

GIPA – School of Government

Bachelor Program in Business Administration (BBA)

Bachelor program in Business Administration has no analog in Georgian educational system. BBA program graduates will be capable to work both in public and private sectors. Diverse program curricula will give students professional skills for effective decision making and resource management. According to studies, students will be able to work as follows:

- Manager Assistant – after the completion of the first year studies
- Analyst – after the completion of the second year studies
- Project Manager – after the completion of the third year studies
- Lower and Middle Level Manager – after the completion of the fourth year studies

Total amount of credits for this four years' academic program is 240 (ECTS), out of which 68 (ECTS) are available in English. The program itself is based on the interactive method of teaching, meaning: presentations and analytical assignments; case study discussions; field works; individual and team projects. Student evaluation system is based on comprehensive and multiphase system, such as: involvement; student activities; midterms; field works; home assignments; case discussions and etc.

Subjects in English

ECTS availability in Fall semester: 31

ECTS availability in Spring Semester: 37

Subject code	Subjects		ECTS	Contact hrs.	independent working hrs.
	Fall	Spring			
BBABP10302	Business Modeling and Analysis		2	16	34
BBAMA10305	Management		5	32	93
BBAMA10304	Marketing 1		4	32	68
BBAFM10506	Financial management 1		6	64	86
BBAMR10503	Marketing research		3	30	45
BABUL510305	Business Laboratory 3		3	16	34
BBAMA10404	Integrated marketing communications		4	32	68
BBAFM10606	Fundamental analyses of financial markets		4	32	68
BABUL 10303		Business Laboratory 2	3	16	34
BBAMA10404		Marketing 2	4	32	68
BBABI10403		Business Innovations	3	32	43

BABUL 10304		Business Laboratory 4	3	16	34
BBADM10402		Digital marketing	2	21	29
BACF210606		Financial management 2	6	64	86
BBAPM10603		Project management	3	24	51
BABUL10306		Business laboratory 6	3	16	34
BBATB20603		Information technologies in business	3	30	45
BBATR20603		International trade and supply chain management	3	25	50
BBAFM10606		Investments	4	32	68
Total ECTS				68	
Fall				31	
Spring				37	

Short description of courses and the topics they cover

Business Laboratory 2, 3, 4, 6

The course is interactive and is mostly based on practical assignments, developed accordingly to the student's interests and topics. The course will be taught throughout the whole bachelor program and includes activities like events management, marketing research, startups and simulations.

Business Laboratory 2

Students will be introduced to the examples of practical business implementation taken from Georgian reality on the basis of existed research, reviews and case studies.

Topics:

- Introducing course objections to students - business environment.
- Starting business, key points; sources of funding and finances.
- Field surveys, group presentations: "apparel brand shops" and "spirits shops".
- Field surveys, group presentations: "Carrefour vs. Goodwill" and "Gas stations".
- Case study: "Changes in ESM -Tbilisi". (Students have to read and figure out both parts of the Case to be able to participate in discussion).
- Field surveys, group presentations: "Akhtala resort".
- Field surveys, group presentations: "TBC Bank vs. Bank of Georgia" and "Hotel Marriott" vs. "Radisson".
- Field surveys, group presentations: Newspaper "Weekly Palette" vs. "Asaval-dasavali" and "Georgian vs. European restaurants" in Georgia.
- Group presentation: "Export and its prospects."

Business Laboratory 3

Students will be divided by groups.

Topics:

- Structure of a Business plan. Variety of businesses and differences between them.
- Brain storming – developing business ideas in Goods and Service Production and/or Agriculture
- Group working – from ideas to final business plan
- Group presentations of business projects in Production and/or Agriculture

Business Laboratory 4

Students will be divided by groups.

Topics:

- What is Startup project
- Group work – introducing Startup projects
- Group work – finding funds
- Group work – conducting market research
- Group presentations

Business Laboratory 6

Topics:

- Simulations – acting in virtual markets - introduction
- Quarterly decisions
- Investors' virtual forum
- Final presentations

Business Modeling and Analysis

The course is oriented to develop skills of business modeling and analysis. AS IS and TO BE models.

The course will cover the following topics:

- Analysis of business systems
- Data flow diagram
- Starting working on the project
- Modeling units
- Logical analysis
- Work flow diagram
- Block chains
- Project preparation: Process map
- Modeling activities
- Business process modeling and improvement methods

Management

The course aims to introduce students with the principles of modern organizational management.

