

This form is used in preparation of the NVU program. Entries on this form should be transferred to the University Board for approval. Fields marked blue indicate NVU requested information and should not be filled out (unless otherwise provided), whereas yellow fields are optional.

1. General Information

Title:		Business Administration					
Qualification (according to major):		Master of Business Administration (MBA)		Number of Credits:		120	
QF Level (VI, VII or VIII)		VII		Level of higher Education (I, II or III)		II	
Available Concentrations:		Business Administration					
Responsible School(s):		Business and Information Technology					
Program Leader(s):		Giorgi Barkalaya					
Language of Instruction:		English					
Enrolment Requirement provided by the Law on HE		<ul style="list-style-type: none"> - Bachelor degree in any field or equivalent - and Master's Exam /MoES special Regulation 		Other		<ul style="list-style-type: none"> - Master's Exam implemented by MoES regulations - General Master's Exam - and University Exam in General Business Concepts and English language (B2), - as well as In-person Interview. - In Case MoES special Regulation: <ul style="list-style-type: none"> - Application, Motivation, and Interview. - Proof of Proficiency in English at a level B2. 	
Minor qualification:	N	Available for online enrolment	N	Available for exchange students:	Y	Work experience/ placement:	Y
Available for Non-degree students:	Y	Prior Registration Requirement	Y	Other	NA	Other	NA
Estimated student numbers:		50 per intake		Program replaces: (if any)		NA	
Date of possible implementation:		March 2014		Date of proposal:		10.06.2013	

2. Aims and Learning Outcomes

<p>Objectives:</p>	<p>The objective of this program is to develop students into broadly educated business managers, executives and/or entrepreneurs who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations and issues. The capstone for the MBA program gives students the chance to bring together all of the theories, skills and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed. The design and implementation strategy and methodology of the program tackles the objective of improvement of ability of program participants to apply the knowledge and skills in real life and align their professional development with up-to date changing business environment.</p>
<p>Generic Learning Outcomes:</p>	<p>The learning outcomes of the program includes:</p> <ul style="list-style-type: none"> - program graduates will improve and enhance the ability to retrieve and analyse information from different sources; - program graduates will be able to improve and enhance their ability to analyse and judge in the environment with incomplete information; - program graduates will be able to work autonomously as well as in team; - program graduates will be able to communicate with experts and peers in other fields and articulate their views, ideas, and opinions in the professional manner in the academic setting; - program graduates will be able to value professional network for their future carrier development and enhancement; they also will be able to improve their networking skills and abilities; - program graduates will improve their abilities and skills for interpersonal communication and understand and value the social responsibilities of each individual and groups (organizations); - program graduates will be able to adapt to new situations and assist other members of team, organization, or society to adapt to the changing environment; - program graduates will be able to set appropriate, realistic and achievable personal and business goals and objectives, and will be able to lead themselves, small or large teams to the achievement of set objective and goals. - program graduates will be able to make decision in the complex and changing environment.

Subject Specific Learning
Outcomes:

Business Knowledge and Understanding

- The ability to understand markets and financial theories through appropriate analysis and reporting.
- A thorough understanding of the internal structures and operations of businesses ranging in size from small to multi-national.
- A thorough understanding of the relationship between an organization and its external market and economic environment.
- An understanding of current theories of management and leadership.
- An understanding of the global economic environments of organizations.
- An understanding of business strategy.

