





# Educational Program

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**Name of the Educational Programme:** Management

**Faculty:** Business and Technologies

**Programme Coordinator(s):** Affiliated Associate Professor Maka Bugulashvili

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**Education Cycle and level:** Master's (Second Cycle of Higher Education). National Qualifications Framework - Level 7

**Type of the Programme:** Major Academic

**Name and code of the detailed field (ISCED - F - 2013):** 0413 Management and Administration

**Awarded Qualification:** Master of Business Administration in Management

**Qualification Code:** 0413

**Language of Education:** English

**Credit Value of the Programme:** 120 ECTS



# Educational Program

## The purpose of the program:

The aim of the Master Educational Program in Management is to train highly qualified specialists who will have deep and systematic knowledge of business administration and management theories and models, (2) analytical, creative, leadership, scientific and research skills, will be oriented towards innovations and generating original ideas and (3) be able to make decisions in a complex, unpredictable environment of the organizational management, which gives possibility to be employed in middle and high-level managerial positions and also to continue their higher education in the next cycle.

**Learning Outcomes:** [Learning Outcome is “Knowledge and Understanding” (the result of assimilation of information, facts, principles, theories, theoretical and practical methods related to learning or field of activity), “Skills” (the ability to use specific knowledge to solve a specific task) or / and the use of knowledge and skills by a person with values and the appropriate degree of independence, describes the results of the generalization of the qualifications framework and the generalized learning outcomes according to a particular industry characteristic (if any) “with responsibility and autonomy”. Based on the qualifications framework and the relevant field document, the learning outcomes of a particular educational program are developed based on the mission of the university.]

Knowledge and understanding	
PLO -1.1	<input type="checkbox"/> Explains in depth theories of strategic planning, implementation and control mechanisms of the company, human resources, production process management, strategic marketing, financing theories, models and tools for effective decision making and business opportunities in a complex business environment;
PLO – 1.2	<input checked="" type="checkbox"/> Identifies complex problems in all functional areas of business and describes in-depth research methods and statistical data processing models to determine the cause-and-effect relationship between the given problems.
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## Educational Program

PLO – 2.1	<ul style="list-style-type: none"> <li><input type="checkbox"/> Based on the strategic analysis of a separate line in the company's value chain, identifies the company's functional areas and interdependences between them (procurement, production, logistics, marketing, finance, human resource management); Evaluates the position of strategic business units in the market and prepares a strategic plan for their development.</li> </ul>
PLO – 2.2	<ul style="list-style-type: none"> <li><input type="checkbox"/> Based on the market demand analysis, prepares proposals on the company's operations and business management capacity in the strategic development of the company's capacity measurement on the basis of design alternatives, streamlining business processes to integrate and coordinate, preparing projects, assessing the risks of individual projects, budget planning, developing product and service quality and personnel productivity control mechanisms;</li> </ul>
PLO – 2.3	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes a vision for the long-term development of the organization and plans a human resource development strategy to achieve the company's goals, assesses labor productivity, prepares a plan for labor remuneration and compensation, introduces teamwork and employee motivation principles. Provides effective mechanism for managing conflict situations and proves the importance of professional standards in order to increase the long-term value of stakeholders in the organization.</li> </ul>
PLO – 2.4	<ul style="list-style-type: none"> <li><input type="checkbox"/> Creates a flexible mechanism for making decisions and controlling conflicts of interest in the organization while developing an effective accounting and budgeting system.</li> </ul>
PLO – 2.5	<ul style="list-style-type: none"> <li><input type="checkbox"/> Through the implementation of marketing auditing and key aspects of strategic analysis plans the process of value creation. Analyzes customer factors and competitors' actions; Based on the appraisal and forecasting of the attractiveness of segments, identifies the target segment and prepares positioning strategy and plans marketing strategy elements.</li> </ul>
PLO – 2.6	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Integrates quantitative and qualitative research processes and methods in the field of management to identify problems, analyzing, formulating recommendations and solving complex management problems; Demonstrates critical and analytical thinking skills in all functional areas of business, both in local and global contexts, through the processing of information and the study of innovative synthesis, projects and specific cases.</li> </ul>









## Educational Program

10	Leadership Strategies	Case Group work Presentation Quiz Seminar (oral survey)						D				
11	Research Methods for Business	Research project Oral survey Homework Open-ended question		D							D	D
12	Master's thesis	• Master's thesis defense	M	M	M	M	M	M	M	M	M	M

### Methods of achieving learning outcomes:

Learning components provided by the program are implemented by using the following teaching / learning methods:

**Lecture** - Basic theoretical material, concepts, etc. Discussion with active student engagement. It focuses mainly on a thorough study of scientific theories and approaches related with the study material. In-depth coverage of issues, during which students are actively involved in discussions, clear imagination and clarification of topics, using brain storming and various interactive methods.

