# Caucasus University

# Caucasus School of Business

| Name of Educational Programme | მეცნიერების სამაგისტრო პროგრამა მენეჯმენტში |
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| Name of Educational Programme in English | MSc Program in Management |
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| Level of Higher Education | Master |
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| Type of Educational Programme | Academic |
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| Language of Instruction | Georgian |
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| Awarded Qualification, Code | |
| In Georgian: | მენეჯმენტის მაგისტრი (0203) |
| In English: | Master of Management (0203) |

| Date of Program Approval | 28.06.19 #145 |
|---|---|
| Date of Program Renewal | 18 January, 2019 |
| Program Coordinator/Co-Coordinator | Master of Business Administration, Associated Professor Nino Andriadze Doctor of Economics, Professor Kakha Shengelia |

| Program Volume in Credits | |
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The Master's program in Management comprises 120 ECTS credits. The standard official duration of the Master's Degree Program is 2 years. After expiration of the standard duration of the academic program, the students having academic debts, with the view of completing the program, are allowed to continue education through additional semesters (no more than 9) by retaining the student's status.

Academic year is a unity of the semesters and a holiday period between them. Each academic year comprises 3 semesters, with each semester comprising academic weeks, including additional exams and period of assessing the student's achievement on additional exams.

Master's program in Management is envisaged as 90 ECTS credits of mandatory and optional courses, from which 85 ECTS credits are mandatory and 5 ECTS credits belong to 3 courses of optional block and 30 ECTS credits of research component.

1 ECTS equals to 25 hours, which includes class hours and time spent on independent work (midterm and final examinations, as well as homework assignments).

**Program Admission Precondition**

- ➢ Bachelor diploma or the equivalent academic degree.
- ➢ Successfully passing of B type test in the Unified Master's Examination
- ➢ Passing the admission test relevant to the specification of Caucasus School of Business of Caucasus University (consists of gaazreba and writing component of English language-B2 level and general logic and quantitative discussion questions; In there is a document proving knowledge of the language, a person can be exempted from the exam)
- ➢ Successfully passing the interview in the specialization with the admission commission of Caucasus School of Business

## Qualification Description of the Program

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| **Program Objective** | The program corresponds to the vision of the Caucasus University and the Caucasus School of Business, ensures by implementing research oriented studies, training of competitive, high qualified, morally perfect specialists, who follows democratic ideals on local and international labor markets and ensures satisfaction of the educational requirment of the socity in this sphere.<br><br>The aim of the MSc program in Management are as follows:<br><br>Obj.1 To give a theoretical knowledge and teach the ways of using theory in practice and with this prepare highly qualified competitive specialists;<br><br>Obj.2 To develop skills of management in the conditions of competition and business globalization, as the success of any sphere depends on the professional training of managers and knowledge of relevant managerial skills and social-economic qualities.<br>Obj.3 To develop necessary skills of specialist of management, who will assess individual role in managerial work as a member of the group as well as personal capabilities and responsibilities;<br>Obj.4 To support career development of students and graduates;<br><br>Obj.5 To develop global civil worldvision, democratic and human values and strengthen civil values;<br><br>The main accents are on the understanding and learning of the organization management and its functional structures. At the same time, its usage in the practice as to protect social responsibility issues. As well as, the program focuses on general management, successful leading of functional areas and systems of organization. |
| **Program Learning Outcomes** | To fully control challenges of contemporary business, graduates of the program will receive high quality professional education, which is clearly oriented on the usage of management. The knowledge acquired with the program is the base for the success on the way of the professional development and gives graduates various possibilities to synthesize theoretical and practical knowledge.<br><br>The learning outcomes of the program are as follows:<br><br>P.L.O.1. To take part in strategic planning and decision making process of the organization;<br><br>P.L.O.2. To conduct the policy of HR management and successful leadership;<br><br>P.L.O.3. To analyse and plan different functional areas of the organization;<br><br>P.L.O.4. To take part in planning and management of innovation projects and business start-ups;<br><br>P.L.O.5. To gain skills of resolving the complex problems in diverse and variable business atmosphere;<br><br>P.L.O.6. To gain the skill of developing new ideas, innovations, creativity and systemic thinking on the basis of critical analyse of the information; |