Leadership and Professional Skills (Applying Knowledge)

- Ability to apply and utilize accumulated knowledge in the practical complex business setting based on the continuous mastering through real life case studies and in class discussions of live business issues and problems
- Apply the tools and techniques of business, drawing on a broad-based knowledge of the major functions (accounting, economics, finance, marketing, operations management, and strategy) to solve complex business problems and make sound business decisions.
- Demonstrate leadership and appropriate inter-personal skills.
- Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
- Demonstrate the ability to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
- Formulate an operations strategy that supports the competitive strategy of the firm and provides a means to achieve a competitive advantage.
- Employ statistical data analysis and management science as a support to decision-making processes throughout an organization.
- Perform analysis of competitive markets to recommend strategies.
- Apply marketing strategies and tactics as a way of understanding customers and competitors to create profitable firms and organizations.
- Describes how information technology and information systems influence the structure and processes of organizations and economies, and the roles and techniques of management;
- Demonstrate micro-social and leadership skills necessary for lifelong career success. These skills reflect effective self-assessment, communication, and collaboration within an organization.
-
- Leverage skills and experiences for career success.

Critical Thinking and (Making Judgments)

- Demonstrate the ability to identify a problem and the information needed to develop a solution, develop alternative solutions,

	<p>recommend the best solution, and evaluate the efficacy of the solution after it has been implemented.</p> <ul style="list-style-type: none"> - Demonstrate the ability to articulate both sides of an argument, evaluate the quality of arguments and evidence, and construct and defend the position taken. - Explore innovative alternatives during the problem solving process. - An ability to analyse initial sources, academic articles, real world case studies and business problems and make sound judgments. - Think critically and make sound judgments about ethical and legal considerations pertinent to the art of management and the execution of a business enterprise. <p>Communication Skills</p> <ul style="list-style-type: none"> - Express written information appropriate for a given audience with conciseness and clarity. - Demonstrate the ability to prepare and deliver a professional presentation on a business topic. - Demonstrate active listening. - Effectively utilizes data in written and oral presentations to communicate ideas. - Demonstrate proficiency in written and oral business communications. <p>Learning Skills</p> <ul style="list-style-type: none"> - Ability to independently manage the learning process, determine the synthesis of theoretical components, research issues, innovations and practical experience, as well as to expend own knowledge on the basis of the recent methodology and research; <p>Values (Ethics/Social Responsibility)</p> <ul style="list-style-type: none"> - Identify ethical dilemmas and develop appropriate courses of action that consider the well-being of others and society. - Develop an understanding of the role of legal and social responsibility in organizations and society. - Participate in introduction of new improves cultures and values of business practice, social responsibility and strive for excel.
--	--

Other or Detailed:

Please indicate which skills will be developed most within the program. Please choose a minimum of 5 (Maximum of 10) from the list below.

Analytical Skills	√	Leadership	√
Commercial Awareness	√	Planning and Organization	√
Confidence		Professionalism	

Creative Problem Solving	√	Research Skills	√
Critical Thinking	√	Self Awareness	
Ethical Awareness		Social and Cultural Sensitivity	
Flexibility		Team Working	√
Independent Working	√	Time Management	√
Initiative		Interpersonal skills	
Capacity to learn		Teaching ability	

3. Modularized Components referring to Learning Outcomes

Reference Code (Program-Module- Component indication)	Modules & Components:	status (core/elective)	ECTS (semester suggestion)	Knowledge and Understanding	Applying Knowledge	Making Judgments	Communication Skills	Learning Skills	Values
BUSA 7101	Managerial Economics	C	8 (I)	√	√	√	√	√	
BUSA 7102	Financial Accounting and Business Decisions	C	8 (I)	√	√	√	√	√	√
BUSA 7103	Corporate Financial Management	C	8 (II/III)	√	√	√	√	√	√
BUSA 7104	Marketing Management	C	8 (II/III)	√	√	√	√		
BUSA 7105	Peoples and Organizations in Business Settings	C	8 (I/II)	√	√	√	√	√	√
BUSA 7106	Operations Management and Business Process	C	8 (II/III)	√	√	√	√	√	

