

Caucasus University

Caucasus Medicine and Healthcare Management School

Program name in Georgian	ჯანდაცვის მენეჯმენტის სამაგისტრო პროგრამა
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Program name in English	Master's Program in Healthcare Management
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Academic degree to be granted	Master
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Type of educational program	Academic
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Language of instruction	Georgian
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Qualification/code	
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In georgian	ჯანდაცვის მენეჯმენტის მაგისტრი (0203)
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In English	Master of Healthcare Management (0203)
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Approval date of the program	Approved by the order # 01 / 01_32 of the President of the Caucasus University of November 19, 2012
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Date of program approval	Updated on May 13, 2019, President of Caucasus University №01 / 01-36
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MA program leader See full information "CV of the program leader"	Tengiz Verulava Ph.D, professor
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Program with credits	
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The Master of Health Management program includes 120 ECTS credits, 60 ECTS credits per year, semester - 33/27/30/30 ECTS credits. Accordingly, the official term of the master's program is 2 academic years.

The semester includes a set of study weeks, a period for conducting additional exams, and a period for assessing student achievement on additional exams. The academic year is a combination of semesters and the rest period between them.

1 ECTS credit is equal to 25 hours, which includes both the master's contact time (lecture, seminar, practicum, research practice, etc.), as well as the time allotted for his independent work.

The Master of Health Management program includes a study component - compulsory (54 credits) and elective courses (30 credits out of 60 credits offered), a research component (30 credits) and a practical component - (6 credits).

After the expiration of the Master's Degree Program in Healthcare Management, a Master's Degree with an Academic Debtor is eligible to continue the study program for additional semesters (no more than 4 semesters) to maintain the student's status.

Prerequisite for admission to the program

A person with a bachelor's or equivalent academic degree who is enrolled on the basis of the results of the Unified Master's Examination and an interview in the specialty organized by the University has the right to study for the Master's Degree Program in Healthcare Management at Caucasus University. Also, to enroll in the program, you need to have at least a B2 level of English language proficiency, which is confirmed by a diploma attachment, or a language certificate (IELTS - 5.5 points, TOEFL - 72 points), or internal university testing. Applicants who have completed English-language bachelor's and / or master's degree programs are exempted from this certification and the obligation to interview / test the internal university.

The interview commission includes: the dean of the school, the director of the programs, the head of the relevant program, as well as the invitation of the dean of the school can be a specialist in the relevant field. The interview is in several stages:

- 1- General stage: The applicant has to talk about his / her experience, current projects and future plans - all this evaluates the applicant's presentation and how well he / she can convey his / her priorities.
- 2- Sectoral stage: The applicant will have to talk about why he / she was interested in healthcare management, whether he / she has had contact with the field, how he / she sees himself / herself in this field and why he / she prioritizes healthcare management.
- 3- Final stage: the interview commission asks questions around the field. The questions and literature from which these questions were prepared will be posted on the website of Caucasus University.

Upon completion of the interview, applicants who failed to submit a B2 level English language certificate will be tested in English.

