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EAST
EUROPEAN
UNIVERSITY

Program Name	Digital Management
Education Level	Master's
Language of Instruction	English
Academic Degree/Qualification:	**Master of Management**
Program Description	The Master's Program in Digital Management is structured on the foundation of the ECTS system, prioritizing student-centered learning and aligning with the academic workload necessary to attain the program's objectives. The master's educational program comprises 120 ECTS credits, equating to 60 credits per year or 30 credits per semester. Consequently, the standard duration of the master's program is 2 years or 4 semesters. The Digital Management master's program was jointly developed by the East European University and Fresenius University of Applied Sciences (Germany), and is implemented in collaboration with the International University of Applied Sciences (Germany). Participants in the program are afforded the opportunity to engage in academic mobility, enabling them to study at partner universities during the course of their program. Depending on the individual workload of the student, the number of credits per year may vary, ranging from less than 60 to a maximum of 75.

<div align="center">**Program Structure**</div>

The structure of the master's program is designed based on the expertise of Fresenius University of Applied Sciences and conforms to the principles outlined for constructing second-level educational programs within the current classification of fields of study in Georgia. Within the program's structure, 80 ECTS credits are allocated for compulsory study courses, organized according to the module principle, encompassing digital management (25 ECTS), general management (30 ECTS), and top management (25 ECTS) modules.

The program integrates practical components within its curriculum through a "mixed practice model." This approach entails embedding practical elements directly into the theoretical courses of the program, enhancing the hands-on learning experience for students.

The program also encompasses an independent practical course (10 ECTS) as well as elective disciplines (10 ECTS). A research component of the master's educational program involves the execution and defense of a master's thesis (20 ECTS).

Program structure:

- Compulsory training courses: 80 credits - These courses are designed to develop the essential competencies required for proficiency in digital management.
- Elective training courses: 10 credits - These courses cater to the student's interests and serve to enhance specialization. Students must select from the 40-credit courses offered within this module.
- Practice component: 10 credits - This component offers a synthesis, analysis, and reflection of the theoretical and practical skills acquired by students throughout the program.

The research component of the program, comprising 20 credits, is embodied in the execution of a master's thesis. This integral aspect is designed to foster students' ability to autonomously conduct research within their chosen domain, proficiently present their findings, and effectively defend their arguments in a scholarly setting.

Program Objectives

The objectives of the master's educational program are for students to:

1. Attain profound and systematic comprehension of digital management models, strategies, and systems, cultivating the capability to make inventive managerial decisions amidst digital transformation.

2. Develop practical competencies in critical and creative thinking, leadership, analysis of digital change processes, generation of innovative ideas, as well as planning, development, and implementation of digital business models by considering the trends in both local and international labor markets.

3. Foster the capacity to recognize contemporary digital challenges, conduct research, and autonomously navigate their own learning processes within an international and multidisciplinary setting.

Learning Outcomes

Upon completion of the master's educational program, the student will be able to:

1. Describe digital management models, methodologies, and systems comprehensively, engaging in detailed discussions on entrepreneurship, startup formation, technological advancement, and strategies for maintaining competitiveness in the digital economy.
2. Systematically assess the operational mechanisms of digital markets, the evolution of collective intelligence, and the dynamics of social networks, identify prevailing challenges and devise optimal solutions.
3. Conduct a critical analysis of digital entrepreneurship processes, digital marketing strategies, leadership dynamics, digital innovations, and transformations, and utilize methodological frameworks to devise alternative scenarios for present and future opportunities and challenges.
4. Formulate an e-business development strategy resilient to digital challenges, adeptly select and deploy appropriate digital business models for effective market positioning at both local and international levels.
5. Methodically explore the significance of robust financial control systems amidst digital transformation, and analyze the causal relationships between such systems and the realization of strategic and operational organizational objectives.
6. Interpret the legal dimensions of digital management, encompassing digital media, copyright laws, privacy regulations, data protection measures, digital security protocols, and business ethics, and make judicious managerial decisions in accordance with ethical standards while discerning existing risks.
7. Systematically analyze diverse business data sources, conduct comprehensive evaluations of research perspectives on specific issues, design research methodologies, employ relevant research techniques, and formulate research projects.
8. Engage in discourse with academic and professional communities, presenting personal conclusions and arguments, adapt business decisions in a dynamic digital landscape with due consideration for personal accountability and professional standards, and evaluate personal competencies and professional skills to autonomously plan ongoing learning endeavors.

