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| **Program Title** | Business Administration |
| **Level of Education** | Master's Degree |
| **Language of Instruction** | English |
| **Awarded Academic Degree** | Master of Business Administration (MBA) |
| **Program Description** | The Master's program in Business Administration is based on the ECTS system, is student-centered, and is grounded in the student's academic workload required to achieve the educational program's objectives.<br><br>The Master's educational program comprises 70 ECTS credits, with 35 credits per semester. Accordingly, the standard duration of the Master's program is 1 year, or 2 semesters. |

## Program Structure

The structure of the Master's program is built in accordance with the principles for designing second-cycle higher education programs, based on the current classification of fields of study in Georgia. The program structure allocates 50 ECTS credits to compulsory courses, 10 ECTS credits to mandatory elective courses, and at the end of the second semester, students complete a final Master's project (Capstone Project) worth 10 ECTS credits.

The practical component of the program is presented in the form of a so-called "blended internship model," meaning that practical elements are integrated into certain theoretical courses within the program.

Program Structure:

- **Compulsory courses of the program – 50 credits:** Ensure the development of second-cycle higher education level competencies necessary for mastering the specialty of Business Administration;
- **Elective courses of the program – 10 credits:** Satisfy the student's interests and support the specialization's strengthening. The student selects courses from a pool of 45 credits offered within the module.
- **Final Master's Project – 10 credits:** Ensures the consolidation, analysis, and reflection of the theoretical and practical skills acquired by the student within the program. Specifically, the student will develop a business plan for a new business idea or the development of an existing business and present it.

## Program Objective

The program aims to:

- Equip students with integrated, practice-based knowledge in the field of Business Administration and develop their strategic and analytical thinking skills;
- Prepare graduates to make and implement effective managerial decisions in a modern, dynamically changing business environment, taking into account local and international labor market trends.

## Learning Outcomes

After completing the Master's educational program, the student will be able to:

1. **Describe comprehensively** the methods of making strategic decisions considering the specifics of functional areas in business administration;
2. **Evaluate** opportunities for integrating innovative approaches in business to achieve competitive advantages;
3. **Analyze** strategies for planning, managing, and optimizing business processes while adhering to principles of business ethics and corporate social responsibility under digital transformation conditions;
4. **Use** analytical tools to assess a company's financial condition and make well-founded managerial decisions;
5. **Develop** human resource management and leadership strategies within the context of sustainable business development;
6. **Generate** marketing strategies focused on effective planning, implementation, and control of individual elements of the marketing mix;
7. **Develop** a strategic development project for a business/company and present it.

## Admission Requirements for the Program

- The right to study in the master's program is granted to a person holding a bachelor's degree in Business Administration, Economics, or an equivalent academic qualification. Admission to the master's program is based on the results of the Unified Master's Exams and the internal university examinations. A person who successfully passes the Unified Master's Exams must apply to the university for registration in the internal examinations, which include an interview with the selection committee and an English language competency test. In cases of equal conditions, preference will be given to applicants with work experience in a managerial position.
- The master's program candidate takes an internal university written exam (test) in English to confirm English language proficiency at a level not lower than B2, and an oral exam (interview) in the field of specialization.
- The master's program candidate is exempt from the internal university English language exam if they present an international certificate confirming English language proficiency at a level not lower than B2, a valid certificate issued by the National Assessment and Examinations Center (CERTUS), or a diploma confirming the completion of an English-language academic educational program (bachelor's, master's, or other) within the last two years.
- Obtaining student status in the master's educational program is also possible through mobility, in accordance with the procedures established by Georgian legislation. A master's program applicant seeking admission through mobility must meet the admission requirements of the educational program.
- Admission to the master's educational program, or enrollment through transfer from a recognized higher education institution of a foreign country, is carried out within the timeframes and procedures established by Georgian legislation.
- It is allowed to continue studies in master's educational programs without passing the Unified Master's Examinations, in accordance with the rules and deadlines established by the Ministry of Education and Science of Georgia, in cases provided for by Paragraphs 7 and $7^1$ of Article $52^1$ of the Law of Georgia on Higher Education.
- The topics of internal university examinations and the criteria for student knowledge assessment will be published on the university's website (http://eeu.edu.ge) no later than one month before the start of the examinations.

## Teaching and learning methods and activities

Teaching and learning methods and activities envisaged by the syllabus of each course included in the Master's Degree Program in Business Administration are focused not only on knowledge acquisition but also on skill development. The courses encompass teaching and learning methods and activities specific to the subject matter, aligned with the level of instruction and the objectives and content of each course. These methods ensure the achievement of the learning outcomes defined in the course syllabus, and collectively, they contribute to achieving the overall learning outcomes set by the program.

