Catalogue of
Master's Programs
(Delivered in English)

2025

Contents

About International Black Sea University

The International Black Sea University (IBSU) has been engaged in educational and scientific activities since 1995. The university is the first English-language educational institution in Georgia, which provides programs in both English and Georgian languages at all three levels of education.

More than 200 local and invited professors from different countries provide a high level of education at the university. International Black Sea University offers many opportunities to students. Namely: diverse public lectures, discussions with experts in various fields, participation in local and international conferences, mock trials, access to more than 25,000 books in the library and constantly updated electronic literature, involvement in more than 30 different clubs; Participation in various sports tournaments, opportunity of training in the gym, basketball court, open and closed stadiums, excursions, picnics, hiking and other extracurricular activities.

More than 4,500 graduates of the International Black Sea University hold an high education diploma issued by the university. IBSU students actively benefit from exchange programs. The university has signed 70 memorandums with educational institutions of 24 countries. IBSU is involved in Erasmus+ and DAAD projects.

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Please see the contact information in the section of a program

Finance

Name of the Educational Programme:	Finance
Awarded Qualification:	Master of Finance
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	Student enrollment is made according to the Georgian legislation - based on the results of the Unified National Master's Exams (Admission to the educational program without passing Unified National exams may be allowed only in cases considered by the Georgian law). for foreign applicants admission criteria is available at IBSU Web-page. A person with a bachelor's degree or an equivalent academic degree who will be enrolled on the basis of the results of the general master's examinations. In addition, the applicant should pass the University internal exam in specialty and English language (B2 level). Candidate who has an English language B2 level international certificate is exempted from passing the language exam. Also, a candidate who has graduated from the English Language Educational Program will be exempt from English Language Requirement. Exams in English and Specialty are distributed in accordance with the following coefficient: 40% -60% respectively. Exam in the professional subject will be conducted in a written form. The order of the Minister of Education and Science of Georgia №10 / N (4.02.2010) on the "Rules for Transfer from the Higher Education Institution to Other Higher Education Institutions and Approval of Fees" students shall be enrolled in accordance with the mobility rules.
Purpose of the Programme:	The goal of the Finance Master program is to prepare competent specialists with theoretical knowledge and practical skills of finance, scientific research and creative skills. The task of the program is to prepare specialists who have deep and systemic knowledge in the fields of finances. 1. To achieve this, the program aims to develop competencies based on broad and versatile knowledge and knowledge of the discipline, by providing student deep and systematic knowledge in the field of finance;

		2. To equip the student with system for managing financial resources; Characteristics of the financial system and financial market theory; Financial intermediaries as a financial system; risk management; Management of Capital Structure and Costs; The role of state finances in the financial system and how it is managed; different economic mechanisms at the micro- and macro- economic level sssessment of the current and future financial conditions of an organization
		3. To develop the competence of develops practical application of theoretical knowledge received in the field of finance, communication skills and ethical standards necessary for professional development.
		4. Carry out research in accordance to the standards of academic integrity and ethics, employing contemporary methodologies, and presents the findings in an argumentative way to relevant audiences.
Learning outcome	Knowledge and understanding	1. Explains financial management, the importance of financial concepts and theories in the decision-making process in order to maximize company 'benefits as an important means of communication and coordinating entities' resources; 2. Profounds deep, systematic knowledge of economic mechanism at the micro- and macro- economic levels; 3. Describes the ways how to improve the financial condition of any entity, its restructuring and rehabilitation 4. Determines modern management models and methods, techniques and technologies for identifying, analyzing and evaluating the main problems in the financial system and financial institutions
	Skill	5. Uses of Business Measurement, Business Assessment and Analysis Methods in evaluating and planning practical business development; 6. Demonstrates context-appropriate communication skills using information and communication technologies 7. Prepars corporate reporting, interpreting financial statements and formulating useful conclusions based on them 8. Makes the right choice out of the most favorable sources of financing and prepares an efficient portfolio using equity and fixed-income securities.
	Responsibility and autonomy	9. Identifies further learning needs and achieves a high level of independence. 10. Performs research independently, employing current methods in a way that preserves academic integrity and ethics, and presents findings to interested parties in an argumentative manner. 11. Assesses financial processes and events, considering the ongoing growth of organizations, possible risks, costs, and advantages; performs in accordance with

	professional ethics and legal regulations, and autonomously makes rational decisions.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters.
	Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points.
	Grading system allows:
	a) Five types of positive grades
	1) (A) Excellent – 91 – 100:
	2) (B) Very good – 81-90.
	3) (C) Good – 71-80:
	4) (D) Satisfactory – 61-70.
	5) (E) Sufficient – 51-60.
	b) Two types of negative grades
	1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work;
	2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew.
	For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade.
	Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus.
	A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements:
	a) Obtaining minimal competence levels set for midterm and final evaluations;
	b) Obtaining minimum 51 points out of 100 points of final grade.
	A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation.
	Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
Field of Employment:	A graduate of the program will be able to be employed in both local and multinational businesses as well as in the organization with educational and scientific research profile, NGO, etc. Master of Business Administration in Finance can work as a specialist in finance, financial analyst, or manager in organizations dealing with financial services (banks, insurers, mutual funds, broker services),Financial management and monitoring

#	Course / Module / Internship / Research Component	Status	Credit number	I Year		II Year		Contact Hours					Distribution of Hours	
				I Semester	II Semester	III Semester	IV Semester	Lecture	Seminar / Group Work / Laboratory Work / Practical work	Midterm exam(s)	Final exam	Total number of contact hours	Independent work	Total number of hours
I	**Compulsory Courses**		99											
1	Managerial Economics	Compulsory	8	☑				14	14	2	2	32	168	200
2	Strategic Management	Compulsory	8	☑				14	14	2	2	32	168	200
3	Professional Writing	Compulsory	6	☑				14	14	2	2	32	118	150
4	Financial Management	Compulsory	8	☑				14	14	2	2	32	168	200
5	Quantitative Analysis for Business	Compulsory	8		☑			16	26	2	2	46	154	200
6	Financial Instrument and Risk Management	Compulsory	8		☑			15	13	2	2	32	168	200
7	Corporate Financial Reporting	Compulsory	8		☑			14	14	2	2	32	168	200
8	Corporate Valuation and Financial Analysis	Compulsory	10			☑		28	14	2	2	46	204	250
9	Research Methods for Business	Compulsory	5			☑		14	14	2	2	32	93	125
10	Master thesis	Compulsory	30				☑	-	-	-	2	32	718	750
II	**Elective Courses**		21											
1	Portfolio Management	Elective	6			☑		14	14	2	2	32	118	150
2	Business Simulations and Analysis	Elective	6		☑			12	16	2	2	32	118	150
3	Advanced Project Management	Elective	6		☑			14	14	2	2	32	118	150
4	Managerial Accounting and Control	Elective	6		☑			14	14	2	2	32	118	150

#	Name	Type	Credits											
5	Corporate Governance and Social Responsibility Management	Elective	6			☑		14	14	2	2	32	118	150
6	Banking Management	Elective	5			☑		14	14	2	2	32	93	125
7	Derivative Securities Market	Elective	5			☑		14	14	2	2	32	93	125
8	Merger and Acquisitions, Reorganization	Elective	5			☑		14	14	2	2	32	93	125
9	Financial Regulations	Elective	5			☑		22	6	2	2	32	93	125
10	Financial Accounting for Managers	Elective	5	☑				14	14	2	2	32	93	125
11	Internship	Elective	5			☑		-	-	-	1	-	124	125
IV	Free elective courses		5	☑	☑	☑								
	Any educational course of the corresponding level of the university, with the corresponding prerequisite													
	Total		120											

Management

Name of the Educational Programme:	Management
Awarded Qualification:	Master of Business Administration in Management
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	A person with a bachelor's degree or equivalent academic degree can become a student of the master's program. Students are enrolled in the master's program in accordance with the legislation of Georgia - on the basis of the results of the common master's exams (in the cases stipulated by the law, without passing the common master's exams, see the "conditions of admission to the program for citizens of foreign countries" link - https://iro.ibsu.edu.ge/en/home) . In addition, the applicant for the program must pass the internal university exam in the specialty and English language (B2 level). An applicant is exempted from taking the foreign language test if he has completed an English-language educational program within the last three years and his grade point average (GPA) within this program is at least 75 (out of 100) or 3 (out of 4), or represents an appropriate English language International certificate confirming knowledge level (B2). For more information, see IBSU.R04 Graduate Studies Regulations and/or Appendix 1.1 Exams in English and specialty are distributed according to the following ratio: 60 - specialty / 40 English
Purpose of the Programme:	**The purpose of the educational program:** The goal of the master's program in management, taking into account the requirements of the labor market, is to train highly qualified specialists who will have deep and systematic knowledge of (1) theories and models of business administration and management, (2) analytical, creative, leadership, scientific and research skills, will be innovative and new, Focused on the development of original ideas and (3) provided with practical decision-making skills in the context of managing an organization in a complex, unpredictable environment, which will enable them to be employed in middle and high-level management positions, as well as to continue their studies at the next level of higher education.
Learning outcome	**Knowledge and understanding** ➢ In-depth explains the theories, models and tools of the company's strategic planning, implementation and control mechanism, human resources, production