Program qualification description

<p>The purpose of the program</p>	<p>The aim of the program is consistent with the Caucasus and the Caucasus University School of Medicine and Health Management mission and objectives outlined in the research-oriented teaching and learning through the introduction of local and international labor markets are competitive, highly qualified, morally perfect, democratic ideals follower specialists BIS and training in the field of educational requirements.</p> <p>The mission of the Caucasus University School of Medicine and Health Management is to introduce the knowledge, modern approaches and values of modern international standards for healthcare management in Georgia.</p> <p>The master's program in Healthcare Management aims to train healthcare specialists in accordance with the recommendations of the World Health Organization, professional associations, as well as modern reforms in the Georgian healthcare system and the requirements of the labor market. By providing Bell and modern knowledge.</p> <p>CU School of Medicine and Health Management Master's program focuses on the health care system developed by institutions for organizing, financing, marketing, and management of modern information technology on deep, thorough knowledge of the health sector in research planning and use, to kursdamta tion of the system involving the health care system in Georgia to improve service delivery.</p>
<p>Program Learning Outcomes</p>	<p>1. Has a deep and systematic knowledge of the basic concepts and theories of management, marketing, management and financial accounting and control, operational management, planning, strategic planning and theories of healthcare organizations.</p> <ul style="list-style-type: none"> • aware of health management organizations, planning, strategic planning features, jobs, positions, groups and teams to organize, decision-making and problem-solving methods are effective, organizational change management and effective communication mechanisms, understands health organization operating management mechanisms, optimal Methods for determining the capacity; • Knows the financial and non-financial analysis required for the management and evaluation of a healthcare organization at the micro and macro levels, methods of obtaining, processing, generalizing and using management information in the management decision-making process. He understands the methods of financing and economic evaluation of the services of the healthcare organization, the peculiarities of market relations in the healthcare sector, the role of public good and the state in the healthcare sector. • Knows the marketing challenges of healthcare organizations, developing and implementing marketing strategies; Peculiarities of quality of medical care and effective mechanisms for its improvement, issues of total quality management and patient safety; The importance of taking accompanying risk and harm prevention measures are key strategies to reduce medical errors. • Knows the management processes of health care organizations in terms of health policy, taking into account the availability of services, international patient protection processes and ongoing processes in Georgia. Familiar with state policy, various healthcare systems, strategies of the World Health Organization <p>2. Analyzes and applies practical activities to healthcare management processes, issues and tools and can apply healthcare management concepts and theories in practice.</p> <ul style="list-style-type: none"> • Has the ability to make managerial decisions in a medical organization, to solve existing problems in a complex way, to introduce mechanisms for monitoring activities. • Has the ability to evaluate the activities of a healthcare organization with financial and

non-financial indicators, to compile a budget and monitor its implementation, to introduce control mechanisms in the organization and to assess its development;

- Able to evaluate the financing and economic aspects of the services of the healthcare organization using appropriate methods and tools, analyze the problems related to the introduction of effective methods of reimbursement of medical services using the latest methods and approaches; Compare the basic methods of remuneration of medical institutions and medical staff and develop effective mechanisms; Analysis of the structure of the costs of the medical institution;

- Able to use the basic methods of operations management for the management of various types of projects, use the statistical tools needed to manage the flow of patients (customers), select the right location for the healthcare organization.

- Has the ability to find new, original ways to act in a new, unpredictable and multidisciplinary environment, to organize organizational behavior and to identify complex problems identified in personnel management, including conducting research independently using the latest methods and approaches; Analyzing the structure of human resources and predicting demand for it; Ability to manage hiring procedures;

- Can plan the current and future activities of the company, develop recommendations to ensure the successful operation of the company; To analyze the competitiveness of the company; Develop the right strategy for the company; To analyze the company's strategy, to determine its effectiveness; Develop, implement and monitor a strategic plan for different types of companies.

- Actively participates in patient safety as well as medical quality assurance and management projects, participates in quality assurance, management, and improvement activities, assembles, processes, and participates in the quality assessment process;

- Able to design and manage healthcare marketing processes, participate in the implementation of basic service marketing strategies.

3. Be able to use adequate research and data collection methods to analyze issues related to health management, process the information received and draw a reasoned conclusion.

- Able to innovatively synthesize information based on the latest data,

- Able to critically analyze, interpret and formulate reasoned conclusions based on statistical data;

- Knows modern quantitative and qualitative methods of research and the principles of their use

4. Has effective written and oral communication skills in healthcare management, including in a foreign language.

Has the ability to convey scientific information, as well as his / her opinions, conclusions and arguments accurately and effectively, to present to the academic or professional community in both native and English languages, taking into account the standards of academic honesty and information-communication technologies;

Possess the ability to listen to different and conflicting opinions, to reason during discussions and to make a healthy opponent, to reasonably defend one's own positions.

Has the ability to find and process information, work on library funds, refer to scientific sources used in the paper according to the established standard and avoid plagiarism.

Be able to prepare professionally quality research projects and analytical reports / papers

	<p>through the proper use of evidence and citations.</p> <p>5. Leads the values and values adopted and recognized in healthcare, participates in the process of strengthening them and strives to establish them.</p> <ul style="list-style-type: none"> • possesses the general health of the adopted and recognized values and values: human dignity, respect for patient autonomy, recognition, professional integrity, honesty, justice, equality, professional ethics principles of value, equality, humane principles, mutual respect, trust and kindness based on mutual respect i. • Understands the importance of protecting universally recognized values in dealing with the patient, his or her representatives, and colleagues.
<p>Ability to continue learning</p>	<p>The Master of Health Management may hold the position of Middle and Senior Manager in the business sector, as well as the relevant position in state structures and higher education institutions, in accordance with the established nomenclature.</p> <p>The employment fields of the graduates of the Master of Health Management are:</p> <ul style="list-style-type: none"> • Hospitals and outpatient facilities; • Pharmaceutical companies; • Provider companies; • NGOs; • International health programs in Georgia; • Healthcare consulting firms; • State health authorities; • Health insurance companies.
<p>Ability to continue learning</p>	<p>Graduates of the master's program have the right to continue their doctoral studies.</p>

