

Doctoral Educational Program

Program Name	ბიზნესის ადმინისტრირება
	Business Administration
Education Level	Doctorate
Language of Instruction	Georgian
Academic Degree/Qualification:	ბიზნესის ადმინისტრირების დოქტორი
	Doctor of Business Administration
Program Credit Value	The duration of the doctoral educational program in business administration is a minimum of 3 years, with an educational component comprising 60 credits.
Program Leader/s	Lali Chagelishvili-agladze, Professor, Doctor of Economics Contact Mob: email: lali.Chagelishvili@eeu.edu.ge Shalva Matchavariani, Professor, Doctor of Science Contact Mob: email: s.machavariani@eeu.edu.ge

Qualification Description of Business Administration Doctoral Educational Program

Program Objectives:

The objective of the Doctoral Educational Program in Business Administration is for the student to:

- acquire research-based knowledge rooted in the latest advancements in business administration, which facilitates the expansion of existing knowledge, utilization of innovative methods, and application of knowledge into practice.
- develop the ability to critically analyze, synthesize, and evaluate new, complex, and contradictory ideas and approaches, to enhance skills in academic structuring of scientific research, logical reasoning, argumentation, generalization of research findings, and generating new knowledge.
- develop the ability to identify and analyze management problems, and independently make correct and effective decisions for problem-solving.
- develop the ability to substantiate, present and transfer new knowledge in relation to existing knowledge for colleagues and the general public, as well as to participate in local and international thematic discussions, to participate in university education, through teaching and research;
- develop the ability to plan and execute research projects in the field of business administration, incorporating the latest developments while upholding academic integrity and showcasing innovation and independence

Learning Outcomes:

After completed the doctoral educational program a student:

- (A) Describes issues based on the latest and/or current advancements in the field of management, facilitating the expansion of existing knowledge and the utilization of innovative methods.
- (B) Critically analyzes existing knowledge and, through reconsideration and partial reevaluation, introduces new, complex, and contradictory ideas and approaches to the field of management.
- (C) Utilizes research and analytical methods, focusing on the creation of new knowledge, and independently plans, implements, and supervises innovative ideas;
- (D) Engages in discussions with colleagues and the general public regarding the state of the art and solutions to complex problems within the field, and participates in university education through teaching and research;
- (E) Adheres to the principles of academic integrity, demonstrates innovation and independence in the field of business administration (management), plans a

scientific-research process focused on the creation of new knowledge, and develops a research project/paper based on the latest achievements.

Program Admission Preconditions

Prospective candidates eligible for enrollment in the doctoral educational program in business administration include individuals who possess a master's degree in economics or business administration, or an equivalent academic qualification. Additionally, applicants with a master's degree in any other discipline, coupled practical experience in business management, are also eligible for consideration.

Applicants wishing to enroll in the doctoral program in business administration are required to have a minimum English proficiency of B2 level. To demonstrate this, candidates must pass an intra-university written exam in English. Additionally, they need to submit a doctoral research statement to the sectoral admission commission in accordance with established criteria and later undergo an oral examination to the same commission. The sectoral commission evaluates the candidates based on these criteria. Candidates may be exempt from the internal English language test if they present an international certificate proving B2 level proficiency, a valid certificate issued by the National Center for Assessment and Examinations (CERTUS), or a diploma from an English-language academic program completed within the last two years. The minimum score required to pass the intra-university test and confirm B2 level proficiency is 60 points. Furthermore, diplomas obtained from educational programs abroad, including English-language bachelor's or master's degrees completed outside of Georgia within the last two years, must be recognized by the National Center for Education Quality Enhancement. Diplomas from programs lasting at least five years must be equivalent to a Master's degree, as verified by the National Center for Education Quality Enhancement.

The intra-university examination encompasses both the selection stage of the doctoral research application and an oral examination (interview). The applicant's singular rating point for admission to the program is established by aggregating the rating points attained in the components of the doctoral research application and the oral exam (interview).

A doctoral candidate intending to pursue studies in a Georgian-language program, and whose native language is not Georgian, must furnish a certificate validating proficiency at the B2 level of the Georgian language (if available), or alternatively, must successfully complete a proficiency examination in the Georgian language.

