

**Free Academy of Tbilisi**



**Master of Business Administration**

**Educational Programme**

## Master of Business Administration Educational Programme

<b>Title of the educational Programme</b>
Master of Business Administration (MBA)
<b>Academic higher education level</b>
Second level, Master
<b>Type of educational Programme:</b>
Higher Education Academic Programme
<b>Qualification to be awarded</b>
Master of Business Administration (MBA)
<b>Duration of study</b>
4 semesters (2 academic years)
<b>Programme volume in credits</b>
120 ECTS
<b>Language of instruction</b>
Georgian language
<b>Head/co-head of the Programme</b>
<b>Marine Kobalava</b> Doctor of Economic Sciences
<b>Davit Shoshitashvili</b> Doctor of Business Administration

## Prerequisite for Admission to the Programme

The Master of Business Administration educational programme has transparent admission requirements that are compliant with legislation and are focused on the individual's ability to cope with the programme. A person with a bachelor's degree or equivalent academic degree has the right to study at the business administration master's educational programme in accordance with the rules established by the legislation of Georgia.

According to the Law of Georgia "On Higher Education", the right to continue studying at the master's educational programme is only for those master's degree candidates who have successfully passed the general master's exam and the exam/examinations determined by the higher educational institution, as well as the minimum competence limit established by the legislation of Georgia or determined by the higher educational institution. The exam determined by the university (internal university exam) reveals the level of general knowledge of the chosen specialty and the level of knowledge of the B2 English language. Questions/tests of internal university exams and criteria for evaluating students' knowledge will be posted on the official website of the university at least one month before the start of the exams ([www.freeacademy.edu.ge](http://www.freeacademy.edu.ge)). A candidate who presents a certificate confirming knowledge of the English language at the B2 level, namely FCE; IELTS; TOEFL is exempt from the English language test. Also, a candidate who has completed a bachelor's or master's degree programme in English.

According to the Order N10/N of the Minister of Education and Science of Georgia dated February 4, 2010 "Rules for transferring from a higher educational institution to another higher educational institution", it is possible to enroll in the master's degree programme of business administration on a mobility basis twice a year, within the deadlines established by the Ministry and following the rules and mandatory procedures established by the higher educational institution.

Master's degree candidates/students have the right to study at a master's educational programme without passing general master's exams according to the order of the Minister of Education and Science of Georgia dated December 29, 2011 N224 "Rules for submission and review of documents by master's degree candidates/students who have the right to study in a higher educational institution without passing common master's exams" .

## Programme Duration/volume

The duration of study of the Master of Business Administration educational programme includes 4 semesters (two academic years, and a semester includes a combination of study weeks, exams, additional exam(s) and evaluation period of student's achievement).

### **The Master Programme includes 120 credits.**

The credit expresses the required workload for the student and it can be obtained through the achievement of learning outcomes according to the order N3 of 2007 of the Minister of Education and Science of Georgia.

One academic year includes 60 (ECTS) credits. Taking into account the specifics of the higher education Programme and/or the student's individual educational Programme, it is allowed that the student's annual workload to exceed 60 credits or be less than 60 credits.

It is not allowed that the student's annual academic workload to exceed 75 (ECTS) credits. One credit (ECTS) is equivalent to 25 hours of student learning activity (student workload) and includes both contact and independent hours.

The distribution of credits among the various learning components is based on a realistic assessment of the workload of a student with average academic achievement required to achieve the learning outcomes set for each component.

If the student is unable to complete the programme within 2 academic years and obtain at least 120 credits, he/she is given the opportunity to complete the programme in an additional semester/s and obtain a Master's academic degree (no more than 4 semesters) while maintaining student status.

### **Programme Structure**

The business administration master's educational programme is compiled in accordance with the requirements of the current reform in the education system. The master's educational programme is focused on the requirements declared by the Bologna process and accumulates on the priority of the learning quality assessments competitiveness.

The structure/content of the master's education programme in business administration is based on the order N69/N of April 10, 2019 "On the approval of the national qualifications framework and classifier of study areas" and "Field characteristics of business administration higher education".

Studying at the master's degree programme in business administration is carried out through mandatory courses in the main field of study, elective courses in the main field of study and elective courses. The logical sequence of the formation of achievable competencies determines the content of the master's program, its structure and is reflected in the curriculum.

In order to obtain the academic degree of Master of Business Administration, a student needs to earn 120 (ECTS) credits.

