

**Name of the Educational Program:** Master of Public Administration

**Qualification to be awarded:** Master in Public Administration

**Amount of Program in Credits:** 120 ECTS

**Language of Instruction:** Georgian

**Level of Higher Education:** Master

**Type of the Educational Program:** Academic

**Purpose of the Program:**

Public Administration Master (MPA) program is designed to provide global perspective and professional expertise in the field of Public Administration. Program aims to nurture civil servants who solve complex problems of a developing country. Graduates adhere to the best international practice and utilize empirical research to provide solutions to the wide array of challenges that Low and Middle income countries face in the contemporary world. Graduates exhibit principles of the professional public service: respect rule of law and equality under the law; are devoted to the public service and exercise their official duties by observing principles of cost-effectiveness, accountability, political neutrality and impartiality.

**Preconditions for the admission to the program:**

MPA program is designed for those students who have already completed the first cycle of the higher education and want to acquire/deepen their knowledge in the field of Public Administration/ Governance. Prospective applicants should: 1. Possess BA Diploma or equivalent degree 2. Successfully pass unified national exam. 3) Successfully pass University level admission procedures which is made up of the following stages:

Documentation review; Exam in the English language B2 test (or submit equivalent certificate proving English language proficiency at the B2 level: TOEFL, IELTS.); Interview with the selection committee that examines applicant's knowledge and skills.

### **Learning Outcomes/Competences:**

#### **Knowledge and awareness:**

After graduation Master:

- ✓ Describes public administration theories and differentiates their characteristics;
- ✓ Defines Public policy design and implementation procedures, classifies its rules and characteristics;
- ✓ Describes qualitative and quantitative research methods and techniques, knows their operational limitations, knows citation rules;
- ✓ Explains Micro and Macro economic factors in the process of Public Administration and Public Policy making;
- ✓ Considers Sustainable development related issues during decision making;
- ✓ Compares IR theories and summarizes Georgia's foreign and security challenges;
- ✓ Describes rules that regulate public finance and state budgeting procedures.

#### **Use of knowledge in practice:**

After graduation Master:

- ✓ Identifies PA challenges and uses gained knowledge to provide effective solutions;
- ✓ Operates in the framework of law;
- ✓ Calculates financial-economic expenditures of the Policy initiatives;
- ✓ Prepares policy documents and presents them;
- ✓ Utilizes qualitative and quantitative research methods in the process of Policy planning and governance;
- ✓ Adheres to the best international practice to find solutions for the National Public-sector challenges.

#### **Ability to conclude:**

After graduation Master:

- ✓ Proposes best policy initiative/reform strategies;
- ✓ Categorizes policy related alternatives considering financial-economic estimates and political context;
- ✓ Empirically justifies provided conclusions;

- ✓ Synthesizes and critically discusses political, economic and social environment and develops governance strategies.

### **Communication skills:**

After graduation Master:

- ✓ Formulates personal opinion in Georgian and English languages;
- ✓ Justifies personal opinions in written and verbal forms;
- ✓ Maintains effective communication with Governmental agencies, NGO-s and citizens;
- ✓ Utilizes modern technological tools to effectively convey personal opinions;
- ✓ Conveys personal opinion in written and verbal form in a manner that considers target audience.

### **Learning skills:**

After graduation Master independently:

- ✓ Defines knowledge gaps and plans further studies independently;
- ✓ Uses secondary literature, qualitative and quantitative research methods to create new knowledge;
- ✓ Adheres to the international experience to solve the PA challenges on the national level;
- ✓ Discovers adequate learning materials and uses them effectively

### **Values:**

After graduation Master:

- ✓ Observes professional ethical standards;

- ✓ Fulfills official capacity in accordance with law, political neutrality and impartiality;
- ✓ Acts with social responsibility and civil awareness;
- ✓ Considers Public interests and values in the process of Public governance;
- ✓ Observes scientific integrity in the research process;
- ✓ Demonstrates high standards during interactions with the citizens.