The educational program employs teaching and learning methods such as lectures, group work, seminars, practical work, and others. These include corresponding activities like discussions, presentations (projects/homework), case studies, and more. The teaching and learning methods and activities outlined in the course syllabi facilitate the mastery of specific material and develop students' transferable skills. The academic and invited staff implementing the program may use one or several of the aforementioned activities or any other activities, depending on the specific learning objectives.

## Student Knowledge Assessment System

The mastery of the educational component envisaged by the Master's Educational Program in Business Administration involves active student participation in the learning process and is based on the principle of continuous assessment of acquired knowledge.

During the implementation of the Master's Educational Program in Business Administration, the evaluation of the level of achievement of student learning outcomes is conducted according to the assessment system approved by the Order №3 of the Minister of Education and Science of Georgia dated January 5, 2007, on the Rules for Calculating Credits for Higher Educational Programs.

The assessment of the level of achievement of student learning outcomes in the educational component of the Master's Educational Program in Business Administration includes interim (single or multiple) and final assessments, the sum of which constitutes the final grade (100 points).

Interim and final assessments (assessment components) include assessment methods, which are the tools/measures used to evaluate the achievement of learning outcomes (oral/written exam/questionnaire, project, test, essay, demonstration, presentation, discussion, practical/theoretical assignment completion, group work, participation in discussion, etc.). The unit of measurement for the assessment method is the assessment criterion, which determines the level of achievement of the learning outcomes.

Each assessment component is assigned a quantitative value (expressed in percentages or points) from the total score (100 points) for the final evaluation. This allocation is reflected in the syllabus of the specific course and is communicated to the student at the beginning of the academic semester.

A minimum competency threshold is set for each assessment component. The minimum competency threshold for the final assessment should not exceed 60% of the final evaluation. During the implementation of the Business Administration in Finance educational program, the minimum competency thresholds for both midterm and final assessments are specified in the syllabus of the specific course and communicated to the student at the beginning of the academic semester.

It is not allowed to award credits based on only one assessment component (either midterm or final assessment). A student is granted credits only if they exceed the minimum competency thresholds defined for each assessment component and receive a positive grade in at least one of them.

The assessment of the achievement of learning outcomes for the educational program's study components is completed within the same semester in which they are conducted. The assessment system of the educational program's study components allows for:

**Five types of positive grades:**

(A) Excellent – 91-100 points;
(B) Very Good – 81-90 points;

(C) Good – 71-80 points;
(D) Satisfactory – 61-70 points;
(E) Pass – 51-60 points.

**Two types of negative grades:**

(FX) Fail – 41-50 points, meaning the student needs more work to pass and is allowed to retake the exam once through independent study;

(F) Fail – 40 points or less, meaning the student's work is insufficient and the course/subject must be retaken from the beginning.

In case of receiving an FX grade in the educational program's course component, an additional exam is scheduled no earlier than 5 calendar days after the announcement of the final exam results. The score obtained by the student on the additional exam is not added to the points received in the final assessment. The grade from the additional exam serves as the final assessment and is reflected in the final evaluation of the educational program's course component.

The research component (master's project) of the Master's Program in Business Administration is evaluated as a whole, through a final assessment. This assessment includes the evaluation of the content and defense of the master's thesis by persons defined according to the "Regulations for Planning, Implementation, and Evaluation of the Scientific-Research Component of Master's Educational Programs of the Faculty of Business and Engineering at East European University."

The evaluation system for the research component (master's project) of the master's program allows for **five types of positive grades:**

(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 grades:**

(FX) Failed – maximum score of 41-50 points, which means the master's student has the right to resubmit a revised master's thesis during the next semester;

(F) Failed – maximum score of 40 points or below, which means the master's student loses the right to resubmit the same master's thesis.

## Field of Employment

After completing the Master's educational program in Business Administration, graduates will have the opportunity to be employed in both local and international companies within the functional areas of business administration, occupying middle and senior management positions, as well as to start and lead their own business.

## Opportunity for Further Studies

A graduate of the Master's educational program in Business Administration is entitled to continue studies at higher education institutions in Georgia or other countries in any field, provided that admission to the chosen program is not restricted by holding a master's degree in a different specialty and/or there are no legal limitations regarding this.

