



Sulkhani-Saba Orbeliani
UNIVERSITY

Education Program	Business Administration
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Information about program	Higher Education Stage	First Stage, Bachelor program
	Field Speciality Specialization	Business Administration - 02
	Academic Degree	Bachelor of Business Administration
	Language	English
	Program volume (ECTS)	<p>The composition of the program is based on ECTS system. Design of the workload of the program is in full compliance with European education system and meets all requirements of laws of Georgia.</p> <p>Program duration is 4 academic years that is 8 semesters and consists of 240 credits; 1 credit = 25 astronomical hours. 1 astronomical hour = 60 minutes. Credits indicate the amount of work required to cover any of the components of the academic program and achieve learning outcomes. Credit is obtained only if the outcomes specified in the syllabus are achieved i.e. a student obtains pass grade as specified in the Resolution #3 of 2007 of the Minister of Education and Science of Georgia and University Statute. Credit system is based on the experience of European universities. Credit is composed of contact hours and hours for independent work. 240 credits = 6000 hours. In every semester student should earn 30 credits (30 credits = 750 hours.) that is 60 credits per year.</p>

		However, based on program specification and student's individual workload, per year volume of credits can vary but could not exceed 75 credits
	Program Approval Act	Academic Council Resolution: (N:);
	Head of the Program	Akaki Tsomaia

Description of the Program

Admission Requirements

Admission on program for Georgian citizens having received complete secondary education in Georgia:

Admission is carried out on the basis of a ranging document generated according to the results of National Examinations (at least 75% of maximum evaluation is mandatory in English).

For foreign citizens and those with no Georgian citizenship, having received complete, general or equal education abroad or/and study/studied in a foreign country, having got credits/qualification in an educational institution recognized according to the legislation of the country for Georgian citizens that received complete, general or equal education in any foreign country, studied abroad during last 2 years of complete education abroad or/and live/lived, study/studied for at least 75 days in a foreign country, having gained credits/qualification in a foreign country in an educational institution approved by the legislation of the country.

- The candidates are to pass English language exam in the university (B2 level is mandatory. The applicant should gather at least 61% out of overall evaluation), or represent an English Language B2 certificate. Namely: FCE;IELTS- 5.5-6.5; TOEFL Paper 513-547; TOEFL CBT-183 – 210; TOEFL IBT- 65-78. All certificates should be valid while student applies and the applicant should be allowed to provide it. Invalid documents are rejected. In such case candidates are to pass the university exam.
- The university holds an interview with candidates in order to find out their English level and ensures availability of the interview video footage for the Ministry according to the law-established rules and dates.
- **Mobility is also allowed** – Compatibility of students of Sulkhan Saba University and those studying at the same level English-language programs (learning outcomes, achieved within the framework of already passed academic program (competencies) with the present Bachelor educational program shall be established under applicable legislation of Georgia.

Benchmarks, Goals and Core Competencies of the Program

Benchmarks: Grounded on 1) detail analysis of the labor market of Georgia and 2) comparative analysis of similar programmes in Georgia and partner universities abroad it has become evident that some learning outcomes of similar programmes (from other HEI's of Georgia) are inconsistent with labour market requirements. These inconsistencies are the crucial point and general conclusion is that similar programmes offer insufficient courses and learning outcomes as a result of which graduates: have a little ability to use a wide range of cognitive and practical skills for creative solution of abstract problems due to the little understanding of the possibilities of professional activities. Taking into account these factors, the program benchmarks were established as a thorough plan or method for determining the appropriate goal to be achieved over a long period of time.

Program benchmarks:

- Providing students with the best skills and knowledge in such a way that all four directions of the internationalization policy (activity, competence, culture and process) are covered, which will give students a better international perspective of adapting and taking a competitive position in the world market
- Providing students with deep knowledge and understanding in the field of arts, economics, technical and philosophical sciences, based both on the results of the newly reviewed labor market, and on the needs of the country's economic and social development
- Provision of skills and competencies such that students were able to apply knowledge in practice, to judge, to communicate, to identify additional training needs and to participate in the value formation process by linking the components of different disciplines
- Promoting employment opportunities for graduates through cooperation with potential employers.

Goal of the program: Based on benchmarks, the goal of the program is to train highly qualified specialists in the field of business administration to successfully: a) carry out entrepreneurial, administrative and research activities; b) the dissemination of European values (eg, human rights, democracy, law, property rights, economic freedom, etc.) in Georgia and around the world by providing students with theoretical knowledge and practical skills in calculus, statistics, economics, management, marketing, finance, modern technology, philosophy, psychology and law.

Core Competencies: It is assumed that the goal is achieved when acquiring core competencies. Core competencies have been set up as a measure of core benefits that student will have after completion the program and are listed as abilities to:

1. develop creative ideas and undertake entrepreneurial activities. Elaborate and implement innovative projects
2. administrate business-processes
3. demonstrate rational decision-making and sound communication skills
4. Deal with complexity problems such as economic or social profit/maximization issues both in private and public enterprises

Learning Outcomes:

