



Sulkhan-Saba Orbeliani
UNIVERSITY

Master's educational program

<i>Title of the Program</i>	Business Administration
<i>Program Director</i>	Professor Nino Papachashvili
<i>The language of instruction</i>	Georgian (with English components)
<i>Qualification Granted</i>	Master of Business Administration
<i>Volume of the educational Program in credits</i>	120 ECTS (4 semesters. A semester is composed of 16 weeks. One academic year is divided into two semesters and includes an average of 60 ECTS; however, due to the unique characteristics of the educational program and/or the student's individual study program, the number of credits per year may be less than 60 or more, but not more than 75 (one credit = 25 astronomical hours).
<i>Date of Program Approval</i>	17.02.2017
<i>Protocol Number</i>	No. 01-17
<i>Date of Program Renewal and Protocol Number</i>	25.04.2024 №02-24

Program Objectives

The master's program of business administration, in accordance with the mission of Sulkhan-Saba Orbelian University, aims to train a highly qualified specialist with modern theoretical and practical knowledge, competitive, aimed at the requirements of the labor market, who with acquired theoretical knowledge and practical skills, developed innovative visions will be able to optimally use resources in business, progressive introducing models and innovations; To participate in the growth of inclusive prosperity.

- The objective of the master's program is to train qualified specialists with the academic degree of Master of Business Administration, equipped with deep and systematic knowledge of the field of business administration, who:

- M1. Critically evaluates the theoretical approaches of business management and the latest achievements in the field of management activities; In addition, investigates and develops new, original ideas to increase management efficiency;
- M2. Analyzes the changing business environment, including complex or incomplete information; assesses internal and external business factors, identifies development opportunities, and formulates decisions to resolve complex problems and improve management efficiency.
- M3. Utilizes a diverse research toolkit for critically analyzing and innovatively synthesizing information; formulates strategic decisions based on quantitative and qualitative data analysis to facilitate effective business management.
- M4. Independently conducts research in the field of business administration in accordance with the principles of academic integrity, while using the latest methods and approaches, and presents arguments and conclusions to both academic and professional communities in accordance with academic ethics standards;
- M5. Evaluates the importance of following business social responsibility and business ethics norms for achieving business success and fostering community development.
- M6. Develops professional knowledge and practice of business management through personal contributions; Navigates and adapts to complex, unpredictable, multidisciplinary learning and work environments using innovative strategic approaches.
- M7. Initiates independent studies and assumes responsibility for both personal activities and the professional development of others.

Learning Outcomes

1. Knowledge and understanding

Graduate:

- 1.1. Demonstrates deep and systematic theoretical knowledge in the field of business administration, encompassing modern management concepts, strategic management, managerial economics, business statistics, entrepreneurship and innovation management, business environment and markets, strategic marketing management, strategic communications, value chain management, organizational changes, human resources management, project management, management accounting, financial management, business ethics, and related areas.
- 1.2. For effective business administration, recognizes the importance of critically analyzing the latest achievements in management activities and generating innovative, original ideas.
- 1.3. Recognizes the necessity and responsibility to assume leadership in the process of business administration.

2. Skills

Graduate:

- 2.1. Navigates adeptly in a changing business environment, including amidst conditions of complexity or incomplete information;
- 2.2. Investigates and integrates new, original ideas to address intricate business administration challenges; through critical analysis and innovative synthesis of information, evaluates a specific business situation, and formulates an appropriate strategic decision;
- 2.3. Independently conducts research in the field of business administration, adhering to the principles of academic integrity, and employing the latest methods and approaches;
- 2.4. Engages in argumentative discourse and presents research findings and conclusions in the field of business administration to both the academic and professional community, ensuring adherence to academic ethics standards;
- 2.5. Evaluates the importance of adhering to business social responsibility and ethics norms for achieving business success and fostering community development.

3. Responsibility and autonomy

Graduate:

- 3.1. Actively contributes to the professional knowledge and practice of business administration by creatively synthesizing acquired knowledge and engaging in practical action;
- 3.2. Applies theoretical knowledge of business administration to effectively manage a complex, unpredictable, multidisciplinary learning and work environment, employing innovative strategic approaches for adaptation.
- 3.3. Demonstrates the ability to autonomously manage one's own learning process for continuous professional development, while also assuming responsibility for fostering the professional development and performance of others.