#### **Teaching and learning methods:**

- ☒ Lecture
- ☒ Team Work
- ☒ Practical Work
- ☒ Seminar
- ☒ Teaching with electronic resources
- ☐ E-Learning
- ☒ Other

#### **Evaluation system for student knowledge:**

Study component of MPA educational program encompasses students' active participation in the teaching process and is based on the principle of continuous assessment of acquired knowledge.

Assessment of acquired knowledge on the MPA educational program is organized in accordance with the Order No. 3 by the Minister of Education and Science of Georgia, January 5<sup>th</sup>, 2007 - “The Rule of Calculation of Higher Education Program Credits”.

MPA educational program evaluation of student’s learning results in each component of the program must include mid-term (Onetime or Multiple) and summative evaluation, which as a result for final assessment (100 Points).

Mid-term and summative evaluations (Evaluation forms) include evaluation component/components, what determine ways to assess student’s knowledge and/or ability and/or competence (Written/oral Exam, written/oral quiz, homework, practical/theoretical work, etc.). Assessment component unites homogeneous assessment methods (Test, essay, presentation, discussion, performance of theoretical/practical assignment, team work, participation in discussion, etc.). Assessment method/methods are measured by assessment criteria, by which achievement of learning outcomes is being measured.

Each assessment form and component has certain value allocated from the final score (100 Points), what is indicated in each Syllabus and is being communicated to each student in the beginning of the semester.

The evaluation of the achievement of the student’s learning results in each component of the program should include mid-term and summative evaluations. Credits shall not be awarded by using only one form of evaluation (mid-term or summative evaluation).

Under the evaluation system there are five types of positive evaluation:

- (A) Excellent –91-100 points of evaluation;
- (B) Very good –81-90 points of evaluation;
- (C) Good – 71-80 points of evaluation;
- (D) Satisfactory –61-70 points of evaluation;
- (E) Sufficient –51-60 points of evaluation.

And two types of negative evaluation:

- (Fx) Did not pass – 41-50 out of the maximum evaluation, which means that the student needs to work more to pass the examination and he/she shall be given the possibility to retake the examination after the self-study;
- (F) Fail – 40 points or less out of the maximum evaluation, which means that the work done by the student is not enough and he/she has to retake the course.

In case of (Fx) evaluation in any component of the educational program, the University must hold an additional examination within not later than 5 days after the announcement of the results of the summative examination. This obligation shall not apply to the dissertation, Master's project/thesis or other scientific project/paper. The points, awarded to the student in the summative evaluation, shall not be added to the evaluation of the student at the additional examination. The evaluation obtained by the student at the additional examination is the summative evaluation and shall be included in the final evaluation of the component of the educational program. In case of taking 0-50 points in the final evaluation, including the evaluation obtained at the additional examination, the student evaluation will be F-0 points.

The calculation of the Grade Point Average (GPA) is part of the system of evaluation of the student's knowledge. The student's Grade Point Average (GPA) is calculated by multiplying the evaluation, obtained by the student in every subject of the educational program, to the credits of that subject. The product of multiplication of the subjects and credits is summed up and divided by the total number of the credits of the taken subjects. The weight of the point in the calculation of the average number is:

A = 4

B = 3, 2

C = 2, 4

D = 1, 6

E = 0, 8

#### **Field of Employment:**

MPA program graduates are entitled to pursue employment in the various central and local state institutions, International development organizations as well as in the Non-governmental organizations. Program equips students with profound theoretical knowledge and provides practical experience that enables them to pursue research careers or get employed in the state organizations.

#### **Opportunity for continuing education process:**

MPA program graduates are entitled to continue education on the PHD level on the national and international level.

#### **Information about human resources necessary for the program implementation:**

Sufficient human resources are being involved in the implementation of this and that master bachelor educational program. Courses from the educational program are being led by academic personnel of the University, as well as invited specialists with sufficient experience and competence.

Additional information about human resources is available in Annex N2.

### **Information about material resources necessary for the program implementation:**

The University infrastructure and material-technical resources are fully available for students to reach the learning outcomes included in this and that program:

- Academic audits and conference halls equipped with appropriate inventory;
- Library, equipped with computer hardware and informational-communicational technologies;
- Computer classes, computer hardware connected to internet and internal network and adequate computer softwares in learning/teaching process;
- Different technical equipment's and et cetera.
- Audio-video equipment, software and hardware support necessary to implement the program.