An individual may also be admitted to the doctoral educational program under the mobility rule, in accordance with the relevant legislation. Furthermore, a doctoral candidate desiring admission to an educational program on a mobility basis must fulfill the prerequisites for entry into a doctoral educational program.

A graduate from a foreign university may also be eligible to pursue studies within a doctoral educational program, subject to the regulations outlined by Georgian legislation.

Admission to doctoral studies is officially declared by the university's rector following the submission of a recommendation by the dean of the relevant faculty. This declaration may be issued for both the fall and spring semesters.

The criteria for admission to the program are further delineated by the "Minimum Standards of Doctoral Studies" established by East European University LLC and the "Dissertation Board and Doctoral Regulations" outlined by the Faculty of Business and Engineering. These regulations are publicly available on the university's website, and accessible to all interested parties (located at www.eeu.edu.ge).

Teaching-Learning Methods and Activities

The syllabus of each study course or other educational activity offered by the Business Administration Doctoral Educational Program delineates methods aimed at achieving the respective course/activity objectives, rooted in student-centered pedagogical principles. These instructional methods, as outlined in each syllabus, are tailored not only towards knowledge acquisition but also skill development.

The educational curriculum of the doctoral program/other educational activities incorporates specific teaching and learning methodologies relevant to the subject matter. The instructional approaches delineated in the syllabi of each study course or other educational activity correspond to the educational level, objectives, and content of the respective course/activity. These methodologies, adapted to the specifics of each course/activity, ensure the attainment of the learning outcomes specified in the syllabi, and collectively, the fulfillment of the program's objectives.

In selecting teaching methodologies, consideration is given to the course/activity objectives and the anticipated outcomes—what students should comprehend and accomplish. Various teaching and learning methods, such as lectures, group work, seminars, practical exercises, among others, are employed to facilitate each study course or educational activity within the program. These methodologies, as outlined in the course syllabi, facilitate the assimilation of specific material and foster the development of students' transferable skills.

Furthermore, dynamic learning methodologies may encompass activities such as discussions/debates, cooperative learning, collaborative work, demonstrations, explanations, verbal reasoning, deduction, induction, analysis, brainstorming, case studies, problem-based learning (PBL), among others. These activities complement and intertwine with one another during the teaching and learning process. Both academic and visiting staff engaged in program implementation may utilize one or more of the aforementioned activities, or employ other relevant methods, depending on the specific learning objectives.

Doctoral Students Knowledge Assessment System

During the implementation of the doctoral educational program in Business Administration, the evaluation of doctoral students' learning outcomes is conducted in alignment with the assessment framework sanctioned by Order No. 3 of the Minister of Education and Science of Georgia on January 5, 2007, titled "On the Procedure for Calculating Credits for Higher Education Programs".

The successful completion of the study component within the doctoral educational program entails the active involvement of doctoral students in the teaching process and adheres to the principle of ongoing evaluation of acquired knowledge.

Assessment of the doctoral student's achievement level within the study component of the program involves both midterm and final evaluations, each comprising distinct evaluation components. Each evaluation component is assigned a quantitative indicator, expressed in percentages or points, derived from the total evaluation score (out of 100 points) in the final evaluation, as outlined in the syllabus of the specific study component. It is imperative to note that awarding credit solely based on either midterm or final evaluation is prohibited.

A minimum competency threshold is established for each component of the midterm or final assessment, with the specific proportion of the minimum competency threshold in the final assessment not exceeding 60% of the total assessment.

The midterm and final assessments encompass various assessment methods, such as oral or written exams, surveys, projects, tests, essays, demonstrations, presentations, practical or theoretical assignments, participation in discussions, case analyses, among others. The assessment method/methods are measured by the assessment criteria or the measuring unit of the assessment method, thereby determining the level of achievement of the learning outcomes.

The academic or invited staff responsible for implementing the study component of the educational program possess the authority to define the minimum competency threshold in the evaluation methods of the study component, in accordance with the respective syllabus.

The doctoral student is granted credit if they surpass the minimum competency threshold established for each component of the intermediate and final evaluation, as well as for each evaluation method, where applicable, and receive one of the positive evaluations outlined by Georgian legislation.

The assessment of the achievement of learning outcomes for a specific learning activity within the educational program's study component is concluded within the same semester in which it was conducted.