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| | P.L.O.7. To demonstrate skills of conclusion, argumentation and communication of research methods and results in front of professionals;<br><br>P.L.O.8. To take part in the evaluation of the value dependence of Georgian and international sociates, act accordingly and implement new values. |
| **Areas of Employment** | Graduates of Master's program in management of Caucasus School of Business are managers of middle and high positions in private, public and non-governmental organizations. Graduates are employed in any sector of the business:<br><br>&#10148; Banking Industry<br>&#10148; Insurance Industry<br>&#10148; Retail and Hole Sale Industry<br>&#10148; Heavy and Light Industry<br>&#10148; Different Types of Service Industry<br>&#10148; Different Governmental Structures<br>&#10148; ა.შ. Non-Governmental Sector and etc.<br><br>Graduates are employed to different positions, as: head of research group; manager of analitical department; manager of HR; manager of entrepreneurship and operations; manager of projects and etc.<br><br>Annual research conduted by career development center shows that 100% of program graduates are employed. Graduates are highly assessed by their employers. The knowledge and competences of graduates demonstrates full compliance with the requirment of labor market. |
| **Possibility to Continue Studies** | The Program graduates are entitled to pursue education at PhD Programs |

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## Evaluation System of Student's Knowledge

The attainment of student's learning outcomes considers the interim and final evaluations. Out of 100 points, the interim results are allocated 70 points, while the final exam results are 30 points.

In both of the components (interim and final) the minimum competency barrier is allocated.The detailed information regarding the minimum competency barrier is given in course syllabus, which is upload in the electronic system of learning process management before the learning process starts.

In the interim results the student has to accumulate at least 41 points of the 70 points to be allowed to retake the final exam.

The evaluation system includes 100 points and envisages:
  a) Five types of positive grades:
    a.a) (A) Excellent – 91-100 points of assessment;
    a.b) (B) Very good – 81-90 points of maximal assessment;
    a.c) (C) Good – 71-80 points of maximal assessment;
    a.d) (D) Satisfactory – 61-70 points of maximal assessment;
    a.e) (E) Sufficient – 51-60 points of maximal assessment;

b) two negative grades:

  b.a) (FX) Did not pass – 41-50 points of maximal assessment, which means the student needs to work harder and is allowed to retake the exam one more time after working independently;

  b.b) (F) Fail – 40 points or less of maximal assessment, which means the student's work is insufficient and he/she has to retake the course.

In case the student fails to overcome the minimum competency barrier of the final exam, he/she is allowed to retake the final examination. The student shall retake the final examination within the period prescribed by the academic calendar no later than 5 days after announcement of the results of the final exam.

Accumulated points of additional exam are not added to points of final assessment. Evaluation received in additional exam is the final exam evaluation and is reflected in the final assessment of learning component of the learning program.

Science-research component is evaluated by 100 points, in accordance to one-time evaluation. Evaluation criterias and procedures are in the provisions of Master's program of the relevant school.

## Teaching and Learning Methods

During the learning process based on the specification of the course following teaching and learning methods are used:

- Verbal Method
- Working on the Book
- Written Working Method
- Method of Demonstration
- Discussions/debates
- Case Studies
- Explanatory method
- Problem Based Learning (PBL)
- Brain storming
- Deduction, Analysis Method
- Synthesis

Methods are concluding and including each other during teaching-learning process. Teaching-learning methods of the specific course will be defined in the syllabus of the relevant course.

## Other Resouces of the Program

To ensure the compliance of current and planned academic programs to international standards, Caucasus school of Business of Caucasus University is a member of international organizations, has signed memorandum of understanding with Georgian and Foreign higher education institutions, as well as governmental and non-governmental organizations:

**Membership of International Organizations:**

- Member of AACSB (Association to Advance Collegiate Schools of Business)
- Member of Central and East European Management Development Association (CEEMAN);
- Member of Network of International Business and Economic Schools (NIBES);

- International Association of University Presidents(IAUP)
- United Nations Academic Impact  (UNAI)