Knowledge and Understanding	<p>On the successful completion of the program student:</p> <ol style="list-style-type: none">1. Identifies, explains and describes concepts, principles, tools, methods, and terminology in the field of Economics, Management, Marketing, and Finance2. Explains the state of the world through study of philosophy, history of European civilization, foreign languages, political sciences, and other disciplines3. Describes and interprets the law and business law as well as ethical and social issues4. Understands Generally Accepted Accounting Standards. Identifies, explains and describes concepts, principles and procedures of accounting records, financial reporting, as well as comprehends the role of financial ratios in the financial world5. Explains and examines a) human action and behavior; b) how firms make decisions; c) market forces and structures; d) tradeoff idea and benefits of trade; e) why market fails and the role of governments in society6. Extends mathematical and business statistical methods necessary to make business-decisions7. Extends knowledge in academic writing and English language8. Generalizes how to successfully develop captivating products and services to solve challenging problems in a highly uncertain environment, often under considerable time constraints with very limited resources9. Examines how businesses are planned, developed, organized, and operated in our modern political, social, and economic environment10. Identifies, generalizes and describes macroeconomic variables such as economic growth, unemployment, inflation, business cycles and etc.
Skills	<p>On the successful completion of the program student will be able to</p> <ol style="list-style-type: none">1. Apply the principles and techniques of human resource management to the discussion of major personnel issues and the solution of typical case problems associated with selection, recruitment, training, motivation, supervision and the compensation of the sale force2. Demonstrate the application of operations management mechanisms within the business environments3. Differentiate the administration process in public and private sector. Applying the basic methods, theories and the best practices in respect with accountability and control, personnel management, budgeting and financial management.4. Through analysis of external and internal environments compose appropriate plans and strategies on corporation, business, functional and operation levels. Formulate the strategic position of the organization5. Develop personal career management competencies, build a personal brand and manage it6. Identify, classify, compare, connect and contrast different organizational activities and operations. Identify

	<p>appropriate rules and procedures. Assemble organization structure</p> <ol style="list-style-type: none"> 7. Through application of modern information technologies, math and statistical methods, collect, measure, disclose, aggregate, and apply managerial information necessary to make effective managerial decisions 8. Appraise stock and bond prices up or down and conduct operations in financial markets 9. Calculate costs and choose firm's production levels to maximize profits under different market structures 10. Demonstrate oral, writing and listening skills at least in English language consistent with B2.2 level. Work out business papers 11. Measure, evaluate and compare various methods in finance, management, marketing and economics and draw supportable conclusions. 12. Analyze the impact of economic events on markets and evaluate the factors affecting firm behavior, such as production and costs analyze and the performance of firms under different market structures. 13. Independently and critically examine different theoretical and empirical phenomena 14. Assess the government's role in the economy in a macroeconomic context. Use economic analysis to evaluate controversial issues and policies. 15. Write concise business documents and deliver professional oral presentations 16. Communicate strategically in a variety of business situations
<p>Responsibility and Autonomy</p>	<p>On the successful completion of the program student should be able to:</p> <ol style="list-style-type: none"> 1. Highlight the skills required for successful, lifelong professional development and through getting familiar with modern publications and researches find strategies and methodologies that can assist in the acquisition of professional development skills. 2. Engage in self-reflection and achieve greater self-understanding, exhibiting openness to alternative possibilities and conceptual frameworks 3. Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice. 4. Respect and share values of liberty, democracy, accountability, solidarity, and economic freedom 5. be aware of right, wrong, good and bad; share moral principles and their application in everyday life

Structure of the Program

On the one hand, program is oriented on providing theoretical knowledge, basic concepts and principles, and research skills. Offered courses enable students: a) to increase awareness of fundamental sciences of business, management, marketing, finance and art and apply knowledge in

practice; b) to investigate peer-reviewed publications in English and other languages; c) gain experience in data collecting, analyzing and interpreting; d) based on contingency analysis, to formulate, assess and select right alternatives. e) to acquire skills of dealing with documents and statistical data; and f) actively participate in student conferences. On the other hand, program focuses on giving students professional and practical skills that will help them to find appropriate jobs.

Program encompasses 3 modules: General module, business administration module and specialization module. General Module consists of multidisciplinary compulsory and elective courses the goal of which is to increase students' awareness of understanding basic principles of fundamental sciences. Students start to follow inductive and deductive way of thinking, as well as they acquire conceptual human and analytical skills directing them to keen on continuous learning. The goal of the Business Administration Module is to enable students understand the uniqueness of the rationality problem of managing society's scarce resources effectively and efficiently. On successful completion of the module students should generate relevant skills enabling them to carry out business activities worldwide. The module is composed of compulsory and elective courses. Specialization module consists of two parts: Finance, and Management & Marketing. The goal of the Finance Component is to enlighten students in the finance-related fields such as financial accounting, managerial accounting, financial management and etc. Consequently students should gain fundamental knowledge in finance and be able to manage corporate finances as well as to perform relevant finance-related activities. The goal of the Management & Marketing component is to provide students with in-depth understanding of management and marketing sciences based on which students acquire necessary skills enabling them a) to plan, organize, lead and control processes in turbulent environment on strategic, functional and operational levels; b) to implement and execute marketing strategy and operational plans. Module consists of compulsory and elective courses.

The bachelor thesis element gives students the opportunity to engage in research which implies the ability to make scientific investigations such as ability to discover possibilities, identify problems, collect relevant information, formulate problems, and solve them with the aid of scientific methods.

Internship component provides students with practical training that will help achieve the program's aim to develop students' practical skills. Internship will grant students opportunity to test their skills and enhance gained competencies in practice. During internship students will perform practical tasks. Students will get involved in the issues of planning, organizing, leading and controlling on corporation, business, functional and operational levels. Students will observe and deepen their theoretical knowledge and gain more practical skills in the field of production, finance, organizational structure and marketing of the company

The program offers students extracurricular activities such as the organization of an award –winning contest, participation in setting up business plans and see how they work, master classes provided by business representatives and etc.

As a whole, the program is well structured in such way to ensure that program objectives are achieved and learning outcomes are formed.