Program Admission Requirement

Enrollment in the master's program is carried out on the basis of the results of common master's exams and intra-university exams or in the cases defined by the law of Georgia on higher education, in accordance with the established rules, on the basis of administrative registration and the order of the rector. Intra-university exams reveal the general level of knowledge within the chosen specialty and the B2 level of the English language. The questions/tests of intra-university exams and the criteria for evaluating students' knowledge will be posted on the university's website at least one month before the exams (<http://www.sabauni.edu.ge>)

Candidates who have one of the following international certificates proving knowledge of the English language at the B2 level are exempted from the English language test: FCE, IELTS, TOEFL, PBT, TOEFL, CBT, TOEFL, IBT, VERSANT, CERTUS, PEARSON, with appropriate assessments. Also, a candidate who has completed at least one full semester of an undergraduate or graduate educational program in English.

Note: All the above certificates must be valid at the time of application and the applicant must be able to present it. Expired documents will not be considered.

It is possible to enroll in the master's degree program of Business Administration on a mobility basis twice a year, within the deadlines set by the Ministry of Education and Science of Georgia, following the mandatory procedures and the rules set by the university.

Enrollment in a master's educational program, or enrollment in a transfer manner from a recognized higher educational institution of a foreign country, is carried out based on the decision of the Ministry of Education and Science of Georgia.

Teaching and learning methods

Lecture Working in group Practical work Colloquium Teaching by electronic resources

e-learning other

Evaluation system for student's knowledge

In the learning component of the educational program, the evaluation of the level of achievement of learning outcomes by the student includes following assessment forms - Midterm (one-off or multiple) and final examination, the sum of which is the final mark (100 points).

Midterm and final evaluations (evaluation forms) include the evaluation component/components, which determine the evaluation means of a student's knowledge, skills and/or competences (oral/written examination, oral/written testing, homework, practical/theoretical work, etc.). The evaluation component combines the unified evaluation methods (test, essay, demonstration, presentation, discussion, the performance of practical/theoretical task, working in a working group, participation in discussions, solving cases, participation in mock trials, etc.). The evaluation method/methods are measured by the evaluation criteria, i.e. by a measurement unit of the evaluation method, which determines the level of learning outcomes achievement.

Out of the total score (100 points), a certain share is assigned for each form and component of assessment in the final evaluation, which is envisaged in the specific syllabus and notified to the student in the beginning of the academic semester. Credit should not be granted using only one form of evaluation (midterm or final evaluation). Credit is earned, if the student receives a positive assessment.

During the implementation of the educational program, the share of the minimum competence threshold of the student's midterm and final evaluations are reflected in the specific syllabus and notified to the student in the beginning of each academic semester. The evaluation system includes:

Five types of positive evaluation:

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

Two types of negative evaluation:

(FX) Unsatisfactory	41-50 score of total evaluation, meaning that a student requires more work to pass and is given the right to attempt an additional examination by means of independent work;
(F) Failed	40 and less points which means the work of the student is not sufficient and he/she has to retake the course.

Evaluation forms and components

<i>Evaluation forms and components</i>	<i>The maximum score</i>
<i>Midterm Evaluation, including:</i>	<i>70 points</i>
1.1	
1.2	
1.3	
<i>Final Evaluation</i>	<i>30 points</i>
Final written/oral exam	30
<i>Total</i>	<i>100 points</i>

In the learning component of the educational program, in case of getting the FX, an additional exam will be appointed within no later than 5 calendar days after announcing the final exam results. The amount of points received in the final evaluation is not added to the evaluation received by a student for the additional examination. The evaluation obtained during the additional exam is the final one and it will be reflected in the final evaluation of the teaching component of the educational program. Considering the evaluation at the additional exam, if a student receives 0-50 points in the final evaluation of the educational component, a student will have F-0 points assigned.

Field of employment:

A graduate of the Business Master's program, equipped with deep and systematic competences and research skills in the field of Business Administration, can be employed at the national and international level in any organizational-legal form of business, non-governmental organization and union as a middle and upper-level manager, expert and analyst. The knowledge gained during the study period, especially the awareness of responsibility and the developed skills, will also give him the opportunity to be relevantly employed in a state organization.

Continuous Learning Opportunities

A graduate can continue his/her studies in foreign and Georgian higher education institutions at the next level of higher education (doctorate) in a doctoral educational program, which does not require a master's academic degree in another direction/specialty as a prerequisite.

Material resources necessary for the program implementation

The material resources available and owned by the Teaching University ensure the realization of the goals of the undergraduate educational Programme and the achievement of the planned learning outcomes:

Buildings and Facilities– Master's educational program is implemented in the premises owned and operated by the teaching university 24 hours a day, where sanitary and hygienic and safety standards are maintained (the buildings have alarms, fire extinguishers, video monitoring system is in place, and the university security guard is in charge). The building is fully

aligned with the technical requirements set for the higher education institution, with auditoriums equipped with proper equipment and inventory (projectors, chairs, desks, boards, etc.) for lectures and practical classes.