**Partner Universities:**
- Rennes School of Business, France, European Campus of Caucasus University
- Eklya School of Business, France
- Budapest Metropolitan University, Hungary
- Ajman University,          United Arab Emirates
- Hanze University of Applied Science), the Netherlands
- Tallinn University of Technology, Estonia
- Ajou University, Korea
- Hiroshima University of Economics, Japan
- Donetsk State University of Management, Ukraine
- Riga Technical University, Latvia
- Ecole Superieure de Commerce de Clermont, France
- Riga International School of Economics and Business (RISEBA), Latvia
- Applied Sciences, School of Management, University of Upper Austria, Austria
- Fairleigh Dickinson University, USA
- HHL Leipzig Graduate School of Management, Germany
- CETYS University, Mexico
- IDRAC international school of business, France
- Esan University, Peru
- Savannah State University, USA
- Banking University of Ukraine, Ukraine
- College LBK, Latvia
- EM Normandie, France
- Empresarial De Costa Rica, Costa-Rica
- Gadjah Mada, Faculty of Economics and Business, Indonesia
- Kyrgyz Economic University, Kyrgyzstan
- North American University, USA
- Paris ESLSCA Business School, France
- University of Lodz, Poland
- University West, Sweden
- Istanbul Bilgi University, Turkey
- Grenoble Ecole de Management, France
- Pforzheim University, Germany
- International Business School Brasil, Brasil
- ISM University of Management and Economics, Lithuania
- American University of Central Asia, Kyrgyzstan
- Yonsei University, South Korea
- Instituto Superior de Ciencias do Trabalho e da Empresa (ISCTE), Portugal
- Estonian Business School, Estonia
- IESEG School of Management, France
- Ming Chuan University of Taiwan, Taiwan
- Izmir University of Economics, Turkey
- Kaunas University of Technology, Lithuania
- ADA University, Azerbaijan
- Univeristy of Tartu, Estonia
- SMK University of Applied Social Sciences, Lithuania
- LCC International University, Lithuania
- Warsaw School of Economics, Poland
- Varna University of Management, Bulgaria
- Babes-Bolyai University, Romania
- University of Economics in Katowice, Poland

- University of Szczecin, Poland
- Kozminski University, Poland
- Kauno Kolegija/ Kaunas University of Applied Sciences, Lithuania
- Middle East Technical University (METU), Turkey
- FH JOANNEUM University of Applied Sciences, Austria
- University of Ljubljana, Slovenia
- Collegium Civitas, Poland
- Riga Graduate School of Law, Latvia
- Saarland University, Germany
- Cracow University of Economics, Poland
- University of Tuscia, Italy
- Radboud University, the Netherlands
- Technical University of Košic), Slovenia
- The International University of Logistics and Transport in Wroclaw, Poland
- Vilnius Business School, Lithuania
- Dublin City University, Ireland
- Lille Catholic Univeristy, France
- Universidad de Valladolid, Spain
- Koc University, Turkey
- Powislanski College in Kwidzyn), Poland

**Business-organizations:**

- Alliance Group Holding
- Deloitte
- EY Georgia
- PricewaterhouseCoopers
- KPMG Georgia
- BDO
- Philip Morris Georgia
- British-American Tobacco Georgia Limited
- Japan Tobacco International JTI
- Schulze Global Investement Limited
- Heidelberg Cement
- Holiday Inn Tbilisi
- Geocell
- Silknet
- Magticom
- National Bank of Georgia
- TBC Bank
- Bank of Georgia
- Procredit Bank
- Basis Bank
- Liberty Bank
- Georgian Water and Power
- Toyota Center Tegeta
- East Point
- Carefour Georgia
- Imedi L
- Aldagi
- GPI Holding
- Risk Management and Insurance Company Global Benefits Georgia
- Evex Medical Corporation

- ➢ PSP Insurance
- ➢ Wissol Group
- ➢ Socar Georgia
- ➢ UGT
- ➢ Net Credit
- ➢ Credo
- ➢ Insourse

**Governmental and other entities:**

- ➢ Ministry of Finance of Georgia
- ➢ Ministry of Economy and Sustainable Development
- ➢ Georgia's Innovation and Technology Agency
- ➢ Municipal Development Fund of Georgia
- ➢ Civil Sevice Bureau
- ➢ State Audit Office
- ➢ Public Service Hall
- ➢ Georgian Railway
- ➢ Georgian Post
- ➢ Tbilisi City Hall
- ➢ EU-Georgia Business Council
- ➢ American Chamber of Commerce in Georgia (AmCham)
- ➢ Chamber of Commerce and Industry France-Georgia

## Material-technical Base

**Library resources:**

Caucasus University Library is one of the most important educational and closed type structural unit of the university. Here are protected Georgian and Foreign, printed and electronic editions accessible for students, academic, invited and administrative personnel. The library is equipped with appropriate techniques and property necessary to ensure maximum comfort for modern readers.