		process management, marketing, finance for effective decision-making and assessment of business opportunities in an uncertain business environment; ➢ Identifies complex problems in all functional areas of business and in-depth describes research methods and statistical models of data processing to establish cause-effect relationships between problems and events.
	skills	➢ It is based on a strategic analysis of a separate link of the company's value chainto identify the company's functional areas and their interrelationships (purchasing, production, logistics, marketing, finance, human resources management); Evaluates the position of strategic business units in the market and prepares a strategic plan for their development. ➢ Based on the market demand analysis, prepares proposals for the management of the company's operations and strategic development of enterprise capacities, develops alternative options based on the measurement of enterprise capacities, integrates and coordinates business processes; evaluates the company's financial condition using different approaches, determines and plans financial efficiency, develops the company's financial needs by forecasting financial statements and participates in planning and implementing an effective financial policy; prepares projects, assesses risks for individual projects, plans a budget, develops a mechanism for controlling the quality of products and services and the productivity of personnel; ➢ formulates the long-term development vision of the organization and plans the human resources development strategy to achieve the company's goals, evaluates the productivity of the workforce, prepares a salary and compensation plan, introduces the principles of teamwork, employee motivation and an effective mechanism for managing conflict situations for various stakeholders of the organization, and justifies the importance of professional standards To increase the long-term value of stakeholders in the organization. ➢ By developing an effective accounting and budgeting system, it creates a flexible mechanism for decision-making and conflict of interest control in the organization. ➢ Plans the value creation process by conducting marketing audits and key aspects of strategic analysis. analyzes the factors affecting the customer and the actions of competitors; Based on the assessment and forecasting of the

		attractiveness of the segments, identifies the target segment and prepares the positioning strategy and plans the elements of the marketing complex.
		➢ integrates quantitative and qualitative research processes and methods in the field of management in order to identify, analyze, formulate recommendations and solve complex managerial problems; Demonstrates critical and analytical thinking skills across all functional areas of business in both local and global contexts through information processing and innovative synthesis, projects and case studies.
	Responsibility and autonomy	● Modifies modern aspects of management in a complex and multidisciplinary learning environment and prepares proposals, takes responsibility for professional knowledge management, organizes self-directed learning.
Evaluation Criteria		The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades 1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades 1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work; 2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew. For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade. Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus. A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements:

	a) Obtaining minimal competence levels set for midterm and final evaluations; b) Obtaining minimum 51 points out of 100 points of final grade. A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation. Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
Field of Employment:	of management With the help of the knowledge acquired within the framework of the master's program and the multifaceted sectoral and general (transferable) skills acquired, the graduate will have the opportunity to be employed in both local and international organizations operating in the private and state sectors, consulting firms, educational and scientific-research organizations, foundations, non-governmental organizations and A.S. A graduate of the program can work in all aspects of business management and occupy high-level managerial positions. of management A graduate of the master's program can continue his studies not only in management, but also in a broad profile of economics and business administration, taking into account the prerequisites for admission to the corresponding doctoral program.

#	Training course / practice / research component	Status	Number of credits	Distribution of credits for training			Distribution of hours			Number of contact hours per week
				Year 1	Year 2		Contact	Independent work	total hours	

#				I semester	II semester	III semester	IV semester	Lecture/consultation	Seminar/group work/ practical work	midterm exam(s)	final exam	All contact			
	Compulsory business administration and management training courses		78												
1	Professional writing	Compulsory	6	6				14	14	2	2	32	118	150	2
2	Managerial economics	Compulsory	8	8				14	14	2	2	32	168	200	2
3	Strategic management	Compulsory	8	8				14	14	2	2	32	168	200	2
4	Marketing Cases and Analysis	Compulsory	5	5				12	16	2	2	32	93	125	2
5	financial management	Compulsory	8	8				14	14	2	2	32	168	200	2
6	Quantitative analysis for business	Compulsory	8		8			16	26	2	2	46	154	200	3
7	Managerial accounting and control	Compulsory	6		6			14	14	2	2	32	118	150	2
8	Advanced project management	Compulsory	6		6			14	14	2	2	32	118	150	2
9	Leadership strategies	Compulsory	5			5		16	12	2	2	32	93	125	2
10	Strategic management of human resources	Compulsory	6			6		16	12	2	2	32	118	150	2
11	Operations and supply chain management	Compulsory	7			7		16	26	2	2	46	129	175	3
12	Research Methods for Business	Compulsory	5			5		14	14	2	2	32	93	125	2
	Research Component		30												
13	Master thesis	Compulsory	30				30					32	718	750	
	Elective courses in business administration and management		12												

1	Total quality management	Elective	6		6			14	14	2	2	**32**	**118**	**150**	**2**
2	Branding methods and analysis	Elective	5			5		16	12	2	2	**32**	93	**125**	**2**
3	Business simulations and analysis	Elective	6			6		12	16	2	2	**32**	**118**	**150**	**2**
4	Competition and Regulatory Law	Elective	5		5			15	15	2	2	**32**	93	**125**	**2**
5	Practice	Elective	10			10								**250**	
6	Portfolio analysis and asset valuation	Elective	8		8			14	14	2	2	**32**	168	**200**	**2**
7	corporate governance	Elective	6		6			14	12	2	2	**32**	**118**	**150**	**2**
8	Digital marketing	Elective	5			5		16	12	2	2	**32**	93	**125**	**2**
9	Strategic Marketing Cases and Analysis	Elective	5			5		16	12	2	2	**32**	93	**125**	2
10	Decision Support Information Systems	Elective	5		5			16	12	2	2	**32**	93	**125**	**2**
	all	**120 ECTS credits**													

Marketing

Name of the Educational Programme:	Marketing
Awarded Qualification:	Master of Business Administration (MBA) in Marketing/ბიზნესის ადმინისტრირების მაგისტრი მარკეტინგში
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	· A person with a bachelor's degree or an equivalent academic degree who will be enrolled on the basis of the results of the Unified Master's examinations. · Student enrollment is conducted according to the Georgian legislation - based on the results of the Unified Master's Exams (Admission to the educational program without passing Unified National exams may be allowed only in cases considered by the Georgian law), for foreign applicants admission criteria is available at – https://iro.ibsu.edu.ge/en/home) · In addition, the applicant should pass the University internal exam in specialty and English language (B2 level) or/and interview with the candidate. · Candidate who has an English language B2 level international certificate is exempted from passing the language exam. Also, a candidate who has graduated from the English Language Educational Program will be exempt from English Language Requirement. · The order of the Minister of Education and Science of Georgia №10 / N (4.02.2010) on the "Rules for Transfer from the Higher Education Institution to Other Higher Education Institutions and Approval of Fees" students shall be enrolled in accordance with the mobility rules.
Purpose of the Programme:	The purpose of the program is to prepare: 1) Master of Business Administration in marketing suitable for current market demands in marketing, having deep and systematic theoretical and practical knowledge in the modern business administration and marketing industry, and conducting academic research in the field. 2) A graduate who is capable of doing the proper marketing planning and management of public and private entities, including business organizations and understands ethics and responsibilities in business. 3) A Graduate who will gain new knowledge throughout his/her life due to rapidly changing market conditions - acquiring, refining and updating current marketing and business administration knowledge
Learning outcome	**Knowledge and understanding**	1) Identifies problems of a company on the basis of his / her knowledge, determine the market share of an organization, marketing value of its products and services,

		and analyze the entire business sector and market and understands digital marketing tools and strategies. 2) Recognizes quantitative characteristics of consumer markets into consumer segments, categories, and clusters, identify customer motivation, conduct quantitative and qualitative research, and increase the sustainability of an organization with the right strategic decision. 3) Describes how to implement innovation using the knowledge gained, critical understanding of the latest advances in business administration and marketing.
	Skills	4) Organizes market and business research in an unfamiliar and multidisciplinary market environment and find new, original ways of doing strategic marketing planning, branding/rebranding, and customer positioning in both local and international markets. 5) Analyze complex or incomplete business information, including critical analysis of consumer subconsciousness based on up-to-date research and surveys. 6) Organizes accurate and timely information regarding marketing activities to be conducted or already carried out and implementing the activities with respect to corporate social responsibility and business ethics norms.
	Responsibility and autonomy	7) Develops professional knowledge towards the customer, company, implemented projects, products, and services. 8) Develops professional responsibility and leadership skills for updating and maintaining marketing and business administration knowledge throughout the lifetime.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades 1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades	

	1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work; 2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew. For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade. Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus. A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements: a) Obtaining minimal competence levels set for midterm and final evaluations; b) Obtaining minimum 51 points out of 100 points of final grade. A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation. Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
Field of Employment:	With the help of acquired multilateral sectoral and general (transferable) skills of the Marketing Masters Program, graduates can be employed in the private and public sectors, in the existing business structures outside and within Georgia, companies and corporations, especially in marketing and sales departments, as well as research and development (Research & Development), in front and back offices. Besides, master's graduates can be employed by state organizations and public organizations where they can carry out business planning, management and work / operational issues, as well as facilitating the exchange of services among corporations and individuals, research issues such as consumer behavior and demands, business development and plannings. Graduate can be employed in the marketing departments of non-governmental and non-profit organizations and work in the marketing direction of those organizations. Graduates will be aware of the activities and functioning of institutions and organizations in the planning, management and work / operational issues and facilitating the exchange of services among corporations and individuals, as well as study consumer behavior and their demands. Graduates of Master's Program in Marketing can continue their studies not only in Marketing, but also in Economics and Business Administration wide profile with the relevant PhD admissions qualification.