The course will cover the following topics:

- What is a management, the definition, main functions
- Management levels, managers' roles and skills
- Managers' personal characteristics
- Decision-making, creativity and innovations
- Advantages and disadvantages of group decision making
- Organizational behavior and creative approach, Sage table and five stages
- Planning and strategy, the role of planning in determining organization future
- Strategic planning, phases and major stages. Defining organizational mission and vision
- Developing structure of the organization
- Types of organizational structures, centralization and decentralization

- Organizational monitoring and control levels
- Organizational culture, the role of effective organizational architecture
- Types of organizational environment, working environment
- SWOT analysis
- PESTEL analysis
- Leadership and Management
- Leadership Models
- Transformational and transaction management
- Human Resource Management
- Motivation theories, Maslow pyramid, needs assessment theories, theories of expectations
- Change management in organizations, paradigms of change. Nature of changes. Kotter's 8 step model.
- Effective management of group work, the role of groups and teams in organization. Types of groups and teams

Financial management 1 and 2

The course explains a manager needs to know about finance and transforms seemingly complex financial information into data that makes sense. This course deals with the basics of financial analysis or analysis of the Profit and Loss and balance sheet. It covers investment and financing decisions, as well as how to finance the investments planned.

The course will cover the following topics:

Financial management 1

- Financial analyses
- Gathering information from various financial statements and decision making
- Financial forecast
- Assessment company's assets and liabilities
- Case #1 practical examples from real companies
- Bank loans as an important source of funding
- Evaluation and analysis of financial resources and operations required for the company's operational activities
- Financial calculations
- Calculation companies' future and present values of financial flow in Excel. Decision to invest in various cash flows
- Financial Calculation Practical Exercises
- Investment efficiency and profitability assessment using NPV and IRR.
- Introduction of Structural Financing
- Assessing the need of money for the company and structural determination of financing, Assessing the value of attracted funds.
- Discounted cash flow
- Structured financing through the discounted cash flow assessment of company financing, efficiency and profitability.
- Determining volume of return capital, Gordon's formula and cash flows in the company.

Financial management 2

- Investment project analysis and decision
- Investment project analysis cases
- Financing decisions: debt vs. equity
- Company valuation: a summary Investment project analysis and decision making

Marketing 1 and 2

The course aims to introduce students with marketing concepts and ideas, which will facilitate the business decision-making process for the students. During the course, students will develop practical skills of market research management and implementation. The course will cover the following topics:

Marketing 1

- Marketing and its importance
- Marketing - strategy and planning
- Marketing - environment analysis
- Consumer Behavior
- Organizational behavior (B2B)
- Market research
- Segmentation
- Positioning
- Product / Brand
- New product development / launch of the product
- Pricing Strategies
- Distribution
- Integrated communication in marketing
- The main marketing indicators

Marketing 2

- Marketing services and non-profit organizations
- Supply chain management
- Marketing channels
- Marketing Communications
- Advertising, public relations and sales promotion
- Personal Selling and Sales Management
- Social Media and Marketing
- Pricing
- Marketing Plan

Business innovations

The management processes of new product development, coupled with a practical orientation of taking students through real life challenges and dilemmas. Students will use the gained knowledge in their everyday business activities. They will learn how innovative environment is changing in the modern world. Students will go through different examples from the experience of international business companies. The course will cover the following topics:

- History and evolution of innovations. Innovation and creativity.
- The main methods of creativity
- Innovation and its impact in modern information era
- Basic rules and strategy to manage and support innovation in the company. The new model of strategic innovation
- Pick a goal. Develop profitable strategies.
- Restructuring a company to meet innovation criteria
- Develop management systems for investment
- How big Innovation must be?
- Stimulate and encourage innovation process in the company
- Future of markets – technology context
- Future markets - corporate context
- Future markets - regional context

Information technologies in business

The course aims to demonstrate to students how to develop, effectively use and implement information management systems in the company. The course will cover the following topics:

- The Resource Management System.
- History of development of Recourse Management systems.
- Resource management structure.
- Functional review of Resource management systems. Business Processes; Overview of financial business processes; Automatization of financial business processes; Functional description of financial module of financial recourse management; financial module localization problems considering local legislation.
- Functional review of Resource management systems – Business Processes: Overview of logistics and supply chain business process;
- Automatization of logistics and supply chain business process; Functional description of logistics module of recourse management;
- The role of modern computer networks in automation of logistics processes.