**The 120 credits of the Master of Business Administration educational programme are distributed as follows:**

#### **Mandatory courses in the main field of study:**

##### **Total of 95 credits - including:**

- Mandatory courses in the main field of study - 65 credits
- Master thesis- 30 credits

**Elective courses in the main field of study - Total of 51 credits;**

### **Elective courses - 44 credits.**

**Note:** the student is obliged to accumulate a minimum of 15 and a maximum of 25 credits from the elective courses of the main field of study;

The student is obliged to collect a minimum of 0 and a maximum of 10 credits from the optional courses.

Mandatory components of the main field of study are focused on giving the student a deep and systematic knowledge of the development features of the field of business administration, the key issues of the latest concepts, approaches and models related to the field of business management. The master's degree programme in business administration is focused on developing complex knowledge of all determinants of business - management, marketing, finance, managerial and financial accounting, skills and values necessary for professional work.

Master's thesis performance is a compulsory component and the student will carry out the master's thesis performance/research according to the degree of independence. Master's thesis is a research paper completed by a student that demonstrates and summarizes the master's research skills. When working on a master's thesis, the compliance of the level of knowledge and the quality of practical skills achieved as a result of studying the training courses provided by the master's educational programme of business administration with the learning outcomes determined by the master's programme should be demonstrated.

Elective courses of the main field of study (total of 51 credits) are offered in the first, second, and third semesters and may be chosen subject to prerequisites (if any). Elective courses in the main field of study are focused on enhancing the best skills and competences of the broad knowledge acquired by the student within the framework of mandatory courses of the main field of study.

Elective courses are offered in the first, second, and third semesters and may be chosen subject to prerequisites (if any). Elective courses are focused on promoting the development of general and transferable skills in order to expand horizons in areas of interest to the student. Elective courses focus on the application of multidisciplinary knowledge of the business environment.

The qualification provided by the programme is granted as a result of the accumulation of at least 120 credits in accordance with the curriculum of the master's education programme of business administration - by receiving credits in the mandatory courses of the main field of study provided by the programme and fulfilling the requirements of the program.

### **Programme Compliance with the Mission**

Free Academy of Tbilisi creates a modern learning environment by introducing innovative methods. In the ever-changing digital era, the Academy ensures to prepare competitive, highly qualified and socially aware generations for the labor market. The educational programme is focused on providing the local and international labor market with competitive specialists with education corresponding to the requirements of the civil society working in the field of

business administration. Based on the mission, the Master of Business Administration educational programme is focused on preparing strategically thinking specialists who will have effective management and development skills.

### Programme actuality and possible employment areas

The business administration master's educational programme is one of the most demanded and relevant in the labor market. The relevance of the program is determined by the high employment rate of qualification holders in the local or international labor market. The relevance of the programme derives from the priority of the field, which is determined by the national needs and the utmost validity of the implementation of business activities. In the modern labor market, there is almost no field where a business administration graduate cannot be employed.

Master of Business Administration degree holders can be employed in leading positions in the following institutions, companies, organizations and other:

- State institutions;
- Central, local and municipal bodies of state management;
- Local and international companies;
- Governmental and non-governmental organizations;
- Private sector;
- Insurance companies;
- Banking sector;
- Microfinance organizations;
- Finance, tax, accounting, auditing, brokerage and various functional areas of business, etc.

Graduates will be able to carry out professional activities in the field of education, healthcare, management, production and business, social assistance of the population, and also, it can be research organizations, public opinion research centers, training centers, advertising and Public Relation industries, consulting centers, etc. A master of businessadministration will be able to establish his own business and lead the work of a group of professionals in the process of business activity.

The graduate of the mentioned Master's Programme will also be able to use the acquired knowledge and be employed in the field of related specialty. Graduates will be able to continue their studies to obtain a postgraduate/PhD academic degree, both in business administration and in other areas.

### Goals of the Programme

The goals and the learning outcomes of the Master of Business Administration Programme are fully aligned, measurable and realistic. The programme is diverse and focuses on the application of multidisciplinary knowledge of the business environment. The goal of the program is for the graduate to have appropriate and valid competencies for

successful operation in the market and the aspiration to run own business.