Module / Internship / Research Component		Status	Credit number	Year I		Year II		Lecture	Seminar / Group Work / Laboratory Work / Practical work	Midterm exam(s)	Final exam	Total number of contact hours	Independent work	Total number of hours
				I semester	II semester	III semester	IV semester							
Learning component	Code	Mandatory	80											
Mandatory Learning courses														
Managerial Economics	FIN1013	Mandatory	8	8				14	14	2	2	32	168	200
Quantitative Analysis for Business	BUS1021	Mandatory	8		8			16	26	2	2	46	154	200
Professional writing	BUS1020	Mandatory	6	6				14	14	2	2	32	118	150
Strategic Management	MGT1034	Mandatory	8	8				14	14	2	2	32	168	200
Research Methods for Business	BUS1008	Mandatory	5			5		14	14	2	2	32	93	125
Marketing Cases and Analysis	MKT1006	Mandatory	5	5				11	17	2	2	32	93	125
Digital Marketing	MKT1028	Mandatory	5			5		19	9	2	2	32	93	125
Social Media Usage	MKT1007	Mandatory	5			5		14	14	2	2	32	93	125
Strategic Management of Human Resources	MGT1038	Mandatory	6			6		16	12	2	2	32	118	150
Financial Management	BUS1009	Mandatory	8	8				14	14	2	2	32	168	200
Marketing Plan and Analysis	MKT1001	Mandatory	5		5			12	16	2	2	46	79	125
Strategic Marketing Cases and Analysis	MKT1125	Mandatory	5			5		19	9	2	2	32	93	125
Advanced Project Management	MGT1002	Mandatory	6		6			14	14	2	2	32	118	150
Research Component - Master Thesis	BUS1025	Mandatory	30				30	30		2		32	718	750
Elective courses		Elective	10		5/	5/6								
Neuromarketing	MKT1123	Elective	6		*			16	12	2	2	32	118	150
Competition and Regulatory Law	FIN1001	Elective	5		*			14	14	2	2	32	93	125

Electro Business	MKT1124	Elective	6		*			**16**	**12**	2	2	32	118	150
Public Relations Cases and Analysis	MKT1004	Elective	5		*	*		14	14	2	2	32	93	125
Holistic Marketing	MKT1008	Elective	6		*			15	13	2	2	32	118	150
Branding Methods and Analysis	MKT1003	Elective	5			*		15	13	2	2	32	93	125
Pricing Policy and Tactics	MKT1126	Elective	6			*		13	15	2	2	32	118	150
Business Simulations and Analysis	BUS1007	Elective	6			*		12	16	2	2	32	118	150
3D Design and Product Development	MKT1127	Elective	5			*		14	14	2	2	32	93	125
Internship	BUS1024	Elective	10			*					1		249	250
Total			**120**											

Computer science

Name of the Educational Programme:	Computer Science
Awarded Qualification:	Master of Computer Science
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	Student enrolment is made according to the Georgian legislation - based on the results of the Unified National Master's Exams (Admission to the educational program without passing Unified National exams may be allowed only in cases considered by the Georgian law). A person can become a student of Master program if he/she has a bachelor or equivalent degree. In addition, the applicant should pass the University internal exam in specialty and English language (B2 level). The issues of the entrance exams and the evaluation system will be posted on the University website. Those students who have graduated from English Language Educational Program or presented certificate of exam which correspondent to B2 level, is exempted from passing the language exam. For more information, see Regulation for Master's Education. Exams in English and specialty are distributed according to the following ratio: 40%-60% respectively. International students are enrolled on the program in accordance with the Georgian legislation without Unified National Exams. Program admission preconditions could be accessed on the following link https://iro.ibsu.edu.ge/en/home
Purpose of the Programme:	Aims of the Master's Program in Computer Science are: (1) To provide Master's students research-based learning, which will deepen their knowledge in theoretical and practical issues of computer science. In particular, the Master's program focuses on giving students a deep understanding of courses from three areas of computer science: theoretical computer science, systems design and security, artificial intelligence. (2) To enhance Master's students' knowledge needed for industry. This means that the program will master students to formulate, analyse, solve, and realize with the industry specific tasks. Also, the program will deepen Master's students' skills required for the search and preparation of technical documentation, and the communication with field experts. (3) To enable Master's students' to pursue studies at the next level of academic education in computer science, computer engineering, information sciences, artificial intelligence, and information technology.

Learning outcome	1. Deeply and critically discusses the issues of algorithms and modeling theory, programming languages and systems implementation, data acquisition, protection and processing.
	2. Determines the possibilities of using computer science for solving practical and theoretical problems; Describes in detail the computer systems required by industry. Establishes ways to model and solve problem.
	3. Classifies research methods, discusses relevant technical literature in the field of computer science, means of preparing a report, writing a master's thesis and making a report.
	4. Adhering to the principles of good faith, conducts collaborative research, creates and uses software to solve the relevant task in the field of computer science, observing the norms of professional ethics, academic honesty and standards.
	5. Develops secure computer systems and network-based technologies in various fields, using technical knowledge and skills, information technology research and design methods.
	6. Develops new approaches for solving complex problems, creates mathematical models, performs algorithmic presentation, analysis and implementation.
	7. Divides complex problems into subproblems, searches for a suitable programming paradigm for each subproblem and implements it.
	8. In compliance with the standards of academic ethics, he/she investigates information relevant to the field of computer science needed for research and prepares a report/article/master's thesis, a small project proposal. Presents the obtained research results to both the academic and professional community.
	9. Solves issues related to computer science in a multidisciplinary environment, takes responsibility for these decisions, independently determines the professional development needs of the team members.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters.
	Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points.
	Grading system allows:
	a) Five types of positive grades
	1) (A) Excellent – 91 – 100:
	2) (B) Very good – 81-90.
	3) (C) Good – 71-80:
	4) (D) Satisfactory – 61-70.
	5) (E) Sufficient – 51-60.
	b) Two types of negative grades
	1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work;

	2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew.
	For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade.
	Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus.
	A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements:
	a) Obtaining minimal competence levels set for midterm and final evaluations;
	b) Obtaining minimum 51 points out of 100 points of final grade.
	A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation.
	Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
Field of Employment:	The Master of Science program in Computer Science will prepare internationally competitive specialists. The knowledge and skills acquired by the graduates will enable them to respond to modern technology related challenges. Graduates will be able to be employed both the private and public sectors, as a leading specialist, where they perform professional functions both independently and in teams. In particular, they will be able to work as a software developers, software engineers, data analysts, information technology specialists, network administrators, etc. Graduates can also continue their studies at the next level of academic education in the direction of computer science, computer engineering, information science, artificial intelligence and information technologies.

#	Course / Module / Internship / Research Component	Status	Credit number	Distribution of credits per courses and semesters									Distribution of Hours	
				I Year		II Year		Contact Hours						
				I Semester	II Semester	III Semester	IV Semester	Lecture	Seminar / Group Work / Laboratory Work / Practical work	Midterm exam(s)	Final exam	Total number of contact hours	Independent work	Total number of hours

#	Course	Type	Credits	S1	S2	S3	S4							
1	Logic for Computer Science and Artificial Intelligence	Mandatory	7	7				14	14	2	2	32	143	175
2	Principles of Programming Languages	Mandatory	7	7				16	12	2	2	32	143	175
3	Computer Networks Design	Mandatory	6	6				14	14	2	2	32	118	150
4	Models of Computation	Mandatory	8		8			16	12	2	2	32	168	200
5	Advanced Algorithms	Mandatory	8		8			29	13	2	2	46	154	200
6	Information Security	Mandatory	6		6			14	14	2	2	32	118	150
7	Seminar I	Mandatory	3		3			-	28	2	2	32	43	75
8	Data Mining and Analysis	Mandatory	8			8		16	12	2	2	32	168	200
9	IoT Design	Mandatory	7			7		14	28	2	2	46	129	175
10	Human-Machine Interaction	Mandatory	6			6		14	14	2	2	32	118	150
11	Seminar II	Mandatory	3			3		-	28	2	2	32	43	75
12	MSc Thesis	Mandatory	30				30	-	28	1	1	30	720	750
13	Computer algebra	Elective	5	5				16	12	2	2	32	93	125
14	Approximation Theory	Elective	5	5				14	14	2	2	32	93	125
15	Numerical Analysis	Elective	5	5				16	12	2	2	32	93	125
16	Modelling and Simulation	Elective	5	5				14	14	2	2	32	93	125
17	Distributed Application Development	Elective	5	5				18	10	2	2	32	93	125
18	Artificial Intelligence Applications	Elective	5	5				14	14	2	2	32	93	125
19	Software Development System Analysis	Elective	5		5			14	14	2	2	32	93	125
20	Semantic Web Technologies	Elective	5		5			16	12	2	2	32	93	125
21	Knowledge Representation and Reasoning	Elective	5		5			16	12	2	2	32	93	125

#	Course	Type												
22	Software Verification	Elective	5		5			14	14	2	2	32	93	125
23	Expert Systems	Elective	5		5			10	18	2	2	32	93	125
24	Bayesian and probabilistic programming	Elective	5		5			17	11	2	2	32	93	125
25	Digital Signal Processing	Elective	5		5			14	14	2	2	32	93	125
26	Graph Algorithms and Computational Geometry	Elective	6			6		22	6	2	2	32	118	150
27	Neural networks	Elective	6			6		17	11	2	2	32	118	150
28	Network Modelling	Elective	6			6		22	6	2	2	32	118	150
29	Operations Research	Elective	6			6		22	6	2	2	32	118	150
30	Deep Reinforcement Learning	Elective	6			6		14	14	2	2	32	118	150
31	Internship	Elective	6			6		-	84	2	2	88	62	150
	Total		120	30	30	30	30							