Library—The library of the university maintains a printed and electronic fund corresponding to the master's educational program available to students, invited and academic staff. The library has a reading room equipped with appropriate equipment (chairs, tables, computers). The library has a multifunctional copier that the student can use with the help of a library staff. Students can access the Internet and international electronic resources (Legislative Herald, EBSCO; HeinOnline, Elsevier, UpToDate) .The University Library has an electronic catalog.

Academic Staff Workspace - The academic staff is provided with work space equipped with the appropriate inventory and equipment (chairs, desks, cupboards, internet access, multifunctional copier).

Information and Communication Technologies - To facilitate the implementation and administration of the master educational Programme, the teaching university uses information and communication technologies. Technical support for Master's degree-related software is available, existing computers respond to modern needs. They are connected to the Internet and are available to students, academic, invited, and administrative staff. Electronic learning management system is used to facilitate students' access to their assessment, control of students' academic performance by the administrative staff and the teaching process. Through the website of the Teaching University, which contains a catalog of educational Programmes and information related to their implementation, conduct, etc., Teaching University provides publicity and access to information

Characteristics of Organizing Studies

The business administration master's educational program has a consistent structure provided by the Georgian legislation (Compulsory and optional training courses of the field of basic study), which ensures the transfer of knowledge according to the principle: from general to specific, from simple to complex.

The master's educational program is 120 credits long and includes teaching (90 credits) and research (30 credits - execution and defense of the master's thesis) components.

The 90 credits are distributed as follows: 78 credits of compulsory courses of the main field of study and 12 credits of elective courses of the main field of study.

Compulsory training courses provide an opportunity to master the basic competencies of business administration in depth.

Elective courses are offered in the second and third semesters and may be taken subject to prerequisites. Delivery of elective courses is determined by the university.

Elective courses are multifaceted and the master's student, taking into account the interests, can acquire/enhance specific knowledge and develop skills in global and entrepreneurial vision, innovative management, marketing, finance, strategy, analysis, human resource management, sustainable development and circular economy, public-private partnership and others in the direction

Within the framework of optional courses/credits, a master's student can take practice in the amount of 6 credits in the second or third semester.

After completing the program, the graduate Competencies of the program represent through the provided courses Compa set of tensions. The qualifications stipulated by the program are granted at the end of the present master's educational program - otter In accordance with the LO plan, the accumulation of at least 120 credits - with the program of GatwowLisciBy receiving credit in all required subjects and applying for the program Do your will Bis you Degad.

Curriculum of the educational program

No	Precondition	Module / subject	ECTS credits				Academic Workload	
			1 st year		2 nd year		Contact Hours	Independent Hours
			semester					
			I	II	III	IV		
Learning component								
Compulsory study courses of the main field of study								
1	Without precondition	Strategic Management and Modern Concepts of Management (I)	6/150				28	122
2	Without precondition	Managerial Economics (I)	6/150				29	121
3	Without precondition	Business Statistics (I)	6/150				28	122
4	Without precondition	Academic Writing for Graduate Students (D) (M)(P)	3/75				17	58
5	Without precondition	Global Business (I)	3/75				16	59

6	Without precondition	Entrepreneurship and Innovation Management (D)	3/75				16	59
7	Without precondition	Strategic Communication (D) (M)	3/75				16	59
8	Without precondition	Managerial Accounting and Budgeting (I)		6/150			29	121
9	Strategic Management and Modern Moncepts of Management (I)	Strategic Marketing Management (D)		6/150			29	121
10	Business Statistics (I) (P)	Research Methods for Business Students (D) (M) (P)		6/150			26	124
11	Without precondition	Management Information Systems (D) (M) (P)		3/175			16	59
12	Without precondition	Business Ethics (D)		3/175			16	59
13	Strategic Management and Modern Concepts of Management (I)	Project Management (D) (M) (P)			6/150		29	121
14	Strategic Management and Modern Concepts of Management (I)	Value Chain Management (D)(P)			6/150		28	122
15	Managerial Accounting and Budgeting (I)	Financial Management (D)			6/150		28	122

