



**Georgian National University SEU**  
**Bachelor's Educational Program**

# **MANAGEMENT**

2024

## GENERAL INFORMATION

**Program Name:** Managment

**Higher Education Cycle:** First Cycle (Bachelor)

**Qualification Level:** Level 6

**Awarded Qualification:** Bachelor of Management

**Field and Classification Code:** 0413 Management and Administration

**Teaching Language:** Georgian

**Program Duration:** 3 academic years / 6 semesters

**Program Credit Capacity (ECTS):** 180 credits / 4500 astronomical hours

**Head of Program:** Davit Chakhvashvili, Professor

## **PROGRAM DESCRIPTION**

The relevance of the Bachelor's Program in Management is due to the increased demand from modern organizations for such specialists who have developed the ability to analyze events and processes in the organization environment and can make optimal decisions (at the level of middle management), work in a team and manage it and are distinguished by effective communication skills.

By offering a variety of study courses and the newest literature, using modern teaching methods and constant strengthening the practical component, the program trains specialists in the field of management, equipped with modern knowledge and practical skills, competitive in the labor market.

The program emphasizes the development of managerial thinking and skills, using modern teaching methods and the latest literature. For this, students will get a broad theoretical knowledge about the functions of the organization and will develop the necessary skills for managing the organization's resources. The courses given in the program provide the student with knowledge about the main characteristics, peculiarities and challenges of the modern organization. The purpose of study courses loaded with practical components is to develop the skills of managing organizational processes and working in a group.

## PROGRAM GOALS

The goals of the bachelor program in management at the Georgian National University SEU are:

I. **To give theoretical knowledge about business and its environment.** Students will gain knowledge about the principles of business operation, the behavior of economic agents and the regularities of the economic environment.

II. **To equip with theoretical knowledge and practical skills about organization management.** Students will learn the implementation of various functions in the organization and their management principles; they will get to know the peculiarities of managing organizations with different sizes and organizational designs; they will understand the threats in the business environment and opportunities of using management methods; will study the importance of quality standards, modern technologies and innovations in the modern business environment and the ways of their successful implementation; They will master the quantitative and qualitative tools needed for research.

III. **To gain communication skills for the business world.** Students will develop such skills as written and oral communication in Georgian and foreign languages; They will study communication in the internal and external environment of the organization and the use of modern technologies in this process.

IV. **To develop the ability to work in a team and manage it.** Student will understand the peculiarities of the working environment; they will get to know the specifics of working in teams, the motives of individual and team behavior; They will learn ways to quickly respond to problems and resolve conflicts while working in a team.

V. **To develop a managerial mindset for managing oneself, the organization, activities, relationships and changes in the global environment.** Students will study the characteristics and approaches of management in a multicultural and multidisciplinary environment; they will get acquainted with the methods of implementing strategies in different types of markets and analyzing the internal and external environment; They will master the methods and features of project management.

## **PROGRAM LEARNING OUTCOMES**

The graduate of the Bachelor program in Management at the Georgian National University SEU:

- I. Knows and explains the essence, features and challenges of modern management;
- II. Evaluates economic events, processes and connects them with business;
- III. Gathers information about the internal and external environment of the organization and establishes communication with stakeholders;
- IV. Uses the organization's project, operations and resource management methods and tools;
- V. Reveals the motives of individual and team behavior and considers them when making decisions;
- VI. Rationally and argumentatively identifies and evaluates the obtained results of team work, prepares documentation and reports;
- VII. Distinguishes types and risks of business strategies, discusses planning, implementation and evaluation;
- VIII. Uses modern technologies in the process of performing managerial functions;
- IX. Develops five components of managerial thinking: reflexive thinking, analytical thinking, global thinking, cooperation-oriented thinking, action-oriented thinking;
- X. Plans, organizes, directs and controls, realizing the principles of ethics and social responsibility in the process.

## MAP OF COMPETENCES

### THE COMPLIANCE OF THE PROGRAM GOALS WITH THE PROGRAM LEARNING OUTCOMES

Program Goals	Learning Outcomes									
	I	II	III	IV	V	VI	VII	VIII	IX	X
Program Goal I	√	√					√			
Program Goal II			√	√	√	√	√	√	√	√
Program Goal III	√		√	√	√	√		√	√	√
Program Goal IV			√	√	√				√	√
Program Goal V	√	√	√	√	√	√	√		√	√

## THE COMPLIANCE OF STUDY COURSES WITH THE PROGRAM LEARNING OUTCOMES

A map of the relevance of the curriculum to the learning outcomes of the program (1- Introduction, 2- Deepening the knowledge, 3 - Mastering)

Study Courses		Learning Outcomes									
		I	II	III	IV	V	VI	VII	VIII	IX	X
I	Principles of Microeconomics	1	1	2	1			1			
II	Introduction to Business	1	1	2	1						
III	Mathematics for Business				1		1				
IV	Principles of Macroeconomics	1	2	1							
V	Principles of Management	2		2	1	2		1		2	
VI	Applied Statistics				1		1		2		
VII	Principles of Marketing	1			2		1	2		1	1
VIII	Introduction to Finance				1		1				
IX	Principles of Human Resources Management	2		2	2	1	2			2	
X	Principles of Business Law	1		2	1						
XI	Organizational Communication and Career Path	1		2	1		3		2	2	
XII	Principles of Operations Management	2		1			1	1			2
XIII	Financial Accounting				2		2				2
XIV	Principles of Risks Management	1			1		2			2	2
XV	Principles of Organizational Behavior and Ethics			2	1	3				2	3
XVI	Change Management	1			2			2		2	2
XVII	International Management	1		2	1			2		2	2
XVIII	Innovations Management	2					2			3	3
XIX	Project Management						2		3		2
XX	Managing Information Technologies				2		2		3		2
XXI	Quality Management	1			1		3			3	2
XXII	Principles of Strategic Management	2	2		3			3		2	3
XXIII	Research Methods in Business		3				3		3		
XXIV	Practice			3	3	3			3	3	3