Management and Information Technology

Name of the Educational Programme:	Management and Information Technology
Awarded Qualification (DUAL DEGREE)	International Black Sea University (Georgia) – **"Master of Science in IT Management"**
	University of Applied Sciences Zwickau (Germany) – **"Master of Science in Management and Information Technologies",** which is expanded into five profiles (these profiles are regulated by elective subjects during all 4 semesters).
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	The following enrolment conditions for the joint Master's study program "Management and Computer Science" is fulfilled and monitored by the agreement between partner universities: A first university degree in the fields of Computer Science, Information Technologies, Management, Business Administration, International Relations, Language Science or related fields. The candidate must successfully pass the general Master's Exam; The candidate must successfully the B2 level English language intra-university exam; The candidate must successfully pass the interview, which examines the applicant's motivation, proficiency in the language of instruction of the program (English at least B2 level) and a good basic knowledge of fundamental topics related to business administration and computer science. NOTE: Interview will be conducted in online mode with the commission members from IBSU and WHZ, as well as 2 external subject experts from Computer Science, Management and/or Business Administration. Interview will address topics related to the program curriculum and will cover most of the questions related to computer science, information technology, management, business administration and related topics. Applicants who have an international certificate proving their knowledge of a English language at the B2 level are exempted from passing the English language exam; The applicant is exempted from passing the English language exam if he/she has completed an English language educational program; In case of equal points, the motivation letter and GPA of the master's degree candidate is considered in terms of the contest conditions;
Purpose of the Programme:	The internationally accredited double degree Master's program "Management and Information Technology" offers unique opportunities for future Master's students. The educational program was developed as a result of

an international partnership with the University of Applied Sciences Zwickau (Germany) and 4 partner universities from Asia and the South Caucasus. Partner universities are: International Black Sea University (IBSU), Kazakh-American Free University (KAFU), Armenian State University of Economics (ASUE), Kyrgyz-German Institute of Applied Informatics (INAI.KG).

The goal of the study program is to train a Master of Science (M.Sc.):

1. The study program is intended to deepen and supplement existing knowledge and skills in the disciplines of management, business administration, business information systems,inforamtion technologies and computer science.

2. The methodological competence of the students is to be strengthened in a targeted manner within the framework of the master's program in order to create the basis for responsible professional activities.

3. The students should be enabled to analyze and evaluate complex business management and information technologies problems based on the subject-specific knowledge acquired in the master's program and to develop adequate solutions in this regard.

4. Furthermore, the study program enhances the students' abilities to think interdisciplinary and work in global intercultural structures and become so-called "Business Allrounder". Therefore, social, language and intercultural skills will be trained and expanded.

5. The study program offers a wide variety of elective subjects from the disciplines of management, business administration, business information systems, and computer science. Therefore, it is intended that students individually choose their elective subjects according to their preferred field of qualification and work profile. In addition, depending on the chosen elective subjects, students can also achieve the following qualifications: IT/Project-Manager, Software Engineer, Data Analyst, and Scientific Assistant.

6. The master's program should also provide methods and knowledge that qualify the graduate for further scientific activities, especially in an international context.

Learning outcome	The program is practice-oriented, with an additional focus on research topics and projects. It is designed to cover the needs of national and international Business Management and Information Technologies with an additional focus on Business and Information Systems. In the first three semesters, each semester is structured in three cornerstones: 1. Core disciplines of Business Management, 2. Business and Information Systems, 3. Information Technologies.

	- Through the first cornerstone, the students will improve and expand their existing knowledge in Risk Management, Management Control Systems, Financial Management, especially Green Finance and Digital Finance, Innovation-Management, Agile Project Management, Entrepreneurship and Startup Management, Operations and Supply Chain Management and Strategic Management. - The second cornerstone builds up expert knowledge in the areas of Business Information Systems, Business Analytics and Intelligence, Digital Business Modelling, and Change Management and focuses on the integrative connection between cornerstones one and three. - Furthermore, enables the third cornerstone top-notch skills and practice-oriented competencies in Infromation Technologies Computer Science, Programming Languages, Software Engineering, Application Development, Robotics and Machine Learning. The elective subjects of the first three semesters of the program offer the students three pathways of specialization: - Management - Business and Information Systems - Information Technologies Moreover is, the program designed as a Double Degree and is offered in a consortium between the University of Applied Sciences Zwickau (WHZ), Kazakh-American Free University (KAFU) – Ust Kamenogorsk, Kazakhstan, Armenian State University of Economics (ASUE) – Erevan, Armenia, International Black Sea University (IBSU) – Tbilisi, Georgia and Kyrgyz-German Institute of Applied Informatics (INAI.KG) – Bishkek, Kyrgyzstan. Therefore, students will acquire and expand their intercultural and language skills. They will learn to work in multicultural work and expand their knowledge of international project management. Furthermore, they receive interdisciplinary training, independently connecting the gained knowledge from the fields of Management and Information Technologies.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades

	1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades 1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work; 2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew. For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade. Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus. A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements: a) Obtaining minimal competence levels set for midterm and final evaluations; b) Obtaining minimum 51 points out of 100 points of final grade. A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation. Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
Field of Employment:	This double degree programme prepares students for future tasks in the international and regional/local economy in a well-founded and practical manner. Graduates will be able to assume sustainable responsibility for economic development in the global and regional/local economy. In an increasingly global and digital world, the degree programme enables graduates to work in the areas of management and informatics as well as their intersections. Examples of specific occupational fields include middle and senior management, in particular the management of IT projects or change management in the transformation to digital business models, regional and international companies, (IT) project management, (IT) strategy development, start-up foundation, software engineering, and business intelligence/analytics. After successful completion of the program, the student will be awarded 2 diplomas – one from International Black Sea University (IBSU-Georgia) and another from Zwickau University of Applied Sciences (WHZ-Germany).

Semester at WHZ

1. Semester	Module	Language	ECTS	Lecturing hours 1 = 45 minutes
	Management and Computer Science – compulsory courses	E	20	
PTI90230	**Programming Paradigms**	E	5	3
WIW64000	**Business Information Systems**	E	5	4
WIW32090	**Risk Management and Management Control**	E	5	4
WIW03750	**Training of Language, Research and Intercultural Skills**	E	5	4
	Elective Courses - winter term **Elective Digital Courses - winter term** ***choose courses for 10 ECTS**	E	10	
	Elective methodologic courses - Computer Science	E		
PTI90300	Science Communication	E	5	2
PTI90190	Computer Science Project	E	5	2
PTI90180	Car-to-Car Communication	E	5	3
PTI90220	Advanced Computer Graphics	E	5	4
	Elective methodologic courses - Business & Information Systems	E		
WIW64010	Digital Business Models	E	5	4
WIW00390	Change Management	E	5	1.5
	Elective methodologic courses - Management	E		
WIW31500	Managerial Challenges in the Globalized Economy	E	5	4
WIW65540	International Human Resource Management	E	5	2
WIW08520	Managing Intercultural Collaboration	E	5	4
	Total		30	

2. Semester	Module Name in Curriculum	Existing Course at IBSU which may needs to be adjusted	Language	ECTS	Lecturing hours 1 = 45 minutes
	Management and Computer Science – compulsory courses		E	15	
IBSU	**Machine Learning**	**Logic for Computer Science and Artificial**	E	5	4
IBSU	**Analytics for Data Driven Decisions**	**Data Mining and Analysis**	E	5	4
IBSU	**Advanced Fields of Management**	**Operations and Supply Chain Management**	E	5	8
	Elective Courses – summer term **Elective Digital Courses – summer term** **˙choose courses for 15 ECTS**		E	15	
	Elective methodologic courses – Computer Science				
IBSU	Models of Computation		E	5	4
IBSU	Advanced Algorithms		E	5	3
IBSU	Computer Networks and Security		E	5	3
IBSU	Numerical Analysis		E	5	3
	Elective methodologic courses – Business & Information Systems				
IBSU	Artificial Intelligence Applications		E	5	3
IBSU	Human-Machine Interaction		E	5	3
IBSU	Deep Reinforcement Learning		E	5	3
	Elective methodologic courses – Management				
IBSU	Research Methods for Business		E	5	4
IBSU	Advanced Project Management		E	5	3

IBSU

3. Semester	Module Name in Curriculum	Existing Course at IBSU which may needs to be adjusted	Language	ECTS	Lecturing hours 1 = 45 minutes
	Management and Computer Science – compulsory courses		E	15	
IBSU	Design and Implementation of Software Systems	Distributed Application Development	E	5	4
		Computer Algebra			
IBSU	Digital Business Modelling	Digital Business Modeling	E	5	4
IBSU	Strategic Management	Strategic Management	E	5	4
	Elective Courses – winter term Elective Digital Courses – summer term *choose courses for 15 ECTS		E	15	
	Elective methodologic courses – Computer Science				
IBSU	Models of Computation		E	5	4
IBSU	Advanced Algorithms		E	5	3
IBSU	Computer Networks and Security		E	5	3
IBSU	Numerical Analysis		E	5	3
	Elective methodologic courses – Business & Information Systems				
IBSU	Artificial Intelligence Applications		E	5	3
IBSU	Human-Machine Interaction		E	5	3
IBSU	Deep Reinforcement Learning		E	5	3
	Elective methodologic courses – Management				
IBSU	Research Methods for Business		E	5	4
IBSU	Advanced Project Management		E	5	3
IBSU	Leadership Strategies		E	5	3
IBSU	International Coaching Project		E	5	1