Program Admission Preconditions

- Individuals possessing a bachelor's degree or equivalent academic qualification, who are admitted to the master's program based on their performance in the common master's exams and intra-university exams, are eligible to enroll in the master's program. Candidates who successfully pass the common master's exams are required to apply to the university for registration in intra-university exams. This process includes an interview with the selection committee and an English language proficiency test. Moreover, under equal circumstances, applicants with managerial work experience will be given preferential consideration.

- Master's degree candidates are required to undergo an intra-university written examination (testing) in the English language to verify proficiency at least at the B2 level, along with an oral examination (interview) specific to their chosen specialty.

- Master's degree candidates may be exempted from the internal English language examination upon presentation of an international certificate confirming proficiency at least at the B2 level. Alternatively, candidates may submit a relevant valid certificate (CERTUS) issued by the National Center for Assessment and Examinations or a diploma from an English-language academic program (undergraduate, master's, or other) completed within the last two years, confirming completion.

- Admission to the master's educational program may also be granted based on mobility, in accordance with the regulations established by the legislation of Georgia.

- Enrollment in the master's educational program, including transfer from a recognized higher educational institution in a foreign country, is conducted within the time limits established by the legislation of Georgia and in accordance with the established rules.

- The right to study at the master's program without passing the common master's exams is granted according to the procedure and within the time limits established by the Ministry of Education and Science of Georgia.

- Continuing education in master's educational programs without passing common master's exams is permitted in the manner and within the time limits established by the Ministry of Education and Science of Georgia, as provided for by clauses 7 and 71 of Article 521 of the Law of Georgia "On Higher Education".

- Details regarding intra-university exams and criteria for evaluating students' knowledge will be published on the university's website at least one month before the exams (http://eeu.edu.ge).

Teaching-Learning Methods and Activities

The teaching-learning methods and activities outlined in the syllabi of each study course within the digital management master's educational program are tailored to not only facilitate knowledge acquisition but also to foster skill development. These methods and activities are tailored to the subject matter, aligning with the educational level and objectives of each course, thereby ensuring the attainment of the learning outcomes specified in the course syllabus, and collectively, the achievement of the program's learning objectives.

The educational program employs various teaching-learning methods, including lectures, group work, seminars, and practical exercises, complemented by relevant activities such as discussions, presentations (projects/homework), tests, and case studies. These methods and activities, as delineated in the course syllabi, are instrumental in aiding students' comprehension of specific materials and in cultivating their transferable skills.

Students Knowledge Assessment System

Mastering the educational component provided by the digital management master's educational program necessitates active student participation in the teaching process and adheres to the principle of continuous evaluation of acquired knowledge. The assessment of student learning outcomes in the master's program follows the "Rule of calculation of higher education programs with credits" of Georgia, as per the evaluation system outlined in Order No. 3 issued by the Minister of Education and Science on January 5, 2007.

The evaluation of student learning outcomes in the educational component of the digital management master's program comprises both intermediate (single or multiple) and final assessments, the cumulative score of which determines the final evaluation (out of 100 points).

Intermediate and final assessments encompass various assessment methods, such as oral/written exams, surveys, homework, practical/theoretical tasks, etc. These assessment methods are combined into uniform assessment forms (e.g., tests, essays, presentations, discussions), each measured against specific assessment criteria or units to ascertain the level of achievement of learning outcomes.

Each assessment form contributes a designated percentage to the final evaluation score (out of 100 points), as detailed in the course syllabus and communicated to students at the outset of the academic semester.

Credit is contingent upon the receipt of a positive assessment in both interim and final assessments; credit cannot be awarded based solely on one form of assessment.

The specific weightage of the minimum competence threshold for midterm and final assessments is outlined in individual course syllabi and communicated to students at the commencement of the semester.

Five types of positive evaluation:

- (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.