**Working in groups** - group work develops the knowledge and skills of planning and realizing specific tasks in a collaborative environment. Discussing cases, quizzes, exercises, examples, whereby students acquire problem-solving skills which in turn ensure the development of teamwork skills, consideration / sharing of other people's opinions and mastering proper communication competencies.

**Practical / laboratory work** - in-depth focus on issues by working on relevant examples, analysis (case studies) and video review of the offered solutions, the ways of solution which provides students with practical knowledge and skills and strengthening the development of creative and analytical thinking.

**Seminar** - The purpose of the seminar is to give students a real opportunity to better understand and analyze issues and topics discussed during the lecture. A seminar is a means of transferring knowledge, during which a discussion is held, conclusions are made and the lecturer coordinates the process of knowledge transmission. Seminar work is conducted according to needs, following the transmission of lecture

## Educational Program

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material.

**Independent work** - With the independent work it is possible to strengthen and deepen the knowledge acquired during the lecture. Independent work involves finding, reading, comprehending and studying material using textbooks or other sources of information, as well as completing homework assignments during the lecture. All of this helps to stimulate interest in the issues, the desire to study topics independently, which is a way to stimulate independent thinking, analysis and drawing relevant conclusions.

These learning / teaching methods are implemented using the following activities:

**Presentation (by the lecturer)** - means the narration and discussion, during which the information is passed from teacher to student. In this process, the lecturer conveys the teaching material verbally, while the students actively perceive and comprehend it by listening, remembering and understanding. It is important that the lecturer provides accurate verification and understanding of the information. Additional instructions can be given if needed. The lecturer gives specific examples and detailed explanations.

**Demonstration** - Visual presentation of information during a demonstration. It is quite effective in terms of achieving results as it takes into account different types of interests of the student. In many cases it is better to deliver the material simultaneously via audio and visual means. The study material can be demonstrated by both the teacher and the student. This method helps us to visualize different levels of perception of the learning material, to specify what students will have to do independently; At the same time, this strategy visually illustrates the essence of the topic / problem.

**Induction** - The main purpose of induction is to identify and formulate general principles or foundations based on the generalization of specific facts and cases in the context of which it is possible to discuss processes and explain events. In the process of learning, thoughts are directed from the concrete to the general when the material is conveyed.

**Deduction** - a traditional approach to teaching-learning, where the lecturer is the main source of information and under his/her guidance students are introduced to general theories; As a result, they use logic and analysis to find specific examples, gain knowledge, and develop appropriate skills. Deduction defines the form of transmission of any knowledge that is the logical process of discovering new knowledge based on general one, that is, the process of transferring material from general towards specific.

## Educational Program

**Analysis** - Many scientific disciplines in the modern world have become complex; Consequently, their study courses also require a complex approach. The method of analysis helps us to break down the material of both multidisciplinary and interdisciplinary courses. This approach makes it possible to divide the study into separate aspects; This simplifies the detailed coverage of individual issues within a complex problem.

**Synthesis** - Its purpose is to formulate a whole approach by grouping individual issues. This method helps to develop the problem as the ability to see the whole.

**Case Study** - An active problem-situational analysis that involves giving real, practical examples (cases) from a particular field to give the student an opportunity to explore the essence of the issue in many ways, analyze possible approaches and means to find, select, and substantiate a specific strategy. "Case" is a context and it is a tool that allows students to apply the knowledge gained during a particular course of study in practice, i.e. in an environment close to the real one.

**Brainstorming** - refers to the formation of numerous, different opinions on a particular issue. It helps to develop a creative approach when students try to see the issue in a multifaceted way and discuss it in detail. This approach ensures maximum involvement of each member of the group in the learning process. It is particularly effective in the context of multiple groups.

**Discussion / Debate** - One of the most common means of interactive learning. The discussion process dramatically increases the quality and activity of student engagement. During the discussion, different opinions are challenged and the process is not limited to asking questions by the teacher. The ultimate goal is also to reconcile different ideas. This method develops the student's ability to reason and justify his/her own opinions.

**Simulation, role-playing and situational games** - game-type activities that include business (role-playing) games, didactic or learning games, game situations (situational games), game techniques and procedures. Games based on a pre-designed scenario allow students to look at the issue from different positions. It helps them form an alternative point of view. Like the discussion, these games develop the student's ability to express his/her position independently and to defend his/herself in an argument.

