

Master's Educational Program of Management

*Recent changes made to the program
are discussed at the session of the faculty council:*

Protocol No. 10-23, 16.10.2023

Approved by the decision of the Governing Board:

Resolution No. 34, 18.10.2023

Level of Higher Academic Education: Master's degree (II level of higher academic education)

Instruction language: Georgian

Type of educational program: academic

Detailed field name and code: 0413 Management and Administration

Awarded qualification: Master of Business Administration in Management

Duration of studying: 2 years (4 semesters)

Educational program volume: 120 ECTS

Head of the program: Assoc. Professor, Dr. Ekaterine Natsvlshvili, mob: (+995) 599 75 66 14, Email: natsvlshvili.ekaterine@eu.edu.ge

Relevance of Program

In the conditions of increasing influence from the outside world, a vital task for any business or organization is the competent implementation of management processes and the full use of modern management capabilities. Qualified management, necessary for the successful activity of the organization, requires the training of highly qualified management personnel, knowledgeable in modern management methods. The urgency of developing a master's education program of Management is due to the above and the increased demand from modern companies for such specialists who, along with the required theoretical knowledge, have the ability to analyze current events and processes in global business and can make optimal decisions (at the middle and upper management level) and at the same time, They are also aware of the social responsibility of business - to plan and implement work processes in such a way that they correspond to the interests of both the company (organization) and the society, they have the ability to bring private and state interests into the framework of harmonious relations.

Prerequisites for admission to the program

A person with a bachelor's degree or equivalent academic degree, who is enrolled based on the results of general master's exams, or on the basis of internal/external mobility, or taking a general master's degree, has the right to enroll in the educational administration master's program in accordance with the rules established by the legislation of Georgia without obligation.

Additional conditions for admission to the master's program at the European University are: **internal university exams** in the specialty and B2 level of English language(see “the rule for determining the language competence for a student of European University”).

The issues of the internal university exams and the criteria for evaluating the knowledge of the examinees will be posted on the university's website (www.eu.edu.ge) at least three months before the start of the exam.

B2 level can also be confirmed with a document confirming knowledge of the appropriate level of English.

Guideline information for determining the appropriateness of the level of English language proficiency is given in the form of a schedule.

English language	CEFR B2
	IELTS exam – 5.5
	BEC exam and CELS exam – Vantage
	Cambridge exam – FCE
	TOEIC – 785
	TOEFL iBT – 72
	TOEFL ITP – 543

The ones will get the right to study on the program without passing the general master’s exams as follows:

Persons who, on the basis of the Order No. 224/N of the Minister of Education and Science of Georgia dated December 29, 2011, "On the approval of the procedure for submission and review of documents by entrants/candidates of master's degree /students with the right to study without passing unified national exams/general master's exams" have to enroll in the university without passing the general master’s exams. The mentioned persons are obliged to confirm the B2 level of the Georgian language in accordance with the "Rule for determining the language competence for a student of European University ".Persons enrolled in the program without passing the general master's exams are not exempted from internal university exams (in specialty and B2 level of English language).

The following will also be admitted to the program:

Students enrolled by the rule of mobility in accordance of OrderN°10/N of the Minister of Education and Science of Georgia dated February 4, 2010 "On approval of the procedure and fees for transferring from a higher educational institution to another higher educational institution".

Goals of Program

The mission, vision and values of the European University, as well as the main goals and tasks of the Faculty of Business and Technology, are clearly reflected in the master's education program of the management direction. It also takes into account local labor market requirements and international market trends, successful experience of master's programs in management implemented by local and foreign universities. Based on the aforementioned one, the master's program in management is focused on preparing, by offering training in accordance with the modern standards of higher education, and equipping them with the competencies required in the labor market, highly qualified specialists with a master's degree in business administration, competitive, carrying social responsibility, who will be able to be employed in various aspects of management in local and/or international companies, delegated to them Effective and efficient performance of managerial functions, as well as active participation in the formation of the knowledge-based economy and contributing to innovative entrepreneurial activities or successful business administration.

Considering the above mentioned one, the goal of the master's program in management is to:

(4) to acquire deep and systematic knowledge on the latest achievements in the field of management, on complex issues related to the management of the economic environment and organizational processes of modern business organizations, and the administration of digital business.

(5) to strengthen the skills of practical application of theoretical knowledge acquired within the framework of a separate training course, assessment of organization/business development opportunities and risks, practical or scientific research and creative solution of complex problems specific to the field of management; as well as the practical skills required for employment in managerial positions in private/public organizations and for implementation of organizational-management, administrative-economic, information-analytical activities, or for independent entrepreneurial activities.

(6) to promote rapid adaptation to the changing, complex business environment based on the education received in the field of management; In forming the right attitude towards business activities based on social responsibility and ethical values.