The educational program is provided with appropriate manual and methodical literature. The University's library provides students with electronic textbooks relevant to the syllabus, educational-methodical and scientific literature, as well as the library's database.

Material resources owned and possessed by the University, ensures the Digital Media and Communication bachelor program to implement its objectives and achieve planned learning outcomes.

**Buildings and Structures** - Educational bachelor program is carried out in the buildings and structures owned and leased by the university, where sanitary-hygienic and safety norms are highly respected (the buildings are equipped with installed alarms, fire extinguishers, video control system takes place on the perimeter, order is maintained by the custodial servant of the university). The building is in full accordance with the technical requirements established for the institutions, lecturing and practicum auditoriums are equipped with relevant technique and inventory (proector, chairs, desks, boards and et cetera).

**Library** - In the library of the University the relevant printed and electronic fund of the bachelor's educational program is preserved, which is available for the students, invited and academic personnel. In the reading hall, students have the opportunity to use internet and international electronic resources (EBSCO; JSTOR; Cambridge Journals Online; BioOne Complete; e-Duke Journals Scholarly Collection; Edward Elgar Publishing Journals and

Development Studies e-books; IMechE Journals; New England Journal of Medicine; Openedition Jounlas; Royal Society Journals Collection; SAGE Premier). The library of the university has electronic catalogue.

**Working Space of Academic Personnel** - The working space of academic personnel is equipped with the relevant inventory and technical equipment (chairs, tables, wardrobes, computers with the access to internet, xerox multifunctional machine).

**Information and communication technologies** - The University uses information and communication technologies in order to facilitate the implementation and administration of bachelor's educational program in Digital Media and Communication. There is a corresponding software for the bachelor's educational program in Communication, the existing computer hardware meets the contemporary requirements, is connected to the internet and is available for students, academic, invited and administration personnel. Electronic system – lmb.gipa.ge – is used for assessing student's knowledge and to coordinate teaching process. The system provides students with access to assessments, facilitates the control of academic attendance of students and the learning process in general. Through the webpage, which contains information about the educational programs and the learning process, the University provides publicity and accessibility of information.

### **Head of the Program :**

Nana Macharashvili  
Proffesor

Ietim Gurji #7b  
Tbilisi , 0105, Georgia  
Tel: (995 32) 249 75 00  
Mob: (995 593) 48 82 11  
e-Mail: [nana.matsarashvili@gipa.ge](mailto:nana.matsarashvili@gipa.ge)

### **Program Desciprtion**

MPA Program lasts two years and upon collecting 120 credits students are awarded Master of Public administration academic degree. From total 120 ECTS: compulsory study credits constitute 56 ECTS, compulsory internship - 15ECTS and MA thesis 30 ECTS. The remaining 19 credits should be collected from the elective courses.



While Students are free to individually plan study process, the administration strongly recommends to observe following scheme of credit collection : In the first study year student collects 65 ECTS . In the third semester student either selects policy lab course and compulsory internship (25 ECTS ) or, taps on one of the student exchange opportunities, travels in one of the partner universities ( Students can travel to Wroclaw University , Hamburg University, Salzburg university , Bratislava University ) collects 10 ECTS in a study module and 15ECTS in an compulsory internship program. In the fourth semesters student writes MA thesis and after successfully defending it is awarded MA Diploma in the Master of Public Administration

#### Recommended scheme of Obtaining credits on the MPA program

I semester	II ECTS	III Semester	IV semester
<ul style="list-style-type: none"> <li>• Student obtains 31ECTS</li> </ul>	<ul style="list-style-type: none"> <li>• Student obtains 25 ECTS from compulsory courses</li> <li>• and 9 ECTS from elective courses</li> </ul>	<ul style="list-style-type: none"> <li>• Student participates in the international mobility program and obtains 25 ECTS (15 Compulsory Internship and 10 ECTS from courses offered at the university)</li> <li>• Or locally collects credits: in the Policy lab class (10 ECTS) and compulsory internship program (15 ECTS).</li> </ul>	<ul style="list-style-type: none"> <li>• Student writes and defends MA thesis(30 ECTS)</li> </ul>

