



Sulkhani-Saba Orbeliani
UNIVERSITY

Master Educational Program of Public Administration

<i>Title of the Program</i>	Public Administration
<i>Program Director</i>	George Goradze Liana Giorgadze
<i>The language of instruction</i>	Georgian
<i>Qualification Granted</i>	Part I of the programme (60 ECTS): Master of Public Administration Part II of the programme (60 ECTS): Master of Research in Public Administration
<i>Volume of the educational Program in credits</i>	The Master's program is built on the basis of the ECTS system, is student-centered, and is based on the student's academic load, which is necessary to achieve the goals of the educational program. The Master's degree program in Public Administration comprises 120 ECTS credits and consists of 60-credit components (Part One and Part Two).
<i>Date of Program Approval</i> <i>Protocol Number</i>	14.02.2020 №03-20
<i>Date of Program Renewal and Protocol Number</i>	26.08.2026 №07-26

Program Objectives

The goal of the first part of the Master's Program in Public Administration (60 ECTS) is to:

- (A) Provide multidisciplinary, in-depth, and systematic knowledge of public administration, its constitutional regulation, contemporary concepts, legal instruments for the implementation of public administration, human resource management in the public sector, public financial management, the organizational structure and management of public institutions, as well as policy and strategic planning methods;
- (B) To provide deep and systematic knowledge of Georgia's state structure, the functioning of local self-government, the national and regional significance of Georgia's European integration process, as well as the fundamental principles governing the functioning of the European Union as an organization;
- (C) To develop professional and conscientious public administrators and civil servants with high ethical values and standards, who will be able to facilitate the effective functioning of the public administration system and participate in its sustainable development through innovative approaches.

The second part of the Master of Public Administration program (60 ECTS) aims to provide students with:

- (D) The ability to conduct scientific research using academic writing techniques and appropriate research methods in order to analyze and solve public administration problems in depth.

Learning Outcomes

After completing the first part (60 ECTS) of the Master of Public Administration educational program, the graduate will:

- (A) Systematically describes the principles, concepts and functions of public administration, the constitutional regulation of public administration and the legal instruments for its implementation, the procedure and process of decision-making in the field of public administration, the types of administrative proceedings, principles and main forms of activity of a public body, mechanisms of public finance management, modern models of organizational structure and management of public institutions, critically understands the complex problems existing in the field of public administration and civil service law;
- (B) Possesses systematic knowledge of the main aspects of the state system of Georgia, the constitutional status and rights and obligations of state bodies of Georgia, the structure, functions and its relationship with the central government, issues related to Georgia's European integration, the main aspects and current problems of Georgia-EU cooperation.
- (C) comprehensively assesses problematic issues of public administration and determines optimal ways to resolve them, reveals unethical actions in the public service and identifies those who committed them, and protects the interests of the public service in order to ensure an ethical environment. Independently assesses risk factors and uses innovative methods to evaluate, analyze and develop response mechanisms. Critically analyzes the features of the public finance system and seeks effective means of budget implementation;
- (D) develops strategic management and policy planning documents, plans and participates in the legislatively defined proceedings to resolve a specific issue in the field of public administration, determines tools for effective and efficient communication with the public.
- (E) uses the knowledge gained in everyday processes and independently makes important decisions in the public service, adhering to the values, principles and general rules of ethics of the public service;;

After completing the second part of the Master of Public Administration educational program (60 ECTS), the graduate will also:

- (F) carry out a generalized analysis and interpretation of primary sources, scientific articles, legal acts and other documents important for public administration, taking into account the standards of academic honesty, plan the scientific-research process, collect primary data using the appropriate research methodology, identify the legal research methods necessary for the performance of scientific research.
- (G) analyze the ethical and moral aspects of public administration, the ethical results of scientific research and, using their own professional knowledge, make a significant contribution to the formation of a “good governance” system in a democratic state and its future development, taking into account the constitutional order and fundamental human rights.

Program Admission Requirement

The Master Educational Program of Public Administration 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 interviews and 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>).

Candidate is exempted from the English language test, if he/she have one of the following international certificates proving knowledge of the English language at the B2 level: 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 education 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 Educational Program of Public Administration on a mobility basis twice a year, within the deadlines established by the Ministry of Education and Science of Georgia, following the mandatory procedures and rules established by the university.

Enrollment in the Master Educational Program of Public Administration, or enrollment in the manner of transfer 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, 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 that 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.