Narrative, design, preconditions and other components of the program meet the learning outcomes.

Methods of Reaching Learning Outcomes

choice of teaching method depends on what fits educational philosophy of the program components and courses, Teaching theories primarily fall into two categories or “approaches” — teacher-centered and student-centered. Based on the course objectives and narrative, the program focuses on the following methods of teaching: Explanation method; Inductive and deductive teaching method; Method of Analysis and synthesis; Discussions/debates; Group work; Case studies; Presentation method; Performance-oriented teaching; Demonstrative method; Simulation and role playing Problem bases teaching and other methods. It is possible to give a higher priority to any of the methods or combine methods during learning process, the objective of which is:

- to make learning process more active and stimulate students
- to develop: cognitive/research skills, knowledge applying skills, situation and information analyzing and interpreting skills, results specifying, aggregating and explaining skills, judgement making skills, work structuring and time management skills, problem solving and decision making skills, team and independently working skills, communicating and leading discussion skills, self-presenting and self-assessing skills, and other skills.

Students are getting familiar with these skills enabling them to:

- set goals and find ways and methods to achieve,
- structure the work
- conduct step-by-step planning and organize time
- use library resources and information-communication technologies actively to find necessary information
- find tasks, relevant information, data and literature
- analyze information/data through application of relevant methods
- communicate verbally/non-verbally
- prepare presentaion
- self-present a competency
- make conclusions, provide logical arguments and etc.

Applied methods of teaching are indicated in appropriate course syllabus. specification can be found on <http://sabauni.edu.ge/ge/for-students/regulations-rules> and is available for everybody. Applied methods of teaching reach planned subject oriented and general competencies. Applying a set of methods in all components of the bachelor program ensures the formation of subject oriented and general competencies complying with Bachelor’s academic degree.

Assessment Rules of Student Achievements

Students will be assessed with the 100 point system in compliance with law of Georgia according to which 5 positive and 2 negative assessments are recognized

1	91% and more of max grade	A	Excellent
2	81-90% of max grade	B	Very Good
3	71-80% of max grade	C	Good
4	61-70% of max grade	D	Satisfactory
5	51-60% of max grade	E	Sufficient

1	41-50% of max grade	FX	Unsatisfactory
2	40% and less of max grade	F	Failure

FX Unsatisfactory - meaning a student needs more effort to pass an examination and is given an extra chance to pass an additional examination through independent work. (Final exam will be assigned in 1-5 days since declaration of the results of the final exam);

F (Failure) - meaning the student's effort is not enough and he has to learn the subject anew.

The sum of intermediate assessments and final exam is referred to as a Final Assessment.

Course max 100 points		Professional Internship max 100 points	
1. Midterm Assessments	70 points:	Midterm assessments	70 points
1-A Midterm exam	20 points	Defend an internship report	30 points
1-B Other Midterm Components	50 points		
2. Final Exam	30 points		
	Bachelor Thesis max 100 points		
	Midterm assessments	60 points	
	Defend Bachelor Thesis	40 points	

Only those students whose status is active and can meet the requirements of minimal assessment (minimum 21 points of mid-term assessments (30% of mid-term's max assessment (70 points)) will be admitted on the final exam. Minimal competency core for final exam is defined as 50% of the final exam's maximum assessment (30 points) plus 1 point that is 16 points. Final exam is referred to as passed, if student accumulates minimum 16 points on the final exam. the sum of both assessments is referred as a Final Assessment (maximum 100 points). The rules of assessment of student's achievements are bound by regulations of department of learning process (see: <http://sabauni.edu.ge/ge/for-students/regulations-rules>) and by specified course/program syllabus in which the system of assessment as well as methods and criteria of assessment is described. Credit (ECTS) is earned, if student accumulates minimum 51 points in compliance with midterm and final assessment rules

Employment Opportunities

Based on entrepreneurial knowledge and skills, Graduates will raise funds, collect innovative ideas, work out appropriate business-project, undertake business-activity, ensure sustainable expansion of the business, export a business abroad and through developing new services create new brands and extend company's image worldwide. Likewise, acquired knowledge is a guarantee that graduates will find a proper jobs both in private and public sector and can carry out activities in following areas: Financial accounting and other finance-related activities; Logistics and procurement; Marketing and public relations; Strategic planning and management of operations; Planning and implementing human resources policy; Management of banking operations; Intermediation on the capital market; managing conflicts; sustaining economic development through participation of conducting right economic policy; Budget planning for public and private enterprises; forecasting variety of trends through analysis of global turbulence and macroeconomic indicators. Graduates will have an ability to define own needs and to evaluate and share own and others' attitude towards values, characteristic for professional activity. From this point of view, graduates should be able to find jobs on lower and middle level manager positions in Georgia and abroad. Consequently, graduates will: a) take part in the process of planning and organizing of enterprises; b) make decisions; c) conduct administrative affairs; d) efficiently head organization's functional departments, and e) elaborate strategic plans and innovative projects.

Continuous Learning Opportunities

Graduates of the program can increase their knowledge on higher education stage (Master Program) at Higher Institutions in Georgia and abroad

II. Resources

1. Material and Capital Resources

University owns all material resources which is necessary to achieve planned program goals and reach learning outcomes set by program:

Buildings – Program is performed at buildings owned by university in which all types of sanitary rules and hygienic security meet the requirements of the regulations (Signalization is installed, fire extinguishers are available, video monitoring cameras are used and perimeter is controlled, University security office is responsible for the security). Buildings fully comply with technical requirements set for Higher Institutions. Buildings are equipped with appropriate technique and inventory (projectors, chairs, desks, blackboards and etc.) Learning spaces are convenient for teaching purposes.