### Course Distribution of the Master of Public Administrations Program

№	Code of the Course	Precondition	Course/Module	ECTS Credits/Hours <sup>1</sup>				Hour Distribution for Students	
				I year		II year		Contact Hours <sup>2</sup>	Self-Study Hours <sup>3</sup>
				Semester					
				I	II	III	IV		
			Compulsory/Mandatory General Courses						
			Compulsory Courses	31	25	25	30		
1.	PA 565	N/A	Public Administration and Organizational Theory	7/175				48	127
2.	PA568	N/A	Foundations of Public Law	7/175				48	127
3.	PA569	N/A	Qualitative Research Methods and Academic writing	7/175				48	127
4.	Econ519	N/A	Fundamentals of Economics	5/125				36	89
5.	PP750	N/A	Public Finance/ Tax policy	5/125				36	89
6.	Mgt525	N/A	Effective communication in the Public Service		4/100			36	64
7.	Stat506	N/A	Statistics for the Public Servants		6/150			36	114
8.	PP520	PA 565	Public Policy Analysis and Implementation		6/150			36	114
9.	IR685	N/A	Foreign Policy Management: National Security Challenges and NATO Integration		5/125			36	89
10.	SD2	Econ519	Sustainable Development and Challenges for the Governance		4/100			36	64
			Elective Courses (II , III , IV Semester)		9	25	30		
1.	Mgt510	PA 565	Human Resources Management in the Public Sector		5/125		5/125	36	89
2.	Dev509	N/A	Cultural Heritage Management		5/125		5/125	30	95
3.	Mgt541	N/A	NGO Management		4/100		4/100	36	64
4.	EG025	PA 565; PA568	Electronic Governance and Services in the Public Sector.		5/125		5/125	30	95
5.	IR501	N/A	Art of Negotiations and it's Management		4/100		4/100	30	70

<sup>1</sup> Credit - the unit that defines the necessary academic load for students, expressed in the time unit of hour, and which can be obtained after achieving certain study results;

<sup>2</sup> Contact Hours - the time determined for studying activities of the student with the participation of the personnel carrying out the educational program;

<sup>3</sup> Self-Study Hours - the time determined for learning activities of the student without participation of the personnel carrying out the educational program.

6.	STM224	N/A	State Risk Management		4/100		4/100	36	64
7.	PP-a-003	N/A	Election Technologies and Political Research		5/125		5/125	30	95
8.	PP-a-004	N/A	Political Lobbyism and Advocacy		5/125		5/125	36	89
9.	pp-a-005	PA565; Econ 519;pp520; stat 506	Regulatory Environment Assessment (RIA)			5/125		36	89
			Practical Component			25			
1.	PRT523	PA 565 PA568 PA569 Econ519 PP750 Mgt525 Stat506 PP520 IR685 SD2	Internship			15/37 5			
2.	Lab 003	PA 565; PA568; PA569; Econ519; PP750; Stat506; SD2	Policy Lab			10/25 0			
			Research Component			25	30		
1.		PA 565; PA568; PA569; Econ519; PP750; Stat506; SD2	MA Thesis				30/750		
Semesters				31	34	25	30		
Year				65		55			
Total				120					

## List of Competences

№	Code of the Course	Module/Course	Competences					
			Knowledge and Awareness	Use of knowledge in practice	Ability to conclude	Communication skills	Learning skills	Values
		<b>Compulsory Courses</b>						
1.	PA 565	Public Administration and Organizational Theory	X	X	X	X	X	X
2.	PA568	Foundations of Public Law	X	X	X	X	X	X
3.	PA569	Qualitative Research Methods and Academic writing	X	X	X	X	X	X
4.	Econ519	Fundamentals of Economics	X	X	X	X	X	
5.	PP750	Public Finance/ Tax policy	X	X	X	X	X	
6.	Mgt525	Effective communication in the Public Service	X	X	X	X		X
7.	Stat506	Statistics for the Public Servants	X	X	X	X	X	X
8.	PP520	Public Policy Analysis and Implementation	X	X	X	X	X	X
9.	IR685	Foreign Policy Management: National Security Challenges and NATO Integration	X	X	X	X	X	X
10.	SD2	Sustainable Development and Challenges for the Governance	X	X	X	X	X	
11.	PRT523	Internship	X	X	X	X	X	X
		<b>Elective Courses</b>						
1.	Lab 003	Policy Lab	X	X	X	X	X	X
2.	Mgt510	Human Resources Management in the Public Sector	X	X	X		X	
3.	Dev509	Cultural Heritage Management	X		X	X	X	X
4.	Mgt541	NGO Management	X	X	X	X		X
5.	EG025	Electronic Governance and Services in the Public Sector.	X	X	X	X	X	
6.	IR501	Art of Negotiations and its Management	X	X	X	X		X