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| **Human resources necessary for program implementation** |
| The program implementation involves university academic staff and qualified invited lecturers who possess the necessary competencies to achieve the learning outcomes of the master's program. They have professional experience relevant to the program profile, academic degrees, and teaching and research experience. A significant part of the human resources actively collaborates with foreign higher education institutions both scientifically and academically. |
| **Program implementation requires necessary material resources** |
| The master's program is implemented at East European University, which is fully equipped with the necessary material and technical resources for the implementation of the program. Specifically, the university operates: a university library (where the mandatory literature and electronic resources defined by the program syllabi are available), two computer resource centers (with free access to computers and the internet for students), a conference hall, and classrooms. The learning environment is well-equipped and furnished with appropriate inventory. The university's material and technical base creates suitable conditions for receiving quality education. |

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| **Head(s) of the Programmes** | Tamta Lekishvili, Associate Professor, T.Lekishvili@eeu.edu.ge; |
| | Lali Chagelishvili, Professor, lali.chagelishvili@eeu.edu.ge; |

## Master's Program in Business Administration
## Curriculum / Study Plan

| Course Code | Course Title | Course Status | Prerequisite | ECTS Credits / Hours | Student Workload | | Semester | |
|---|---|---|---|---|---|---|---|---|
| | | | | 60/1500 | Lecture / Seminar / Group Work | Contact / Independent Hours | I | II |
| | **Compulsory (Mandatory) Courses of the Program** | | | | | | **35** | **35** |
| **MBA 01 C** | Financial Accounting and Reporting | Mandatory | Doesn't have | 5/125 | 14/28 | 47/78 | √ | |
| **MBA 02 C** | Quantitative Analysis | Mandatory | Doesn't have | 5/125 | 13/29 | 47/78 | √ | |
| **MBA 03 C** | Business Ethics and Corporate Social Responsibility | Mandatory | Doesn't have | 5/125 | 16/26 | 47/78 | √ | |
| **MBA 04 C** | Strategic Marketing | Mandatory | Doesn't have | 5/125 | 13/29 | 47/78 | √ | |
| **MBA 05 C** | Leadership and Strategic Management | Mandatory | Doesn't have | 5/125 | 14/28 | 47/78 | √ | |
| **MBA 06 C** | Innovation and Digital Transformation of Business | Mandatory | Doesn't have | 5/125 | 17/25 | 47/78 | √ | |
| **MBA 07 C** | Managerial Accounting and Decision Making | Mandatory | MBA 01 C | 5/125 | 13/29 | 47/78 | | √ |
| **MBA 08 C** | Corporate Finance | Mandatory | MBA 01 C | 5/125 | 14/28 | 47/78 | | √ |
| **MBA 09 C** | Business Processes and Operations Management | Mandatory | MBA 06 C | 5/125 | 16/26 | 47/78 | | √ |
| **MBA 10 C** | Strategic Human Resource Management | Mandatory | Doesn't have | 5/125 | 23/19 | 47/78 | | √ |
| **MBA 11 C** | Master's Thesis | Mandatory | MBA 01 C<br>MBA 02 C<br>MBA 03 C<br>MBA 04 C<br>MBA 05 C<br>MBA 06 C<br>MBA 07 C<br>MBA 08 C<br>MBA 09 C<br>MBA 10 C | 10/225 | 18/24 | 47/78 | | √ |
| | **Elective Courses of the Program** | | | | | | **5** | **5** |
| **MBA 12 E** | Digital Economy | Elective | Doesn't have | 5/125 | 18/24 | 47/78 | | |
| **MBA 13 E** | Organizational Behavior | Elective | Doesn't have | 5/125 | 26/16 | 47/78 | | |
| **MBA 14 E** | Managerial Economics | Elective | Doesn't have | 5/125 | 13/29 | 47/78 | | |
| **MBA 15 E** | Corporate Governance | Elective | Doesn't have | 5/125 | 20/21 | 47/78 | | |
| **MBA 16 E** | B2B Marketing | Elective | Doesn't have | 5/125 | 22/18 | 47/78 | | |
| **MBA 17 E** | International Business Strategies | Elective | Doesn't have | 5/125 | 18/24 | 47/78 | | |
| **MBA 18 E** | International Management | Elective | Doesn't have | 5/125 | 19/23 | 47/78 | | |
| **MBA 19 E** | Consulting and Marketing | Elective | Doesn't have | 5/125 | 18/24 | 47/78 | | |