The University library has printed and electronic fund necessary for implementation of the Bachelor's Program of Business Administration. Considering specifics of the program students have access to international electronic resources:

- ➢ ScienceDirect
- ➢ Scopus
- ➢ Sci-val Funding(Funding Institutional)
- ➢ Taylor And Francis Online
- ➢ EBSCOHost Elit package:
  - o Academic Search Elite
  - o International Security & Counter Terrorism Reference Center
  - o Business Source Elite
  - o Regional Business News
  - o ERIC
  - o MasterFILE Elite

- o Library, Information Science & Technology Abstracts

- o AHFS Consumer Medication Information

All the interested persons are informed on the possibility of using these resources and are familiar with the rules and procedures of their utilization.

## Material resources:

Caucasus University sicne 2017-2018 academic year is conducting educational activities its own new building, which locates in 1 Paata Saakadze str., Tbilisi. The total area pof the building is 11.179 m², from which 5.021 m² are study area. 12 million gel was invested in repeairing and maintenance of the building, as well as gardening. In the university are separated mandatory areas as are follow: 63 auditoriums, 170 m² hall, conference room, recreation space, administration area, storerooms, space for group working, sanitary spots, library (265 m²), laboratories, archieve, 2 canteenareas (380 m²). Above mentioned ensures effective management of educational and administrative processes. Additionally, Caucasus School of Business has separate rooms for "Start-Up Accelerator", equipped with modern equipments, as following: VR technology, editing equipments, "Smart Board" and etc.

The Univerity has efficient system of supplying electrocity, separated sanitary-hygiene spots, which are constantly provided with water and are accordingly cleaned. The sanitary-hygiene and safety rules are adhered and lighting and ventilation are provided. The perimeter of Caucasus University is adapted to disabled people (facilities, elevators and etc.). Each auditoria has natural and artificial lighting. The central heating system is installed, the whole University perimeter is protected by security service "Magistri", inside and outside perimeter is controlled by surveylance cameras. Mechanisms for fire protection, safety and medical assistance have been developed.

## Information-Communication Technologies:

The material and technical resources of the Universty ensure the goals set by the Bachelor's Program. Specifically, computer equipments connected to the internet are accessible for the students and academic personnel. The computers are equipped with appropriate instruments and internet. The auditoria are equiped with relevant technices (multimedia projector, computer, audio-video techniques and etc.) Computer lab and technics meet modern requirements and are relevant to academic educational program, connected to the internet and accessible for the students, academic, invited and administrative personnel. The computers are equipped with appropriate instruments/applications. The auditoria and computer classes are equiped with local net and internet

The University operates an electronic system for organizing the educational process, which fosters academic process and makes monitoring of the students' academic performance possible at all times.
The University makes the catalogue of the educational programs and the information on implementation of the educational programs and conducting the educational process through university webpage. The university ensures information publicity and accessibility at all times. The University Library has an electronic catalogue.

Nowadays, Caucasus University is equipped with modern computer technics, photocopying machines (they were replaced with the most up-to-date ones in 2018). The University has eight computer classes on A, B and C floors, equipped with PC and multimedia projector. Such Projectors and Computers are available in each auditorium. The University administration and practically all the employees have access to the computers and internet. The University operates a Computer Park with more than 350 units. In addition, the University has printers and scanners; a few so-called Smart Boards, photocopying machines "Kyocera" brand, color photocopying machines "HP MFD" type. Wi-Fi and IP telephone connection are accessible throughout the whole University premises. There are three modern servers in the University Server Department where appropriate net equipment is installed (with Cisco and "Nortel switches, Fortinet, NG Firewall, wireless controller and access point; etc.) more than 100 such devices. The University is connected to the external net and has 150/150 Mbps access to local and global connections.