7.	STM224	State Risk Management	X	X	X	X	X	X
8.	PP-a-003	Election Technologies and Political Research	X	X	X	X	X	X
9.	PP-a-004	Political Lobbyism and Advocacy	X	X	X	X		X
10.	pp-a-005	Regulatory Environment Assessment (RIA)	X	X	X	X	X	X

Annex №1

## Head of the Program - Resume (CURRICULUM VITAE)

<b>Name, Surname</b>	Nana Macharashvili			
<b>Title</b>	Proffesor			
<b>Workplace</b>	Georgian Institute of Public Affairs			
<b>Contact Information</b>	Phone:	593488211	e-Mail:	nana.macharashvili@gipa.ge
<b>Thesis Defended and Areas of academic/scientific research</b>	<p>Internatonal Reconciliation Strategies and Analysis of Georgian Case ( Tbilisi State University 2017) .</p> <p>Public policy and administration; foundations for gaining success in public service reform; framework for the public service reform- from NPM to Public Administration; civic engagement in the public policy making and policy advocacy strategies.</p>			
<b>Publications</b>	<ol style="list-style-type: none"> <li>1. Véronique Dudouet, Alia Ashaq, Ekaterine Basilaia and Nani Macharashvili, From Policy to Action: Assessing the European Union's Approach to Inclusive Mediation and Dialogue Support in Georgia and Yemen. Peacebuliding Special Issue (in proceeding)</li> <li>2. Lia Tsuladze, Nana Macharashvili &amp; Ketevan Pachulia (2017), SOS Tbilisi, Problems of Post-Communism</li> <li>3. DOI: 10.1080/10758216.2017.1308228</li> <li>4. Macharashvili, N., Basilaia, E, Tangiashvili, N. (2015) Policy Advocacy Success in Georgia: The Role and Limitations of NGOs in Influencing Public Policy, Tbilisi (manuscript on Georgian and English Languages). <a href="file:///C:/Users/User/Downloads/Macharashvili_2015_Policy%20Advocacy%20Success%20in%20Georgia_eng.pdf">file:///C:/Users/User/Downloads/Macharashvili_2015_Policy%20Advocacy%20Success%20in%20Georgia_eng.pdf</a></li> <li>5. N.Macharashvili, N.Vasadze, (2013) Book review for Ricketts, A. (2012) The Activists' Handbook: A Step-by-Step Guide to Participative Democracy, Zed BooksL London, NY, in <i>Community Development Journal</i> (2013) 48 (4): 648-651. Macharashvili N. (2011) Windows of Opportunity for governmental and non-governmental organization partnership in Georgia. Annual Publication. <i>Center of Training and Consultancy</i>. 2010</li> <li>6. Macharashvili N. (2010) Public Sector Reforming in Georgia: Consumer oriented models VS citizen engagement. Annual Publication. <i>Center of Training and Consultancy</i>. 2009.</li> </ol>			