<p>Students' Knowledge Assessment System</p>	
<p>Mastering the courses offered by the Master of Health Education program provides for the active participation of students in the teaching process and is based on the principle of continuous assessment of acquired knowledge.</p> <p>The purpose of the assessment is to determine how well the learning outcomes are determined by the course of study. Student assessment is multi-component and provides an assessment of course objectives and learning outcomes that can be achieved using specific and measurable criteria and rubrics. Student assessment is based on four main principles of assessment: objectivity, reliability, validity, and transparency.</p> <p>Two types of assessments are used to assess students: Defining and Developing. The purpose of the deterministic assessment is to accurately assess the achievement of the Stability Ability to Continue learning. It controls the quality of learning, determines the level of student achievement in relation to the goals set by the course. Developmental assessment focuses on student development. It provides the student with feedback on achievements.</p> <p>The evaluation is based on a 100-point system. The evaluation system allows:</p> <p>A) Five positive evaluations:</p> <p>Aa) (A) Frequent - 91-100 rating points;</p> <p>Ab) (B) Very good - 81-90 points of maximum evaluation;</p> <p>Ac) (C) Good - 71-80 points of maximum evaluation;</p> <p>A.d) (D) Satisfactory - 61-70 points of maximum evaluation;</p> <p>Ae) (E) sufficient - 51-60 points of maximum assessment;</p>	

B) Two types of negative evaluation:

Ba) (FX) failed to pass - 41-50 points of maximum grade, which means that the student needs more work to pass and is given the right to take the additional exam once with independent work;

Bb) (F) cut - 40 points or less of the maximum grade, which means that the work done by the student is not enough and he / she has re-studied the course.

The credit is given to the student on the basis of the final grade, which consists of the sum of points obtained in the midterm and final grades.

The number of points obtained in the final assessment is not added to the assessment obtained by the student for the additional exam. The grade obtained on the additional exam is the final grade and is reflected in the final grade of the educational component of the educational program.

Assessment of the student's achievement of the level of learning outcomes includes intermediate and final assessments, for which the share in the final assessment from the total score of 100 (100 points) is determined and the minimum competency threshold is set. In particular, the share of the intermediate assessment from the maximum of 100 points is 70 points, and the final assessment - 30 points. Both forms of intermediate and final assessments have a minimum competency threshold. Intermediate grades define the assessment components, which total 70 points. For each component of the assessment, the assessment is based on a predetermined learning objective and task-oriented, precise, clear criteria and assessment schemes / rubrics developed based on it. The student must earn a total of at least 59% of the 70 points in the intermediate grades in order to qualify for the final exam. The student will be considered for the final / additional exam if he / she has obtained at least 60% of the 30 points.

The student is eligible to take the additional exam if he / she fails to pass the minimum competency threshold of the final exam. The student has the right to take the additional exam within the period established by the academic calendar, not less than 5 days after the announcement of the results of the final exam.

In case of failing to pass the minimum competency threshold in 0-50 points or any form of assessment (intermediate / final) in the final grade, the student will be awarded an F-0 score.

Both oral and written (test, open-ended questions, research essays, etc.) surveys are used to assess students' knowledge. Assessment components and their share will be reflected in the syllabus of a particular course and will be communicated to the student at the beginning of the semester. Before the start of the learning process, the syllabus is loaded into the e-learning management system.

The scientific research component (master's thesis) is evaluated with 100 points, following the principle of one-time evaluation. The evaluation criteria and procedures are set out in the Regulation on the Preparation and Protection of the Master's Thesis at the Caucasus University School of Medicine and Health Management. The master's thesis is evaluated in the same or the next semester in which the student will complete the work on it.