- Functional review of Resource management systems – Business Processes: Sales and Distribution; Personnel; Automation of sales and distribution business processes; Functional overview of recourse management sales and distribution module. Overview of human recourse management business processes; Automation of HRM processes; Functional overview of HRM module.
- Resource Management Systems Customer Relations cycle, selling methodology. Resource management systems market in Georgia.
- Description of sales process. Overview of customer relations lifecycle.
- Recourse Management systems selection process. Methodology and Process overview; Preparation of tender documentation; Communication with potential suppliers and tender process;
- Suppliers and systems assessment methodology and selection of cost-effective decision.
- Resource management systems vendor. Organization's resource management systems vendors; the main suppliers of systems and leaders of the world market; SAP, Oracle and Microsoft, and their basic characteristics; Main players on Georgian market and their experience. Local market development trends.
- Resource management system implementation methodology.
- Description of implementation process. System Configuration and customization; Data preparation; System documentation; Training and teaching; Testing and launching.
- Resource Management Systems Implementation;
- Preparation of the project; Project recourses; Recourse management;
- Project implementation preparatory work; Project implementation plan and its approval. Selection of project manager and key participants - the project team and its functions; the financial, organizational and human resources planning; Creation of project supervisory commission and its functions.
- Project implementation Management Process. Project management; Project implementation; Project management methodology -managing PMP risks, communications and recourse.
- Change Management. Comparative analysis of existing and future business processes. Planning organizational changes and managing them.
- Exploitation process management, support. System exploitation process; Technical Support of the exploitation system.
- Integration of Recourse Management Systems with other systems. Organization of data exchange process and interfaces;
- Network infrastructure and standards; Internet and other ways of data exchange; Development trends.

Marketing Research

During the course students will develop practical skills to conduct and manage marketing research. The course will cover the following topics:

- What is Marketing Research and why we need them
- Problem statement
- Research types and research designs
- Research Methods –
- RFP (Presentation)
- Steeple and Swot as a research methods
- Information and its sources
- Data collection: Focus Groups
- Proposal (Written)
- Data collection: Interview
- Data collection: Observation
- Sampling
- Research Plan (Presentation)
- Data processing and Fundamental Analysis
- Data Analysis: Testing statistical difference
- Data Analysis: bivariate Method
- Data Analysis: Multivariate Methods
- Reporting
- Armageddon
- Final Presentation

Project Management

The course aims to teach students how to develop project goals, create and manage teams, formulate evaluation criteria, evaluate risks and reach outcomes. Students will learn how to use Microsoft Project – the project management software – to better plan, organize, manage and evaluate project resources. The course will cover the following topics:

- Ms Project – Project development and management system. Project Management Basics.
- Development of Project Plan (Structure, hierarchy structure of the plan, activities, time scale etc.)
- Connection of the tasks.
- Recourse Management (Determination of project resources; developing the resource table; resource allocation profile etc.)
- Network diagram elements and their purpose.
- Project Budget
- Working with tables (creation and editing, setting up tables, data grouping, filtering and sorting, saving, editing, deleting etc.)
- Project Printing (Functions)
- Project shortening. Critical Tasks.
- Resources and Conflicts (identifying conflicts and solution techniques)
- Project Monitoring (monitoring principles, developing monitoring working plan etc.)
- Reports.
- Project integration in Ms Office.

International trade and supply chain management

The course aims to transfer practical knowledge to students about export business. They will study the concepts such as letter of credit, bill of lading, forfeiting and other relevant concepts and issues. By reviewing real examples, students will understand how an export agreement and insurance work and how business is financed. The course will cover the following topics:

- Concept of International Business; Introduction of export activity. Main types of International Business.
- International Business Legal Environment. The main international trade conventions.
- Adjudication in International Business; International arbitration regulations.
- Sale and Purchase Contract in International Business.
- Selection of product and export channels.
- Development and Evolution of INCOTERMS.
- Agent and distribution agreements. Licensing, Franchising, other forms of indirect export.
- Reimbursement forms in international business.
- Risk in International Business.
- Concept and types of letters of credit.
- Types of short-term financing in International Business.
- Factoring, leasing.

Integrated Marketing Communications

The course aims to introduce to students instruments of integrated marketing communications, their importance and methods of use.

The course will cover the following topics:

- What is Integrated Marketing Communications?
- Consumer behavior;
- Advertising and Public Relations;
- Message strategies; Media planning and sampling;
- Promotion;
- Personal selling;
- Internet marketing;
- Preparatory period for developing IMC plan.

Fundamental analyses of financial markets

The course aims to demonstrate to students characteristics of local as well as global financial markets. Students will learn about types of financial assets and their characteristics and principles and specifics of securities sales.

The course will cover the following topics:

- Financial markets and investment environment;
- Types of financial assets and financial instruments;
- Securities trading principles;
- Investment companies;
- Money markets and auctions;
- Bond and stock markets;

Investments

The course aims at giving to students the knowledge on the specificities of securities investments, getting acquainted with the theory and practice of global financial portfolio management, necessity for the portfolio diversification and minimization of risks based on the correlation of assets.

The course will cover the following topics:

- Risks, return and former period data;
- Risky level and distribution of capital in risky assets;
- Optimal risk portfolio;
- Indexed models;
- Bond Portfolio Management;