7. Macharashvili N. (ed.). (2009) Textbook Materials in Public Policy and Policymaking. Institute of Political Science.
8. Macharashvili N (2008), The Prospects for The New Public Management Model in contemporary Georgia. Tbilisi: *Georgian Political Science Quarterly*. Institute of Political Science.
9. Macharashvili N (2007), National Reconciliation as the toll for Peace building and Reaching National Consensus in the Post conflict Society, Tbilisi: Institute of Political Science.
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11. Macharashvili N., (2007), Political Forum: 15 years of Independence. *Politics and Society*, Caucasus institute for Peace, Democracy and Development, Tbilisi.. [http://www.cipdd.org/files/7\\_284\\_473910\\_Politfor.pdf](http://www.cipdd.org/files/7_284_473910_Politfor.pdf)
12. Macharashvili N., (2006) *Policy Analysis*, Textbook for Advanced Master Course in Policy Analysis, Center for Social Science. Tbilisi.
13. Macharashvili N., (2005), “International Experience of National Reconciliation: Which Model Will Georgia Choose?”, *Tselitsdeuli - Year-Book of the Institute of Political Sciences of Academy of Georgia*.
14. Macharashvili N., (2004), „Spanish Experience of National Reconciliation Process”. *Politica*, Vol..5-6.
15. Macharashvili N., (2001), „International Experience of National Reconciliation Process and Georgia”. *Political Technologies*, Vol.1.
16. Macharashvili N., (2000), „Human Rights Defending in Georgia”, Book chapter, POLITOLOGIA. Course Material Collection. Tbilisi.
17. Macharashvili N., (1998), Compromise as the phenomena of Political Culture, Collection of Students’ research papers dedicated to the cultural history and theory issues, Tbilisi.

## Annex №2

### Information about human resources

№	Name and Surname	Status	Course/Module
1.	Nana Macharashvili	Professor	<ul style="list-style-type: none"> <li>Public Administration and Organizational Theory</li> <li>Public Policy Analysis and Implementation</li> </ul>
2.	Davit Jandieri	Professor	<ul style="list-style-type: none"> <li>Foundations of Public Law</li> </ul>
3.	Nino Gonashvili	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Human Resources Management in the Public Sector</li> </ul>
4.	Tsira Elisashvili	Professor	<ul style="list-style-type: none"> <li>Cultural Heritage Management</li> </ul>
5.	Mariam Sekhniashvili	Assistant Professor	<ul style="list-style-type: none"> <li>Qualitative Research Methods and Academic writing</li> </ul>
6.	Zhana Antia	Assistant	<ul style="list-style-type: none"> <li>Statistics for the Public Servants</li> </ul>
7.	Tsisana Khundadze	Associated Professor	<ul style="list-style-type: none"> <li>Statistics for the Public Servants</li> </ul>

8.	Elisabeth Sopromadze	Professor	<ul style="list-style-type: none"> <li>Public Administration and Organizational Theory</li> </ul>
9.	George Bakradze	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Fundamentals of Economics</li> </ul>
10.	David Kiziria	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Electronic Governance and Services in the Public Sector</li> </ul>
11.	Archil Gersamia	Professor	<ul style="list-style-type: none"> <li>Public Finance/ Tax policy</li> </ul>
12.	Marine Ioseliani	Professor	<ul style="list-style-type: none"> <li>Effective communication in the Public Service</li> </ul>
13.	Ana Gorgodze	Assistant	<ul style="list-style-type: none"> <li>Effective communication in the Public Service</li> </ul>
14.	Tamar Koberidze	Adjunct Lecturer	<ul style="list-style-type: none"> <li>NGO Management</li> <li>Political Lobbyism and Advocacy</li> </ul>
15.	Tengiz Phkaladze	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Art of Negotiations and its Management</li> </ul>
16.	Mikheil Darchiashvili	Professor	<ul style="list-style-type: none"> <li>Foreign Policy Management: National Security Challenges and NATO Integration</li> </ul>
17.	Nikoloz Janjgava	Adjunct Lecturer	<ul style="list-style-type: none"> <li>State Risk Management</li> </ul>
18.	Natalia Alkhazishvili	Assistant Professor	<ul style="list-style-type: none"> <li>Sustainable Development and Challenges for the Governance</li> </ul>
19.	Nino Antadze	Associated Professor	<ul style="list-style-type: none"> <li>Qualitative Research Methods and Academic writing</li> </ul>
20.	Tamar Zhvania	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Election Technologies and Political Research</li> </ul>
21.	Tea Loladze	Adjunct Lecturer	<ul style="list-style-type: none"> <li>Regulatory Environment Assessment (RIA))</li> </ul>