## Educational Program

**Project** - is a set of teaching-learning techniques that can solve the problem of the student's independent presentation. Teaching in this way raises students' motivation and responsibility. Work on the project includes stages of planning, research, practical activity and presentation of results according to the chosen topic. The project will be considered implemented if its results are valid, convincing and concrete. It can be performed individually, in pairs or in groups. Upon completion, the project will be presented to a wider audience.

**Presentation (by student)** - Given the development of modern technology, the presentation is one of the most interactive and the most effective approaches. It is a set of learning-cognitive techniques that allows the problem to be solved in the conditions of independent student work and presentation of the obtained results. It raises students' motivation to work independently and also develops specific skills - planning, conducting research and presenting data or arguments visually, convincingly. It also develops the ability to work individually or in groups.

**Teaching / learning by electronic means** - implies teaching and learning via the Internet and multimedia. It includes all the components of the teaching process, which are realized through the Internet and multimedia specific tools.

**Problem Solving** - Gradual study of theoretical material through the solution of specific problems, which is the basis for developing the habit of using theoretical material independently. During the practical training, the teacher focuses on the methodology of solving the tasks, drawing schemes, using appropriate techniques in the calculations.

**Problem Solving** - An activity that allows the student to apply theoretical knowledge gained by studying, analyzing and solving a specific problems. When using it, it is important to pay attention to the evaluation and analysis of the results obtained by solving the problem. Using this method, students develops an ability to put knowledge into practice.

**Group work** - involves dividing students into groups and giving them study assignments. Group members work on the issue individually and at the same time share their views with the rest of the group. Due to the set task, it is possible to redistribute functions among the members during the group work. This strategy ensures maximum involvement of all students in the learning process.

**Individual work** - individual work of the student on the activities defined in the learning process and the tasks received in the learning process.

## Educational Program

**Working on the book** – this learning / teaching tool is actively used in the learning process, during which the student processes material of the given literature and other sources.

### **Student Knowledge Assessment System:**

**Student Knowledge Assessment System:** The purpose of assessment is to qualitatively determine student learning outcomes in relation to the goals and parameters of the academic program.

Assessment of student knowledge is done orally and / or in written form. Maximum grade for the course / component is 100 points. The assessment implies an intermediate and final assessment of totally 100 points.

Assessment system comprises of:

#### a) Five types of positive assesment

- 1) (A) excellent - 91 - 100 points;
- 2) (B) Very good - 81 - 90 points of maximum assesment;
- 3) (C) 71 - 80 ქულა; Good - 71 - 80 points of maximum assesment;
- 4) (D) Satisfactory - 61 - 70 points of maximum assesment;
- 5) (E) Sufficient - 51 - 60 points of maximum assesment.

#### b) Two types of negative assesment

- 1) (FX) Could not pass - 41 - 50 points, which means that the student needs to work more to pass and is allowed to take an additional exam once;
- 2) (F) Failed - 40 and less points of the maximum assesment, which means that the student's work is not sufficient and the subject has to been re-taken.

## Educational Program

The margin of competence is set for midterm and final assessments. The minimum share of the final competence assessment margin shall not exceed 60% of the final assessment.

Score distribution of midterm[ and final grades, their minimum competence margins and evaluation rubrics are listed in the relevant component syllabus.

Credit can only be obtained after the student has achieved the syllabus learning outcomes, considering the following requirements:

- a) In case of exceeding the minimum competence limit of midterm and final assessments;
- b) In case of accumulating at least 51 points out of maximum 100 points.

The student can be admitted to the additional examination if he / she has scored 41-50 out of maximum 100 points or at least 51 points, but has not exceeded the minimum competency limit set for the final exam.

The format of midterm and final assessment components and the evaluation criteria are determined according to each syllabus / research component / practice syllabus, taking into account their specificity and following the criteria provided above.

### Research Component (Master Thesis) Evaluation:

The work is evaluated with maximum 100 points. The work is evaluated once by means of final assesment. 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.