Library – All bibliographical resources (textbooks, handbooks, publications and etc.) which necessary to perform program components can be found at university library in printed or/and digital form and available for students, instructors and academic personnels. Library is equipped with appropriate inventory (chairs, tables, computers) and reading halls. Multifunction xerox device is installed. High speed internet services and international digital resources (EBSCO; Cambridge University Press) are available in the reading hall as well as digital catalog of bibliography.

Working space for academic personnel - Working space for academic personnel is equipped with appropriate inventory, technique (chairs, tables, closets, computers, internet service, multifunction xerox and etc.) and comfortable working atmosphere.

Information-Communication Technologies – For purposes of conducting academic program, University uses information-communication technologies. Namely, relevant software packages, computers, internet services meet modern requirements to standards and they are available for students, academic personnel, invited and visiting teachers, instructors and administrative staff. In order to increase a quality of teaching process, University launches computer-based management system to carry out the program components, ensure transparency, bettering assessment of student achievements, and sustain learning process. Catalogs about education programs as well as any kind of information about learning process are available at university website. University ensures information publicity and availability.

For program purposes University is in close cooperation with 30 private and public enterprises as well as with other higher Institutions (memorandum of understandings and agreements are provided upon request)

2. Human Resources

High qualified academic personnel and invited lecturers are engaged in the program. They have all necessary skills, knowledge, experience and publications to undertake all program component and conduct the relevant courses. As entrusted to provide superb teaching, dedicated to discovery, dissemination and application of knowledge, committed to enriching the academic experience of every student through a wide and innovative array of courses, programs, and opportunities, their long term professional goal is to contribute to society through the pursuit of education at the highest international levels of excellence and moreover to be a catalyst for positive change in the nation through the well-established reputation for the accomplishment of conducting lectures and seminars, performing advanced research, providing pro bono community service, training new academics based on the improvements of their unique strength as an educators, professional and potential leaders within higher education (justified by CVs and list of publications)

3. Financial Resources

Financial support is stipulated in the university budget in order to ensure the full implementation of the program, as well as support the motivation of academic staff and students to conduct practical and research work. Financial resources ensure that

- Material, capital, library and other resources are constantly updated
- costs for program are covered
- Small researches are financed that are conducted by academic staff and students
- Scientific conferences are organized
- Publications and books of academic staff are funded

III. Program Monitoring

To ensure the quality of the program, an internal and external evaluation of the program is conducted each year. The National Center for Educational and Quality Enhancement conducts an external review. The Quality Assurance Service of the University is responsible for the internal evaluation.

The assessment is carried out using four mechanisms:

- Assessment of students' progress in learning outcomes
- Evaluation of the educational process
- Evaluation of academic / visiting staff
- Evaluation of research activities

Detailed information on the evaluation process, procedures, components and evaluation criteria is provided in: "Quality assurance mechanisms, results of quality assessment and their application", approved by the University Scientific Council (N ...)

IV. Targets and Evaluation of Achievements of Learning Outcomes (LOs)

Program LOs consist of Subject and General LOs.

Subject LOs (Knowledge & Understanding, Applying Knowledge) are grouped in the following categories: General Module, Business Administration Module, Finance Module and Management/Marketing Module. According to labor market requirements specific weights have been assigned to modules:

Category	Weight %
General Module	15
Business Administration Module	30
Finance Module	30
Management/Marketing Module	25

It is assumed that the subject LOs will be achieved with respect to the module consisting of a group of mandatory and elective courses. Subject LO is considered achieved with respect to the module, when the student earns the required credits in the module through positive assessments of the

student's achievement of the mandatory and elective courses indicated in the module. The evaluation of the LO subject is based on calculating the average student achievement (GPA) for modules

GPA calculation rule:

- Step 1: positive assessment of the student's achievement for each course in the module is multiplied by its credit (G*C)
- Step 2: Multiplications are summed up
- Step 3: Module's Credits are summed up
- Step 4: The result in the step 2 is divided on the result in the step 3

$$\frac{G_1 * C_1 + G_2 * C_2 + \dots + G_n * C_n}{C_1 + C_2 + \dots + C_n};$$

Calculation of achievements of subject LOs:

- Step 1: GPA for each module is multiplied by its weight
- Step 2: Multiplications are summed up
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$$0.15GPA_{GM} + 0.3GPA_{BA} + 0.3GPA_F + 0.25GPA_{MM}$$

Final results are distributed as follows:

1	91% and more of max grade	A	Excellent
2	81-90% of max grade	B	Very Good
3	71-80% of max grade	C	Good
4	61-70% of max grade	D	Satisfactory
5	51-60% of max grade	E	Sufficient

It is assumed that the General LOs (Making Judgement, Communication Skills, Learning Skills, Values) will be achieved with respect to compulsory courses indicated in the program curriculum. Two levels of achievements are recognized:

- a) is not consistent with standard requirements – If the student's success is negative with respect to any mandatory course
- b) is consistent with standard requirements - if student's success is positive with respect to all compulsory courses

Program LOs (both subject and general) are considered achieved if the student's achievements are in accordance with: a) the standard requirements in relation to the General LOs and b) any positive assessment with respect to the subject LOs. The final estimates of the program LOs coincide with the results of the subject-oriented LOs.