**Assessment of Program Learning Outcomes and Target Benchmark**

				<b>Evalueitor</b>	<b>Number of students</b>	
I. Knows and explains the essence, features and challenges of modern management;	Principles of microeconomics	Final exam	I semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Basics	seminar activity	I semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Principles of macroeconomics	Final exam	II semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Fundamentals of management	seminar activity	II semester	Course provider	30	50% of students will receive at least 50% of the grade.
	basics of marketing	Final exam	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Fundamentals of human resource management	seminar activity	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Basics of business law	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Communications	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Basics of operations	seminar	IV	Course provider	30	50% of students



	management	activity	semester			will receive at least 60% of the grade.
	Basics of risk management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Innovation management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	International management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Change management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Quality management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Strategic management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
II. Evaluates economic events, processes and connects them with business;	Principles of microeconomics	Final exam	I semester	Course provider	30	50% of students will receive at least 70% of the grade.
	Business Basics	seminar activity	I semester	Course provider	30	50% of students will receive at least 60% of the grade.

	Principles of macroeconomics	Final exam	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Fundamentals of Finance	Final exam	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	International management	Final exam	V semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Strategic management	Final exam	VI semester	Course provider	30	50% of students will receive at least 70% of the grade.
	Research methods in business	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
III. Gathers information about the internal and external environment of the organization and establishes communication with stakeholders;	Principles of microeconomics	Final exam	I semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Business Basics	seminar activity	I semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Principles of macroeconomics	Final exam	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Fundamentals of management	Final exam	II semester	Course provider	30	50% of students will receive at least 60% of the

						grade.
	Fundamentals of human resource management	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Basics of business law	Final exam	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Communications	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Basics of operations management	Final exam	IV semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Organizational behavior and ethics	seminar activity	IV semester	Course provider	30	50% of students will receive at least 50% of the grade.
	International management	Final exam	V semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Practice in management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
IV. Uses the organization's project, operations and resource management methods and tools;	Principles of microeconomics	Final exam	I semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Basics	seminar activity	II semester	Course provider	30	50% of students will receive at

						least 50% of the grade.
	Mathematics for Business	Final exam	II semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Fundamentals of management	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Applied statistics	Final exam	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	basics of marketing	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Fundamentals of Finance	Final exam	III semester	Course provider	30	50% of students will receive at least 70% of the grade.
	Fundamentals of human resource management	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Basics of business law	Final exam	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Communications	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	accounting of finances		IV	Course provider	30	50% of students

			semester			will receive at least 60% of the grade.
	Basics of risk management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Organizational behavior and ethics	seminar activity	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Change management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	International management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Information technologies in management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Quality management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Strategic management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Practice in management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.

V. Reveals the motives of individual and team behavior and considers them when making decisions;	Fundamentals of management	Final exam	II semester	Course provider	30	50% of students will receive at least 70% of the grade.
	Fundamentals of human resource management	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Communications	seminar activity	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Organizational behavior and ethics	Final exam	IV semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Change management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Practice in management	Final exam	VI semester	Course provider	30	50% of students will receive at least 70% of the grade.
VI. Rationally and argumentatively identifies and evaluates the obtained results of team work, prepares documentation and reports;	Mathematics for Business	seminar activity	I semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Applied statistics	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	basics of marketing	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the

						grade.
	Fundamentals of Finance	Final exam	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Fundamentals of human resource management	seminar activity	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Basics of operations management	Final exam	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	accounting of finances	seminar activity	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Basics of risk management	Final exam	III semester	Course provider	30	50% of students will receive at least 70% of the grade.
	Organizational behavior and ethics	seminar activity	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Innovation management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Project management	seminar activity	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Information technologies in management	seminar activity	IV semester	Course provider	30	50% of students will receive at

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	Quality management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Research methods in business	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
VII. Distinguishes types and risks of business strategies, discusses planning, implementation and evaluation;	Principles of microeconomics	Final exam	I semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Fundamentals of management	Final exam	II semester	Course provider	30	50% of students will receive at least 40% of the grade.
	Basics of marketing	seminar activity	III semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Basics of operations management	Final exam	IV semester	Course provider	30	50% of students will receive at least 40% of the grade.
	Change management	seminar activity	IV semester	Course provider	30	50% of students will receive at least 40% of the grade.
	International management	Final exam	IV semester	Course provider	30	50% of students will receive at least 50% of the grade.
	Strategic management	Final exam	VI	Course provider	30	50% of students



			semester			will receive at least 70% of the grade.
VIII. Uses modern technologies in the process of performing managerial functions;	Applied statistics	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Business Communications	Final exam	III semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Project management	seminar activity	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Information technologies in management	seminar activity	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Research methods in business	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Practice in management	Final exam	V semester	Course provider	30	50% of students will receive at least 60% of the grade.
IX. Develops five components of managerial thinking: reflexive thinking, analytical thinking, global thinking, cooperation-oriented thinking, action-oriented thinking;	Fundamentals of management	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
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Strategic management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.