## Map of Program Objectives and Learning Outcomes

| | Program Objectives | Learning Outcomes | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | I | II | III | IV | V | VI | VII |
| 1 | To provide students with integrated, practical experience–based knowledge in the field of business administration and to develop their strategic and analytical thinking skills. | √ | | √ | √ | | √ | √ |
| 2 | To prepare graduates for effective managerial decision-making and implementation in a modern, dynamically changing business environment, taking into account local and international labor market trends. | √ | √ | √ | | √ | | √ |

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## Map of Mandatory Courses, Assessment Methods of Learning Outcomes, and Program Learning Outcomes

| | Course | Semester | Prerequisites | Assessment Methods of Learning Outcomes | Learning Outcomes | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | I | II | III | IV | V | VI | VII |
| **MBA 01 C** | Financial Accounting and Reporting | I | Doesn't have | Comprehensive Case Analysis, Exercises, Quiz. | | | | I | | | |
| **MBA 02 C** | Quantitative Analysis | I | Doesn't have | Quiz, Problem Solving, Test, Theoretical Issue, Project Preparation, and Presentation. | I | I | I | I | | | |
| **MBA 03 C** | Business Ethics and Corporate Social Responsibility | I | Doesn't have | Case Analysis, Project Preparation. | I | I | I | | I | I | |
| **MBA 04 C** | Strategic Marketing | I | Doesn't have | Test, Case Analysis, Open Question, Project Preparation, and Presentation. | | | I | | | D | |
| **MBA 05 C** | Leadership and Strategic Management | I | Doesn't have | Presentation, Case Analysis, Questionnaire, Combined Test. | I | D | | | I | | I |
| **MBA 06 C** | Innovation and Digital Transformation of Business | I | Doesn't have | Case Analysis, Combined Test, Project Preparation, and Presentation. | D | I | | | | | D |
| **MBA 07 C** | Managerial Accounting and Decision Making | II | MBA 01 C | Case Analysis, Open Question, Test, Project Preparation, and Presentation. | | | | D | | | |
| **MBA 08 C** | Corporate Finance | II | MBA 01 C | Oral Survey, Quiz, Questionnaire, Essay Preparation, and Presentation. | | | D | D | | | |
| **MBA 09 C** | Business Processes and Operations Management | II | MBA 06 C | Presentation of Study Material, Case Analysis, Project Preparation, and Presentation. | | D | | | | | D |
| **MBA 10 C** | Strategic Human Resource Management | II | Doesn't have | Case Analysis, Test, Open Question, Essay Preparation, and Presentation. | D | | | | D | | |
| **MBA 11 C** | Master's Thesis | II | MBA 01 C<br>MBA 02 C<br>MBA 03 C<br>MBA 04 C<br>MBA 05 C<br>MBA 06 C<br>MBA 07 C<br>MBA 08 C<br>MBA 09 C | Project Preparation and Presentation. | M | M | M | M | M | M | M |

| I - Introduction | D - Deepening | M - Mastery |
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| Academic and Invited Staff Implementing the Master's Program in Business Administration | | | |
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| 1. | Nino Lomidze | Doctor, Associate Professor | • Financial Accounting and Reporting |
| 2. | Tinatin Rodonaia | Doctor, Associate Professor | • Business Ethics and Corporate Social Responsibility |
| 3. | Natia Daghelishvili | Doctor, Professor | • Strategic Marketing<br>• Consulting and Marketing |
| 4. | Tornike Khoshtaria | Doctor, Associate Professor | • Leadership and Strategic Management |
| 5. | Irakli Khvtisiashvili | Associate Professor | • Business Process & Operation Management |
| 6. | Ioseb Mamukelashvili | Doctor, Visiting Lecturer | • Managerial Accounting and Decision Making |
| 7. | Mikheil Tokmazishvili | Doctor, Visiting Lecturer | • Corporate Finance |
| 8. | Tamta Lekishvili | Doctor, Associate Professor | • Innovation and Digital Transformation of Business |
| 9. | Arian Mattin | Doctor, Visiting Lecturer | |
| 10. | Lili Bibilashvili | Doctor, Professor | • Strategic Human Resource Management<br>• Organizational Behavior |
| 11. | David Sikharulidze | Doctor, Professor | • Master's Project<br>• International Business Strategies |
| 12. | Tamar Khakhishvili | Doctor, Associate Professor | • Digital Economy |
| 13. | Avtandil Gagnidze | Doctor, Professor | • Quantitative Analysis<br>• Managerial Economics |
| 14. | Nino Sachaleli | Doctor, Visiting Lecturer | • Corporate Governance<br>• B2B Marketing |
| 15. | Tamar Macharashvili | Doctor, Visiting Lecturer | • International Management |