The mentioned resourse is accessible for students, academic, invited and administrative personnel. All the interested

persons are informed on the possibility of using these resources and are familiar with the rules and procedures of their utilization.

# Program Curriculum
(With the indication of modules, courses, relevant credits)

| | Course Code | Prerequisite | Course\ Module | I Year | | | II Year | | | Sum |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | ECTS Credits | | | | | | |
| | | | | I | II | III | IV | V | VI | |
| Mandatory learning courses of learning component | | | | | | | | | | |
| 1. | MSC 5120 | | Statistics for Managers | 5 | | | | | | 5 |
| 2. | MSC 5111 | | Organizational Behavior | 5 | | | | | | 5 |
| 3. | MSC 5112 | | Marketing Management | 5 | | | | | | 5 |
| 4. | MSC 5512 | | Managerial Accounting | 5 | | | | | | 5 |
| 5. | MSC 5113 | MSC 5512 | Finance for Managers | | 5 | | | | | 5 |
| 6. | RSCH 5210 | MSC 5120 | Research Methodology | | 5 | | | | | 5 |
| 7. | MSC 5310 | MSC 5120 | Systems and Operations Management | | 5 | | | | | 5 |
| 8. | MSC 5311 | | Entrepreneurship | | 5 | | | | | 5 |
| 9. | MSC 5611 | | Export Management | | | 5 | | | | 5 |
| 10. | MSC 5213 | | Project Management | | | 5 | | | | 5 |
| 11. | MSC 5413 | MSC 5111 | Negotiations | | | 5 | | | | 5 |
| 12. | MSC 5412 | MSC 5111 | HR Management | | | 5 | | | | 5 |
| 13. | MSC 5214 | MSC 5310 | Strategic Management | | | | 5 | | | 5 |
| 14. | MSC 5612 | | Change Management | | | | 5 | | | 5 |
| 15. | MSC 5613 | | Management Consulting | | | | 5 | | | 5 |
| 16. | MSC 5511 | | Seminar in Preparing Thesis | | | | 5 | | | 5 |
| 17. | MSC 5614 | MSC5412 | Employer Brand Development | | | | | 5 | | 5 |
| Optional learning courses of learning component (Student have to choose one from below mentioned learning courses) | | | | | | | | | | |
| 18. | MSC 5414 | MSC 5310 | Logistics and Supply Chain Management | | | | | 5 | | 5 |
| | MSC 5615 | | Behaviorism | | | | | | | |
| | MSC 5215 | | Academic Writing | | | | | | | |
| Research Component | | | | | | | | | | |

|     | Course Code | Prerequisite | Course\ Module | I Year | | | II Year | | | Sum |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|     |     |     |     | ECTS Credits | | | | | | |
|     |     |     |     | I | II | III | IV | V | VI | |
| 19. | THES 5513 |  | Master Thesis |  |  |  |  |  | 30 | 30 |
|     |     |     | Per Semester | 20 | 20 | 20 | 20 | 10 | 30 | |
|     |     |     | Per Year | 60 | | | 60 | | | 120 |

| Program Objectives / Program Learning Outcomes | Obj.1 To give a theoretical knowledge and teach the ways of using theory in practice and with this prepare highly qualified competitive specialists; | Obj.2 To develop skills of management in the conditions of competition and business globalization, as the success of any sphere depends on the professional training of managers and knowledge of relevant managerial skills and social–economic qualities. | Obj.3 To develop necessary skills of specialist of management, who will assess individual role in managerial work as a member of the group as well as personal capabilities and responsibilities; | Obj.4 To support career development of students and graduates; | Obj.5 To develop global civil worldvision, democratic and human values and strengthen civil values; |
|---|---|---|---|---|---|
| P.L.O.1. To take part in strategic planning and decision making process of the organization; | Low | High | Average [1] | High | Low [2] |
| P.L.O.2. To conduct the policy of HR management and successful leadership; | High | High | High | High | Low |

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[1] Connection between learning outcomes and objectives of the program is **Average**
[2] Connection between learning outcomes and objectives of the program is **Low**