The ECTS grading scale is the target for Program LOs. This is a unique system that compares the statistical distribution of grades in the different systems. The ECTS scale is based on the results obtained by a uniform group of students in a given period of time, according to the following rule:

- grade **A** corresponds to the grades obtained by the best 10% of students;
- grade **B** corresponds to the grades obtained by the next 25%;
- grade **C** corresponds to the grades obtained by the next 30%;
- grade **D** corresponds to the grades obtained by the next 25%;
- grade **E** corresponds to the grades obtained by the final 10%.

it is assumed that the achievement of program LOs improves in all those conditions if the performance decreases in the category of lower rank and at the same time increases in the higher category. If the achievements of the Program LOs are increased in the "X" year, the targets will be changed in accordance with the distribution of the estimates identified in the year "X", until a new improvement is detected.

Annexes	
N	Description
1	Bachelor Program Curriculum in Business Administration (BBA)
2	Competency Map of Learning Outcomes of Program Components and Courses
3	Competency Map 2 (Program LOs and Courses)
4	Annex 4: Linking Program Learning Outcomes and Assessment
6	Annex 5: Human Resources

Bachelor Program Curriculum in Business Administration (BBA)

N	Program Component	Preconditions for the course	Workload Schedule							Semester							
			Total Hours	lecture/group working/or practical work	Midterm Exam	Final Exam	Total Contact Hours	Hours per Independent Work	Course status**	I	II	III	IV	V	VI	VII	VIII
1	2	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20

I. General Module																
1	English Language (B2+)		300	86	3	3	92	208	C	12						
2	Academic Writing		150	26	2	3	31	119	C	6						
3	Introduction to philosophy		150	26	2	3	31	119	C		6					
4	Introduction to Law		150	26	2	5	31	119	C		6					
5	Key concept of politics		75	19	2	3	14	58	E				3			
6	Social Psychology		75	19	2	3	14	58	E				3			
7	Comparative Politics		75	19	2	3	14	58	E				3			
8	History of Georgia		75	28	2	2	32	43	E				3			
9	The Second Foreign Language*		125	56	2	2	60	65	C/E		6	6	6	6		
II. Business Administration Module																
10	Business English		300	86	3	3	92	208	C	12						
11	Calculus 1		150	26	2	3	31	119	C		6					
12	Calculus 2	12	150	26	2	3	31	119	C			6				
13	Business Statistics	13	150	26	2	3	31	119	C				6			
14	Linear Algebra	14	125	28	2	2	32	93	E					6		
15	Principles of Microeconomics		150	26	2	3	31	119	C		6					
16	Principles of Macroeconomics	16	150	26	2	3	31	119	C			6				
17	Business Law		150	26	2	3	31	119	E					6		
18	Fundamentals of Investment		150	26	2	3	31	119	E					6		
19	Introduction to Managerial Economics	14; 16	150	26	2	3	31	119	E							6
20	IT Fundamentals for Business Administration 1		75	14	2	3	19	58	C			3				
21	IT Fundamentals for Business Administration 2	22	75	14	2	3	19	58	C			3				
22	IT Fundamentals for Business Administration 3	23	75	14	2	3	19	58	C				3			

23	Internship	16; 34; 41; 42;	250	117	2	3	126	124	C								10
24	Bachelor Thesis**		375	28	2	2	32	343	C								15
25	Basics of International Business		150	26	2	3	31	119	E				6				
26	History of Economic Thoughts		150	26	2	3	31	119	E				6				
27	Business Communication		150	26	2	3	31	119	E				6				
28	Introduction to Research Methods		125	26	2	3	31	94	C								5
29	Entrepreneurship		150	26	2	3	31	119	E								6
30	Business Principles		150	26	2	3	31	119	E				6				
III. Specialization Module																	
III.1 Finance Module																	
31	Introduction to Financial Accounting I		150	26	2	3	31	119	C				6				
32	Introduction to Financial Accounting 2	32	150	26	2	3	31	119	C					6			
33	Introduction to Managerial Accounting	33	150	26	2	3	31	119	C						6		
34	Introduction to Financial Management	34	150	26	2	3	31	119	C							6	
35	Introduction to Auditing	35	150	26	2	3	31	119	E						6		
36	Accounting-Software-Applications	32	150	26	2	3	31	119	E						6		
37	Corporate Finance	33	150	26	2	3	31	119	E						6		
38	Introduction to Insurance		150	26	2	3	31	119	E						6		
39	Introduction to Financial Markets	17	150	26	2	3	31	119	E						6		
III.2 Management & Marketing Module																	
40	Management		150	26	2	3	31	119	C			6					
41	Principles of Marketing		150	26	2	3	31	119	C				6				

42	Introduction to Human Resources Management	41	150	26	2	3	31	119	C							6		
43	Introduction to Organization Behavior	41	150	26	2	3	31	119	E							6		
44	Advertising and Sales Promotion	42	150	26	2	3	31	119	E								6	
45	Operations Management	41	150	26	2	3	31	119	C							6		
46	Public Administration	41	150	26	2	3	31	119	E								6	
47	Sales Management		125	28	2	2	32	93	E								6	
48	Basics of Strategic Management	41	150	26	2	3	31	119	E								6	
49	Introduction to Project Management	41	150	26	2	3	31	119	E							6		
50	Consumer Behavior	42	150	26	2	3	31	119	E								6	
51	Strategic Brand Management	42	150	26	2	3	31	119	E								6	
52	Pricing Strategy and Tactics	42	150	26	2	3	31	119	E								6	
53	Digital Marketing	42	150	26	2	3	31	119	E							6		
54	International Marketing	42	150	26	2	3	31	119	E								6	
55	IT Fundamentals for Management/Marketing	23	75	14	2	3	19	58	C				3					