4. Semester	Module Name in Curriculum	Existing Course at IBSU which may needs to be adjusted	Language	ECTS	Lecturing hours 1 = 45 minutes
IBSU	Master Thesis		E	25	
IBSU	Titan Talks		E	5	2
	Total				
	Total-ECTS	120			

International Relations

Name of the Educational Programme:	International Relations
Awarded Qualification:	Master of International Relations / საერთაშორისო ურთიერთობების მაგისტრი
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	Student enrollment is conducted according to the Georgian legislation - based on the results of the Unified National Master's Exams (Admission to the educational program without passing Unified National exams may be allowed only in cases considered by the Georgian law). Admission requirements for foreign citizens can be found at the link https://iro.ibsu.edu.ge/en/home A person can become a student of Master program if he/she has a bachelor or equivalent degree. In addition, the applicant should pass the University internal exam in specialty and English language (B2 level). In following cases, the applicants will be exempted from passing the language exam: (1) applicants, who have graduated from English language educational program within the last 3 years and their GPA is at least 75 (out of 100) or 3 (out of 4); (2) if an applicant is a citizen of a country, where first/second official language is English, (3) if an applicant presents one of the international certificate: CEFR, TOEFL iBT, IELTS, YDS, or Cambridge, corresponding to B2 level of English. For detailed information, please see IBSU.R04 Regulation for Master's Education. Exams in English language and specialty are distributed in accordance with the following coefficient: 40% - 60% respectively.
Purpose of the Programme:	The aim of the Master program in International Relations is to train highly qualified specialists who are competitive in the local and international labor markets and satisfy contemporary requirements that enable them to pursue a successful professional path as well as/or proceed with further education goals at the next study cycle. With the view to achieve this, the program envisages three core objectives: 1. To give students a deep and systematic knowledge of the history of evolution and theory of international relations (IR) as well as equip them with the tools to critically analyze key issues, current processes and challenges in the field;

	2. Based on an acquired comprehensive, substantive and practical knowledge of the field, develop analytical and critical thinking skills, enabling students to create original ideas and solve complex problems in a multidisciplinary environment; 3. To develop a sound command of research methods selected and applied in an independent manner, embarking upon the latest methodological approaches and innovative techniques in the field while observing academic and ethical standards. The BA program in International Relations is consistent with the mission and strategic objectives of the International Black Sea University and is in line with labour market requirements.
Learning outcome	Upon completion of the program, the following general and field specific competencies required from graduates will be acquired including knowledge and understanding; skills; responsibility and autonomy: 1. Interprets contemporary scholarly polemics in relation to core ontological, epistemological and methodological issues of the field; applies philosophical paradigms and concepts in own research; 2. Explains, contrasts and interprets in a critical manner the classical theories of international relations as well as modern trends and paradigms; classifies theoretical schools and evaluates them both through the lens of scholarly discourse as well as from the standpoint of behavior determinants for key actors studied by theories of international relations; puts forward a theoretical framework for own research project and interprets empirical data through relevant theoretical arguments; 3. Critically interprets key events in the history of international relations and puts them into the relevant context; Outlines and interprets the important historical processes that have shaped IR as an academic discipline; 4. Interprets and critically analyzes the concept of the modern world order; Demonstrates comprehensive, substantive and practical knowledge in the field when assessing key issues of international relations, modern processes and challenges; 5. Explains the concepts and possibilities of war and peace in international relations while applying the relevant theoretical framework; demonstrates an in-depth understanding of the essence of both interstate and intrastate conflicts; interprets and critically analyzes the challenges to international security; Distinguishes between just and unjust wars at theoretical and practical (case study analysis) levels; Explores normative contradictions of war-related issues;

	6. Defines and critically interprets the latest methodological approaches and innovative techniques in the field and conducts research independently, embarking upon them in compliance with academic and ethical standards; Compiles the analytical framework and methodology for own research; Applies qualitative and quantitative research methods in an independent manner, draws their sampling strategies and data analysis techniques; arranges empirical data from an appropriate theoretical standpoint, synthesizes and evaluates them in an innovative manner, puts forward conclusions based on research findings; critically evaluates the quality of a research paper departing from an author's philosophical perspective as well as epistemological and methodological approaches of paper under discussion; 7. Delivers professional communication with researchers and practitioners in the field of international relations in accordance with the standards of academic ethics; presents own opinion during discussions and workshops based upon original analysis of complex data; prepares and submits a research project; 8. Analyzes the moral dilemmas that a social science researcher faces while carrying out research, recognizes the utmost importance of ethical behavior and shapes own values system based on the knowledge of modern norms and standards in the field; 9. Plans and conducts own study process in an independent manner; Discusses issues that are insufficiently studied in the field of international relations and identifies the need for further research; Independently defines own research interests.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades 1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades

	1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work; 2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew. For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade. Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus. A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements: a) Obtaining minimal competence levels set for midterm and final evaluations; b) Obtaining minimum 51 points out of 100 points of final grade. A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation. Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus. The evaluation system of the research component (Master thesis) is similar to the above, except for the following cases: in case of (FX) assessment, the student is allowed to submit the re-considered master's thesis during the following semester, and in case of receiving (F), loses the right to submit the same thesis. Specific components and criteria for the evaluation of the research component are given in the syllabus of the Master thesis.
Field of Employment:	MA students of International Relations and Politics will be able to work at the Ministry of Foreign Affairs, State structures responsible for foreign policy and national security issues, namely, Office of National Security Council, Ministry of Defense, foreign relations departments of various Ministries, NGOs working on international relations and national security issues, research centers, universities etc. Besides, MA graduate can continue studies in Ph.D. program to increase his/her competence and qualification.

#	Course / Module / Internship / Research Component	Status	Credit Number	I semester	II semester	III semester	IV semester	Lecture / Consultation	Workshop / Group Work / Practical work	midterm exam (s)	Final exam	Total contact	Independent work	Total hours	Number of contact hours per week
I	Mandatory Study Courses		58	22	22	14								1450	
1	IRP001 Philosophy of Social Sciences	Mandatory	6	6				13	15	2	2	32	118	150	2
2	IRP005 Analysis of the Evolution of International Relations	Mandatory	8	8				15	13	2	2	32	168	200	2
3	IRP004 Theory of International Relations	Mandatory	8	8				14	14	-	2	30	170	200	2
4	IRP003 Qualitative Research Methods	Mandatory	6		6			14	28	-	2	44	106	150	3
5	IRP007 World Politics – Patterns and Trends	Mandatory	8		8			14	14	-	-	28	172	200	2
6	IRP197 War and Peace in International Relations	Mandatory	8		8			11	17	2	2	32	168	200	2
7	IRP002 Quantitative Reseach Methods	Mandatory	6			6		29	13	2	2	46	104	150	3
8	IRP015 Georgia's Foreign Policy Analysis	Mandatory	8			8		14	14	2	2	32	168	200	2
II	Research Component		30				30	29.5		-	0.5	30	720	750	
1	INT308 Master Thesis	Mandatory	30				30	29.5		-	0.5	30	720	750	1

III	Elective Study Courses		32	8	8	16							800	
1	IRP014 Decision-Making in International Relations	Elective	8				9	19	2	2	32	168	200	2
2	IRP510 Contemporary International Law	Elective	8				14	14	2	2	32	168	200	2
3	IRP519 Global Governance	Elective	8				14	14	-	2	30	170	200	2
4	IRP103 International Security	Elective	8				11	17	2	2	32	168	200	2
5	IRP006 European Union in International Relations	Elective	8				15	13	2	2	32	168	200	2
6	IRP104 History of the US Foreign Policy Since 1900	Elective	8				15	13	2	2	32	168	200	2
7	IRP008 Contemporary Issues in the US Foreign Policy	Elective	8				15	13	2	2	32	168	200	2
8	IRP009 Russia in International Affairs	Elective	8				14	14	2	-	30	170	200	2
9	IRP010 Political Ideology and Practice in the Middle East	Elective	8				14	14	2	-	30	170	200	2
10	IRP105 Transition in Post-Communist Eastern Europe and Former Soviet Union	Elective	8				14	14	-	-	28	172	200	2
11	IRP101 Comparative Government and Politics	Elective	8				14	14	2	2	32	168	200	2
12	IRP196 International Political Economy	Elective	8				14	14	2	2	32	168	200	2
13	IRP011 Conflict Studies	Elective	8				11	17	2	2	32	168	200	2
14	IRP013 Diplomacy: From Traditional Practices to Digital Age	Elective	8				14	14	2	2	32	168	200	2
15	IRP018 Contemporary East Asia	Elective	8				14	14	2	2	32	168	200	2
	Total numbers:		120 ECTS				-	-	-	-	-	-	3000	

U.S. Foreign Affairs

Name of the Educational Programme:	U.S. Foreign Affairs
Awarded Qualification:	Master of American Studies//ამერიკისმცოდნეობის მაგისტრი
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	● A person with a bachelor's degree or an equivalent academic degree who will be enrolled on the basis of the results of the Unified Master's examinations. ● Student enrollment is conducted according to the Georgian legislation - based on the results of the Unified Master's Exams (Admission to the educational program without passing Unified National exams may be allowed only in cases considered by the Georgian law), for foreign applicants admission criteria is available at – https://iro.ibsu.edu.ge/en/home) ● In addition, the applicant should pass the University internal exam in specialty and English language (B2 level) or/and interview with the candidate. ● Candidate who has an English language B2 level international certificate is exempted from passing the language exam. Also, a candidate who has graduated from the English Language Educational Program will be exempt from English Language Requirement. ● The order of the Minister of Education and Science of Georgia №10 / N (4.02.2010) on the "Rules for Transfer from the Higher Education Institution to Other Higher Education Institutions and Approval of Fees" students shall be enrolled in accordance with the mobility rules.