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	Practice in management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.
X. Plans, organizes, directs and controls, realizing the principles of ethics and social responsibility in the process.	basics of marketing	seminar activity	II semester	Course provider	30	50% of students will receive at least 60% of the grade.
	Basics of operations management	Final exam	IV semester	Course provider	30	50% of students will receive at least 60% of the grade.
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	Practice in management	Final exam	VI semester	Course provider	30	50% of students will receive at least 60% of the grade.

## **Program Admission Requirements**

### **Enrollment Conditions**

A person with a full general education certificate or equivalent document issued in Georgia, who has obtained the right to enroll in SEU and has been registered on the basis of the results of the Unified National Examinations, shall have the right to study Bachelor's Program of Managements.

### **Obtaining the Student Status Without Passing the Unified National Examinations**

Obtaining the status of a student without passing the Unified National Examinations shall be allowed in accordance with the rules and within the timeframe established by the Ministry of Education and Science of Georgia:

- A) For foreign citizens and stateless persons who have received a full general or equivalent education in a foreign country, or foreign citizens and stateless persons (except for those who are citizens of Georgia at the same time), who received a full general or equivalent education in Georgia according to foreign or international programs recognized by Georgia;
- B) For citizens of Georgia who have received full general or equivalent education in a foreign country and have studied in a foreign country for the last 2 years of full general education;
- C) For foreign citizens (except for students participating in a joint Higher Education program and students participating in an exchange education program) who are studying/have studied and received credits / qualifications in a Higher Education Institution recognized in a foreign country in accordance with the legislation of that country.
- D) For citizens of Georgia (except for students participating in a joint Higher Education program and students participating in an exchange education program) who live/lived, study/studied and have received credits/qualification in a foreign country at a Higher Educational Institution recognized in accordance with the legislation of this country for the period determined by the Ministry of Education and Science of Georgia.
- E) The Higher Educational Institution is obliged to confirm that the persons, wishing to obtain the right to study, possess the language of instruction of the chosen educational program at least B1 level.

## **Enrollment by Mobility**

Admission of students from other higher education institutions / programs to the Bachelor's program through mobility is carried out in accordance with the rules established by the order N 10 / N of the Minister of Education and Science of February 4, 2010.

A person whose enrollment in a higher education institution has been carried out in accordance with the rules established by law and is a student of the institution wishing to register for mobility on the electronic portal of the Education Management Information System has the right to mobility.

The right to mobility is also granted to a person whose student status has been suspended at the time of registration on the electronic portal or to a person whose status has been terminated within 12 months of the termination of the status.

Enrollment in the Bachelor's educational program or enrollment by transfer from a recognized higher education institution abroad is carried out on the basis of the order of the Minister of Education and Science of Georgia. Based on the decision / consent of the Ministry of Education and Science of Georgia.

## **ORGANIZING TEACHING**

The duration of the Bachelor's Program Management of the Bachelor's program is 3 academic years (6 semesters) and implies the accumulation of 180 ECTS, which equals to 4500 hours. Each credit (ECTS) equals to the learning activity of a student (student workload) of 25 hours and includes both – contact and independent hours.

The distribution of credits among the different study components should be based on a realistic assessment of the study load of a student with average academic achievements that are required to achieve the learning outcomes and goals set for each component.

When calculating the credit, the time determined for the additional exam (preparation, passing, evaluation) as well as the consultation time with the person implementing the component of the educational programme should not be taken into account.

The full workload of an academic year includes 60 (ECTS). During the academic (spring and autumn) semester the student must cover on average 30 credits.

Taking into account the features of the higher education programme and/or the student's individual curriculum, it is allowed for the student's study load to exceed 60 credits or be less than 60 credits during one academic year. It is not allowed for a student's study load to exceed 75 (ECTS) credits in one academic year.

An academic week is a period of time over which the study load of a student with average academic achievement is distributed and includes a combination of activities to be performed during both contact and independent hours.

A semester is a period of time that includes a combination of academic weeks, a period of conducting an exam/additional exam and evaluation of student's learning outcomes.

The program is regarded as completed, when the student accumulates at least 180 ECTS, which implies the fulfilment of the basic, elective and free components of the field determined under the program.

## TEACHING-LEARNING METHODS

**Lecture** - is a creative process where a lecturer and a student take part simultaneously. The main aim of the lecture is to understand the idea of the subject regulations to be learnt, which means a creative and active perception of presented material. In addition, an attention should be paid to the main provisions of transferable material, definitions, indications, assumptions. Critical analysis of the main issues, facts and ideas are necessary. A lecture should provide a scientific and logically consistent knowledge of main subject regulations to be learnt without excessive details overloading. Therefore, it must be logically completed. In addition, facts, examples, charts, drawings, tests and other visual aspects should be aimed at the explanation of the lecture's idea. The lecture should provide an accurate analysis of science dialectical process and should be based on free-thinking ability of students in particular environment, understanding of the basic scientific problems and the orientation of understanding. Lecture uses verbal or oral method and involves the communication of the lecture material to students verbally, method used during this process include: questions and answers, interactive work, the theoretical explanations of the provisions based on practical situations.

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

**Independent work**- material heard in the lecture is formed as a whole system of knowledge by the independent work of the student. The student should be interested in the book and other sources of information and want to study the issues independently, which is a way to stimulate independent thinking, analysis and drawing conclusions.

**Verbal, or oral, method** includes lecture, narration, conversation, and etc. In this process, the lecturer conveys the teaching material through words, while the students actively perceive and master it by listening, remembering and understanding.

**Method of working on the book** involves introduction, processing and analysis of independently given reading material.



**The method of written work-** involves the following types of activities: making records, compiling material, composing thesis, performing an abstract, or essay, etc.