IV. The Second Foreign Language

	French Language (A1.1)		150	52	2	3	57	93	C/E									
	French Language (A1.2)		150	52	2	3	57	93	C/E									
	French Language (A2.1)		150	52	2	3	57	93	C/E									
	French Language (A2.2)		150	52	2	3	57	93	C/E									
	German Language (A1.1)		150	52	2	3	57	93	C/E									
	German Language (A1.2)		150	52	2	3	57	93	C/E									
	German Language (A2.1)		150	52	2	3	57	93	C/E									
	German Language (A2.2)		150	52	2	3	57	93	C/E									
	Russian Language (A1.1)		150	52	2	3	57	93	C/E									
	Russian Language (A1.2)		150	52	2	3	57	93	C/E									

	Russian Language (A2.1)		150	52	2	3	57	93	C/E								
	Russian Language (A2.2)		150	52	2	3	57	93	C/E								
	Georgian Language (A1.1)		150	52	2	3	57	93	C/E								
	Georgian Language (A1.2)		150	52	2	3	57	93	C/E								
	Georgian Language (A2.1)		150	52	2	3	57	93	C/E								
	Georgian Language (A2.2)		150	52	2	3	57	93	C/E								
General Module																	
Total Credits Compulsory Courses		54															
Toatal Credits Elective Courses		6															
Total Credits General Module		60															
Business Administration Module																	
Total Credits Compulsory Courses		81															
Toatal Credits Elective Courses		18															
Total Credits Business Administration Module		99															
Specialization Module																	
Finance Module																	
Total Credits Compulsory Courses		24															
Toatal Credits Elective Courses		6															
Total Credits Finance Module		30															
Management & Marketing Module																	
Total Credits Compulsory Courses		27															
Toatal Credits Elective Courses		24															

Total Credits Management & Marketing Module	51
Total Credits Compulsory Specialization Module	51
Total Credits Elective Specialization Module	30
Total Credits Specialization Module	81
Total Credits Compulsory Courses	
General Module	54
Business Administration Module	81
Specialization Module	51
Total Compulsory Courses	186
Total Credits Elective Courses	
General Module	6
Business Administration Module	18
Specialization Module	30
Total Elective Courses	54
Total	240

Notes

*	The Second Foreign Language is an obligatory course for all students in the second, third, fourth and fifth semesters The second foreign language can be selected
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	under the section: "The Second Foreign Language".
**	Prerequisite for the Bachelor's Thesis course: minimum 120 credits must be collected through compulsory courses
**	Course Status: C - Compulsory Courses; E - Elective Courses, and C/E Compulsive/Elective
***	Intensive English (B2) and Intensive Business English Courses are not compulsory for students who have reached English-language proficiency level of: TOEFL: P/B 513-547; iBT 65 - 78 score; CBT 183-210; IELTS Academic (5.5-6 Bands); FCE (A, B or C grades); BEC Vantage (A, B or C grades); PTE (General level 3); PTE Academic (59-75 points); Michigan (ECCE)

Annex 2: Competency Map of Learning Outcomes of Program Components and Courses

Annex 3. Competency Map 2 (Program LOs and Courses)

N	Courses	Program Learning Outcomes																														
		Knowledge and Understanding										Skills																Autonomy and Responsibility				
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5
1	Intensive English Course (B2)		X					X												X					X		X	X	X			
2	Academic Writing		X					X												X					X				X	X		
3	Introduction to philosophy		X																				X				X	X	X	X	X	
5	Introduction to Law			X																			X				X	X	X	X	X	
6	Key Concepts of Politics		X	X																			X				X	X	X	X	X	
7	Social Psychology		X	X																			X				X	X	X	X	X	
8	Comparative Politics		X	X																			X				X	X	X	X	X	
9	History of Georgia		X																				X						X	X	X	
10	Second Foreign Language		X					X												X					X		X	X	X			
11	Intensive Business English Course		X					X												X					X		X	X	X			
12	Calculus 1		X				X												X								X	X	X	X	X	
13	Calculus 2		X				X											X									X	X	X	X	X	

14	Business Statistics		X				X								X					X	X			X	X	X	X	X		
15	Linear Algebra		X				X								X			X							X	X	X	X	X	
16	Principles of Microeconomics	X				X										X									X	X	X	X	X	
17	Principles of Macroeconomics	X				X				X															X	X	X	X	X	
18	Business Law			X									X		X										X	X	X	X	X	
19	Entrepreneurship	X						X				X	X	X											X	X	X	X	X	
20	Fundamentals of Investment	X						X	X				X												X	X	X	X	X	
21	Management	X						X		X	X	X	X												X	X	X	X	X	
22	Principles of Marketing	X						X					X														X	X	X	
23	Introduction to Managerial Economics	X				X										X											X			
24	IT Fundamentals for Business Administration 1														X												X			
25	IT Fundamentals for Business Administration 2														X												X			
26	IT Fundamentals for Business Administration 3														X												X			
27	IT Fundamentals for Management and Marketing														X												X			
28	Internship	X		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
29	*Bachelor Thesis	X		X				X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
30	Introduction to research methods									X					X											X	X	X	X	X
31	Basics of International Business	X																										X	X	
32	History of Economic Thoughts	X	X							X	X																	X	X	