Methods and forms of achieving learning outcomes

- Lecture Seminar Practical Project/abstract
 Independent work MA thesis

Depending on the specific course nature, the following methods of teaching are used in the learning process: verbal, i.e. the oral methods, working with a book, the writing method, the method of demonstration, Discussion/debate, Case study, the explanatory method, problem-based teaching method, euristic method, the brainstorming method, the deductive method of teaching, the method of analysis, the method of synthesis, etc. The methods in the teaching and learning process all methods fill and replace one another. The methods of teaching and learning of a specific course will be given in the syllabus of the given course.

MA students have evening classes at Caucasus University which ensures attraction of employed students to the program and their regular attendance.

Persons taking part in program implementation

The program is implemented by 13 academic and invited staff, namely, 3 professors, 1 associate professor, 1 assistant and 8 invited lecturers. Who, in accordance with their qualifications, are directly involved in the development of the

competencies provided by the program in the students.

3 Other resources of the MA program

CU is a member of a number of international organizations, has signed a Memorandum of Understanding with the Georgian and foreign higher education institutions, as well as governmental and non-governmental organizations, thus providing current and planned academic programs in compliance with international standards, programs s involvement in foreign professors, students and faculty exchanges and professional development.

Resources of international organizations:

One of the most tangible achievements of Caucasus University is its large-scale integration into the world education market.

Currently, Caucasus University offers second, third and fourth year students exchange programs at the following universities: Georgian State University - USA; University of Fortsaim - Germany; Paris Business School - France; Clermont Business School - France; Dunkirk Institute of Business - France; University of Vilnius - Lithuania; Estonian Business School - Estonia; Tallinn University of Technology - Estonia; University of Cyprus - Cyprus; Steyer University of Upper Austria - Austria; Riga International School of Economics and Business Administration - Latvia; Riga Technical University - Latvia; Ajou University - South Korea; Istanbul Bilgi University - Turkey; Collegium Civita - Poland; Lisbon University - Portugal.

Partner Higher Education Resources:

Caucasus University School of Medicine and Health Management collaborates with Georgia State University (USA) J. With McRobinson College Institute of Health Administration.

Government agencies:

The Ministry of IDPs from the Occupied Territories, Labor, Health and Social Affairs of Georgia is actively cooperating with the administration of the School of Medicine and Health Management. Representatives of the Ministry are involved in the development of the Master of Health Education program created by the school, the development and evaluation of short and long-term plans for the development of the school, as well as in the process of student internships.

Material and technical base

In order to achieve the learning outcomes provided for in the Master of Health Management program, the University's infrastructure and material and technical resources are available to students and academic staff without any restrictions, namely:

სასწავლო Training auditoriums and conference halls equipped with appropriate inventory;

კა Library equipped with computer equipment and information and communication technologies;

□ Computer classes, computer equipment connected to the Internet and the internal network and adequate computer programs for the learning / teaching process.

The educational program is provided with relevant textbooks and methodological literature. The University Library provides students with relevant printed and electronic textbooks, teaching-methodological and scientific literature, as well as a library database and an electronic catalog posted on the University's website.

The material resources owned by the University ensure the realization of the goals of the master's educational program and the achievement of the planned learning outcomes:

Buildings - The master's degree program is implemented in the buildings owned by the university, where the sanitary-hygienic and safety norms are observed (alarms are installed in the buildings, there are fire extinguishers, video control is carried out on the perimeter, the order is maintained by the university security guard). The building fully meets the technical requirements set for the higher education institution, is equipped with appropriate equipment and inventory (projector, chairs, desks, boards, etc.) for lecture and practical training.

Library - The University Library maintains a corresponding printed and electronic fund of the Master's Education Program, which is available to students, invited and academic staff (a total of 12,290 units of printed and 3192 units of electronic resources). The library has an electronic catalog. The library has a reading room equipped with proper inventory (chairs, tables, computers). The University Library has an electronic catalog. The library has a

multifunctional 1 copy machine that the student can use with the help of the library staff. In the reading room, students have the opportunity to use the Internet and relevant international electronic resources:

□ Cambridge Journals Online

And e-Duke Journals Scholarly Collection

□ Edward Elgar Publishing Journals and Development Studies e-book

□ Royal Society Journals Collection

□ Taylor And Francis Online

And the EBSCO Elit package

□ International Security & Counter Terrorism Reference Center

Information and Communication Technologies - There is an appropriate laboratory and computer equipment for the academic education program, which meets modern requirements, is connected to the Internet and is available to students, academic, invited and administrative staff. Computers are provided with the appropriate software tools / applications. Auditoriums and computer classes are provided by the local network and the Internet.