Learning Outcomes

The learning outcomes of the master's program in Education Administration correspond to the seventh level of the higher education qualifications framework (the second level of higher education - master's degree) and ensure the achievement of learning outcomes corresponding to the qualification descriptor.

Successful completion of the training courses offered by the curriculum of the program will help the graduate to develop / strengthen the field competencies (as well as general skills, which are clearly reflected in the syllabi of individual courses). In particular, as a result of completing the master's education program of Management, the graduate will develop the following competencies:

Knowledge and Understanding	<i>The graduate of the master's program has in-depth and systematic knowledge and skills in the field of Management , based on which:</i>
1	describes in depth modern concepts, theories, latest approaches and fundamental principles related to the field of management; Innovative achievements and the latest results of scientific research
2	combines the theoretical knowledge gained in the field of organizational management and business management with the generation of original/innovative ideas based on modern achievements in business management and research with the latest methods
Skills	<i>Based on the skills developed within the framework of the master's program, the graduate:</i>
3	comprehensively analyzes modern trends in the field of business management and organizational management, the main challenges facing modern organizations in the era of globalization and digital development; the impact of macro/micro factors on the organization's functionality/business activity, key issues related to the management of organizational processes
4	relevantly uses modern concepts, approaches, models, standard/innovative research methods for business/organizational process research, forecasting, risk factor identification and assessment, illustrating existing complex or specific problems and finding new/innovative ways to solve them
5	comprehensively examines the problems raised in the functional areas of the organization (operations, projects, finance and accounting, human resources, innovations and changes, strategic management, marketing) and evaluates business processes, organizational projects/action plans, conditions for

	efficient management of organizational resources, opportunities for organizational development
6	Based on the assessment of the attractiveness of the business environment and the organization's capabilities, develops business models, strategies, projects for a specific business situation, as well as functional strategies for a separate functional area of business (projects, business operations, finance, risks, marketing, human resources); and reflects measures of strategy implementation-evaluation, management of organizational processes
7	independently conducts research in compliance with modern standards, academic integrity and ethical principles, using standard/innovative approaches and research methods; Presents the results of one's own research, in the form of scientifically argued original conclusions / recommendations, in written and/or oral form to the academic and professional community
Autonomy and Responsibility	<i>Based on the education received within the framework of the master's program, the graduate:</i>
8	evaluates the ethical and social results of managerial/entrepreneurial activities, innovative and/or scientific researches; own or others' attitude towards recognized principles, established norms and values in the field of business or organizational management
9	While making business decisions, it acts within the framework of economic, legal, social and moral responsibility, in compliance with international principles of corporate management, international accounting and financial reporting standards.

Volume and Structure of Program

Master's educational program of Management is made on the basis of the European Credit Transfer System (ECTS), is student-centered, and is based on the student's academic load required to achieve the goals of the educational program.

The duration of the program is 2 academic years (4 semesters) and includes 120 (ECTS)credits(in total 3000 hours).

1 credit includes 25 astronomical hours; a credit in a unit of time (hours) reflects the volume of work required by the student to master the relevant study course of the program and to achieve the learning outcomes. Credit includes contact and independent work hours.

During the semester, the student must complete 30 credits (30 credits = 750 hours), and within the academic year - 60 credits, however, depending on the student's individual workload, the number of credits during the academic year may be less or more than 60, but not more than 75 credits.

The university is authorized, based on the educational goals, to implement the teaching-learning process with a partial load within the framework of the master's educational programs.

Within the framework of the program, the student's workload includes contact and independent work.

One academic year consists of 42 weeks, one semester consists of 21 weeks, 15 weeks of which are academic, and the remaining 6 weeks are sessional. Weeks 8-9 are midterm exams, weeks 18 and 19 are final exams, and weeks 20 and 21 are supplementary exams. There is an interval between the final exam and the proper additional exam at least 5 days after the announcement of the final exam results.

Taking into account the master's competencies defined in the framework of higher education qualifications and the employment market requirements for the master of business administration in management, the preparation of the master's degree is carried out through a teaching and research component, from which:

Studying component – with volume of 100 credits, including:

a) **Compulsory courses of content corresponding to the main field of study** – with volume of 75 ECTS

b) Optional courses/components corresponding to the field of basic study – with volume of 25 ECTS

↳ *Including, professional practice* - with volume of 5 ECTS

• **Research component** - Master's thesis - with volume of 20 ECTS

Within the framework of the program, the optional components include educational courses aimed at deepening the specialty. From the study courses offered in the optional component of the Curriculum (with a volume of 65 credits), from which the master's student can choose, based on his own study/research interests. To choose the courses he/she wants - with a total volume of 25 credits.