Two types of negative evaluation:

- (FX) Failed – 41-50 points. This indicates that the student requires further effort to achieve a passing grade and is permitted to undertake one additional examination accompanied by independent study;
- (F) Failed – 40 points or less. This signifies that the student's performance is inadequate, necessitating a comprehensive review of the course material.

In case of acceptance of FX in the study component of the educational program, an additional exam is scheduled at least 5 days after the announcement of the results of the final exam. In addition, 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 training component of the educational program.

The scientific-research component of the digital management master's program, represented by the master's thesis, undergoes comprehensive evaluation through the final assessment process. This evaluation is conducted in accordance with the "Rule of planning, implementation, and evaluation of the scientific-research component of the master's educational programs of the Faculty of Business and Engineering" of the East European University. Evaluation is carried out by designated individuals specified in the master's program guidelines, who assess the content and defense of the thesis.

The assessment system of the research component (master's thesis) allows:
Five types of positive assessment:

(A) Excellent   91-100 points;

(B) Very Good 81-90 points;

(C) A Good   71-80 points;

(D) Complete   61-70 points;

(E) Enough   51-60 points;

Two types of negative evaluations are as follows:

(FX) Failed – Indicates a score between 41-50 points out of the maximum assessment, allowing the master's student the opportunity to revise and resubmit the master's thesis during the subsequent semester.

(F) Failed – Indicates a score of 40 points or below out of the maximum evaluation, resulting in the loss of the right for the master's student to resubmit the same thesis.

Area of Employment

After completing the digital management master's educational program, graduates will have the opportunity to pursue employment in both local and international companies at the middle and upper management levels, initiate and oversee their own businesses, or assume high-level managerial positions in the public sector. Furthermore, graduates will be equipped to engage in research, consulting, and expert activities.

Potential for Continuing Education

A graduate of the digital management master's educational program is eligible to pursue further studies in doctoral programs at higher educational institutions in Georgia or other countries, provided that admission requirements for these programs do not specifically mandate a master's academic degree in another specialty.

Program Human Resources

The implementation of the program engages the university's academic staff and guest lecturers possessing suitable qualifications, along with the requisite competencies to achieve the learning outcomes of the master's program. These individuals boast relevant professional experience aligned with the program's profile, hold academic degrees, and possess teaching and research expertise. A significant portion of the human resources actively collaborates with foreign higher educational institutions, contributing both scientifically and academically.

In addition to local human resources, professors from Fresenius University involved in executing the program in Germany will also contribute to its implementation.

Program Material-Technical Base

The master's program is conducted in collaboration between East European University and Fresenius University, both of which are fully equipped with the material and technical resources necessary for program implementation. Specifically, the universities offer a comprehensive range of facilities, including a university library stocked with mandatory literature and electronic resources outlined in the program syllabus. Additionally, there are two computer resource centers providing students with free access to computers and the Internet, a conference hall, and well-equipped auditoriums. The learning environment is thoughtfully furnished and outfitted with appropriate equipment, ensuring optimal conditions for quality education.

Program Leaders:	Professor Shalva Matchavariani - s.machavariani@eeu.edu.ge;
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Digital Management Master's program