Reference Code (Program-Module- Component indication)	Modules & Components:	status (core/elective)	ECTS (semester suggestion)	Knowledge and Understanding	Applying Knowledge	Making Judgments	Communication Skills	Learning Skills	Values
L0101	Comparative and Unified Private Law	E	6 (I/II/III)	√	√	√	√		
MBA 7201	Communicating, Negotiation and Presenting for Success	E	6 (I/II/III)	√	√	√	√		√
MBA 7202	Business Data Analysis and Research	E	6 (I/II/III)	√	√	√			
MBA 7203	Marketing Communication and Promotion	E	6 (III/IV)	√	√	√	√	√	
MBA 7204	Creativity and Innovation in Business Settings	E	6 (III/IV)	√	√	√	√	√	
MBA 7205	Global Business	E	6 (II/III)	√	√	√	√		√
MBA 7206	Project Management and Team Up	E	6 (III/IV)	√	√	√	√		
MBA 7207	Management Accounting and Control	E	6 (III/IV)	√	√	√	√		√
MBA 7208	Managing Sales for Success	E	6 (III/IV)	√	√	√	√		
MBA 7209	Health Systems Policy, Financing and Organization	E	6 (II/III/IV)	√	√	√	√	√	√
MBA 7210	Health Economics	E	6 (II/III/IV)	√	√	√		√	

Reference Code (Program-Module- Component indication)	Modules & Components:	status (core/elective)	ECTS (semester suggestion)	Knowledge and Understanding	Applying Knowledge	Making Judgments	Communication Skills	Learning Skills	Values
MBA 7211	Corporate Financial Strategy	E	6 (III/IV)	√	√	√	√	√	√
MBA 7212	Investments Management and Valuation	E	6 (III/IV)	√	√	√	√	√	
MBA 7213	Quality Management	E	6 (III/IV)	√	√	√	√	√	
MBA 7301	Capstone in Business Development and Entrepreneurship	E	12 (III/IV)		√	√	√	√	√
MBA 7302	Master Thesis/Project	C	30 (IV)	√	√	√	√	√	√

4. Methods of Achieving Learning Outcomes and Assessment:

Rationale between employed methods and achievement of learning outcomes :

The thorough basis of core courses provides students with solid background in business/management field broadening their understanding of area and its sub-fields. The core courses (coded BUSA) are offered along the program and enables students to shape their knowledge (theoretical and practical), ability to apply the knowledge and other skills for future successful employment in managerial/administrative positions or it prepares students for handling of entrepreneurial activities. Core courses are offered only to develop competences needed broadly in business.

Elective courses enable students to deepen their understanding of business management and broaden competencies in selected sub-areas or in general. The program enhances the development both research and managerial/practical skills through specific components such as Capstone in Business Development and Entrepreneurship, and Master Thesis/Project. To enhance managerial ability and enable development of practical skills program includes the comprehensive practical component such as Capstone in Business Development and Entrepreneurship, which should be taken by the student after completion of all core courses and represents thorough training for application of acquired knowledge and developing of managerial decision making skills.

Methods employed are widely based on case study methodology including mixture of interactive teaching (including class discussions) and promotion of independent personal development through combination of theoretical components, problem solving and practical experience, aiming at development of knowledge, skills and

values needed for successful implementation and management of managerial/entrepreneurial activities in line with the requirements of constantly changing complex business environment and labor market.

The build-in Guest Speaker Seminar Series in almost every course of the program enables program participants to network and interact with peers and professional in the different areas of business, learn and apply their knowledge and skills on the live issues and business problems during their studies, and build, contribute and experience the culture of cooperative knowledge and experience sharing among the professionals and organizations.

Grading System:

Number of points	Grading Scale (short description)	Average performance percentage ratio of successful students (may be used for monitoring assessment adequacy)
91-100	A (excellent)	the best 10 %
81-90	B (very good)	exceeding average 25 %
71-80	C (good)	average 30 %
61-70	D (satisfactory)	close to average 25%
51-60	E (sufficient)	the worst passing 10%
41-50	FX (reseat in the same semester)	
0-40	F (Fail)	

5. Resources

Resource needs essential for program delivery:

Name:	Description:
Literature	library resources (including electronic literature) are available

Comments:

(Use this box to make any additional notes).