Purpose of the Programme:	The Master program in the U.S. Foreign Affairs is the continuation of the Bachelor American Studies Humanitarian Interdisciplinary program opened first time in Georgia at the International Black Sea University (IBSU) in cooperation with the U.S Embassy. Specificity and uniqueness of the Studies program involving wide scope of diverse disciplines, like: American History, American Literature, American Multicultural Studies, American Culture & Society, American Geography, American Women's History, American Media, American Politics, etc. and the students' great interest towards American History and Foreign Policy encouraged us to create the module of the Bachelor program – Master program: U.S. Foreign Affairs, the aim of which is to deepen the student's knowledge of Bachelor degree American History oriented disciplines, like: American History, Politics, American Culture and Society, American Multicultural Studies, as the United States was created with the help of its unique immigration historic past. 1.The program will outline the students' knowledge and vision on the U.S. Foreign policy and its challenges that involve two stages: the first until September 10, 2001. The first stage involved the transnational historic period of the end of the Cold War despite the on-going Bosnia, Rwanda and many other deadly conflicts; the challenges of globalization sweeping the world, bringing their own combination of progress and problems; enhancing the scope of democracy, facing challenges of consolidation and institutionalization. And the second stage starting from 9/11, implying the transformation of U.S. foreign policy agenda by announcing war to terrorism; The program will equip graduates with strategies, which will help them to correctly accentuate the importance of Georgia's relations with Euro-Atlantic partners and organizations; 2. the courses of the program will introduce MA students U.S. foreign policy core issues: what the U.S. national interest is and which policies serve it best; which institutions, actors, presidents within the American political system, play what roles and have how much influence in relations to Georgia as well; dynamics of the U.S. history, peculiarities of the region, multiculturalism in American political system based on American experts. 3.Through the program, students will thoroughly research the processes of shaping US foreign policy strategies, which aim to make the right plans and find the optimal ways to implement them; Foreign policy as a "process of choice", that means the formation of foreign policy through political institutions and the social influence of the American political system, at the same time understands the need to deepen his/her learning process.
Learning outcome	Student:

	Knowledge and understanding	1. The graduate identifies and recognizes the role of United States foreign policy in shaping political institutions and public influence; 2. recognizes and understands the basic principles of American democracy; understands the necessity of expanding Georgia's bilateral relations with leading members of NATO, to build a stronger relationship with the Alliance;
	Skills	3. Explores and critically describes the contradictions between equality and freedom based on democratic principles; The influence of the peculiarities of the development of individual regions of the United States on the diverse culture of the United States; 4. Studies in a complex way the dynamics of Georgian-American relations; The influence of the peculiarities of the history of the Institute of Presidency on US foreign relations; Explains in details the need of deepening and strengthening cooperation on regional issues within Euro-Atlantic Partnership Council (EAPC); 5. Reconciles foreign relations, US history, principles of democracy, culture, and diverse regional characteristics from an interdisciplinary perspective and interprets the obtained data, compares and formulates conclusions; 6. Argues his / her opinion, illustrates theoretical provisions with practical examples; 7. Argues and present problem-solving ways with the American experts, academic and professional community; can communicate effectively with foreign specialists; is able to listen to an American conversation and respond adequately, regardless of the pace, intonation or subject matter of the conversation; Responds appropriately to heard impulses and performs complex tasks; Listens to audio material on everyday topics as well as economic, political, social, cultural issues; 8. Writes essays correctly orthographically and intellectually; Can express his / her opinion clearly in writing, critical analysis, innovative synthesis of the information, evaluation and formulating conclusions during verbal communication and in analytical essays; compose works / essays equipped with vocabulary of field and high literary style (synonyms, antonyms, phraseological units); 9. Prepares analytical papers on US Foreign Affairs keeping the standards of academic honesty; can formulate new, original ways in a foreign or multicultural environment

	to solve complex problems/ conduct research independently keeping academic honesty.
Responsibility and autonomy	10. Identifies the needs for further learning, in particular, understands the need for continuous enhancement in the field of learning and development and conducts his/her learning process independently; develops his/her interest towards further research in the field of US Foreign Affairs, respects knowledge/learning, tendency for novelty, academic honesty.
Evaluation Criteria	The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades 1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades 1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work; 2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew. For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade. Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus. A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements:

	a) Obtaining minimal competence levels set for midterm and final evaluations; b) Obtaining minimum 51 points out of 100 points of final grade. A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation. Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus. The evaluation system of the research component (Master thesis) is similar to the above, except for the following cases: in case of (FX) assessment, the student is allowed to submit the re-considered master's thesis during the following semester, and in case of receiving (F), loses the right to submit the same thesis. Also, specific components and criteria for the evaluation of the research component are given in the syllabus of the Master thesis. The minimum competence level for the master's thesis assessment is not less than 51% of the maximum score of the corresponding evaluation.
Field of Employment:	After successful graduation of the program, the Master can continue studies to earn the doctoral degree. Besides, the Master can be employed as an expert in Embassies, American organizations, offices of Public Relations, Ministry of Foreign affairs (American Department), Ministry of Defence (NATO Department), International Organization (USAID, UN), in Organizations abroad (USA, Turkey, Dubai, United Arab Emirates), department of culture, non-governmental organizations.

#	code	Course / Module / Internship / Research Component		Prerequisite	Credit number	Distribution of credits per courses and semesters				Distribution of Hours		
						I Year	II Year		Contact Hours			

			Status		I Semester	II Semester	III Semester	IV Semester	Lecture	Seminar / Group Work / Laboratory Work / Practical work	Midterm exam(s)	Final exam	Total number of contact hours	Independent work	Total number of hours
I	Compulsory Courses of main field									60 ECTS					
	USFA501	U.S. Domestic Policy	Compulsory	Without Preconditions	10				15	13	2	2	32	218	250
	USFA510	Research Methods	Compulsory	US Domestic Policy; US Foreign Policy; History of American Presidency	10				15	13	2	2	32	218	250
	USFA503	U.S. Foreign Policy	Compulsory	Without Preconditions			10		29	13	2	2	46	203	250
	USFA505	International Organizations and the Future Role of NATO	Compulsory	Without Preconditions			10		15	13	2	2	32	218	250
	USFA509	Georgian-American Relations	Compulsory	US Domestic Policy; US Foreign Policy			10		29	13	2	2	46	202	250

	Code	Course	Status	Precondition												
	USFA506	History of American Presidency	Compulsory	Without Preconditions		10				15	13	2	2	32	218	250
II	Research component				30 ECTS											
	AMS512	Master Thesis	Compulsory	All core courses				30		**30**				**30**	**720**	**750**
III	Elective Coures of the mainc Field				30 ECTS											
	USFA511	International Economic Relations	Elective	Without Preconditions				10		15	13	2	2	32	218	250
	USFA502	American Democracy	Elective	Without Preconditions		10				15	13	2	2	32	218	250
	USFA517	New Media and American Society	Elective	Without Preconditions		10				15	13	2	2	32	218	250
	AMS510	Foreign Policy Analysis	Elective	Without Preconditions		10				15	13	2	2	32	218	250
	USFA518	The US Assistance to Georgia through the United States Agency for International Development	Elective	Without Preconditions		10				15	13	2	2	32	218	250
	USFA504	American Studies and Globalization	Elective	Without Preconditions		10				15	13	2	2	32	218	250
	USFA507	International Security Studies	Elective	Without Preconditions		10				15	13	2	2	32	218	250
				total	120	30	30	30	30							

Education Administration

Name of the Educational Programme:	Education Administration
Awarded Qualification:	განათლების ადმინისტრირების მაგისტრი (Master of Education Administration)
Credit Value of the Programme:	120 ECTS
Language of Education:	English
Programme Admission Preconditions:	Admission to the Master's program is conducted in accordance with Georgian legislation, based on the results of the Unified National Master's Examination. International candidates may apply for admission in accordance with Georgian higher education legislation and institutional regulations. The admission process is facilitated through the International Relations Office (IRO), which provides comprehensive guidance on application procedures, documentation requirements, and visa-related matters. For detailed information regarding international student admission, including application deadlines, required documentation, and student visa procedures, please visit the International Relations Office website at https://iro.ibsu.edu.ge/admissions/. Eligibility Criteria: 1. Candidates must hold a Bachelor's degree or its equivalent academic qualification. 2. Prospective students are required to demonstrate English language proficiency at the B2 level (according to the Common European Framework of Reference for Languages) through a qualifying examination. English Language Requirement Exemptions: Candidates may be exempt from the English language examination if they meet either of the following criteria: ● Hold a Bachelor's degree obtained through an English-medium educational program ● Possess a valid international certificate demonstrating B2 level proficiency in English, including but not limited to ○ TOEFL IBT -72< ○ IELTS-5.5< ○ Cambridge First Certificate in English (FCE) ○ Cambridge Certificate in Advanced English (CAE)

	○ CERTUS
	Order №10 of the Minister of Education and Science of Georgia (February 4, 2010) 'On the approval of transfer rules and fees from one higher education institution to other higher education institutions' - students are enrolled according to mobility procedures
	For comprehensive information regarding admission procedures and requirements, please refer to the Master's Studies Regulations.
	Candidate Assessment in the Field of Specialization is conducted through an interview based on the following criteria:
	Interview Assessment Rubric (20 points)
	1. Communication Skills
	The candidate's ability to articulate ideas clearly, fluently, and confidently, both verbally and non-verbally.
	5 points- Demonstrates exceptional communication abilities with sophisticated language use and compelling delivery;
	4-3 points- Displays adequate communication abilities with generally clear expression;
	2-1 points- Shows basic communication skills with some clarity issues
	2. Knowledge of Educational Systems
	The candidate's knowledge of education systems and policies.
	5 points- Demonstrates extensive knowledge of educational systems with detailed understanding;
	4- 3 points- Displays basic knowledge of educational systems;
	2-1 points- Demonstrates insufficient knowledge
	3. Motivation
	The candidate's motivation to work in the education sector; enthusiasm for educational leadership and alignment with program objectives.
	5 points- Shows exceptional motivation with clear purpose and alignment;
	4 -3 points- Shows adequate motivation with some alignment;
	2-1 points- Displays limited motivation with poor alignment
	4. Critical Thinking
	The candidate's ability to critically analyze situations, demonstrate independent thinking, and present well-reasoned perspectives on educational matters.