**Practical methods** combine all the forms of teaching that develop the student's practical skills, here the student independently performs this or that activity on the basis of acquired knowledge.

**Discussion / debate** is one of the most common methods of interactive teaching. The discussion process drastically increases the quality and activity of student engagement. The discussion can turn into an argument. This process is not limited to questions asked by the lecturer. This method develops the student's ability to argue and justify his or her own opinion.

**Problem-Based Learning (PBL)** - a learning method that uses the problem in the early stages of the process of acquiring and integrating new knowledge.

**Cooperative learning** - is a teaching strategy in which each member of the group is required not only to study but also to help his or her teammate learn the course better. Each group member works on the problem until all of them have mastered the issue.

**Case study** -an active problem-situation analysis method, based on teaching by solving specific tasks - situations (so-called case solving). This method of teaching is based on the discussion of specific practical examples (cases). The case is a kind of tool that allows the application of the acquired theoretical knowledge to solve practical tasks. By combining theory and practice, the method effectively develops the ability to make reasoned decisions in a limited amount of time. Students develop analytical thinking, teamwork, listening and understanding alternative thinking, the ability to make generalized decisions based on alternatives, plan actions, and predict their outcomes.

**Brain storming-** is a method student can use to generate ideas for solving the problem. In the process of brainstorming students must suspend any concerns about staying organized. The goal is to pour their thoughts without worrying about whether they make sense or how they fit together. It is effective method within the group and contains following stages:

- Creative definition of problem
- Taking notes of ideas without criticism
- Definition of estimation criterion
- Evaluation of ideas by preliminarily defined criterion
- Selection of best matching ideas by exclusion
- Manifestation of idea with the highest estimation for solving the problem

**Demonstration method-** involves visual representation of information. It is quite effective in terms of achieving results. In many cases, it is best to provide the material to students in both audio and visual form. Demonstration of the study material can be done by both the teacher and the student. This method helps us to visualize the different levels of perception of the learning material, to specify what students will have to do independently; At the same time, this strategy visually illustrates the essence of the issue / problem. Demonstrations may look simply, such as solving a mathematical problem, visualizing a step on its board, or taking on a complex look, such as conducting a multi-level science experiment.

**Inductive Method-** defines a form of transferring knowledge, when the course of thought in the process of learning is directed from facts to generalization, that is, when conveying material, the process proceeds from specific to general.

**Deductive Method-** the process of reasoning from one or more statements (premises) to reach a logically certain conclusion. It works from the more general to the more specific.

**Analysis-** through this method, lecturers and students discuss specific cases together. Students thoroughly learn the previously unknown sides of the issue. The method of analysis enables us to break up the whole part of the study the material into constituent parts, which simplifies the understanding of the specific issues of the problem.

**The synthesis method** -involves composing one whole by grouping individual issues. This method helps to develop the problem as the ability to see the whole.

**The explanatory method** is based on reasoning around a given issue. In presenting the material, the lecturer gives a specific example, which is discussed in detail in the given topic.

**Action-oriented teaching** - requires the active involvement of the lecturer and the student in the teaching process, where the practical interpretation of the theoretical material becomes particularly important.

**Role-playing and situational games Scenario-based** role-playing games which allow students to look at the issue from different positions and help them form an alternative point of view. Like the discussion, role-playing games develop the student's ability to express and defend his or her position independently.

**Laboratory learning-** is more visible method and allows you to perceive an event or process. In the lab, the student learns to conduct an experiment. During the laboratory study, the student should be able to control the devices, adjust them and determine the mode of operation. Habits developed in learning laboratories provide an understanding of the theoretical material heard in lectures.

**The development and presentation of the project** -is a combination of educational and cognitive tools, which allows to solve the problem in the conditions of the necessary presentation of the student's independent actions and the obtained results. Teaching in this way raises students' motivation and responsibility. Work on the project includes stages of planning, research, practical activity and presentation of results according to the chosen issue. The project will be considered feasible if its results are visible, convincing and concrete. It can be performed individually, in pairs or in groups; Also, within one subject or several subjects (integration of subjects). Upon completion, the project will be presented to a wide audience.

**E-learning - This method includes three types of teaching:**

- Attendance when the teaching process takes place within the contact hours of the lecturer and the students, and the teaching material is delivered through an electronic course.

- Hybrid (attendance / distance), the main part of the learning course is done remotely, and a small part is done within the contact hours.
- Completely distance learning involves conducting the learning process without the physical presence of the lecturer. The learning course is held electronically from beginning to end.

## **EVALUATION SYSTEM**

The system of evaluation of learning outcomes and competencies is based on the system recognized by the legislation and corresponds to the evaluation and credit granting standards approved by the OrderN3 of the Minister of Education and Science of Georgia dated January 5, 2007.

Student assessment system includes:

### **a) Five types of positive evaluation:**

a.a) (A) Excellent – 91-100 points;

a.b) (B) Very good – 81-90 points;

a.c) (C) Good – 71-80 points;

a.d) (D) Satisfactory – 61-70 points

a.e) (E) Sufficient – 51-60 points;

### **b) Two types of negative evaluation:**

b.a) (FX) did not pass - 41-50 points of maximum evaluation, which means that the student needs more work to pass the examination and is given the right to retake (one time) an exam via independent work;

b.b) (F) Failed – 40 points or less, which means that the work done by the student is not sufficient and he/she has to retake the course.