The evaluation system of the study component of the educational program permits

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 doctoral candidate 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 doctoral 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 doctoral 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 assessment of the research component within the doctoral educational program in Business Administration (Management) is conducted in accordance with the evaluation system sanctioned by the directive of the Minister of Education and Science of Georgia dated January 5, 2007, No. 3, titled 'On the Procedure for Calculating Credits of Higher Education Programs'.

A doctoral student's dissertation must be evaluated in the same or the following semester in which the student completes work on it. Furthermore, the dissertation submitted for the awarding of the academic degree of doctor is evaluated as a whole, which includes the final evaluation received by the members of the

dissertation commission on the assessment and defense of the thesis content.

The evaluation system of the scientific research component of the doctoral educational program allows for five types of positive evaluations:

- Excellent (summa cum laude) – excellent work– 91-100 points;
- Very Good (magna cum laude) – A result that exceeds the requirements in every way - 81-90 points;
- Good (cum laude) – A result that exceeds the requirements - 71-80 points;
- Average (bene) – A mid-level paper that meets the basic requirements- 61-70 points;
- Sufficient (rite) – The result, which, despite the flaws, still meets the requirements- 51-60 points

In case of receiving a positive assessment, the doctoral student is awarded the academic degree of doctor.

The evaluation system of the scientific-research component of the doctoral educational program allows two types of negative evaluation:

- Insufficient (insufficient) - work of an unsatisfactory level that cannot meet the requirements - 41-50 points;
- Totally unsatisfactory (sub omni canone) – a result that fails to meet the requirements comprehensively - 40 points or below.

In case of receiving an insufficient (“insufficient”) evaluation, the doctoral candidate is granted the opportunity to submit a revised thesis within one year. If the evaluation is deemed completely unsatisfactory (sub omni canone), the doctoral candidate forfeits the right to resubmit the same dissertation.

A violation of academic integrity by a doctoral candidate can also be the basis for negative evaluation of the dissertation.

Area of Employment

A graduate of the doctoral program in business administration is entitled to assume an academic position within the higher educational institutions of Georgia, following the procedures outlined by Georgian legislation.

Additionally, a Doctor of Business Administration also has the opportunity to pursue roles as top-level executives within corporate structures, scientific research centers, and higher educational institutions.

Program Material-Technical Base

The university infrastructure and material-technical resources, available to doctoral students without restrictions, are utilized to fulfill the learning outcomes outlined in the business administration (management) doctoral educational program, including:

- Training auditoriums, academic and administrative personnel working rooms equipped with appropriate inventory;
- Conference hall;
- A library equipped with computer equipment and information and communication technologies, housing relevant printed and electronic literature provided in the program syllabus;
- Three computer resource centers, with computer equipment connected to the Internet and internal network, as well as adequate computer programs for the learning/teaching process;
- Various technical devices, etc.

The program is supported by the university library, which hosts a modern collection of Georgian and foreign language books. This collection includes mandatory literature, lecture courses, readers, and other educational materials (including those available in electronic media) as stipulated by the syllabi. The collection is supplemented and updated annually with the essential and additional textbooks prescribed by the syllabi of the training courses, along with other types of literature. Additionally, doctoral students have access to the latest scientific periodicals in both electronic and material forms, as well as international electronic library databases such as Cambridge Journals Online, Edward Elgar Publishing's journals and development studies eBooks, and Heinonline.

Financial Support of the Doctoral Program

To ensure the comprehensive implementation of the doctoral program and to foster the motivation of both professors and students in research endeavors, the university allocates financial support for the doctoral program from its budget.

The funds allocated from the university budget are utilized for several purposes, including the continuous renewal of the program's material and technical resources, the enhancement of the library's book fund with the latest literature relevant to the program, the facilitation of research activities, and the completion of

minor educational and scientific projects by students. Additionally, these funds support the organization of student scientific conferences and the publication of university professors' works, manuals, and supplementary materials.

Upon the submission of a well-justified petition from the scientific supervisor of the doctoral student and the approval of the head of the educational program, the doctoral student may receive financial assistance for one academic semester. This funding, sourced from the university budget, is designated for conducting scientific research or participating in research activities abroad.