An electronic system for assessing students 'academic performance and organizing the teaching of knowledge is used to provide access to assessments for students, control of students' academic performance by the administration, and facilitate the learning process. Through the University website, which has a catalog of educational programs, related to the implementation of educational programs and the conduct of the educational process, etc. Information, the University provides publicity and access to information.

Caucasus University today is equipped with modern computer equipment, copying equipment (a significant part of which was updated in 2018). There are currently seven computer classes on the B and C floors at the university, and an additional two such classes are planned for the "A" floor by the end of this year. Such classes are staffed by a personal computer and multimedia projectors. All auditoriums and libraries are equipped with such projectors and computers. The administration and virtually all employees are provided with computers and internet access. The University Computer Park has more than 350 units. Added to this are orchestras in the form of printers and scanners. Several so-called Smart board, high-speed (high-performance) Kyosera copier, as well as color copier "HP MFD". Wi-Fi is available throughout the university, and a telephone connection is provided with IP telephones. There are three modern server units in the university's desk, and its network is equipped with appropriate network equipment (Cisco and Nortel switches, Fortinet NG Firewall, wireless controller and access points, etc.). , With a total of more than 100 such devices. The university is involved externally

Financial support for the program

The program budget is focused on program sustainability and continuous development. The budget outlines both the additional costs of academic staff and school administration, as well as the costs of developing the program. For unforeseen expenses, the program budget includes the amount (10 percent of the total amount). Funding is allocated from the University Reserve Fund for the sustainability of the program.

№	Subject Code	Prerequisite	Learning course \ module	Year of Study				ECTS credits		
				I		II				
				ECTS						
				I semester	II semester	I semester	II semester			
			Compulsory field courses:	18	12	24		54		
1.	HCM5181	None	Health Management	6						
2.	HCM5182	None	Management of medical organizations		6					
3.	HCM 5183	None	Health Economics			6				
4.	HCM5188	HCM5284	Operational Management			6				
5.	HCM 5283	None	Human resource management in healthcare			6				
6.	HCM 5185	None	Health Marketing			6				
7.	HCM4785	None	Research Methods in Healthcare		6					
8.	HCM 5387	None	Health policy	6						
9.	HCM5284	None	Management accounting and control	6						
			Sectoral elective training courses:	15	15			30		
1.	HCM 5381	None	Strategic Management of Healthcare Organizations	5						
2.	HCM 5287	None	Health Law and Bioethics		5					
3.	HCM 5385	None	Project Management in Healthcare	5						
4.	HCM 5386	None	Quality management and patient safety		5					
5.	HCM5285	None	Leadership	5						
6.	HCM5187	None	E-health		5					
7.	HM 5102	None	Business negotiations	5						
8.	HCM5186	None	Financial management, accounting and reporting of healthcare organizations		5					
9.	HCM5481	None	academic writing		5					
10.	HCM 5184	None	Statistical analysis for managers	5						
11.	HCM 5382	None	Insurance case	5						
12.	HCM5282	None	Managed healthcare and integrated systems		5					
			Practical component:			6		6		
1.	PRAC 5481	HCM 5181;HCM 5387; HCM5182	professional practice			6				
			Scientific Research Component:							
1.	THES 5481		Master's thesis				30	30		
			Compulsory field courses							
ECTS credits				Per semester		33	27	30	30	120
				Per year		60		60		

Hourly distribution of the MA educational program

№	Subjects	Hours	ECTS credit/hours	Lecture	Seminar	Practicum	Homework midterm	Independent work, including, exam preparation
1.	Health Management		6/150	15	11		4	120
2.	Management of medical organizations		6/150	16	8		6	120
3.	Health Economics		6/150	15	11		4	120
4.	Operational Management		6/150	12	12		6	120
5.	Human resource management in healthcare		6/150	12	12		6	120
6.	Health Marketing		6/150	15	9		6	120
7.	Research Methods in Healthcare		6/150	16	8		6	120
8.	Health policy		6/150	16	8		6	120
9.	Management accounting and control		6/150	16	8		6	120
10.	Strategic Management of Healthcare Organizations		5/125	13	9		6	97
11.	Health Law and Bioethics		5/125	14	8		6	97
12.	Project Management in Healthcare		5/125	12	12		4	97
13.	Quality management and patient safety		5/125	14	10		4	97
14.	Leadership		5/125	14	8		6	97
15.	E-health		5/125	10	12		6	97
16.	Business negotiations		5/125	14	8		6	97
17.	Financial management, accounting and reporting of healthcare organizations		5/125	14	8		6	97
18.	academic writing		5/125	14	8		6	97
19.	Statistical analysis for managers		5/125	14	8		6	97
20.	Insurance case		5/125	15	9		4	97
21.	Managed healthcare and integrated systems		5/125	15	9		4	97