**Goals of the Master of Business Administration educational program:**

1. Preparation of a Master of Business Administration relevant to the labor market, whose qualifications ensure his/her competitiveness;
2. Making strategic and operational decisions regarding separate functional areas of business administration;
3. Coordination of modern business models, technologies and innovations in a global context;
4. Identifying and incorporating problems related to the field of business administration and solving them in original ways;
5. Consolidation of effective operational processes in a dynamic business environment for positioning in the market;
6. Independently conducting a research component (master's thesis) specific to the field of business administration using principles and standards of academic integrity;
7. Management of corporate ethics and social responsibility interrelationship issues between key business entities.

**Programme Learning Outcomes**

The learning outcomes for the Master of Business Administration degree programme are measurable, realistic, and describe the knowledge and skills a student will acquire upon completion of the programme. The logical sequence and orientations of the formation of the achievable learning outcomes are built on the development of in-depth knowledge, skills and responsibility and autonomy relevant to the business administration master's educational programme and determine the content and priorities of the program.

**Learning outcomes of the programme**

**After completing the Master of Business Administration educational programme the graduate:**

**Knowledge**

1. Deeply and systematically examines the basic concept of active components of business administration - business, management, marketing, finance and financial accounting, corporate ethics and social responsibility, and the strategic context of their use;
2. Provides in-depth sectoral knowledge of financial systems, financial markets and institutions to support financial decision-making;

3. Realizes the importance of social responsibility for business development;
4. Based on research results, critically analyzes existing problems in organizations and determines ways to solve them.

### **Skills**

5. Successfully identifies challenges related to the field of business, formulates optimal approaches and solves them in original ways;
6. Independently develops macro-level predictive models of market processes, analyzes economic actors of business, investigates specific cases and forecasts the situation;
7. Makes decisions about the feasibility of the idea as a commercial value using statistical data;
8. Independently develops and conducts research projects in an unfamiliar and multidisciplinary environment by sharing principles of academic integrity and optimal application of standards.

### **Responsibility and autonomy**

9. Independently uses the knowledge gained in the field in order to adapt to the changing environment and implement it in practice;
10. Carries out a consistent and multifaceted assessment of his/her abilities and ethical values in order to independently conduct continuous professional activity.

### **Methods of achieving learning outcomes**

In order to achieve the learning outcomes of the master's educational programme of business administration, it is necessary to match teaching and learning methods with the goals and learning outcomes. Teaching and learning methods are based on student-centered learning principles. The methods of teaching and learning listed below are the most common forms, although the curriculum may include only some of them and/or other methods as well.

In order to achieve learning outcomes, the following teaching-learning methodology is allocated:

- Discussion/debate is one of the most common methods of interactive teaching. The discussion process dramatically increases the quality of student engagement and activity. The discussion can turn into an debate, and this process is not limited to questions asked by the teacher. It develops the student's ability to reason and justify his/her own opinion in order to expand his horizons;
- Presentation/Demonstration Method – This method helps to make visible the different stages of understanding the learning material, at the same time, this strategy visually presents the essence of the issue/problem, which is quite effective in terms of achieving results. The study material can be demonstrated by both the lecturer and the student;
- Inductive method - defines such a form of transfer of any knowledge, when the course of thought in the learning process is directed from facts to generalization, i.e., when conveying material, the process proceeds from specific to general;



- Deductive method - defines a form of transfer of any knowledge, which is a logical process of discovering new knowledge based on general knowledge, that is, the process proceeds from the general to the specific;
- Analysis method - helps to break down the learning material as a whole into its constituent parts. This facilitates the detailed coverage of individual issues within complex problems;
- Synthesis method - involves grouping separate issues to form a single whole. This method helps to develop the ability to see the problem as a whole;
- Explanation - explanatory method - is based on reasoning around the given issue within the given topic. When presenting the material, the professor cites a specific example, which is discussed in detail. The method promotes the maximum involvement of the group in the process of discussion of issues, the student's ability to think logically, form an independent opinion, justify his/her own opinion and respect the opinion of others;
- Generating examples - means creating different modeled examples of a specific issue/problem within a specific topic;
- Practical work - based on the acquired knowledge, the student independently performs this or that action, which gives him practical skills;
- Presentation - involves the selection of students into appropriate groups. Presentation topics can be selected by students under the guidance of the lecturer or independently and based on the processing of the found material, they can present it in Power-Point to the audience;
- Verbal presentation - includes knowledge of theoretical issues, which is carried out in the form of a narrative or in the format of answering questions and includes participation in a survey, discussion. Verbal presentation provides demonstration of knowledge of theoretical issues and discussion on specific issues;
- Brain Storming - involves the formation of as many, radically different, opinions and ideas about a specific issue/problem within a specific topic and promoting its presentation, which contributes to the development of a creative approach to the problem;
- Searching for resources - finding new information/material independently using electronic and printed means;
- Questions for thinking - are an effective teaching and learning strategy that promote the development of students' thinking skills;
- Problem-based learning (PBL) - is a learning method that uses a problem as the initial stage of the process of acquiring and integrating new knowledge. Its application makes the learning process particularly effective and increases the motivation of students to learn. Develops students' transfer, critical, analytical, creative, communication, cooperation and other skills;
- Study/analysis of cases (Case study) is a method of situational analysis, the basis of which is teaching by solving specific tasks/situations using so-called "solving cases". "Case" is a kind of tool that allows the use of acquired theoretical knowledge to solve practical problems by combining theory and practice. The method effectively develops the ability to make informed decisions in a limited time;