**In case student gets FX, he/she can take the additional exam in the same semester at least 5 days after the announcement of the final exam results.**

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

**Considering the additional exam evaluation if the points accumulated by student in the educational program component is 0-50 points, student is evaluated with F-0.**

**A prerequisite for a student's admission to the final exam is to overcome the competence threshold of the Midterm Evaluation (No less than 11 points within Midterm Evaluation).**

**Competency threshold for the Final Exam is 30%, no less than 12 points.**

**Prerequisite for granting the credit is accumulating no less than 51 from 100 points and to overcome the minimum competency threshold of Midterm Evaluation and Final Exam.**

## **EVALUATION COMPONENTS**

Student assessment in each learning component of the program includes two forms of assessment - midterm assessment and final assessment.

Each form of evaluation includes an evaluation component/components, which includes the evaluation method/methods, and the evaluation method/methods are measured by the evaluation criteria, which are spelled out in the syllabi of the respective program and are available to all students at the beginning of the semester in the electronic system of the educational process - [emis.seu.edu.ge](http://emis.seu.edu.ge).

In each educational component of the educational program, 60 points are assigned to the midterm evaluation, and 40 points to the final evaluation, from the total evaluation score (100 points) to determine the final evaluation of the student. The midterm and final

assessment have a minimum competency threshold, which is determined by the syllabus of the respective component. Exceptions are established taking into account the specifics of the specific program/educational component, in accordance with the requirements established by the current legislation of Georgia.

## **PROGRAM INTERNATIONALIZATION**

- 1.
2. Braganca University
3. State University of Applied Sciences Kalisz Calisia
4. UCSI University
5. International University of Gorazde
6. EU Business School
7. Bucharest University of Economic Studies
8. University of Economics and Human Sciences in Warsaw
9. College of Canyons
10. Transport and Telecommunication Institute
11. Tomas Bata University in Zlín
12. University of Foggia
13. Open University of Human Development "Ukraine"
14. Yaşar University, Izmir
15. University of A Coruña
16. Universitat Jaume I
17. University of Jaen
18. WSB University
19. Romanian American University
20. Kafkas University

## **PARTNER ORGANIZATIONS**

1. Advanced Audit and Consulting Company
2. Alliance of regional broadcasters
3. JSC Energo Pro Georgia Holding
4. JSC Credo Bank
5. Discover Georgia LLC
6. Basalt Fibers LLC
7. Global Auto Import Ltd
8. Digital Marketing House Ltd
9. Impexfarm Ltd
10. Indivan Ltd
11. Invet Ltd
12. Kofista Ltd
13. Letha Ltd
14. Mechan Ltd
15. Nutrimax LLC
16. Paragraph Tbilisi City LLC
17. Distribution and Logistics of Georgia LLC
18. Solveit LLC
19. Engineering Group LLC
20. Geo Pizza
21. GMA Georgia LLC
22. Start - Business Solutions LLC
23. BS Ltd
24. Institute of Economic Research and Development Ltd
25. Loyalte Ltd
26. Artificial Intelligence Association of AIP Georgia



## PROGRAM EMPLOYMENT FIELD

A graduate of the Bachelor's Program of Management can be employed in small, medium and large companies operating in management consulting, analytics, construction, retail, distribution, tourism, e-commerce, healthcare, services and other sectors of the country's economy. In these companies, a graduate can work as a middle manager or specialist in various departments and perform related functions.

Relevant Departments:

- 
- Analytical Department;
- Human Resource Management Department;
- Researches and Development Department;
- Administrative Department;
- Strategic Planning Department;
- Internal Audit Department;
- Financial Department;
- Projects Department;
- Marketing Department;
- Risks Department;
- Production Department;
- Customer Service Department;
- Small Business;
- Department for Purchases;
- Sales Department;
- Quality Management Department;

## **OPPORTUNITIES TO CONTINUE STUDYING**

A graduate of the Bachelor's Program in Management can continue studies at the second cycle of higher education (Master's degree), in Georgia or abroad, in accordance with the rules established by the law, by complying with the prerequisites for admission to the Master's educational program.

## **PROGRAM RESOURCES**

### **MATERIAL RESOURCES**

Bachelor's Program in Management is implemented in the campus equipped with modern infrastructure, it is provided with library, material and technical resources, which ensure the achievement of the program goals and learning outcomes in material and quality terms. All rooms are equipped with the devices necessary for the implementation of learning process. Students are informed about the opportunity to use existing resources and about the rules of use.

Computer classes are available at the University for practical and laboratory works with relevant equipment. The computer capabilities and their number totally make it possible to implement the program perfectly in terms of software and hardware.

All necessary literature and other materials (including those existing on the electronic carriers) determined by the course syllabuses of the program are available in the library, which ensures the achievement of the learning outcomes of the educational program.

The University has executed an agreement with the NNLE Georgian Library Association on the service of international electronic library bases. The most recent scientific periodicals, international electronic library bases are available for students, that enables the, to familiarize themselves with the most recent scientific data of the respective field in order to achieve the learning outcomes of the program.

The University operates a tech and entrepreneurship lab that allows students to connect with real business projects and to learn specific skills needed to execute various projects, and to benefit from individual mentoring services. The lab gives like-minded students a chance to connect and turn their business ideas into reality. In addition, workshops and activities organized by specialists

in the field of developing specific skills are organized. The Tech and Entrepreneurship Lab is also actively involved in the development of practical elements of individual courses, coordinating the participation of practitioners and companies in the learning process.

## **FUNDING OF THE PROGRAM**

The financial support of the Bachelor's program in Management is provided by the program budget. The amount allocated from the budget is directed to the constant updating of the material and technical resources and literature provided by the program, the organization of scientific conferences, the salary expenses of the academic/guest staff and the publishing and printing of their works. The budget also provides for the expenses of academic/guest and administrative personnel's scientific business trips, funding of students in exchange programs, international trainings and conferences.