Program Human Resources

The academic staff of the university, along with invited specialists possessing appropriate qualifications, are actively engaged in producing the study results of the doctoral program in business administration. These individuals demonstrate the necessary competence, professional experience aligned with the program profile, academic degrees, as well as teaching and research expertise essential for program implementation. Further details regarding human resources can be found in the syllabus of the training course.

Program Structure

The Business Administration doctoral educational program is a blend of study and scientific research components.

The study component, integral to the Business Administration doctoral educational program, aims to cultivate sectoral and methodological expertise in doctoral students, preparing them for future scientific and pedagogical roles. It assists doctoral students in fulfilling the scientific research aspect of the program.

In the Business Administration doctoral educational program, the training component comprises a doctoral seminar, a professor's assistantship, as well as mandatory and elective training courses.

The scientific research component is a fundamental aspect of the doctoral educational program, focusing on enhancing the research skills of doctoral candidates. This component includes involvement in at least two scientific research projects and the completion of a dissertation.

Prior to dissertation submission, doctoral students are required to publish a minimum of three academic papers reflecting the primary outcomes of their research. Of these publications, two must appear in peer-reviewed international journals or conference proceedings with an ISSN code, featuring an international editorial board or scientific committee, and facilitating international collaboration. Additionally, at least one of these publications should be indexed in Scopus, Web of Science, or ERIH PLUS databases.

The third publication can be an article in a local scientific journal with an ISSN code, a collection or conference proceedings with an ISSN or ISBN code, or a monograph reviewed by competent editors and reviewers in the field and possessing an ISBN code.

Study Plan

Course Code	Course Name	Prerequisites	ECTS credits/hours	Student Workload	
				Contact Hours	Independent Hours
	Compulsory Components		50 ECTS		
DBA 001	Research Methods in Business	N/A	5/125	48	77
DBA 002	Contemporary Methods of Teaching	N/A	5/125	48	77
DBA 003	Contemporary Methods and Concepts of Management	N/A	5/125	48	77
DBA 004	Marketing Strategies and Business Development	N/A	5/125	48	77
DBA 005	Corporate Financial Strategies	N/A	5/125	48	77
DBA 006	Innovation's Management	DBA 003	5/125	48	77

DBA 007	Professor's Assistantship ¹	DBA 002	10/250	85	165
DBA 008	Doctoral Seminar	DBA 001	10/250	30	220
	Elective Components		10 ECTS		
DBA 009	Academic Writing ²	N/A	5/125	40	85
DBA 010	Statistical and Econometric Analysis for Managers	N/A	5/125	48	77
DBA 011	Contemporary Approaches to Human Resources Management	N/A	5/125	48	77
DBA 012	Competition Economics and Management	N/A	5/125	48	77
DBA 013	Organizational Environment Formation and Strategic Development	N/A	5/125	48	77
DBA 014	Digital Transformation of Management	N/A	5/125	48	77

Program Objectives and Learning Outcomes Map

Program Objectives	Program Learning Outcomes				
	(A)	(B)	(C)	(D)	(E)
To acquire research-based knowledge rooted in the latest advancements in business administration, which facilitates the expansion of existing knowledge, utilization of innovative methods, and application of knowledge into practice.	✓				
To develop the ability to critically analyze, synthesize, and evaluate new, complex, and contradictory ideas and approaches, to enhance skills in academic structuring of scientific research, logical reasoning, argumentation, generalization of research findings, and generating new knowledge.		✓			
To develop the ability to identify and analyze management problems, and independently make correct and effective decisions for problem-solving;			✓		

¹ For a doctoral student, who at the same time is a teacher, assistant or invited specialist of the East European University or other authorized higher educational institution of Georgia and leads the study course, the professor's assistantship is determined by a separate syllabus.

² The academic writing training course is mandatory for doctoral students who have not completed it while teaching in the master's program.