		5 points- Demonstrates exceptional critical thinking with sophisticated analysis
		4 -3 points- Displays adequate critical thinking with basic analysis
		2-1 points- Shows limited critical thinking with weak analysis
Purpose of the Programme:		The Master's Program in Educational Administration aims to prepare professionals in general, vocational, and higher education fields who possess interdisciplinary, deep systematic theoretical and practical knowledge, skills (research; educational policy development, curriculum development, implementation of educational processes using digital technologies, planning, management, evaluation, monitoring and development of human and financial processes in the education system) characteristic of administration and adhere to professional ethical norms. Additionally, the program aims to enable students to conduct self- and peer assessment, independently plan and implement strategic learning, and demonstrate proficiency in English correspondence, communication, and document management essential for effective educational administration.

Upon completion, graduates will be qualified to assume leadership positions in local and international educational institutions, lead organizational change initiatives, and implement evidence-based practices to enhance educational outcomes across diverse learning environments by embracing a contemporary understanding of why and how people and systems learn. |
| **Learning outcome** | Knowledge and understanding | 1. Describes and defines educational systems, policies, legal and financial frameworks, theories, reforms, leadership practices, quality assurance mechanisms, human resources, curriculum design, teaching approaches, and professional ethics across higher, general, and vocational educational contexts through research and practice;

2. Critically comprehends educational administration principles and their effectiveness in promoting democratic values through case studies, policy analysis, evidence-based research and practice; |
| | Skills | 3. Develops innovative curriculum, teaching strategies, and assessment frameworks across higher, general, and vocational educational contexts through theoretical analysis, practical implementation, and systematic evaluation of outcomes, while adhering to established quality standards and professional guidelines; |

		4. Demonstrates transformational leadership in designing and implementing innovative educational solutions to complex challenges through strategic vision-setting, stakeholder engagement, synthesis of theoretical knowledge, integration of digital technologies, and execution of research-based projects that drive institutional change while maintaining academic integrity principles; 5. Conducts rigorous educational research by selecting appropriate methodologies, implementing systematic data collection and analysis procedures, and presenting evidence-based recommendations through scholarly communications; 6. Communicates complex educational research and theory effectively through advanced written and oral presentations in English, while demonstrating proficiency in professional correspondence, communication, and document management, employing audience-appropriate strategies across academic, professional, and public contexts.
	Responsibility and autonomy	7. Demonstrates high competency in critical self-reflection and peer evaluation in accordance with professional ethics, while independently planning and implementing strategies for continuous professional development and lifelong learning.
Evaluation Criteria		The goal of evaluation is to determine student's education results qualitatively in relation to academic program goals and parameters. Students may be assessed orally and/or in a written way. A student's knowledge and skills are assessed through 100 points grading system. It consists of midterm and final evaluations, the sum of which makes up 100 points. Grading system allows: a) Five types of positive grades 1) (A) Excellent – 91 – 100: 2) (B) Very good – 81-90. 3) (C) Good – 71-80: 4) (D) Satisfactory – 61-70. 5) (E) Sufficient – 51-60. b) Two types of negative grades

	1) (FX) Fail – 41-50 , meaning that a student requires some more work before passing and is given a chance to sit an additional examination after independent work;
	2) (F) Fail – 40 and less , meaning that the work of a student is not acceptable and he/she has to study the subject anew.
	For the midterm and final evaluations minimal passing grade is set. The final evaluation minimal passing grade is 51% of final evaluation grade.
	Midterm and final evaluation grade distribution, their minimal competence levels and assessment criteria are described in the corresponding syllabus.
	A credit can be awarded only after the attainment of learning outcomes, envisaged by the course syllabus and following requirements:
	a) Obtaining minimal competence levels set for midterm and final evaluations;
	b) Obtaining minimum 51 points out of 100 points of final grade.
	A student is allowed to take an additional (make-up) exam in case he/she scored 41-50 points of final grade or minimum 51 points, but did not obtain minimal competence level set for final evaluation.
	Considering its specification, the format and the assessment criteria of mid-term and final evaluations can be determined in the specific module/course syllabus.
	Evaluating Research Component
	Master's Thesis Assessment: The master's thesis is evaluated holistically through a final assessment that combines evaluations from the supervisor, reviewer, and committee. The supervisor evaluates with 30 points, the reviewer with 33 points, and the committee with 37 points. These assessments are summed for the final evaluation. The maximum score for the final assessment of the master's thesis is 100 points.
	Supervisor's Assessment Components (30 points):
	Actuality
	4-3 points- The selected topic is actual and important. It refers to contemporary problems and challenges. The need for research is clearly formulated and explained.
	2-1 points- The selected topic is actual and important, but problems and challenges are not formulated clearly. The need for research is not clearly formulated and explained.
	0 point- The selected topic is not actual.
	Novelty

	4 points- 1) New problem is studied or/and there is an innovative approach to an already researched and studied problem; 2) Innovative conclusions or/and recommendations are provided; 3) New model or/and innovative research methodology are applied; The thesis meets with minimum two criteria from the above mentioned three criteria.
	3 points- 1) New problem is studied or/and there is an innovative approach to an already researched and studied problem; 2) Innovative conclusions or/and recommendations are provided; 3) New model or/and innovative research methodology are applied; The thesis meets with minimum one criterion from the above mentioned three criteria.
	2-1 points-1) New problem is not studied. Consequently, an innovative approach to the topic is hardly detected; 2) There are conclusions or/and recommendations provided, but there is no novelty and originality; 3) New model or/and innovative research methodology are not applied;
	0 point- There is no novelty in the thesis.
	Theoretical or/and practical value of the research
	5 points- a) The presented analysis and conclusions in the thesis are based on significant field-related theory/theories; approaches applied in previous studies have been validated or rejected.
	b) The presented materials, conclusions and recommendations determine a practical value in the thesis; Based on the research findings there is a practical recommendation applicable for stakeholders.
	4-3 points- a) The presented analysis and conclusions in the thesis are based on field-related theory/theories, but are not sufficient for a thorough analysis;
	b) The presented materials, conclusions and recommendations refer to a practical value in the thesis, but its importance for stakeholders is not clearly defined.
	2-1 points- a) The theory/theories are listed in the thesis, but there is no connection with the research goal; b) The presented materials, conclusions and recommendations do not clearly define a practical value in the thesis. Its importance for stakeholders is not defined at all.
	0 point- There is no theoretical or/and practical value of the research.
	Depth of the research material, uniqueness of the conclusions
	5 points- the presented thesis contains: 1) Critical analysis and evaluation of international and local contexts/experience regarding the topic under study; 2) Analysis and comparison of different opinions and ideas; 3) Unique conclusions.

4-3 points- the presented thesis contains: 1) Critical analysis and evaluation of either international or local contexts/experience regarding the topic under study; 2) Different opinions and ideas are listed but not analyzed and compared; 3) Conclusions, which are not unique but analysis are detected.

2-1 points- the presented thesis contains: 1) List of only international or local contexts/experience regarding the topic under study; 2) Different opinions and ideas are listed but not analyzed and compared; 3) Descriptive conclusions without analysis are detected.

0 point- the above-mentioned criteria are not met by the thesis.

Structure, Research methods and Convincing Research Results

6-5 points- the thesis structure is logical: chapters and subchapters are related in terms of content; Logical reasoning and thorough analysis are detected. Academic language is applied. Research methods and instruments are selected properly; Research questions are formulated clearly and are in alignment with the research goal and hypothesis/argument; Focus groups are determined; The research findings are described and analyzed statistically, and are clear to the reader. Tables and figures are provided for illustration. Data is explained.

4 points- the thesis structure is mainly logical: chapters and subchapters are related in terms of content; Analysis is scarce. Academic language is applied, but there are minor technical errors. Research methods and instruments are selected properly; Research questions are formulated, but an alignment with the research goal and hypothesis/argument is not defined clearly; Focus groups are determined; The research findings are described statistically, but analysis is scarce. Tables and figures are provided for illustration.

3-2 points- the thesis has structure, there is no logical sequence between the subchapters in most of the cases, but they are related in terms of content; the thesis lacks logical reasoning and thorough analysis- the provided information is of a descriptive nature. A number of language and stylistic errors are present. Research methods and instruments are listed; Research questions in alignment with the research goal need to be refined. Focus groups are not determined clearly; The research findings are described statistically, but analysis is not provided. Tables and figures are provided for illustration but explained and analyzed.