- Collaborative work - involves dividing students into groups and giving them learning tasks. Group members work on the issue individually and simultaneously share their opinions with the rest of the group. Depending on the set task, it is possible to redistribute functions among the members during the work of the group. This strategy ensures maximum involvement of all students in the learning process;
- Individual project - is a teaching-learning method, which includes the preservation of the acquired knowledge and its active use. It is a kind of plan, which describes the possibility of modeled implementation of a specific issue/problem;
- The heuristic method is based on the step-by-step solution of the issue and the independent determination of facts during teaching. The method involves calculation of general indicators reflecting the development of this or that direction of the foreign sector of the economy, determining the regularity of the development of events and drawing conclusions by students. The student should present the results in practical classes and should be able to lead a discussion with the audience;
- Cooperative learning - each member of the group is obliged not only to study by himself/herself, but also to help his/her teammate to study the subject better. Each member of the group works on the problem until all of them have mastered the issue;
- Situational imitation - is a method where the student is given the opportunity to imagine and further analyze a specific issue/topic; With the help of this method, the student learns to complete the task by studying the reflection between observations and actions. The learning-by-imitation paradigm is gaining popularity because it facilitates teaching complex tasks based on minimal expert knowledge of the tasks;
- Quiz - is a written work (checking the theoretical material within the scope of the topic). This method measures the student's knowledge, abilities, and skills. The quiz consists of theoretical questions;
- Role-playing games - are an active teaching method aimed at developing dialogic and monologue speaking and listening skills. During the role-playing games, the field vocabulary, linguistic constructions, clichés relevant to the communication situation are used and memorized. The purpose of this activity is for the participants to gain more knowledge based on sharing each other's experiences. Games implemented according to pre-developed scenarios allow students to look at the issue from different positions. It helps them to form an alternative point of view. This method builds the student's ability to express his position independently and defend it in an argument;
- Essay - independent work on a topic predetermined by the lecturer - is an effective method of evaluating students' learning outcomes. Its use in teaching contributes to the development of students' habits of forming thoughts clearly and correctly, in a logical sequence. Also, the essay accustoms the students to use examples, quotes, to state their own opinion about the discussed topic. The purpose of the essay is to diagnose the productive and creative part of the students' cognitive activity, which involves evaluating the skills of information analysis, its interpretation, construction of arguments, formulation of conclusions;
- Translation - based on field vocabulary, students will develop practical translation skills, improve translation techniques, study how to understand the language of the text, understand explicit and implicit information;

- Exercises - are a necessary component in the process of teaching a foreign language for the actualization of grammatical and lexical skills, for the improvement and deepening of the field vocabulary;
- Written work - students perform/present various tasks in written form;
- Working on a book - independently finding, preparing, grouping, systematizing and processing educational text-books;
- Listening - develops the student's skills of understanding authentic English speech, concentration of attention, perception and analysis of general and specific information from the material heard;
- Blitz-questioning - is a frontal questioning within the framework of the passed material, which reveals the level of perception of the passed material by the student in a relatively short time;
- Seminar report - is a method that develops the student's skills of independently searching for relevant, reliable and quality sources of the issue, collecting and explaining data, highlighting problems, presenting ways to solve them, developing theses and presenting conclusions. A seminar report reveals the level of knowledge of the subject and the depth of processing the material, etc.