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| P.L.O.3. To analyse and plan different functional areas of the organization; | Average | High | High | High | Low |
| P.L.O.4. To take part in planning and management of innovation projects and business start-ups; | High | High | High | High | Low |
| P.L.O.5. To gain skills of resolving the complex problems in diverse and variable business atmosphere; | Average | High | High | Average | Low |
| P.L.O.6. To gain the skill of developing new ideas, innovations, creativity and systemic thinking on the basis of critical analyse of the information; | Average | High | High | Average | Low |
| P.L.O.7. To demonstrate skills of conclusion, argumentation and communication of research methods and results in front of professionals; | Average | High | Average | Average | High |
| P.L.O.8. To take part in the evaluation of the value dependence of Georgian and international sociates, act accordingly and implement new values. | Low | Low | High | Average | High |

# Map of Learning Outcomes

| Semester | Learning Course / Module / Practic/ Research Component | P.L.O.1. To take part in strategic planning and decision making process of the organization; | P.L.O.2. To conduct the policy of HR management and successful leadership; | P.L.O.3. To analyse and plan different functional areas of the organization; | P.L.O.4. To take part in planning and management of innovation projects and business start-ups; | P.L.O.5. To gain skills of resolving the complex problems in diverse and variable business atmosphere; | P.L.O.6. To gain the skill of developing new ideas, innovations, creativity and systemic thinking on the basis of critical analyse of the information; | P.L.O.7. To demonstrate skills of conclusion, argumentation and communication of research methods and results in front of professionals; | P.L.O.8. To take part in the evaluation of the value dependence of Georgian and international sociates, act accordingly and implement new values. |
|---|---|---|---|---|---|---|---|---|---|
| | **Program Learning Outcomes** | | | | | | | | |
| | **Mandatory Component of Specialization** | | | | | | | | |
| I | Statistics for Managers | | L | | A | H | H | H | A |
| I | Organizational Behavior | H | A | H | | H | A | H | H |
| I | Marketing Management | H | L | A | H | A | H | H | A |
| I | Managerial Accounting | H | | | L | H | A | | L |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| II | Finance for Managers | H | L | A | L | H | A | | L |
| II | Research Methodology | | | | H | H | H | H | A |
| II | Systems and Operations Management | H | | A | L | A | A | A | A |
| II | Entrepreneurship | H | A | A | H | H | H | H | H |
| III | Export Management | | L | A | A | | | H | A |
| III | Project Management | H | | A | H | H | | H | A |
| III | Negotiations | L | | L | H | | | H | L |
| III | HR Management | L | H | H | | | A | H | H |
| IV | Strategic Management | H | H | H | H | H | A | H | H |
| IV | Change Planning and Management | H | H | A | A | H | | H | H |
| IV | Management Consulting | H | A | A | H | H | H | H | A |
| IV | სემინარი სამაგისტრო ნაშრომის მომზადებაში | | | | | L | A | H | A |
| V | Employer Brand Development | | H | H | | | H | | A |

# Human Resources of Program

| Name, Surname | Status | Course |
|---|---|---|
| Aza Tchanturia | Professor | Research Methodology |
| Ana Meskhi | Professor | Academic Writing |
| Gvantsa Meladze | Invited Lecturer | Export Management |
| Tinatin Magradze | Invited Lecturer | Logistics and Supply Chain Management |
| Giorgi Natroshvili | Professor | Managerial Accounting |
| Archil Gomiashvili | Associated Professor | Finance for Managers |
| Davit Kapanadze | Professor | Statistics for Managers |
| Elene Jgarkava | Associated Professor | Marketing Management |
| Tamar Labartkava | Invited Lecturer | Systems and Operations Management |
| Tinatin Janashvili | Invited Lecturer | Employer Brand Development |
| Kakha Shengelia | Professor | Strategic Management |
| Rusudan Chachanidze | Invited Lecturer | Strategic Management |
| Lili Bibilashvili | Invited Lecturer | HR Management |
| Nikoloz Parjanadze | Invited Lecturer | Seminar is Master's Thesis |
| Nino Andriadze | Associated Professor | Entrepreneurship |
| | | Change Management |
| | | Behaviorism |
| Paata Brekashvili | Professor | Organizational behavior |
| | | Negotiations |
| Fiqria Basilidze | Invited Lecturer | Project Management |
| Shota Murtskhvaladze | Invited Lecturer | Management Consulting |