points, maximum – 60 points) and the Commission (minimum 20 points, maximum – 40 points). The assessment criteria of practice report by a practice's supervisor/mentor and the assessment criteria of presentation by the Commission are given in the syllabus of Practice and are available for the Master's students.

Research Component-Master's Thesis: The Master's thesis is assessed at one time (final assessment) with maximum 100 points. The assessment rule and conditions of Master's thesis are given in the Regulation of Thesis Preparation and Defence, and are available for students of Master's degree.