№	Subjects	Hours	ECTS credit/hours	Lecture	Seminar	Practicum	Homework midterm	Independent work, including, exam preparation
22.	professional practice		6/150	36	32		2	80
23.	MA thesis		30		30			720

Learning Outcomes Map

Semester	Learning course / module / practice / research component						
			Has deep and systematic knowledge of the basic concepts and theories of management, marketing, management and financial accounting and control, operational management, planning, strategic planning and management of healthcare organizations.	Analyzes and applies practical practices to healthcare management processes, problematics, and tools, and can apply healthcare management concepts and theories in practice.	Be able to use adequate research and data collection methods to analyze issues related to health management, process the information received and draw a reasoned conclusion.	Has effective written and oral communication skills in healthcare management, including in a foreign language.	Guided by accepted and recognized values and values in healthcare, participates in the process of strengthening them and strives to establish them.
	Compulsory component of the specialty						
I	Health Management		High	High	Low	Low	Low
II	Management of medical organizations		Medium	High	Medium	Medium	Low
III	Health Economics		Low	Low	Low		Low
III	Operational Management		Medium	Medium	Medium	Medium	Low
III	Human resource management in healthcare		Low	Medium	Low	High	Medium

III	Health Marketing		Low	Medium	Medium	Low	Low
II	Research Methods in Healthcare			Low	High		Low
I	Health policy		Medium	Low	Low	Low	Medium
I	Management accounting and control		Medium	Low	Medium		Low
	Selected component of the specialty						
I	Strategic Management of Healthcare Organizations		Medium	High	Low	Medium	Low
II	Health Law and Bioethics			Low		Medium	High
I	Project Management in Healthcare		Low	Medium	Medium	Low	Low
II	Quality management and patient safety			Medium	Medium	Medium	Medium
I	Leadership		Low	Low	Low	High	Medium
II	E-health		Low	Low			Low
I	Business negotiations			Low		High	Medium
II	Financial management, accounting and reporting of		Medium	Medium	High	Low	Low

	healthcare organizations						
II	academic writing				Low	High	Low
I	Statistical analysis for managers			Medium	High		Low
I	Insurance case		Low	Low	Low	Medium	Low
II	Managed healthcare and integrated systems		Medium	Medium	Medium	Medium	Medium
	Practice / Research						
III	professional practice			High	Low	High	High
IV	Master's thesis				High	High	

Map of goals and learning outcomes

<div style="text-align: center;"> Program Objectives Of the program Learning Outcomes </div>		Modern of health systems, institutions, organizations Innovative technologies Approaches and values Introduction	The needs of the healthcare sector Study and labor market Consider the requirements	Research in the Health Sector Planning and use
Has the management, marketing, management and financial accounting and control of healthcare organizations, operational		X	X	
Management, planning, strategic planning		X	X	
Fundamental concepts and theories			X	X
Deep and systematic knowledge		X	X	X
Analyzes and practical activities		X	X	

**საგანმანათლებლო პროგრამის
პროფესორ-მასწავლებელთა რესურს-ბაზა**

№	Name Surname	Status	Subject
1	Maia Gonashvili	Professor	• Human resource management in healthcare
2	Tea Giorgadze	Professor	• Health policy
3	Nino Kekenadze	Guest lecturer	• Operational management
4	Vakhtang Surguladze	Assistant	• Management of medical organizations
5	Tengiz Verulava	Professor	•
6	Mariam Nanitashvili	Associate Professor	• Health economics
7	Rusudan Dalakishvili	Guest lecturer	• Insurance business
8	Natia Kakhelidze	Guest lecturer	• Managed health care and integrated systems
9	Ketevan Intskirveli	Guest lecturer	• Health care management
10	Ioseb Mamukelashvili	Guest lecturer	• Leadership
11		Guest lecturer	• Management of medical organizations
12	Nata Kazakhashvili	Guest lecturer	•
13	Tamar Lominadze	Guest lecturer	• Business negotiations