## **MONITORING OF THE PROGRAM QUALITY**

The monitoring and the periodical assessment of the Bachelor's Program in Management shall be performed with the participation of academic/invited, administrative/assistant personnel, students, alumni, employers and other interested persons, through systematic collection, processing and analysis of information. Based on the assessment outcomes, when necessary, the program will be modified/developed.

The Quality Enhancement Department performs regular analysis and other activities intended for the quality enhancement, which consist of the following surveys:

- Lecturer and Study Course Evaluation by students (once per semester);
- Educational Program Evaluation by students (have they achieved the learning outcomes determined by the program) (in the last year of the study);
- University's Institutional Evaluation by students (once a year);
- Students' Satisfaction with Practice Course
- Alumni Research (six months after the end of the program);
- Employers' Survey (once a year);
- Self-evaluation of the study course (by the lecturer, once a semester);
- Self-evaluation of the program (by the head/co-head of the program, once a year).

Each survey is analyzed and the tendencies are determined across the University. Also, at the level of structural units, faculties and educational programs. The surveys and studies enable the conducting of the comparative analysis between the faculties and the educational programs. The comparative analysis is performed by the Quality Enhancement Department and the results are provided to all interested persons. The Quality Enhancement Department plans the organization of trainings with the personnel and students involved in the quality assurance processes in order to further reinforce the processes for their active participation in these processes.

## PROGRAM CURRICULUM

	Courses	ECTS	Hours	Prerequisite	Students' Workload						Credits Allocation Through The Semester					
					Lecture	Group Work/Practical Training	Midterm Exam	Final Exam	Contact Hours	Independent Hours	I	II	III	IV	V	VI
N	Mandatory Courses				Credits According to The Semester						I	II	III	IV	V	VI
					18	18	30	30								
1.	Principles of Microeconomics	6	150	None	1 3	12	2	3	30	12 0	6					
2.	Introduction to Business	6	150	None	1 3	12	2	3	30	12 0	6					
3.	Mathematics for Business	6	150	None	1 3	12	2	3	30	12 0	6					
4.	Principles of Macroeconomics	6	150	Principles of Microeconomics	1 3	12	2	3	30	12 0		6				
5.	Principles of Management	6	150	None	1 3	12	2	3	30	12 0		6				
6.	Applied Statistics	6	150	Mathematics for Business; Modern office programs	1 3	24	2	3	42	10 8		6				
7.	Principles of Marketing	5	125	None	1 3	12	2	3	30	95			5			
8.	Introduction to Finance	5	125	None	1 3	12	2	3	30	95			5			
9.	Principles of Human Resources Management	5	125	Principles of Management	1 3	12	1	3	29	96			5			
10.	Principles of Business Law	5	125	Introduction to Business	1 3	12	2	3	30	95			5			



	Event management	<b>5</b>	<b>125</b>	None	1 3	12	2	3	30	95						
26.	Sales management	<b>5</b>	<b>125</b>	Principles of Marketing; Principles of Management	1 3	12	2	3	30	95						
27.	Management of small and medium enterprises	<b>5</b>	<b>125</b>	Principles of Management	1 3	12	2	3	30	95						
28.	Leadership	<b>5</b>	<b>125</b>	None	1 3	12	1	3	29	96						
29.	Branding	<b>5</b>	<b>125</b>	Principles of Marketing	1 3	12	2	3	30	95						
30.	Basics of logistics	<b>5</b>	<b>125</b>	Principles of Operations Management	1 3	12	2	3	30	95						
31.	Procurement management in business	<b>5</b>	<b>125</b>	Principles of Management	1 3	12	2	3	30	95						
32.	Business plan development	<b>5</b>	<b>125</b>	Principles of Management; Principles of Marketing; Financial Accounting	1 3	12	2	3	30	95						
33.	financial management	<b>5</b>	<b>125</b>	Introduction to Finance	1 3	12	2	3	30	95						
34.	entrepreneurship	<b>5</b>	<b>125</b>	Introduction to Business	1 3	12	2	3	30	95						
35.	Basics of Corporate Management	<b>5</b>	<b>125</b>	Principles of Marketing	1 3	12	2	3	30	95						
36.	Basics of public management	<b>5</b>	<b>125</b>	Principles of Management	1 3	12	2	3	30	95						
37.	Tax system of Georgia and peculiarities of taxation	<b>5</b>	<b>125</b>	Financial Accounting	1 3	12	2	3	30	95						
38.	Basics of public relations	<b>5</b>	<b>125</b>	None	1 3	12	2	3	30	95						
39.	Service Marketing	<b>5</b>	<b>125</b>	None	1	12	2	3	30	95						

					3												
40.	Digital Business	5	125	None	1 3	12	2	3	30	95							
<b>Free Components</b>																	
	<b>University compulsory study courses</b>	<b>1 2</b>	<b>The number of compulsory credits to be taken in the relevant semester</b>														
41.	Academic Writing	6	150	None	1 3	12	2	3	30	12 0	6						
42.	Modern Office Programs	6	150	None	1 3	12	2	3	30	12 0		6					
	<b>Compulsory/elective courses</b>	<b>2 4</b>	The student can choose the foreign language of his choice (English, German, French, Russian)														
43.	Foreign Language B1/2	6	150	None	-	39	2	3	44	10 6	6						
44.	Foreign Language B2/1	6	150	Foreign Language B1/2	-	39	2	3	44	10 6		6					
45.	Foreign Language B2/2	6	150	Foreign Language B1/2	-	39	2	3	44	10 6			6				
46.	Sectoral foreign language for business	6	150	Foreign Language B2/1	-	39	2	3	44	10 6				6			
	<b>Free credits</b>	<b>1 0</b>	Within the framework of free credits, the student can choose the study courses from the educational programs operating in the university, observing the prerequisites defined for each study course.														<b>10</b>