Study Plan/Curriculum

Course Code	Course Name	Status	Prerequisites	ECTS credits/hours 120	Student Worload Lecture/seminar/group work	Student Worload Contact/Independent Hours	Semester-based allocation of credits I 30	II 30	III 30	IV 30
	Compulsory study courses			100/2500						
D-ME-1.1	Digital Entrepreneurship	Compulsory	N/A	5/125	18/24	47/78	5			
D-ME-1.2	Digital Economy	Compulsory	N/A	5/125	18/24	47/78	5			
D-ME-1.3	Digital Innovation	Compulsory	M-DM-1.1; M-DM-1.2	5/125	17/25	47/78		5		
D-ME-1.4	Digital Media	Compulsory	M-DM-1.1; M-DM-1.2	5/125	15/27	47/78		5		
D-ME-1.6	Research Methods	Compulsory	N/A	5/125	16/26	47/78		5		
D-ME-1.5	Digital Transformation	Compulsory	M-DM-1.1; M-DM-1.2; M-DM-1.3; D-ME-1.4	5/125	15/27	47/78			5	
D-ME-2.1	International Management	Compulsory	N/A	5/125	19/23	47/78	5			
D-ME-2.2	Leadership and Strategy	Compulsory	N/A	5/125	14/28	47/78	5			
D-ME-2.3	Financial Management	Compulsory	M-DM-2.1; D-ME-2.2	5/125	20/22	47/78		5		
D-ME-2.4	Entrepreneurial Finance	Compulsory	M-DM-2.1; D-ME-2.2; D-ME-2.3	5/125	18/24	47/78			5	
D-ME-2.5	Organization Management	Compulsory	M-DM-2.1; D-ME-2.2; D-ME-2.3; D-ME-2.4	5/125	17/25	47/78			5	
D-ME-2.6	Operations Management	Compulsory	D-ME-1.1	5/125	17/25	47/78			5	
D-ME-3.1	Behavioral Decision Making	Compulsory	N/A	5/125	19/23	47/78	5			
D-ME-3.2	Business Ethics	Compulsory	N/A	5/125	16/26	47/78	5			
D-ME-3.3	Case Study I - Management	Compulsory	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2; M-DM-3.1; M-DM-3.2	5/125	0/42	47/78		5		
D-ME-3.4	Case Study II - Entrepreneurship	Compulsory	M-DM-1.1; M-DM-1.2; M-DM-1.3; M-DM-1.4; M-DM-1.6; M-DM-2.1; M-DM-2.2; M-DM-2.3; M-DM-3.1; M-DM-3.2; M-DM-3.3	5/125	0/42	47/78			5	
D-ME-5.1	Case Study III – Business Plan	Compulsory	M-DM-1.1; M-DM-1.2; M-DM-1.3; M-DM-1.4; M-DM-1.5; M-DM-1.6;	10/250	0/42	47/78				10

Code	Name	Type	Prerequisites						
			M-DM-2.1; M-DM-2.2; M-DM-2.3; M-DM-2.4; M-DM-2.5;M-DM-2.6; M-DM-3.3; M-DM-3.4;						
D-ME-5.2	Master's Thesis	Compulsory	Mandatory components excluding D-ME-5.1 course provided by the program	20/500		47/78			20
	Elective Study Courses			**20/500**				10	10
D-ME-4.1	Sustainable Management	Elective	M-DM-2.1; M-DM-2.2; M-DM-3.2	5/125	16/26	47/78		5	
D-ME-4.2	International Digital Law	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1	5/125	18/24	47/78		5	
D-ME-4.3	Consulting and Marketing	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1	5/125	18/24	47/78		5	
D-ME-4.4	Social Media Management I	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2	5/125	21/21	47/78		5	
D-ME-4.5	Sociology and Communication	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2	5/125	14/28	47/78			5
D-ME-4.6	E-Commerce	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2	5/125	18/24	47/78			5
D-ME-4.7	Technical Applications and Data Management	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2	5/125	15/27	47/78			5
D-ME-4.8	Social Media Management II	Elective	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2; M-DM-4.4	5/125	21/21	47/78			5
D-ME-4.9	Digital Security	Elective	M-DM-1.1; M-DM-1.2; M-DM-1.3	5/125	19/23	47/78			5

Map of Program Objectives and Learning Outcomes

	Program Objectives	Learning Outcomes							
		I	II	III	IV	V	VI	VII	VIII
1	Attain profound and systematic comprehension of digital management models, strategies, and systems, cultivating the capability to make inventive managerial decisions amidst digital transformation.	√							
2	Develop practical competencies in critical and creative thinking, leadership, analysis of digital change processes, generation of innovative ideas, as well as planning, development, and implementation of digital business models by considering the trends in both local and international labor markets.		√	√	√	√	√		
3	Foster the capacity to recognize contemporary digital challenges, conduct research, and autonomously navigate their own learning processes within an international and multidisciplinary setting.							√	√