16	Without precondition	The Changing Organizational Behavior and Human Resource Management Environment (D)			6/150		41	109	
17	All compulsory courses (I-III semester)	Master Thesis (D) (M) (P)				30/750	10	740	
			30	24	24				
	Elective courses of the main field of study (in the second semester - 6 credits; in the third semester - 6 credits)		can be selected semesters				ECTS		
#	prerequisites	Course Title	I	II	III	IV			
1	Without precondition	Leadership and Team Management (D)		√			6/150	28	122
2	Business Statistics (I)	Data Analysis and Business Modeling (M) (P)			√		6/150	29	121
3	Strategic Marketing Management (D)	International Brand Management (D) (M)			√		3/75	18	57
4	Strategic Management and Modern Concepts of Management (I)	Sales Management (D)		√	√		3/75	16	59

5	Strategic Management and Modern Concepts of Management (I)	Risk Management and insurance (D)		√	√		3/75	16	59
6	Strategic Management and Modern Concepts of Management (I)	Strategic Human Resources Management (D)		√			6/150	29	121
7	Without precondition	Business Law (I)		√	√		3/75	19	56
8	Without precondition	Financial Markets and Institutions (D)		√	√		3/75	16	59
9	Without precondition	Taxes and Fees (D)		√	√		3/75	20	55
10	Without precondition	Sustainable Development and Circular Economy (I)		√	√		3/75	16	59
11	Without precondition	Economic Policy (D)		√	√		3/75	16	59
12	Without precondition	Government Procurement (I)		√	√		3/75	26	49
13	Without precondition	Public and Private Partnership (I)		√	√		3/75	19	56
14	Without precondition	Labor law and labor relations (I)		√	√		6/150	39	111

15	Strategic Management and Modern Concepts of Management (I); Business Statistics (I); Global Business (I); Entrepreneurship and Innovation Management (D); Strategic Communication (D) (M)	Practice (D) (M) (P)		√	√		6/150	76	74
----	---	----------------------	--	---	---	--	-------	----	----

Map of the program objectives and learning outcomes

Objectives of the educational program	Program Learning Outcomes
<p>to train qualified specialists with the academic degree of Master of Business Administration, equipped with deep and systematic knowledge of the field of business administration, who:</p> <p>M1. Critically evaluates the theoretical approaches of business management and the latest achievements in the field of management activities; In addition, investigates and develops new, original ideas to increase management efficiency;</p>	<p>1. Knowledge and understanding</p> <p>Graduate:</p> <p>1.1 Demonstrates deep and systematic theoretical knowledge in the field of business administration, encompassing modern management concepts, strategic management, managerial economics, business statistics, entrepreneurship and innovation management, business environment and markets, strategic marketing management, strategic communications, value chain management, organizational changes, human resources management, project management, management accounting, financial management, business ethics, and related areas.</p> <p>1.2 For effective business administration, recognizes the importance of critically analyzing the latest achievements in management activities and generating innovative, original ideas.</p> <p>1.3 Recognizes the necessity and responsibility to assume leadership in the process of business administration.</p>
<p>M2. Analyzes the changing business environment, including complex or incomplete information; assesses internal and external business factors, identifies development opportunities, and formulates decisions to resolve complex problems and improve management efficiency.</p> <p>M3. Utilizes a diverse research toolkit for critically analyzing and innovatively synthesizing information; formulates strategic decisions based on quantitative and qualitative data analysis to facilitate effective business management.</p> <p>M4. independently conducts research in the field of business administration in accordance with the principles of academic integrity, while using the latest methods and approaches, and presents arguments and conclusions to both academic and professional communities in accordance with academic ethics standards;</p> <p>M5. Evaluates the importance of following business social responsibility and business ethics norms for for achieving business success and fostering community development.</p>	<p>2. Skills</p> <p>Graduate:</p> <p>2.1 Navigates adeptly in a changing business environment, including amidst conditions of complexity or incomplete information;</p> <p>2.2 Investigates and integrates new, original ideas to address intricate business administration challenges; through critical analysis and innovative synthesis of information, evaluates a specific business situation, and formulates an appropriate strategic decision;</p> <p>2.3 Independently conducts research in the field of business administration, adhering to the principles of academic integrity, and employing the latest methods and approaches;</p> <p>2.4 Engages in argumentative discourse and presents research findings and conclusions in the field of business administration to both the academic and</p>

