# Master's Degree Programme in Public Administration

**Educational Programme Name:**  Public Administration

**Faculty Name:** Social Sciences Business and Law

**Detailed field name and code:**  Management and Administration, 0413

**Higher Academic Education Level:** Second, Master's degree

**Degree Awarded:** Master of Public Administration/Master of Public Administration

**Teaching Language:** English

**Program volume with credits:**

The Master's Education Programme is built on the basis of the European Credit Transfer and Accumulation System (ECTS).  One credit in the Master's degree programme in Public Administration includes a student's training load of 25 hours a day, which combines both contact and independent hours.

The Master's degree programme in Public Administration in total includes 120 ECTS, a full load of one academic year - 60 (ECTS) credits, and a full load of one semester – 30 credits. Therefore, the standard duration of the master's education programme is 4 academic semesters, or 2 academic years.

The student's learning load for one academic year exceeds 60 credits or be less than 60 credits. In addition, the student's learning load for one academic year exceeds 75 (ECTS) credits.

**Head of Educational Programme:**    Zviad Rogava, Professor, PhD
Tsiuri Duruli, Professor, PhD
Sopo Chofoia, Invited Staff, PhD

**Prerequisite for admission to the programme:**

A person with a bachelor's degree or equivalent academic degree who successfully passes the Common Master's Exam and internal university exams has the right to study at the Master's degree programme in Public Administration. A master's candidate who exceeds the minimum competence threshold for the general master's exam will gain the right to participate in the internal university exams.

# Master's Degree Programme in Public Administration

The master's candidate takes an internal university writing exam (testing) in English to confirm at least B2 level of English language knowledge and a written exam (testing) in the specialty.

The contents of the internal university exams, procedure, issues of internal university exams (test samples) and the criteria for assessing students' knowledge will be posted on the university's website at least one month before the exams [http://gsu.edu.ge]

A person may be enrolled in mobility master's degree programmes in public administration in accordance with applicable legislation. In addition, a master's degree in public administration with mobility must meet the prerequisites for admission to the educational programme.

Master's degree programmes may continue to study without passing the Common Master's Exams, in accordance with the procedure established by the Ministry of Education and Science of Georgia and within the time limits established by the Law of Georgia on Higher Education 52[1] Article 7 and (1)7[1] In the cases provided for by the paragraphs.

**Note:** The master's candidate is exempt from the internal English language exam if he is a certificate confirming at least B2 level English language proficiency (Cambridge ESOL Exams: IELTS – Bands at least 5.5; FCE – at least Grade C; BEC Vantage – at least Grade C; ILEC – Pass with B2; BULATS – 65-69; TOEIC – 715-795; Aptis Test TOEFL: at least 46-49) or the relevant valid certificate (CERTUS) issued by the National Assessment and Examinations Center or the diploma confirming the completion of the English-language academic education program (undergraduate, master's, etc.) in the last 2 years.

## The purpose of the educational programme:

The aim of the Master's degree program in Public Administration is to provide the student:

- to acquire a deep and systematic knowledge of the principles and concepts of public administration, tools and techniques for making governance decisions in public institutions, innovative management strategies, main directions and mechanisms of public administration, types of administrative proceedings, peculiarities of the functioning of the financial system of the state, the interrelation of various levels of budgets and the peculiarities of their implementation, in the context of comparative public administration. on the development trends of the modern state, as well as the basic principles of academic writing and modern methods of scientific research;
- to develop the ability of enhancing strategic management and policy planning documents, strategic priorities, programmes and projects, as well as solutions to complex problems in public administration;
- to develop the ability of recognizing complex problems in the field of public administration, plan a scientific research process on topical issues of public administration, and independently develop a scientific research project/paper;
- to develop the ability of drawing arguments on a wide range of data, finding, analyzing and critically evaluating a wide range of data from various sources, as well as solving complex problems in the field of public administration;
- to develop the ability of presenting their findings, arguments and research results, written and oral results to the academic and professional community in Georgian and English languages;

# Master's Degree Programme in Public Administration

- develop the skills to independently conduct an ethical research in the field of public administration, to independently conduct educational and scientific research, to take responsibility for their behavior and the professional development of team members.