## HUMAN RESOURCE

N	Study Course	Course Provider	Status
1.	Principles of Microeconomics	Natia Gelashvili	Associate Professor
		Mariam Gavasheli	Associate Professor
		Emzar Kakulia	Associate Professor
2.	Introduction to Business	Rusudan Beriashvili	Associate Professor
		Lela Bichiashvili	Associate Professor
		Madona Kantidze	Assistant-Professor
		Nino Maziashvili	Invited Lecturer
3.	Mathematics for Business	Ioseb Pochkhua	Associate Professor
		Lali Kelbakiani	Associate Professor
		Temur Chilachava	Invited Lecturer
4.	Principles of Macroeconomics	Nineli Tevdorashvili	Associate Professor
		Emzar Kakulia	Associate Professor
		Nana Gulikashvili	Assistant-Professor
5.	Principles of Management	Tamar Bichikashvili	Associate Professor
		Naira Ghvedashvili	Associate Professor
		Madona Kantidze	Assistant-Professor
		Nazi Chikaidze	Invited Lecturer
6.	Applied Statistics	Otar Abesadze	Associate Professor
		Ketevan Machaidze	Invited Lecturer
7.	Principles of Marketing	Rusudan Beriashvili	Associate Professor
		Levan Lazviashvili	Invited Lecturer

		Guram Sherozia	Invited Lecturer
		Manana Alfidze	Invited Lecturer
8.	Introduction to Finance	Valeri Mosiashvili	Professor
		Nino Samchkuashvili	Associate Professor
		Nona Kavtaradze	Associate Professor
9.	Principles of Human Resources Management	Davit Chakhvashvili	Professor
		Naira Ghvedashvili	Associate Professor
		Megi Baratashvili	Invited Lecturer
10	Principles of Business Law	Nato Chitanava	Invited Lecturer
		Salome Tchelidze	Invited Lecturer
11	Business Communications	Paata Shurghaia	Associate Professor
		Salome Sakvarelidze	Assistant-Professor
12	Principles of Operations Management	Tamar Bichikashvili	Associate Professor
		Tatia Biliseishvili	Assistant-Professor
		Liana Afakidze	Invited Lecturer
13	Financial Accounting	Neli Sesadze	Associate Professor
		Paata Shurghaia	Associate Professor
		Lia Pitiurishvili	Assistant-Professor
14	Principles of Risks Management	Davit Chakhvashvili	Professor
		Tamar Bichikashvili	Associate Professor
15	Organizational Behavior and Ethics	Teona Maisuradze	Professor
		Nino Didishvili	Associate Professor
		Liana Afakidze	Invited Lecturer
16	Change Management	Davit Chakhvashvili	Professor

		Teona Maisuradze	Associate Professor
17	International Management	Nino Didishvili	Associate Professor
		Manana Alfidze	Invited Lecturer
18	Innovations Management	Rusudan Beriashvili	Associate Professor
		Tatia Biliseishvili	Assistant-Professor
19	Project Management	Mzia Kiknadze	Assistant-Professor
		Nino Barkaia	Invited Lecturer
20	Information Technologies in Management	Mzia Kiknadze	Assistant-Professor
		Lili Petriashvili	Invited Lecturer
21	Quality Management	Teona Maisuradze	Professor
		Nineli Tevdorashvili	Associate Professor
		Izabela Perishvili	Invited Lecturer
22	Strategic Management	Tinatin Medzmariashvili	Associate Professor
		Davit Kipiani	Invited Lecturer
		Liana Afakidze	Invited Lecturer
23	Research Methods in Business	Valeri Mosiashvili	Professor
		Giorgi Mamniashvili	Associate Professor
24	Event Management	Davit Chkotua	Assistant-Professor
		Izabela Perishvili	Invited Lecturer
25	Sales Management	Guram Sherozia	Invited Lecturer
26	Management of Small and Medium Enterprises	Makvala Skhirtladze	Invited Lecturer
		Lia Kvaratskhelia	Invited Lecturer
27	Leadership	Davit Chakhvashvili	Professor

		Nino Didishvili	Associate Professor
28	Branding	Rusudan Beriashvili	Associate Professor
		Levan Dundua	Invited Lecturer
29	Basics of Logistics	Tinatin Medzmariashvili	Associate Professor
		Tornike Ebanoidze	Invited Lecturer
30	Procurement Management in Business	Tinatin Medzmariashvili	Associate Professor
31	Business Plan Development	Nineli Tevdorashvili	Associate Professor
		Guram Sherozia	Invited Lecturer
32	Financial Management	Nona Kavtaradze	Associate Professor
		Maia Siradze	Assistant-Professor
33	Entrepreneurship	Murad Narsia	Professor
34	Basics of Corporate Management	Teona Maisuradze	Professor
		Nona Kavtaradze	Associate Professor
		Nino Samchkuashvili	Associate Professor
		Nino Lazviashvili	Invited Lecturer
35	Basics of Public Management	Tinatin Medzmariashvili	Associate Professor
36	Tax System of Georgia and Peculiarities of Taxation	Murad Narsia	Professor
		Paata Shurghaia	Associate Professor
37	Basics of Public Relations	Tornike Razmadze	Assistant-Professor
		Marina Gordeladze	Invited Lecturer
38	Service Marketing	Rusudan Beriashvili	Associate Professor