	<p>professional community, ensuring adherence to academic ethics standards;</p> <p>2.5 Evaluates the importance of adhering to business social responsibility and ethics norms for achieving business success and fostering community development.</p>
<p>M6. Develops professional knowledge and practice of business management through personal contributions; Navigates and adapts to complex, unpredictable, multidisciplinary learning and work environments using innovative strategic approaches.</p> <p>M7. Initiates independent studies and assumes responsibility for both personal activities and the professional development of others.</p>	<p>3. Responsibility and autonomy</p> <p>3.1 Actively contributes to the professional knowledge and practice of business administration by creatively synthesizing acquired knowledge and engaging in practical action;</p> <p>3.2 Applies theoretical knowledge of business administration to effectively manage a complex, unpredictable, multidisciplinary learning and work environment, employing innovative strategic approaches for adaptation.</p> <p>3.3 3.3. Demonstrates the ability to autonomously manage one's own learning process for continuous professional development, while also assuming responsibility for fostering the professional development and performance of others..</p>

Map of mandatory training courses and program learning outcomes

#	module/subject	course Status											
			1.1	1.2	1.3	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3
1	Strategic Management and Modern Concepts of Management	(I)	*	*	*	*	*	*	*	*	*	*	*
2	Managerial Economics	(I)	*	*	*	*	*	*	*	*		*	*
3	Business Statistics	(I) (P)	*			*	*	*	*			*	*
4	Academic Writing for Graduate Students	(D) (M) (P)	*	*		*	*	*	*			*	*
5	Global Business	(I)	*	*	*	*	*	*	*				
6	Entrepreneurship and Innovation Management	(D)	*	*	*	*	*	*	*	*	*	*	*
7	Strategic Communication	(D) (M)	*	*	*	*	*	*	*	*			*
8	Managerial Accounting and Budgeting	(I)	*	*	*	*	*	*	*				
9	Strategic Marketing Management	(D)	*	*		*	*	*	*	*		*	
10	Research Methods for Business Students	(D) (M) (P)	*	*	*	*	*	*	*			*	*
11	Management Information Systems	(D) (M) (P)	*	*	*	*	*	*	*			*	*
12	Business Ethics	(D)	*	*		*	*	*	*	*			
13	Project Management	(D) (M) (P)	*	*	*	*	*	*	*			*	*
14	Value Chain Management	(D) (P)	*	*		*	*	*	*		*	*	
15	Financial Management	(D)	*	*	*	*	*	*	*				
16	The Changing Organizational Behavior and Human Resource Management Environment	(D) (P)	*	*	*	*	*	*	*	*			
17	Master Thesis	(D) (M) (P)	*	*	*	*	*	*	*	*	*	*	*

Course status

I – introductory courses (Introduction)	D – developing courses (developing)	P - practical courses (Practical)	M-Master's courses
--	--	--------------------------------------	--------------------



Map of the learning outcomes of the compulsory and elective courses of the Program

No	Compulsory study courses of the main field of study	Knowledge and understanding	Skills	Responsibility and autonomy
1	Strategic Management and Modern Concepts of Management (I)	*	*	*
2	Managerial Economics (I)	*	*	*
3	Business Statistics (I) (P)	*	*	*
4	Academic Writing for Graduate Students (D) (M) (P)	*	*	*
5	Global Business (I)	*	*	
6	Entrepreneurship and Innovation Management (D)	*	*	*
7	Strategic Communication (D) (M)	*	*	*
8	Managerial accounting and budgeting ((I)	*	*	
9	Strategic Marketing Management (D)	*	*	*
10	Research Methods for Business Students (D) (M) (P)	*	*	*
11	Management Information Systems (D) (M) (P)	*	*	*
12	Business Ethics (D)	*	*	
13	Project Management (D) (M) (P)	*	*	*
14	Value Chain Management (D) (P)	*	*	*
15	Financial Management (D)	*	*	
16	The Changing Organizational Behavior and Human Resource Management Environment (D)	*	*	
17	Master Thesis (D) (M) (P)	*	*	*

No	Elective courses of the main field of study	Knowledge and understanding	Skills	Responsibility and autonomy
1	Leadership and Team Management (D)	*	*	*
2	Data analysis and business modeling (M) (P)	*	*	
3	International Brand Management (D) (M)	*	*	*
4	Sales management(D) (M)	*	*	
5	Risk management and insurance(D)	*	*	
6	Strategic Human Resource Management (D)	*	*	
7	Business Law (I)	*	*	
8	Financial Markets and Institutions (D)	*	*	
9	Taxes and Fees (D)	*	*	
10	Sustainable Development and Circular Economy (I)	*	*	*
11	Economic Policy (D)	*	*	
12	Government procurement (I)	*	*	
13	Public and Private Partnership (I)	*	*	
14	Labor law and labor relations (I)	*	*	*
15	Practice (D) (M) (P)	*	*	*