## Programme Learning Outcomes

### Knowledge and Awareness

After completing the Master's degree in Public Administration, the student:

1. systematically describes the classical and modern concepts of public administration, constitutional foundations of public administration, tasks of public administration, structure of principles of public administration, legal instruments for the implementation of public administration, organizational structure and powers of public administration of European countries, types of administrative proceedings, principles of "good governance", concepts and standards, society in the process of making political decisions Engagement mechanisms, anti-corruption targets and prevention mechanisms for corruption risks, principles and mechanisms of public finance management, main directions of state budget policy, public policy planning and coordination mechanisms, stages of policy drafting, public policy analysis models, RIA's goals, principles and content, key components of RIA assessment, public sector Innovative human resource management strategies, tools for continuous professional and career development in the public sector, types of public services and project management, basic principles, methods and tools, as well as basic principles of academic writing, modern methods of scientific research, rules of academic honesty, research ethics, basic rules and principles for creating professional scientific texts;
2. determines the role of the EU in the institutional development of the public administration and civil service of Georgia, as well as the constitutional commitment to Georgia's integration into good European and Euro-Atlantic structures, and the trends of governance in the multilevel management model of the public sector.

### Skill

After completing the Master's degree in Public Administration, the student:

3. develops innovative ideas in the field of public administration, constructive governance decisions, strategic management and policy planning documents, programmes and projects, research-based analytical reports, strategic priorities, as well as new, original ways to solve complex problems in public administration;
4. Detects complex problems in the field of public administration, plans a scientific research process on topical issues of public administration, develops a scientific research project (paper) in compliance with the principles of academic integrity and using the latest research methods;
5. finds, analyzes and critically evaluates a wide range of complex or incomplete empirical information, primary data, latest scientific research and, based on the principles of good governance, develops relevant argumentative conclusions on factors negatively affecting the quality of public administration credibility and complex problems in the field of public administration;
6. in compliance with the standards of academic ethics, the academic and professional community will present their findings on the challenges in the field of governance, the improvement of the public administration system, the modernization of specific areas of governance, the effective state management system, the Europeanization of public administration, arguments and research results in Georgian and English, in written and oral form.

# Master's Degree Programme in Public Administration

**Responsibility and Autonomy**

After completing the Master's degree in Public Administration, the student:

7. demonstrates the ability to conduct study and research independently in the field of public administration;
8. recognizes the need for ethical standards in the field of public administration, protects democratic values, constitutional order, human rights, takes responsibility for their own behavior and professional development of team members when making a common team decision.

**Methods for achieving learning outcomes:**

The syllabus of each course provided by the Master's Education Programme in Public Administration provides ways (methods) to achieve the goal of the course based on the principles of student-centered learning. The teaching and learning methods provided by the syllabus of each course are focused not only on gaining knowledge, but also on developing skills.

The training courses of the Master's degree programme in Public Administration include methods of teaching and teaching relevant specifics of the topic. The teaching and learning methods reflected in the syllabus of each course of the educational program correspond to the level of teaching and the goals and content of each course of study. Teaching and learning methods, depending on the specifics of the course, ensure the achievement of the learning outcomes provided by the syllabus of the course and the combination of existing teaching methods - the achievement of the learning outcomes provided by the programme.

When choosing teaching methods, the purpose of the training course and the approximate result will be taken into account - what the student needs to know and what the student can do. In order to implement the learning component of the educational program, such teaching and learning methods as lecture, working in the working group, seminar, practical work, etc. are used. Teaching and learning methods provided by the syllabus of the course contribute to the development of specific material and develop the student's transfer skills.

In addition, the teaching and learning method includes relevant activities: discussion/debate, collaborative learning, group (collaborative) work, demonstration, explanation, verbal or oral speech, deduction, induction, analysis, mental assault, case analysis (case study), problem-based learning (PBL), etc.