**Note:**

The selection of specific activities or their combination depends on the objectives and learning outcomes of the respective component. The lecturers implementing the courses, taking into account the specifics of the course, determine the various methods to be used in the process, which are reflected in the syllabi of the relevant course.

Lectures are interactive. Their purpose is to theoretically understand, generalize and discuss the topics provided by the syllabus at the problem level, to form an independent learning orientation for students. At the lectures, attention is focused on highlighting the main provisions of the discussed issue, formulating substantiated theses and their critical analysis. The purpose of the work/practical work in the working group is to deepen and specify the knowledge received at the lectures and its practical application; theoretical material is understood, opinions are formed and shared, debates and argumentation of positions are carried out, concrete practical work is performed, and professional activity habits are formed.

### Assessment of students' achievements – general rules

At the higher education institution the 100 - grading point student assessment system is in place, approved by the Order N3 of 2007 of the Minister of Education and Science of Georgia. The maximum total point of assessment is equal to 100 (one hundred), therefore, the maximum positive assessment is 100 points, and the minimum positive assessment is 51 points. Each assessment method has a minimum competence limit, which may be different in different courses, taking into account the specificity of the course and the interest in achieving learning outcomes.

**Student assessment includes:**

**A. Five types of positive assessment:**

a.a) (A) Excellent - 91 -100;

a.b) (B) Very good - 81-90;

a.c) (C) Good - 71-80;

a.d) (D) Satisfactory - 61-70;

a.e) (E) Sufficient - 51-60.

**B. Two types of negative assessment:**

b.a) (FX) Unsatisfactory (could not pass) - 41-50 points from maximum grading points, meaning that the student needs considerable more further work to pass and he/she is allowed to take the additional exam once in the current semester.

b.b) (F) Failed - 40 points and less from maximum grading points, meaning that the work performed by the student is not sufficient and further work is required to learn the subject over again.

**Academic requirements for student evaluation:**

In order to be awarded credit, the student has to overcome the minimum competence threshold established in each evaluation form/component by the course syllabus.

If the student fails to pass the minimum competency threshold established in each form/component of the evaluation determined by the academic course approved by the Academy, he/she will be removed from the course and given a grade of "F", which entails repeating the said course. The final exam is held at the end of the semester, in the time frame determined by the academic calendar of the educational process. The right to pass the final exam is granted to a student who has passed the minimum competence limit established in each form/component of the intermediate assessment.

In case of receiving an FX grade and/or failing to appear for the final exam, as well as in order to improve the received grade, the student is given the right to retake the exam once for an additional exam in the same semester, no less than 5 days after the final exam. The grade obtained on the additional exam is the final grade and is reflected as the final grade of the educational program component. Taking into account the evaluation received on the additional exam, in the case of receiving 0-50 points in the final evaluation of the educational component, the student is assigned an F-point.

**Note:**

- Forms and components of assessment, their specific share in the overall assessment and the minimum level of competence, as well as assessment methods and criteria are outlined in the syllabus of each course and are available for students;
- The final exam is held at the end of the semester, within the time limits determined by the academic calendar of the educational process;
- A one-time assessment of the student's learning results is not allowed;
- In order to work on a bachelor's thesis the student must have mastered the mandatory courses of the main

field of study of the educational Programme.

#### **Issuance of diploma confirming academic degree/qualification**

The qualification for the graduate of the Business Administration Master's Educational Programme is granted in accordance with the order of the Minister of Education and Science of Georgia No. 69/N of April 10, 2019, on the framework of national qualifications and fields classifier. The graduate of the educational Programme is awarded the academic degree/qualification of Master of Business Administration and is given a diploma confirming completion of the relevant Master's Programme and diploma supplement.

#### **Human resources necessary for the implementation of the Programme**

The implementation of the Programme is ensured by highly qualified personnel. The components provided by the curriculum are led by the academic staff of the institution, invited staff with relevant experience and competences, and practicing specialists.

#### **Material and technical resources necessary for the implementation of the Master Programme**

The possibility of realizing the goals provided by the Programme and achieving the learning outcomes is provided by appropriate equipment and modern technologies, and educational auditoriums equipped with appropriate inventory, ultra-modern professors' rooms, multifunctional library (various hard copies and electronic versions), computer resource center, continuous Internet. An electronic system for managing the educational process is functioning in HEI.