The evaluation criteria for the master thesis are:

criteria	Maximum possible evaluation
Topicality	10 points

## Educational Program

The practical importance of research	10 points
Its theoretical significance	10 points
novelty	10 points
Depth of research problem analysis and the originality of the findings	15 points
Plausibility of research results (statistical processing of experiments / data, reasoning)	5 points
Presentation of the material during the defense (logical reasoning, presentation structure, clear speech, presentation of key terms, etc.)	15 points
Adequate answers to questions during defense, justification of opinions, knowledge of terminology	15 points
Effectiveness of visual aids used during the presentation	10 points
<b>total</b>	<b>100 points</b>

### Specifics of organizing a teaching process:

120 credits provided by the program are distributed over 2 academic years, 4 semesters, in the amount of 30 credits in each semester (semester credits may vary from 27 to 33 per semester). In the third semester, the student undergoes an internship in case he/she is not employed in management field. In case the student has employment in the relevant field the internship has to be replaced by any elective courses according to the student's choice. The final semester is planned to prepare a master's thesis and public defense. Out of provided business administration and management elective courses the student has to choose courses and accumulate 12 ECTS.

## Educational Program

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### Field of employment:

Knowledge gained through Master Program in Management and multilateral sectoral and general (transferable) skills enables program graduates to be employed in private, public and international organisations, research institutions, non-governmental organizations etc. at different middle and top level managerial positions.

Graduates can continue their studies not only in management, but also in a broader field of economics and business administration, taking into account the prerequisites for admission to the relevant doctoral programs.

### Information on material resources necessary for the implementation of an educational program:

International Black Sea University has a material and technical base that ensures an optimal organisation of the learning process:

- ✓ Auditoriums and laboratories equipped with projectors and other learning resources;
- ✓ Computer center equipped with high speed internet;
- ✓ Conference and seminar halls;
- ✓ University Library equipped with modern technologies, Internet and rich printed and electronic book fund;
- ✓ Relevant slides of the teaching material posted by the lecturers during the opening of the training courses in the electronic base (Smart) of the University;
- ✓ Other material resources of the University;
- ✓ Obligatory literature given in syllabi is available at the University Library; Also via an electronic library; IBSU is a registered member of the following e-libraries. IBSU is officially involved in the ELSEVIER international scientific system. IBSU staff and students are able to have an access to the Elsevier databases such as Scopus; Science Direct; Scival Funding (Funding Institutional)
  - ✓ ELSEVIER International Scientific System: <https://www.elsevier.com/solutions/scopus> ; <https://www.sciencedirect.com/>;
  - ✓ <https://www.fundinginstitutional.com>
  - ✓ <http://search.epnet.com>



## Educational Program

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- ✓ [www.oxfordjournals.org](http://www.oxfordjournals.org)
- ✓ [www.journals.cambridge.org](http://www.journals.cambridge.org)
- ✓ <https://www.jstor.org/>
- ✓ <http://polpred.com/>
- ✓ <https://clarivate.com/>
- ✓ [www.opendoar.org](http://www.opendoar.org)
- ✓ [www.roar.eprints.org](http://www.roar.eprints.org)
- ✓ [www.doaj.org](http://www.doaj.org)
- ✓ [www.beallslst.weebly.com](http://www.beallslst.weebly.com)
- ✓ [www.gutenberg.org](http://www.gutenberg.org)
- ✓ [www.memory.loc.gov](http://www.memory.loc.gov)
- ✓ [www.wdl.org](http://www.wdl.org)
- ✓ [www.obiblio.sourceforge.net](http://www.obiblio.sourceforge.net)

In addition, the university has all the means for extracurricular activities for students (sports, creativity, social activities);



შვი მღეს სერთამორისო უნივერსიტეტი - შვი მღეს სერთამორისო უნივერსიტეტი - შვი მღეს სერთამორისო უნივერსიტეტი - შვი მღეს სერთამორისო უნივერსიტეტი - შვი მღეს სერთამორისო უნივერსიტეტი - შვი მღეს სერთამორისო უნივერსიტეტი -

# Educational Program

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## Educational Program

Obligatory Business Administration and Management Courses			78												
1	Professional writing	obligatory	6	6				11	17	2	2	32	118	150	2
2	Managerial Economics	obligatory	8	8				25	17	2	2	46	154	200	3
3	Financial Management	obligatory	8	8				29	15	2	3	49	151	200	3
4	Strategic Management	obligatory	8	8				25	18	2	2	47	153	200	3
5	Marketing cases and analysis	obligatory	5	5				11	31	2	2	46	79	125	3
6	Quantitative analysis for business	obligatory	8		8			18	42	2	3	65	135	200	4
7	Managerial Accounting and control	obligatory	6		6			16	29	2	2	49	101	150	3
8	Advanced Project Management	obligatory	6		6			23	18	2	2	45	105	150	3
9	Leadership Strategies	obligatory	5			5		32	14	2	2	50	75	125	3
10	Strategic management of human resources	obligatory	6			6		30	13	2	2	47	103	150	3
11	Operations and supply chain management	obligatory	7			7		28	14	2	3	47	128	175	3
12	Research Methods for Business	obligatory	5			5		27	19	2	2	50	75	125	3
Research component			30												