The activities used in the teaching and learning process complement each other and move on to each other. Academic and invited staff implementing the program may use one or more of the above activities or any other activity depending on a specific learning task.

| LEARNING OUTCOME | Activities used in teaching and learning methods |
|---|---|
| **Knowledge and Awareness** | • Induction, deduction, analysis;<br>• Working on the book;<br>• Written work;<br>• Verbal explanation;<br>• Demonstration; |

# Master's Degree Programme in Public Administration

| | |
|---|---|
| | • Case analysis;<br>• Independent learning;<br>• Problem-based learning (PBL);<br>• Brain storming. |
| Skill | • Action-oriented learning (lBD);<br>• Role-playing and situational games;<br>• Case analysis;<br>• Brain storming;<br>• Eurystic method;<br>• group (collaborative) work;<br>• Discussion/debate;<br>• Analysis;<br>• Problem-based learning (PBL);<br>• Development and presentation of the project (oral, Power Point and others);<br>• Practical methods. |
| Responsibility and autonomy | • Independent learning (preparation of essay, abstract, project, report);<br>• Problem-based learning (PBL);<br>• Discussion – Debate where the student will be able to demonstrate the skills of understanding and argumentating ethical norms;<br>• Practical methods. |

**Student Knowledge Assessment System:**

Mastering the learning component provided for by the Master's Education Programme in Public Administration envisages the active participation of students in the teaching process and is based on the principle of continuous evaluation of acquired knowledge.

Assessment of the level of achievement of the student's learning outcome during the implementation of the Master's Program in Public Administration shall be carried out in accordance with the assessment system approved by Order N3 of the Minister of Education and Science of Georgia of January 5, 2007 on the Procedure for Calculation of Higher Education Programs with Credits.

Assessing the level of achievement of a student's learnig outcome in the study component of the Master's degree programme in Public Administration includes an intermediate (one-time or multiple) and final assessment, the sum of which is the final assessment (100 points).

Mid-term and final assessment (evaluation components) include evaluation methods i.e. means to be used to assess the achievement of learning outcomes (oral/written exam/survey,

# Master's Degree Programme in Public Administration

project, test, essay, demonstration, presentation, discussion, practical/theoretical assignment, work in the working group, participation in discussion, etc.). A unit of measurement of the evaluation method is the assessment criterion, thus determining the level of achievement of the learning outcomes.

Each component of the assessment will be determined by a quantitative indicator (in the percentages or points) from the total assessment score (100 points) in the final assessment, which is reflected in the syllabus of a particular course and will be reported to the student at the beginning of the semester.

In each component of the assessment, the minimum competence limit is determined. The minimum competency threshold for the final assessment shall not exceed 60% of the final assessment. The minimum competence limit for the student's intermediate and final assessment during the implementation of the Master's degree programme in Public Administration will be reflected in the syllabus of the specific course and will be reported to the student at the beginning of the semester.

It is not allowed to grant credit using only one component of the assessment (interim or final assessment). The student is credited in case of exceeding the minimum competence limits defined in each assessment component and receiving one of the positive assessments.

The assessment of the achievement of the learning outcomes of the educational programme components is completed in the same semester in which it was conducted. The educational program training component assessment system allows:

**Five types of positive assessments:**

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

**Two types of negative assessments:**

(FX) failed to pass – 41-50 points, which means that the student needs more work to pass and is allowed to take the additional exam once with independent work;
(F) Failed – 40 points and less, which means that the work done by the student is not sufficient and he has a new course of study/subject.

In case of receiving FX in the educational programme learning component, an additional exam is appointed at least 5 calendar days after the final exam results are announced. The number of points earned in the final assessment is not added to the assessment received by the student on the additional exam. The assessment received on the additional exam is the final assessment and is reflected in the final assessment of the educational program's learning component.