თბილისის თავისუფალ აკადემიას აქვს წვდომა შემდეგ საერთაშორისო საბიბლიოთეკო ელექტრონულ ბაზებზე:

- Cambridge Journals Online - The database includes 360 titles of academic journals and more than 30,000 titles of e-books in the following scientific areas: economics, mathematics, politics, astronomy, etc.;
- e-Duke Journals Scholarly Collection - The database provides open access to books and journals published by Duke University Press. This publishing house annually publishes 120 new books and more than 50 electronic scientific journals in various scientific fields;
- Edward Elgar Publishing Journals and Development Studies e-books - The database includes scientific studies, monographs, textbooks, dictionaries, encyclopedias and journals in economics, business, social sciences and law. Among the authors 14 are Nobel Prize laureates;
- IMechE Journals - The database includes scientific journals in social sciences and humanities, in health and biomedical fields, engineering and physical sciences;
- BioOne Complete – the database includes 200 journal titles in ecology, biology and environmental sciences;

- New England Journal of Medicine – The database combines worldwide research conducted by the International Monetary Fund, periodicals, statistical data in social sciences, economics, trade, market policy, demography and other areas.
- Royal Society Journals Collection - The base includes biology, physics and engineering-mathematical sciences, directions on environment and climate, etc.;
- SAGE Journals - The database includes more than 900 journals of various scientific fields and more than 700,000 publications. Users can access materials published since 1999;
- Openedition Journals - The database combines 4 platforms, which include electronic resources of humanities and social sciences;
- Mathematical Sciences Publishers Journals.

#### **Financial support of the Master Educational Programme**

In order to fully implement the Business Administration Master's Programme and support the academic/invited personnel, the financial provision of the Bachelor Programme is carried out by the Programme budget. The amount allocated from the budget is directed to the constant updating of the resources provided by the Programme, filling the library book fund with textbooks, promoting research projects, organizing student scientific conferences, developing the professors of the Academy, including the development/publishing of their works, textbooks, and other activities.

#### **Teaching and methodical provision of the educational process**

The educational process is methodically provided in accordance with the legal documentation in force at the Academy, which are based on the Law of Georgia "On Higher Education", the orders of the President of Georgia and the Minister of Education and Science of Georgia, the orders of the Director of the National Center for Education Quality Enhancement.

The teaching process of all courses provided by the curriculum of the master's educational programme is provided with relevant teaching-methodical materials, relevant course syllabi, mandatory and optional manuals, hard copies and electronic versions of manuals and information sources.

### Structure of the Master's Programme

	Name of the course	course code	Credits	Hours	Lecture	Practical lessons	Midterm exam	Final exam	Contact hours	Independent hours	Distribution of credits by semesters				Prerequisite
											I	II	III	IV	
	<b>Mandatory courses of the main field of study</b>										I	II	III	IV	
1	Financial Management	FINM411	6	150	15	30	2	3	50	100	1				without prerequisites
2	Marketing Management	MMAN411	6	150	15	30	2	3	50	100	1				without prerequisites
3	Strategic Management	SMAN411	5	125	15	30	2	3	50	75	1				without prerequisites
4	Research Methods in Business	RMB411	5	125	15	30	2	3	50	75	1				without prerequisites
5	Corporate Finance	CFIN421	6	150	15	30	2	3	50	100		2			without prerequisites
6	Corporate Management	CMAN421	6	150	15	30	2	3	50	100		2			Marketing Management
7	Economic Policy of Firm Development	EPFD421	6	150	15	30	2	3	50	100		2			without prerequisites
8	Sales and Sales Management	SASM421	5	125	15	30	2	3	50	75		2			Marketing Management
9	Managerial Accounting	MANA431	5	125	15	30	2	3	50	75			3		without prerequisites
10	Audit and Assurance Services	AASS431	5	125	15	30	2	3	50	75			3		without prerequisites