## Educational Program

1		Obligatory	30				30					32	718	750	
2	Master thesis														
	<b>Business Administration and Management Elective Courses</b>		<b>12</b>												
1	Total quality management	elective	6		6			15	2	2		34	116	150	2
2	Branding methods and analysis	elective	5			5		13	2	2		46	79	125	3
3	Business simulations and analysis	elective	6			6		16	2	2		32	118	150	2
4	Competition and Regulatory Law	elective	5		5			15	2	2		34	91	125	2
5	Internship	elective	10									145	105	250	
6	Portfolio analysis and asset evaluation	elective	8		8			13	2	2		46	154	200	3
7	Corporate Governance	elective	6		6			7	2	2		32	118	150	2
8	Digital marketing	elective	5			5		15	2	2		46	79	125	3
9	Strategic Marketing Cases and Analysis	elective	6			6		15	2	2		49	101	150	3
10	Decision Support Information Systems	elective	5		5			16	2	2		47	78	125	3
<b>total</b>			<b>120 ECTS</b>												



## Educational Program

<b>Elective courses</b>				
1	Total Quality Management	6	none	II
2	Strategic Marketing Cases and Analysis	6	Marketing cases and analysis	III
3	Branding methods and analysis	5	Marketing cases and analysis	III
4	Business simulations and analysis	6	Strategic Management	III
5	Competition and Regulatory Law	5	none	III
6	Internship	10	All obligatory courses taken in previous semesters	III
7	Portfolio analysis and asset evaluation	8	Financial Management	II
8	Corporate Governance	6	Strategic Management	II
9	Digital Marketing	5	Marketing Cases and Analysis	III
10	Decision Support Information System	5	none	II

## Educational Program

### Information on the human resources necessary for the implementation of the educational program:

#### Additional table of curriculum

No	Course / intenship / research component	code	semester	prerequisite	lecturer
1	Professional Writing	BUS1020	I semester	No prerequisite	Affiliated Professor Dr. Nikoloz Pardjanadze
2	Managerial Economics	FIN1013	I semester	No prerequisite	Affiliated Professor Dr. Tatiana Papiashvili
3	Financial Management	BUS1009	I semester	No prerequisite	Affiliated Professor Dr. Tea Kbilatsetskhalashvili
4	Strategic Management	MGT1034	I semester	No prerequisite	Affiliated Professor Dr. Ilyas Chiloglu
5	Marketing cases and analysis	MKT1006	I semester	No prerequisite	Affiliated Associate Professor Dr. Kakhaber Jakeli
6	Quantitative Analysis for Business	FIN1016	II semester	No prerequisite	Dr. Avtandil Gagnidze
7	Managerial Accounting and Control	FIN1008	II semester	No prerequisite	Affiliated Associate Professor Dr. Metin Mercan
8	Advanced Project Management	MGT1028	II semester	No prerequisite	M.A. Nino Gorgadze, PMP certified



## Educational Program

9	Strategic Management of Human Resources	MGT103 5	III semester	No prerequisite	Affiliated Associate Professor Dr. Teona Maisuradze
10	Operations and supply chain management	MGT102 9	III semester	No prerequisite	Dr. Nino Djaghmadze, Invited Lecturer  Tekla Murvanidze, Master, Invited Lecturer
11	Leadership Strategies	MGT103 0	II semester	No prerequisite	M.A. Tinatin Murvanidze
12	Research Methods for Business	FIN1016	III semester	Quantitative Analysis for Business	Affiliated Professor Dr. Nikoloz Pardjanadze
13	Master's Thesis	BUS1025	IV semester		
14	Total Quality Management	MGT700 8	II semester	No prerequisite	Affiliated Associate Professor Dr. Murat Erguvan
15	Strategic Marketing Cases and Analysis	BUS1021	III semester	Marketing cases and analysis	Affil.Prof.Dr. Kakhaber Jakeli
16	Branding Methods and Analysis	MKT101 2	III semester	Marketing Cases and Analysis	Affiliated Associate Professor Dr. Irakli Kvtisishvili
17	Business Simulations and Analysis	BUS1018	III semester	Strategic Management	M.A. Irakli Khvtisishvili
18	Competition and Regulatory Law	FIN1001	II semester	No prerequisite	Dr. Solomon Menabdishvili