39	Digital Business	Khatia Koberidze	Associate Professor
40	Modern Office Programs	Dimitri Maskharashvili	Professor
		Nana Nozadze	Associate Professor
		Mzia Kiknadze	Assistant-Professor
41	Academic Writing	Ketevan Nizharadze	Associate Professor
		Maia Sultanishvili	Invited Lecturer
		Tsitsino Bukia	Invited Lecturer
42	English Language	Marine Donguzashvili	Invited Lecturer
		Nino Chitishvili	Invited Lecturer
		Nino Chikovani	Invited Lecturer
		Mariam Khazhomia	Invited Lecturer
		Ketevan Tabutsadze	Invited Lecturer
		Nino Maghradze	Invited Lecturer
43	Russian Language	Elmira Zograniani	Invited Lecturer
		Janeta Vardzelashvili	Invited Lecturer
44	German Language	Ia Burduli	Invited Lecturer
45	French Language	Nino Gogichaishvili	Invited Lecturer

## ACADEMIC / INVITED PERSONNEL

<b>N</b>	<b>Name and Surname</b>	<b>Status</b>	<b>Affiliation</b>
1.	Valeri Mosiashvili	Professor	Affiliated
2.	Davit Chakhvashvili	Professor	Affiliated
3.	Teona Maisuradze	Professor	Affiliated
4.	Murad Narsia	Professor	Affiliated
5.	Dimitri Maskharashvili	Professor	Affiliated
6.	Natia Gelashvili	Associate Professor	Affiliated
7.	Mariam Gavasheli	Associate Professor	Affiliated
8.	Emzar Kakulia	Associate Professor	Affiliated
9.	Rusudan Beriashvili	Associate Professor	Affiliated
10.	Lela Bichiashvili	Associate Professor	Affiliated
11.	Ioseb Pochkhua	Associate Professor	-
12.	Lali Kelbakiani	Associate Professor	Affiliated
13.	Nineli Tevdorashvili	Associate Professor	Affiliated
14.	Tamar Bichikashvili	Associate Professor	Affiliated
15.	Naira Ghvedashvili	Associate Professor	-
16.	Otar Abesadze	Associate Professor	Affiliated
17.	Nino Samchkuashvili	Associate Professor	Affiliated
18.	Nona Kavtaradze	Associate Professor	Affiliated
19.	Paata Shurghaia	Associate Professor	Affiliated

	Neli Sesadze	Associate Professor	Affiliated
21.	Nino Didishvili	Associate Professor	Affiliated
22.	Teona Maisuradze	Associate Professor	Affiliated
23.	Tinatin Medzmariashvili	Associate Professor	Affiliated
24.	Giorgi Mamniashvili	Associate Professor	-
25.	Khatia Koberidze	Associate Professor	Affiliated
26.	Nana Nozadze	Associate Professor	Affiliated
27.	Ketevan Nizharadze	Associate Professor	Affiliated
28.	Lia Pitiurishvili	Assistant-Professor	Affiliated
29.	Madona Kantidze	Assistant-Professor	Affiliated
30.	Nana Gulikashvili	Assistant-Professor	Affiliated
31.	Salome Sakvarelidze	Assistant-Professor	Affiliated
32.	Tatia Biliseishvili	Assistant-Professor	Affiliated
33.	Mzia Kiknadze	Assistant-Professor	-
34.	Davit Chkotua	Assistant-Professor	Affiliated
35.	Maia Siradze	Assistant-Professor	Affiliated
36.	Tornike Razmadze	Assistant-Professor	Affiliated
37.	Nino Maziashvili	Invited Lecturer	-
38.	Temur Chilachava	Invited Lecturer	-
39.	Nazi Chikaidze	Invited Lecturer	-

40.	Ketevan Machaidze	Invited Lecturer	-
41.	Levan Lazviashvili	Invited Lecturer	-
42.	Guram Sherozia	Invited Lecturer	-
43.	Manana Alfidze	Invited Lecturer	-
44.	Megi Baratashvili	Invited Lecturer	-
45.	Nato Chitanava	Invited Lecturer	-
46.	Salome Tchelidze	Invited Lecturer	-
47.	Liana Afakidze	Invited Lecturer	-
48.	Nino Barkaia	Invited Lecturer	-
49.	Lili Petriashvili	Invited Lecturer	-
50.	Izabela Perishvili	Invited Lecturer	-
51.	Davit Kipiani	Invited Lecturer	-
52.	Makvala Skhirtladze	Invited Lecturer	-
53.	Lia Kvaratskhelia	Invited Lecturer	-
54.	Levan Dundua	Invited Lecturer	-
55.	Tonike Ebanoidze	Invited Lecturer	-
56.	Nino Lazviashvili	Invited Lecturer	-
57.	Marina Gordeladze	Invited Lecturer	-
58.	Maia Sultanishvili	Invited Lecturer	-
59.	Tsitsino Bukia	Invited Lecturer	-



60.	Marine Donguzashvili	Invited Lecturer	-
61.	Nino Chitishvili	Invited Lecturer	-
62.	Nino Chikovani	Invited Lecturer	-
63.	Mariam Khazhomia	Invited Lecturer	-
64.	Ketevan Tabutsadze	Invited Lecturer	-
65.	Nino Maghradze	Invited Lecturer	-
66.	Elmira Zograniani	Invited Lecturer	-
67.	Janeta Vardzelashvili	Invited Lecturer	-
68.	Ia Burduli	Invited Lecturer	-
69.	Nino Gogichaishvili	Invited Lecturer	-