11	Digital Transformation of Business	DTBS431	5	125	15	30	2	3	50	75			3		without prerequisites
12	Supply and Delivery Chain Management	SCHM431	5	125	15	30	2	3	50	75			3		without prerequisites
13	Master's Thesis	MAST441	30											+	Mandatory courses of the main field of study
<b>Elective courses of the main field of study</b>															
14	Organization Theory	THOO401	5	125	15	30	2	3	50	75	1				without prerequisites
15	Project Management	PRMA401	4	100	15	15	2	3	35	65	1				without prerequisites
16	Statistic Methods of Analyses	SMOA401	4	100	15	15	2	3	35	65	1				without prerequisites
17	Public Finances	PUBF402	5	125	15	30	2	3	50	75		2			Financial Management
18	Strategy and Tactics of Public Relations	PRST402	5	125	15	30	2	3	50	75		2			Marketing Management
19	Branding	BRAN402	4	100	15	15	2	3	35	65		2			without prerequisites
20	Advertising and Promotion	ADAP402	4	100	15	15	2	3	35	65		2			without prerequisites
21	Strategic Leadership	STRL403	5	125	15	30	2	3	50	75			3		Strategic Management
22	Management of Conflicts and Negotiations	CANM403	5	125	15	30	2	3	50	75			3		Corporate Management



23	Corporate Ethics and Social Responsibility	CESR403	5	125	15	30	2	3	50	75			3		without prerequisites
24	Insurance	INSU403	5	125	15	30	2	3	50	75			3		without prerequisites
<b>Elective courses</b>															
25	Statistics of International Economic Relations	SIER401	5	125	15	30	2	3	50	75	1				without prerequisites
26	Political Science	POLS401	5	125	15	30	2	3	50	75	1				without prerequisites
27	Business English	BENG401	5	125	-	45	2	3	50	75	1				without prerequisites
28	Consumer Behaviour	COBE402	4	100	15	15	2	3	35	65		2			without prerequisites
29	Business Communication	BCOM402	5	125	15	30	2	3	50	75		2			without prerequisites
30	Reengineering of Banking and Credit Organizations	RBCO431	5	125	15	30	2	3	50	75		2			without prerequisites
31	Personal Data Protection Law	PDPL403	5	125	15	30	2	3	50	75			3		without prerequisites
32	European Integration	EUIN403	5	125	15	30	2	3	50	75			3		without prerequisites
33	Political Ideologies	POLI403	5	125	15	30	2	3	50	75			3		without prerequisites

**Programme goals and learning outcomes mapping**

Programme goals	programme learning outcomes N1	programme learning outcomes N2	programme learning outcomes N3	programme learning outcomes N4	programme learning outcomes N5	programme learning outcomes N6	programme learning outcomes N7	programme learning outcomes N8	programme learning outcomes N9	programme learning outcomes N10
Preparation of a Master of Business Administration relevant to the labor market, whose qualifications ensure his/her competitiveness										
Making strategic and operational decisions regarding separate functional areas of business administration										
Coordination of modern business models, technologies and innovations in a global context										
Identifying and incorporating problems related to the field of business administration and solving them in original ways										
Consolidation of effective operational processes in a dynamic business environment for positioning in the market										
Independently conducting a research component (master's thesis) specific to the field of business administration using principles and standards of academic integrity										
Management of corporate ethics and social responsibility interrelationship issues between key business entities										

**Programme learning outcomes map**

Programme learning outcomes														
Deeply and systematically examines the basic concept of active components of business administration - business, management, marketing, finance and financial accounting, corporate ethics and social responsibility, and the strategic context of their use														
Provides in-depth sectoral knowledge of financial systems, financial markets and institutions to support financial decision-making														
Realizes the importance of social responsibility for business development														
Based on research results, critically analyzes existing problems in organizations and determines ways to solve them														
Successfully identifies challenges related to the field of business, formulates optimal approaches and solves them in original ways														

Independently develops macro-level predictive models of market processes, analyzes economic actors of business, investigates specific cases and forecasts the situation														
Makes decisions about the feasibility of the idea as a commercial value using statistical data														
Independently develops and conducts research projects in an unfamiliar and multidisciplinary environment by sharing principles of academic integrity and optimal application of standards														
Independently uses the knowledge gained in the field in order to adapt to the changing environment and implement it in practice														
Carries out a consistent and multifaceted assessment of his/her abilities and ethical values in order to independently conduct continuous professional activity														

### Analysis of programme learning outcomes

Courses														
Programme learning outcomes														
Deeply and systematically examines the basic concept of active components of business administration - business, management, marketing, finance and financial accounting, corporate ethics and social responsibility, and the strategic context of their use														
Provides in-depth sectoral knowledge of financial systems, financial markets and institutions to support financial decision-making														
Realizes the importance of social responsibility for business development														
Based on research results, critically analyzes existing problems in organizations and determines ways to solve them														
Successfully identifies challenges related to the field of business, formulates optimal approaches and solves them in original ways														
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