The above-mentioned structure of the program - by combining the main (mandatory) and optional components - gives the student the opportunity to create an individual profile. The components of the master's program are aimed at achieving the goals set in the program and forming the competencies of the master of business administration in management as a result of learning. The sequence and development of the competencies to be achieved determines the content, structure and curriculum of the master's program.

Assessment System of Student's Knowledge

The assessment system used within the program is in accordance with the "Rules for calculating credits for higher education programs" approved by Order No. 3 of the Minister of Education and Science of Georgia on January 5, 2007.

The level of achievement of the learning outcome is assessed by mid-term assessment and final assessment, the sum of which is the final assessment. The maximum final grade of the training course is 100 points.

The evaluation system provides for:

a) Five types of positive assessment:

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

b) Two types of negative assessment:

- (FX) failed - 41-50 points, which means that the student needs more work to pass and is allowed to take the additional exam once with independent work;
- (F) Failed – 40 points and less, which means that the work done by the student is not enough and he/she has to study the course/subject again.

In case of receiving a negative assessment (FX) in the component of the educational program, the student has the right to take an additional exam. The student obtains the right to take the additional exam even if he/she has scored 51 points or more in the final assessment, but has not passed the minimum competence limit defined for the final exam. An additional exam is scheduled at least 5 days after the announcement of the final exam results.

The number of points obtained in the final assessment is not added to the grade received by the student in the additional exam. The grade obtained on the additional exam is the final grade and is reflected in the final grade of the educational program component.

The midterm assessment is divided into components. A mandatory component of the midterm assessment is the midterm exam, which is held in weeks 8-9. (The content and proportion of the intermediate assessment components is determined by the staff implementing the training course within the framework of the relevant syllabus).

A student will be admitted to the final exam if the minimum limit of the mid-term assessment is exceeded. The final exam will be considered passed if the minimum limit for the final exam is exceeded.

The following minimum competency limits are defined for the mid-term assessment and the final exam: 50% of the mid-term assessment, 50%+1 of the final exam assessment.

The credit will be considered as mastered whether the sum of the points obtained based on the minimum limit established for the mid-term assessment and the minimum limit established in the final exam is obtained by summing up 51 points or more.

The staff implementing the training course, taking into account the specifics of the training course, is authorized to define different (higher) minimum competency limits for mid-term and final assessments, in accordance with the requirements established by the current legislation of Georgia.

The staff implementing the training course, taking into account the goals, learning outcomes and specifics of the training course, is also authorized to determine the minimum competence limit in the evaluation method/methods. Whether there is a minimum competency limit in the assessment method/methods, credit will be granted by passing the minimum competency limit in each assessment method, passing the minimum competency limit in each assessment component (mid-term and final assessment) and obtaining at least 51 points as a result of summing the points obtained in the mid-term and final assessments in case.

The aim of the assessment methods reflected in the syllabuses of the study courses offered within the master's program of management is to confirm the achievement of the learning outcomes of the relevant study course by each student, using objective and transparent criteria focused on the teaching goals of the study course and its specificity.

In order to measure the learning results achieved by the student within the study program and to objectively and fully evaluate the acquired knowledge, both formative and determinative evaluation forms are used. The purpose of using formative assessment is to promote the development of a student and improve the quality of learning, and the subject is the learning process. The purpose of using deterministic assessment is to control the quality of learning; Determining the student's level of achievement in relation to the goals defined by the syllabus(es) of the study course, determining the level of academic achievement. And, the subject of evaluation is - the result of learning - knowledge-skills and their application in practice.

The student's deterministic assessment is done by a multi-component system and includes two input forms - mid-term (current) assessment and final exam assessments. Each form of evaluation has its percentage share in the general evaluation system;

The final assessment is the sum of the midterm and the final exam assessment.

Mid-term assessment is divided into components (work in work group(s), practical lessons, mid-term exam, presentation, etc.), which have their percentage share within the assessment. Depending on the specifics of the specific training course, the components included in the midterm assessment element are specified and the activities to be carried out by the student for each evaluation component and the evaluation procedure are determined by the leading lecturer of the relevant training course. The assessment components and their specific share are reflected in the syllabus of each study course. Information about the assessment system and components is available for students.

In order to measure the learning outcomes achieved by the student within the study program and to objectively and fully assess the acquired knowledge, both formative and summative evaluation methods are used, such as: homework, practical exercise/task, quiz, test, seminar, oral and written survey, report, project, presentation , case analysis (written; oral) and others.

Field of Employment

Graduates of the master's program of Management can be employed in commercial organizations of various organizational and legal forms in any sector of the economy, in non-commercial organizations: enterprises, business and consulting companies, international organizations, transnational corporations/their branches; In state structures - central and local self-government bodies.

The knowledge acquired during the training period will allow the graduate to occupy the position of a middle or upper rank manager and carry out organizational-management, administrative-economic, information-analytical, scientific research, expert-consulting activities; and/or carry out independent business activities.