33	Business-Communications	X	X							X										X	X				X	X	
34	Business Principles	X	X							X		X									X	X	X	X	X	X	X
35	Introduction to Insurance	X			X								X	X		X	X								X	X	
36	Introduction to Financial Accounting I	X			X								X	X		X	X							X	X	X	X
37	Introduction to Financial Accounting 2	X			X								X	X	X		X	X						X	X	X	X
38	Introduction to Managerial Accounting	X			X								X	X										X	X	X	X
39	Introduction to Financial Management	X			X								X	X										X	X	X	X
40	Introduction to Auditing	X			X								X	X										X	X	X	
41	Accounting-Software-Applications	X			X								X											X	X	X	
42	Corporate Finance	X			X								X	X										X	X	X	
43	Introduction to Financial Markets	X			X								X											X	X	X	X
44	Introduction to Human Resources Management	X																						X	X	X	X
45	Introduction to Organization Behavior	X											X	X										X	X	X	X
46	Advertising and Sales Promotion	X											X											X	X	X	
47	Operations Management	X											X	X										X	X	X	
48	Sales	X											X														

	Management																																	
49	Basics of Strategic Management	X							X																				X	X	X	X	X	X
50	Public Administration	X	X						X			X	X																			X	X	
51	Introduction to Project Management	X							X	X				X																				
52	Consumer Behavior	X							X					X	X														X	X	X	X	X	
53	Strategic Brand Management	X							X					X																				
54	Pricing Strategy and Tactics	X							X					X															X	X	X			
55	Digital Marketing	X							X					X																				
56	International Marketing	X							X					X																	X	X		
57	Event Management	X							X	X				X															X	X	X			

Annex 3. Competency Map 2 (Program LOs and Courses)

Annex 3. Competency Map 2 (Program LOs and Courses)

N	Courses	Program Learning Outcomes																															
		Knowledge and Understanding										Skills										Autonomy and Responsibility											
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	1	2	3	4	5	
1	Intensive English Course (B2)		X						X											X							X		X	X	X		
2	Academic		X					X												X						X					X	X	

	Writing																																							
3	Introduction to philosophy		X															X								X	X	X	X	X										
5	Introduction to Law			X														X								X	X	X	X	X										
6	Key Concepts of Politics		X	X														X								X	X	X	X	X										
7	Social Psychology		X	X														X								X	X	X	X	X										
8	Comparative Politics		X	X														X								X	X	X	X	X										
9	History of Georgia		X															X											X	X	X									
10	Second Foreign Language		X					X									X									X			X	X	X									
11	Intensive Business English Course		X					X									X									X			X	X	X									
12	Calculus 1		X				X									X											X	X	X	X	X									
13	Calculus 2		X				X									X											X	X	X	X	X									
14	Business Statistics		X				X									X									X	X		X	X	X	X									
15	Linear Algebra		X				X									X								X			X	X	X	X	X									
16	Principles of Microeconomics	X				X											X										X	X	X	X	X									
17	Principles of Macroeconomics	X				X			X								X										X	X	X	X	X									
18	Business Law			X									X			X											X	X	X	X	X									
19	Entrepreneurship	X							X					X	X	X											X	X	X	X	X									
20	Fundamentals of Investment	X					X	X					X														X	X	X	X	X									
21	Management	X					X		X	X		X	X												X		X	X	X	X										
22	Principles of Marketing	X					X			X	X			X																X	X	X								
23	Introduction to Managerial Economics	X				X										X			X											X										
24	IT Fundamentals for Business													X															X											

57	Event Management	X					X	X		X										X	X	X		
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Annex 4: Linking Program Learning Outcomes and Assessment																						
	N	Learning outcome	Assessment																			
			Final exam	Midterm exam	Essay	Presentation	Coloquia and Quizzes	Other														
Knowledge and Understanding	1	Identifies, explains and describes concepts, principles, tools, methods, and terminology in the field of Economics, Management, Marketing, and Finance	X	X			X	X														
	2	Explains the state of the world through study of philosophy, history of European civilization, foreign languages, political sciences, and other disciplines	X	X		X	X															
	3	Describes and interprets the law and business law as well as ethical and social issues	X	X		X	X															
	4	Understands Generally Accepted Accounting Standards. Identifies, explains and describes concepts, principles and procedures of accounting records, financial reporting, as well as comprehends the role of financial ratios in the financial world	X	X		X	X	X														
	5	Explains and examines a) human action and behavior; b) how firms make decisions; c) market forces and structures; d) tradeoff idea and benefits of trade; e) why market fails and the role of governments in society	X	X	X	X		X														
	6	Extends mathematical and business statistical methods necessary to make business-decisions	X	X			X	X														
	7	Extends knowledge in academic writing and English language	X	X	X	X	X	X														
	8	Generalizes how to successfully develop captivating products and services to solve challenging problems in a highly uncertain environment, often under considerable time constraints with very limited resources	X	X		X		X														
	9	Examines how businesses are planned, developed, organized, and operated in our modern political, social, and economic environment	X	X	X	X		X														
	10	Identifies, generalizes and describes macroeconomic variables such as economic growth, unemployment, inflation, business cycles and etc	X	X		X	X															