The scientific research component (Master's thesis) of the Master's Educational Program in Public Administration must be evaluated in the same or subsequent semester in which the student completes work on it. The scientific research component (Master's thesis) of the Master's Educational Program in Law is evaluated once (through a final evaluation).

The evaluation system for the scientific research component (Master's thesis) of the Master's Educational Program in Public Administration allows:

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;
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(F) Failed

A maximum score of 40 points or less means that the master's student loses the right to submit the same scientific-research component.

Field of employment:

A graduate can be employed in any state institution - Ministry, LEPL, SSA, other government organization, any local self-government body, in any position of high, medium and low rank, as well as in scientific-research organizations, non-governmental organizations, whose activities are any is related to public administration research and development.

Continuous Learning Opportunities

A graduate of the first part of the Master's program (60 ECTS) has the right to continue studying in the second part of the Master's program in Public Administration of Sulkhan-Saba Orbeliani University (60 ECTS) without passing the Master's exams, if 5 years have not passed since enrollment in the first part. A graduate of the second part of the Master's program in Public Administration (60 ECTS) has the right to continue studying in a public administration or other doctoral program in higher educational institutions of Georgia or other countries, which does not require a Master's 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– The undergraduate education Programme 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 Teaching University holds print and electronic resources relevant to the bachelor degree Programme 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 undergraduate educational Programme, the teaching university uses information and communication technologies. Technical support for Bachelor'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 Master of Public Administration educational program (120 ECTS) consists of two parts with a volume of 60-60 credits.

The first part of the Master of Public Administration educational program (60 ECTS) includes a teaching component, which is presented in the form of mandatory courses and elective courses.

The second part of the Master of Public Administration educational program (60 ECTS) includes teaching and scientific-research components. The teaching component of the second part of the Master of Public Administration educational program (60 ECTS) consists of mandatory and elective courses. The scientific-research component is presented in the form of the completion and defense of a master's thesis.

A student enrolled in the Master of Public Administration program under the mobility rule may, instead of elective courses, recognize other courses that have been taken at another higher education institution, without respecting the number of credits to be accumulated in each module provided for by the program. This rule also applies to the recognition of credits earned within the framework of an international exchange program.

In the compulsory courses of the first part (60 ECTS) of the Master of Public Administration program, a student must accumulate 54 credits. In the elective courses component, a student must accumulate 6 credits. A student can choose a course from both the elective courses of the main field of study of the Master of Public Administration program, and from any master's program operating at the university.

In the compulsory courses of the second part (60 ECTS) of the Master of Public Administration program, a student must accumulate 24 credits. Mandatory courses are focused on developing written and oral research, primary and secondary sources, independent research, and scientific-analytical skills in various areas of public administration science.

In the elective courses component of the second part (60 ECTS) of the Master of Public Administration educational program, a student must accumulate 6 credits. A student can choose a course from the elective courses of the main field of study of the Master of Public Administration program, as well as from any master's program operating at the university.

The results of the student's independent research are reflected in the master's thesis. The master's thesis is a completed work that should reflect the student's ability to conduct research or other types of work. When defending the presented work, the student must present the work he has done and the ability to participate in the discussion.

Educational Program Curriculum

№	Precondition	Module / subject	ECTS credits				Academic workload	
			1 st year	2 nd year			Contact hours	Independent hours
				Semester				
				I	II	III	IV	
The first part of the Master's Program in Public Administration (60 ECTS)								
Educational Component								
Compulsory courses of the core field of study								
1.	No prerequisite	System of Public Administration and Public Service		9/225			41	184
2.	No prerequisite	State Arrangement and Local Self-Government of Georgia	6/150				40	110
3.	No prerequisite	Administrative Proceeding		9/225			42	183
4.	No prerequisite	Economix	6/150				28	122
5.	Economix	Public Financial Management		6/150			41	109
6.	No prerequisite	Strategic and Political Planning in Public Service		6/150			42	108
7.	No prerequisite	Integrated Management: Concepts and Strategy	6/150				27	123
8.	No prerequisite	European Union Association Agreement and Eurointegration	6/150				41	109