The cognitive and research component of the Master's Degree Programme in Public Administration (Master's thesis) must be evaluated in the same or next semester in which the student will complete the work on it.

# Master's Degree Programme in Public Administration

The Scientific-Research Component of the Master's Degree Programme in Public Administration (Master's Thesis) is assessed as a whole, in a single - final assessment, which includes the assessment and protection of the content component of the master's thesis by persons determined by the persons determined by the persons determined by the Procedures for Planning, Implementation and Evaluation of the Scientific-Research Component of the Master's Degree Programme at the Faculty of Legal and Social Sciences of the Eastern European University.

The assessment system of the Bachelor's Thesis of the Master's Degree Programme in Public Administration allows:

**Five types of positive assessments:**

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

**Two types of negative assessments:**

(FX) failed to score 41-50, which means that the graduate student is allowed to submit a revised master's thesis during the next semester;
(F) Failed – 40 points and less, which means that the master loses the right to submit the same master's thesis.

**Areas of employment:**

A graduate of the Bachelor's degree programme in Public Administration will have the opportunity to work in any position where the bachelor's degree in law is required and it is not necessary to pass the state certification exam and/or additional prerequisites provided for by the legislation of Georgia.

 A graduate of the Bachelor's degree programme in Public Administration  may be employed in the public sector to carry out legal activities, including:

- in legislative and executive authorities;
- local self-government and government bodies;
- in public institutions, including legal entities under public law;
- Relevant profile in non-entrepreneurial (non-commercial) legal entities, including international organizations;

# Master's Degree Programme in Public Administration

**Ability to continue learning:**

A graduate of the Master's Degree Programme in Public Administration is entitled to continue his studies on a doctoral education programme in public administration in higher education institutions of Georgia or other countries focused on training a next-level researcher.

The graduate can also continue his studies on a doctoral programme of any direction, unless the prerequisite for admission to this program is limited to the academic degree of Master of another specialty.

**Material resources necessary for the implementation of the educational programme:**

In order to achieve the learning results provided by the Bachelor of Public Administration, the infrastructure and material and technical resources of the university available to students without restrictions are used, in particular:

- Study auditoriums and conference halls equipped with appropriate equipment;
- Bib LioTeka, equipped with computer equipment and information and communication technologies;
- Compilationtertiary classes, computer equipment enabled on the Internet and internal network, and adequate computer programmes for the learning / learning process;
- various technical equipment, etc.

The educational programme is provided with relevant textbook and methodical literature. The University Library provides students with the relevant printed and electronic textbooks, educational and methodological and scientific literature provided by the syllabus of the training courses, as well as the library book fund database and the electronic catalog published on the university's website.

**Human resources necessary for the implementation of the educational programme:**

The implementation of the bachelor's programme in Public Administration is ensured by the relevant human resources. The academic staff of the University and invited specialists with relevant qualifications participate in the implementation of the programme, who have the competence, academic degree, teaching and research experience necessary to generate the learning results of the Bachelor's Programme in Public Administration.

For more information on human resources, see the Appendix to the Law Education Project, and the syllabus of relevant training courses.

# Master's Degree Programme in Public Administration

**Programme Structure:**

The Master's Educational Programme in Public Administration consists of educational (90 ECTS) and scientific-research (30 ECTS) components.

The training component of the Master's Education Programme in Public Administration (90 ECTS) is presented in the form of compulsory training courses (60 ECTS), elective training courses (15 ECTS) and public administration clinics (15 ECTS).

The Public Administration Clinic (15 ECTS) is an essential component of the Master's Education Programme. Its purpose is to develop the necessary practical skills of the student. Within the framework of the public administration clinic, the student himself plans and carries out practical activities in agreement with the head of the practice and under his supervision.

The student of the Public Administration Clinic runs the relevant profile in partner organizations. A student employed in the specialty has the right to undergo the practice directly at the public administration clinic organized by the HEI as well.

The scientific-research component of the Master's Degree Program in Public Administration (30 ECTS) is presented in the form of a master's thesis.

Appendix 1.