Skills	1	Apply the principles and techniques of human resource management to the discussion of major personnel issues and the solution of typical case problems associated with selection, recruitment, training, motivation, supervision and the compensation of the sale force	X	X		X	X
	2	Demonstrate the application of operations management mechanisms within the business environments	X	X		X	X
	3	Differentiate the administration process in public and private sector. Applying the basic methods, theories and the best practices in respect with accountability and control, personnel management, budgeting and financial management	X	X		X	X
	4	Through analysis of external and internal environments compose appropriate plans and strategies on corporation, business, functional and operation levels. Formulate the strategic position of the organization	X	X		X	X
	5	Develop personal career management competencies, build a personal brand and manage it	X	X		X	X
	6	Identify, classify, compare, connect and contrast different organizational activities and operations. Identify appropriate rules and procedures. Assemble organization structure	X	X		X	X
	7	Through application of modern information technologies, math and statistical methods, collect, measure, disclose, aggregate, and apply managerial information necessary to make effective managerial decisions	X	X		X	X
	8	Appraise stock and bond prices up or down and conduct operations in financial markets	X	X		X	X
	9	Calculate costs and choose firm's production levels to maximize profits under different market structures	X	X		X	X
	10	Demonstrate oral, writing and listening skills at least in English language consistent with B2.2 level. Work out business papers	X	X		X	X
	11	Measure, evaluate and compare various methods in finance, management, marketing and economics and draw supportable conclusions	X	X		X	X
	12	Analyze the impact of economic events on markets and evaluate the factors affecting firm behavior, such as production and costs analyze and the performance of firms under different market structures	X	X		X	X
	13	Independently and critically examine different theoretical and empirical phenomena	X	X		X	X
	14	Assess the government's role in the economy in a macroeconomic context. Use economic analysis to evaluate controversial issues and policies	X	X		X	X
	15	Write concise business documents and deliver professional oral presentations	X	X		X	X
	16	Communicate strategically in a variety of business situations	X	X		X	X

Responsibility and Autonomy	1	Highlight the skills required for successful, lifelong professional development and through getting familiar with modern publications and researches find strategies and methodologies that can assist in the acquisition of professional development skills	X			X		X
	2	Engage in self-reflection and achieve greater self-understanding, exhibiting openness to alternative possibilities and conceptual framework	X			X		X
	3	Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice	X			X		X
	4	Respect and share values of liberty, democracy, accountability, solidarity, and economic freedom	X	X	X	X	X	X
	5	be aware of right, wrong, good and bad; share moral principles and their application in everyday life	X	X	X	X	X	X

Annex 5

Human Resources

Position	N	Lecturer	Courses
Professors	1	Tamta Mikaberidze	Basics of International Business
			Introduction to Managerial Economics
			Principles of Microeconomics
	2	Ekaterine Natsvlishvili	Introduction to Human Resources Management
			Introduction to Organization Behavior
			Operations Management
Social Psychology			
Associate Professors	3	Merab Babukhadia	Academic Writing
	4	Alexander Kekenadze	IT Fundamentals for Business Administration 1
			IT Fundamentals for Business Administration 2
			IT Fundamentals for Business Administration 3
			IT Fundamentals for Management and Marketing

	5	Darejan Razmadze	Academic Writing
	6	Gvantsa Abdaladze	Comparative Politics
			History of Georgia
			Key Concepts in Politics
	7	Irakli Zakariadze	International Marketing
			Principles of Macroeconomics
	8	Mariam Tavartkiladze	
			Introduction to Insurance
	9	Teimuraz Buadze	Introduction to philosophy
	10	Tamar Merabishvili	Business Communication
	11	Zhana Balakhashvili	Introduction to Auditing
Assistant Professors	12	Davit Chikovani	IT Fundamentals for Business Administration 1
			IT Fundamentals for Business Administration 2
			IT Fundamentals for Business Administration 3
			IT Fundamentals for Management and Marketing
	13	Davit Datuashvili	Business Statistics
			Calculus 1
			Calculus 2
			Linear Algebra
Invited Lecturers	14	Akaki Tsomaia	Introduction to Managerial Economics
			Principles of Macroeconomics
			Principles of Microeconomics
			Introduction to research methods
	15	Alexander Nachkebia	Introduction to Organization Behavior

16	Nino Papachashvili	Basics of International Business
17	Christopher Lingle	Basics of International Business
		Entrepreneurship
18	Shorena Gogiashvili	Business English
		English Language B2+
19	Tamta Kalichava	Business English
20	Tamar Sumbadze	Introduction to Auditing
21	Bahman Mogimi	Consumer Behavior
		Digital Marketing
		Entrepreneurship
22	Ruta Vainiene	Introduction to Project Management
		Introduction to Financial Markets
23	Mario Schuetze	Introduction to Law
24	Ana Nachkebia	Corporate Finance
		Introduction to Financial Management
25	David Kbilashvili	Basics of Strategic Management
26	Dimitri Kobakhidze	Advertising and sales promotion
		Business Principles
		International Marketing
		Principles of Marketing
		Strategic Brand Management
27	George Chkhikvadze	History of Economic Thoughts
28	Nino Katamadze	Business Law
29	Ketevan Tabatadze	Accounting-Software-Applications ORIS
		Introduction to Financial Accounting 1
		Introduction to Financial Accounting 2
30	Marika Gelkhvaidze	Accounting-Software-Applications ORIS
		Introduction to Managerial Accounting
31	Nino Kavtaradze	Introduction to Financial Markets
32	Nino Samchkuashvili	Business Principles

			Fundamentals of Investment
			Principles of Macroeconomics
	33	Nino Zavrashvili	Pricing Strategy and Tactics
			Principles of Marketing
			Strategic Brand Management
	34	Sophiko Balanchivadze	Event Management
			Introduction to Project Management
			Sales Management
	35	Tamaz Akhobadze	Public Administration
	36	Giorgi Mikanadze	Internship
			Management
Foreign Languages	37	Rusudan Tabukashvili	German Language A.1.1
			German Language A.1.2
			German Language A.2.1
			German Language A.2.2
	38	Ia Chikvinadze	French Language A 1.1
			French Language A 1.2
			French Language A 2.1
			French Language A 2.2
	39	Janetta Vardzelashvili	Russian Language A1.1
			Russian Language A1.2
			Russian Language A2.1
			Russian Language A2.2