Map of Compulsory Study Courses, Assessment Methods and Learning Outcomes

Study Course	Semester	Prerequisites	Learning Outcomes Assessment Methods	Learning Outcomes							
				I	II	III	IV	V	VI	VII	VIII
Digital Entrepreneurship	I	N/A	Case Study, Test, Project Preparation	1/2		1/2	1/2				
Digital Economy	I	N/A	Literature Analysis, Test, Project Preparation	1/2	1/2		1/2		1/2		
Digital Innovation	II	M-DM-1.1; M-DM-1.2	Presentation, Case Study, Open Question, Project Preparation	1/2	2	2					
Digital Media	II	M-DM-1.1; M-DM-1.2	Presentation, Case Study, Open Question	2		2			2		
Research Methods	II	N/A	Case Study, Test, Project Preparation		1/2			1/2		1/2	1/2
Digital Transformation	III	M-DM-1.1; M-DM-1.2; M-DM-1.3; D-ME-1.4	Presentation, Case Analysis, Open Question, Project Preparation	2	2	2			2		
International Management	I	N/A	Literature Analysis, Test, Case Study	1/2			2				
Leadership and Strategy	I	N/A	Presentation, Case Study, Open Question	1/2	2	2	2		2		
Financial Management	II	M-DM-2.1; D-ME-2.2	Presentation, Case Analysis, Open Question, Project Preparation	1/2				1			
Entrepreneurial Finance	III	M-DM-2.1; D-ME-2.2; D-ME-2.3	Case Study, Test, Project Preparation	2				2			
Organization Management	III	M-DM-2.1; D-ME-2.2; D-ME-2.3; D-ME-2.4	Presentation, Case Study, Test, Project Presentation	2			2	2			
Operations Management	III	D-ME-1.1	Presentation, Case Study, Test, Project Presentation	1/2		2	2	2		2	2
Behavioral Decision Making	I	N/A	Presentation, Case Study, Test	1/2					2		
Business Ethics	I	N/A	Presentation, Case Study, Test, Project Presentation	1/2					2		

Course	Semester	Prerequisites	Assessment								
Case Study I - Management	II	M-DM-1.1; M-DM-1.2; M-DM-2.1; M-DM-2.2; M-DM-3.1; M-DM-3.2	Project Preparation and Presentation	2		2	2			2	2
Case Study II - Entrepreneurship	III	M-DM-1.1; M-DM-1.2; M-DM-1.3; M-DM-1.4; M-DM-1.6; M-DM-2.1; M-DM-2.2; M-DM-2.3; M-DM-3.1; M-DM-3.2; M-DM-3.3	Project Preparation and Presentation	2						2	2
Case Study III – Business Plan	IV	M-DM-1.1; M-DM-1.2; M-DM-1.3; M-DM-1.4; M-DM-1.5; M-DM-1.6; M-DM-2.1; M-DM-2.2; M-DM-2.3; M-DM-2.4; M-DM-2.5;M-DM-2.6; M-DM-3.3; M-DM-3.4;	Project Preparation and Presentation	3	3	3	3	3	3	3	3
Master's Thesis	IV	Mandatory components excluding D-ME-5.1 course provided by the program	Defense of Master's Thesis	3	3	3	3	3	3	3	3

1 -Introduction	2 - Deepening	3 - Mastering

Map of Compulsory Study Courses and Learning Outcomes

Study Course	Knowledge and Understanding	Skills					Responsibility and Autonomy	
	I	II	III	IV	V	VI	VII	VIII
Digital Entrepreneurship	√		√	√				
Digital Economy	√	√		√		√		
Digital Innovation	√	√	√					
Digital Media	√		√			√		
Research Methods	√	√			√		√	√
Digital Transformation	√	√	√			√		
International Management	√			√				
Leadership and Strategy	√	√	√	√		√		
Financial Management	√				√			
Entrepreneurial Finance	√				√			
Organization Management	√			√	√			
Operations Management	√		√	√	√		√	√
Behavioral Decision Making	√					√		
Business Ethics	√					√		
Case Study I - Management	√		√	√			√	√

Case Study II - Entrepreneurship	√						√	√
Case Study III – Business Plan	√	√	√	√	√	√	√	√
Master's Thesis	√	√	√	√	√	√	√	√