To develop the ability to substantiate, present and transfer new knowledge in relation to existing knowledge for colleagues and the general public, as well as to participate in local and international thematic discussions, to participate in university education, through teaching and research;				✓	
To develop the ability to plan and execute research projects in the field of business administration, incorporating the latest developments while upholding academic integrity and showcasing innovation and independence.					✓

Educational Program Objectives	Learning Outcomes
To acquire research-based knowledge rooted in the latest advancements in business administration, which facilitates the expansion of existing knowledge, utilization of innovative methods, and application of knowledge into practice.	After completed the doctoral educational program a student: (A) Describes issues based on the latest and/or current advancements in the field of management, facilitating the expansion of existing knowledge and the utilization of innovative methods.
To develop the ability to critically analyze, synthesize, and evaluate new, complex, and contradictory ideas and approaches, to enhance skills in academic structuring of scientific research, logical reasoning, argumentation, generalization of research findings, and generating new knowledge.	(B) Critically analyzes existing knowledge and, through reconsideration and partial reevaluation, introduces new, complex, and contradictory ideas and approaches to the field of management.
To develop the ability to identify and analyze management problems, and independently make correct and effective decisions for problem-solving;	(C) Utilizes research and analytical methods, focusing on the creation of new knowledge, and independently plans, implements, and supervises innovative ideas;
To develop the ability to substantiate, present and transfer new knowledge in relation to existing knowledge for colleagues and the general public, as well as to participate in local and international thematic discussions, to participate in university education, through teaching and research;	(D) Engages in discussions with colleagues and the general public regarding the state of the art and solutions to complex problems within the field, and participates in university education through teaching and research;

To develop the ability to plan and execute research projects in the field of business administration, incorporating the latest developments while upholding academic integrity and showcasing innovation and independence.

(E) Adheres to the principles of academic integrity, demonstrates innovation and independence in the field of business administration (management), plans a scientific-research process focused on the creation of new knowledge, and develops a research project/paper based on the latest achievements.

Curriculum Map

Study Course	Program Learning Outcomes				
	(A)	(B)	(C)	(D)	(E)
Research Methods in Business		✓		✓	✓
Contemporary Methods of Teaching		✓		✓	✓
Contemporary Methods and Concepts of Management	✓	✓		✓	
Marketing Strategies and Business Development			✓	✓	✓
Corporate Financial Strategies		✓	✓		✓
Innovation's Management	✓		✓	✓	
Professor's Assistantship	✓			✓	
Doctoral Seminar	✓	✓	✓	✓	✓
Dissertation	✓	✓	✓	✓	✓

Study Course	Program Learning Outcomes				
	(A)	(B)	(C)	(D)	(E)
Research Methods in Business		I		I	I
Contemporary Methods of Teaching		I		I	I
Contemporary Methods and Concepts of Management	I			I	
Marketing Strategies and Business Development		I	I	I	I
Corporate Financial Strategies		I	I		I
Innovation's Management	I		I	I	
Professor's Assistantship	D			D	
Doctoral Seminar	D	D	D	D	D
Dissertation	M	M	M	M	M
I – Introduction	D - Deepening		M- Mastering		

Information about the human resources of the program			
	Name, Surname	Academic Position/Scientific Degree	Study Course
1.	Shalva Matchavariani	Professor, Doctor of Science	- Contemporary Methods and Concepts of Management; - Organizational Environment Formation and Strategic Development - Doctoral Seminar
2.	Davit Sikharulidze	Professor, Doctor of Economics	Research Method's in Business
3.	Denise Donna Kamau	Invited Professor, Doctor	
4.	Mikheil Tokmazishvili	Professor, Doctor	- Corporate Financial Strategies - Competition Economics and Management
5.	Avtandil Gagnidze	Professor, Doctor	Statistical and Econometric Analysis for Managers
6.	Tonike Khoshtaria	Associate Professor, Doctor	Marketing Strategies and Business Development
7.	Ekaterine Natsvilshvili	Professor, Doctor	Contemporary Methods of Teaching
8.	Lili Bibilashvili	Professor, Doctor of Science	Contemporary Approaches to Human Resources Management
9.	Temur Maisuradze	Professor, Doctor	Innovation's Management
10.	Vasil Kikutadze	Professor, Doctor of Economics	- Digital Transformation of Management - Doctoral Seminar
11.	Richard C. Geibel	Invited Professor, Doctor	Digital Transformation of Management
12.	Ketevan Aptarashvili	Associate Professor, Doctor of Education	Academic Writing
13.	Davit Bostoghanashvili	Professor, Doctor of Law	- Professor's Assistantship – 1 - Professor's Assistantship – 2 - Academic Writing