Elective courses of the core field of study								
1.	No prerequisite	Mechanisms of Public Management Control	3/75		3/75		21	54
2.	No prerequisite	Personal Data Protection Law	6/150		6/150		41	109
3.	No prerequisite	Employment policy and labor market	6/150		6/150		29	121
4.	No prerequisite	Licenses and Permissions	3/75		3/75		17	58
5.	No prerequisite	Management of the Environmental Protection	3/75		3/75		20	55
6.	No prerequisite	Privatization Law	3/75		3/75		17	58
7.	No prerequisite	Public-private partnerships	3/75		3/75		19	56
8.	No prerequisite	Sustainable development and circular economy	3/75		3/75		16	59
The second part of the Master's Program in Public Administration (60 ECTS)								
Educational Component								
Compulsory courses of the core field of study								
1.	No prerequisite	Academic Writing for Master's Students			6/150		28	122
2.	No prerequisite	Qualitative Research Methods			6/150		42	108
3.	No prerequisite	Quantitative Research Methods and Data Analysis Using SPSS			6/150		42	108
4.	No prerequisite	Business Statistics			6/150		28	122
Elective courses of the core field of study								
Elective courses of the first part (60 ECTS) of the Master of Public Administration educational program.								

Research Component								
1.	Academic Writing for Master's Students; Qualitative Research Methods; Quantitative Research Methods and Data Analysis Using SPSS; Business Statistics	Master's thesis				30/750	9	741
Per semester			30	30	30	30		
Per year			60		60			
Total			120					

Map of the program objectives and learning outcomes

The Goals of Educational Program	Program Learning Outcomes						
	<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>
The goal is to: Provide multidisciplinary, in-depth, and systematic knowledge of public administration, its constitutional regulation, contemporary concepts, legal instruments for the implementation of public administration, human resource management in the public sector, public financial management, the organizational structure and management of public institutions, as well as policy and strategic planning methods;	√						
The goal is to: To provide deep and systematic knowledge of Georgia's state structure, the functioning of local self-government, the national and regional significance of Georgia's European integration process, as well as the fundamental principles governing the functioning of the European Union as an organization;		√					
The goal is to: To develop professional and conscientious public administrators and civil servants with high ethical values and standards, who will be able to facilitate the effective functioning of the public administration system and participate in its sustainable development through innovative approaches.			√	√	√		
The goal is to: The ability to conduct scientific research using academic writing techniques and appropriate research methods in order to analyze and solve public administration problems in depth.						√	√

Map of mandatory training courses and program learning outcomes

№	Module/Subject	Course status	Program Learning Outcomes							
			<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>	<u>G</u>	
First part of the Master's Program in Public Administration (60 ECTS)										
1.	System of Public Administration and Public Service	D		+	+	+	+			
2.	State Arrangement and Local Self-Government of Georgia	D			+					
3.	Administrative Proceeding	D		+			+	+		
4	Economix	I	D			+				
5	Public Financial Management	D				+	+			
6	Strategic and Political Planning in Public Service	D			+		+			
7	Integrated Management: Concepts and Strategy	D		+			+		+	
8	European Union Association Agreement and Eurointegration	D			+	+	+	+		
Second part of the Master's Program in Public Administration (60 ECTS)										
1.	Academic Writing for Master's Students	P	M					+	+	+
2.	Qualitative Research Methods	P	M						+	+
3.	Quantitative Research Methods and Data Analysis Using SPSS	P	M						+	+
4.	Business Statistics	D	P	+				+		
5.	Master's thesis	P	M	+	+	+		+	+	+
I –Introduction		D - Developing		P - Practical			M- Master			



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

№	Course	Learning outcomes		
		Knowledge and understanding	Skills	Responsibility and Autonomy
Compulsory courses of the core field of study				
1.	System of Public Administration and Public Service	+	+	
2.	State Arrangement and Local Self-Government of Georgia	+	+	
3.	Administrative Proceeding	+	+	
4.	Economix	+	+	
5.	Public Financial Management	+	+	
6.	Strategic and Political Planning in Public Service	+	+	
7.	Integrated Management: Concepts and Strategy	+	+	+
8.	European Union Association Agreement and Eurointegration	+	+	
9.	Academic Writing for Master's Students	+	+	+
10.	Qualitative Research Methods	+	+	+
11.	Quantitative Research Methods and Data Analysis Using SPSS	+	+	+
12.	Business Statistics	+	+	+
13.	Master's thesis	+	+	+
Elective courses of the core field of study				
1.	Mechanisms of PublicManagement Control	+	+	+
2.	Personal Data Protection Law	+	+	

3.	Employment policy and labor market	+	+	
4.	Licenses and Permissions	+	+	
5.	Management of the Environmental Protection	+	+	
6.	Privatization Law	+	+	
7.	Public-private partnerships	+	+	
8.	Sustainable development and circular economy	+	+	+