1 point- the thesis does not have a logical structure; the information is scattered and is not organized in terms of subchapters, but still it is content-wise. Many language and stylistic errors are present. There is no logical

reasoning and thorough analysis. Research methods and instruments are not selected properly; Focus groups are determined; The research findings are not described statistically, but scarce data is provided.

0 point-the above-mentioned criteria are not met by the thesis.

Relevance to the IBSU format

3 points- the thesis meets all the requirements: 1) literature contains mainly scientific textbooks and articles; minimum 20 references are applied; 2) References- sources in the text are indicated in the list of references and vice versa, sources indicated in the list of references are provided in the main body of the text; 3) References follow APA 7 style; 4) Font is Times New Roman, size 12 (titles- 14, subtitles 13), 1,5 intervals between the paragraphs, top-bottom margins 2,5 sm, left 3,5 cm, right - 1,5 sm. 5) the thesis contains 60-70 pages.

2-1 points- 1) literature contains mainly scientific textbooks and articles; less than 20 references are applied; 2) References- all the sources in the text are not indicated in the list of references and vice versa, all the sources indicated in the list of references are not provided in the main body of the text; 3) References follow APA 7 style, but there are some inaccuracies; 4) Technical improvements are required in terms of the format. 5) The thesis contains less than 60 pages (exceeds 10%).

0 point-the above-mentioned criteria are not met by the thesis.

Collaboration with the supervisor

3 points- the student was actively involved in a working process with the supervisor. Face-to-face and/or online consultations were held on a regular basis. The student took the supervisor's recommendations into account and at the same time was granted the opportunity to express his/her own ideas. The student was open to any constructive feedback from the supervisor. The student nailed all the deadlines set by the supervisor and sent all the assignments in a timely manner.

2-1 points- the student missed the consultations with the supervisor and was not active in collaboration. The student took the majority of the supervisor's written recommendations into account. The student did not nail the deadlines set by the supervisor and did not send the assignments in a timely manner.

0 point- student did not collaborate with the supervisor.

The assessmentr rubrics for 1. Actuality, 2. Novelty, 3. Theoretical or/and practical value of the research, 4. Depth of the research material, uniqueness of the conclusions, 5. Structure, Research Methods and Convincing

Research Results, 6. Relevance to the IBSU format, are similar. See the rubrics below for different assessment components.

Reviewer's Assessment Components (33 points):

- Actuality - 4 points / minimum 1 point
- Novelty - 4 points / minimum 1 point
- Theoretical or/and practical value of the research - 5 points / minimum 1 point
- Depth of the research material, uniqueness of the conclusions - 5 points / minimum 1 point
- Structure, Research Methods and Convincing Research Results - 6 points / minimum 1 point
- Relevance to the IBSU format - 3 points / minimum 1 point
- During defense- giving adequate replies to the given questions, defending one's own position, knowledge of terminology - 6 points

6 points- the student replies to all the questions and justifies his/her argumentations; His/her analyses are logical and terminology is appropriate.

5 points- the student doesn't reply to only one question, but while responding to other questions s/he justifies argumentations; His/her analyses are logical and terminology is appropriate.

4-3 points- the student's replies are general to all the questions and lack justifications and argumentation. Terminology is appropriate.

2-1 points- the student doesn't reply to more than two questions; S/he lacks justifications and argumentation. There is no consistency in terms of using proper terminology.

0 point- the student did not respond to the questions.

Committee's Assessment Components (37 points):

- Relevance - 4 points / minimum 1 point
- Innovation - 4 points / minimum 1 point
- Theoretical or/and practical value of the research - 5 points / minimum 1 point
- Depth of the research material, uniqueness of the conclusions - 5 points / minimum 1 point
- Structure, Research Methods and Convincing Research Results - 6 points / minimum 1 point
- Presentation during the defense- 7 points

7 points- the student's presentation meets all the requirements: 1). speech is fluent; 2) addresses the audience, and maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is

	prepared in an academic manner: academic color, background, font, and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.
	6 points- the student's presentation meets six out of these requirements: 1). speech is fluent; 2) addresses the audience, and maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font, and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.
	5 points- the student's presentation meets five out of these requirements: 1). speech is fluent; 2) addresses the audience, maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.
	4 points- the student's presentation meets four out of these requirements: 1). speech is fluent; 2) addresses the audience, maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.
	3 points- the student's presentation meets three out of these requirements: 1). speech is fluent; 2) addresses the audience, maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.
	2 points- the student's presentation meets two out of these requirements: 1). speech is fluent; 2) addresses the audience, maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached.

	1 point- the student's presentation meets one out of these requirements: 1). speech is fluent; 2) addresses the audience, maintains eye contact; 3) applies to academic language; 4) argumentation is logical; 5) presentation is prepared in an academic manner: academic color, background, font and visualization; 6) presentation structure is logical and reflects the main content and research findings of the thesis; 7) presentation has a list of references attached. · During defense- giving adequate replies to the given questions, defending one's own position, knowledge of terminology - 6 points Artificial Intelligence Usage Policy Artificial Intelligence Usage Policy for MA Program Courses: The program recognizes the role of artificial intelligence tools in academic research while maintaining strict academic standards. Students are allowed to use artificial intelligence tools for specific support functions (reference management, proofreading, and research question refinement). Productivity enhancement through artificial intelligence is acceptable for tasks such as meeting summaries, project planning, strategic plan refinenement and administrative documentation. However, students must explicitly disclose all artificial intelligence tool usage in their work by citing the tools used and maintaining detailed logs of significant AI interactions. Strictly prohibited are: generating original research findings, submitting AI-generated content as original work, creating literature review content without verification, developing theoretical frameworks, or generating research questions. Students must independently verify all AI-generated information and maintain original copies of AI interactions. For assessment purposes, appropriate use of AI tools, original critical thinking, independent research capability, and proper documentation of AI assistance will be evaluated. Violation of this policy is considered academic misconduct. Students are recommended to discuss the use of artificial intelligence tools with their lecturers and supervisors.
Field of Employment:	Administrative Worker in Education - administrative personnel of educational institutions. A graduate can find employment in governmental and non-governmental organizations and institutions that work on educational issues. There is also the prospect of continuing studies in a doctoral program.

#	Course / Module / Internship / Research Component	Status	Prerequisite	Credit number	I Year		II Year		Contact Hours						
					I Semester	II Semester	III Semester	IV Semester	Lecture	Seminar / Group Work / Laboratory Work / Practical	Midterm exam(s)	Final exam	Total number of contact hours	Independent work	Total number of hours
Compulsory Component				72	30	28	14		150	154	8	6	318	1482	1800
1	EAD136 Education Policy (Hybrid)	Compulsory	N/A	8	8				14	14	0	0	28	172	200
2	EAD124 Legal Issues in Education	Compulsory	N/A	7	7				18	10	2	2	32	143	175
3	EAD137 Research Methods in Education	Compulsory	N/A	8	8				21	21	0	0	42	158	200
4	EAD123 Education Theories and Psychology	Compulsory	N/A	7	7				13	15	2	0	30	145	175
5	EAD135 Quality Assurance in Education	Compulsory	N/A	8		8			28	14	2	2	46	154	200
6	EAD139 Leadership and Change Management in Education	Compulsory	N/A	7		7			14	14	0	0	28	147	175
7	EAD128 Finances and Budgeting in Education	Compulsory	N/A	7		7			14	14	2	2	32	143	175
8	EAD115 Human Resource Management in Education	Compulsory	N/A	6		6			14	14	0	0	28	122	150

#	Course	Type	Prerequisite											
9	EAD125 Curriculum, Teaching and Assessment Methods in Education (Hybrid)	Compulsory	Quality Assurance in Education	6			6	14	14	0	0	28	122	150
10	EAD108 Internship	Compulsory	All Compulsory Courses	8			8	0	24	0	0	24	176	200
Elective Component				**18**			**18**	**42**	**42**	**0**	**0**	**84**	**366**	**450**
11	EAD127 School Administration	Elective	N/A	6				14	14	0	0	28	122	150
12	EAD131 Higher Education Leadership and Administration	Elective	N/A	6				14	14	0	0	28	122	150
13	EAD130 Vocational Education Administration	Elective	N/A	6				14	14	0	0	28	122	150
14	EAD138 Gender and Sexual Education	Elective	N/A	6				12	16	0	0	28	122	150
15	EAD134 Adult Education and Psychology	Elective	EAD123	6				15	13	0	0	28	122	150
16	EAD132 Inclusive and Special Education Education	Elective	EAD123	6				14	14	2	2	32	118	150
17	EAD140 Educational Sociology	Elective	N/A	6				14	14	0	0	28	122	150
18	EAD129 Educational Technologies	Elective	N/A	6				13	15	0	0	28	122	150
19	EAD113 Global Education	Elective	N/A	6				14	14	0	0	28	122	150
20	EAD121 Developing Transferable Skills in Education	Elective	EAD125	6				13	15	0	0	28	122	150
21	EAD120 Organizational Behaviour in Education	Elective	N/A	6				15	13	0	0	28	122	150
22	EAD119 Strategic Development in Education	Elective	EAD139	6				15	13	0	0	28	122	150
23	EAD133 Project Management in Education	Elective	N/A	6				14	14	0	0	28	122	150
Research Component	**Compulsory**													

24	Master Thesis	Compulsory	All Compulsory Courses	30				30	0	30	0	0	30	720	750
Total				120	30	28	32	30	192	226	8	6	432	2568	3000