## Curriculum

| № | Name of the training course/module | Training course code | ECTS კრედიტი/ Hours | Student Learning Load | | Prerequisite for admission | Training Semester |
|---|---|---|---|---|---|---|---|
| | | | | Contact Hours | Independent Hours | | |
| I. Training Component (90 ECTS) | | | | | | | |
| 1.1. Compulsory training courses of the educational programme (60 ECTS) | | | | | | | |
| 1 | Academic Writing and Research Methods | PAMA1001 | 6/150 | 48 | 102 | Not Available | 1 |
| 2 | Principles and Concepts of Public Administration | PAMA1002 | 6/150 | 48 | 102 | Not Available | 1 |
| 3 | Legal Instruments for Public Administration Implementation | PAMA1003 | 6/150 | 48 | 102 | Not Available | 1 |
| 4 | Democracy and Good Governance | PAMA1004 | 6/150 | 48 | 102 | Not Available | 1 |
| 5 | Public Policy and Analysis | PAMA1005 | 6/150 | 48 | 102 | Not Available | 1 |

# Master's Degree Programme in Public Administration

| 6 | Public Finance Management and State Budgeting | PAMA1006 | 6/150 | 48 | 102 | Not Available | 2 |
|---|---|---|---|---|---|---|---|
| 7 | Strategic management of human resources in the public sector | PAMA1007 | 6/150 | 48 | 102 | Not Available | 2 |
| 8 | Comparative Public Administration | PAMA1008 | 6/150 | 48 | 102 | Not Available | 2 |
| 9 | Strategic Management of Public Services and Projects | PAMA1009 | 6/150 | 48 | 102 | Not Available | 2 |
| 10 | Regulatory Impact Assessment (RIA) | PAMA1010 | 6/150 | 48 | 102 | Not Available | 2 |
| 1.2. Practical component of the educational programme (15 ECTS) | | | | | | | |
| 1 | Public Administration Clinic | PAMA1011 | 15/375 | 361 | 14 | 60 ECTS, too.[1] | 3 |
| 1.3. Educational Programme Elective Training Courses (15 ECTS) | | | | | | | |
| 1 | Comparative Administrative Law | PAMA2001 | 5/125 | 40 | 85 | Not Available | 3 |
| 2 | Civil Service Management System | PAMA2002 | 5/125 | 40 | 85 | Not Available | 3 |
| 3 | Local Self-Government (European Charter and Georgia) | PAMA2003 | 5/125 | 40 | 85 | Not Available | 3 |
| 4 | Tax and Tax Law | PAMA2004 | 5/125 | 40 | 85 | Not Available | 3 |
| 5 | Leadership in the Public Service | PAMA2005 | 5/125 | 40 | 85 | Not Available | 3 |
| 6 | Competition and antitrust regulation | PAMA2006 | 5/125 | 40 | 85 | Not Available | 3 |
| 7 | Behavioral models of decision-making | PAMA2007 | 5/125 | 40 | 85 | Not Available | 3 |
| 8 | Innovation management in the public sector | PAMA2008 | 5/125 | 40 | 85 | Not Available | 3 |
| 9 | Managing risks and crises in the public sector | PAMA2009 | 5/125 | 40 | 85 | Not Available | 3 |
| II. Research Component (30 ECTS) | | | | | | | |
| 1 | Master's thesis | PAMA1012 | 30/750 | 15 | 735 | 78 ECTS[2] | 4 |

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[1] Students who have accumulated 30 ECTS at the expense of mandatory training courses (30 ECTS) will be allowed to practice the educational programme.

[2] A student who has accumulated 75 ECTS, including mandatory training courses (60 ECTS) and teaching practices (15 ECTS) will be admitted to the master's thesis.

# Master's Degree Programme in Public Administration

Annex No 2

## Program Goals and Learning Outcomes Map

| Programme Objectives | LEARNING OUTCOMES | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| The aim of the programme is to give the student a deep and systematic knowledge of the principles and concepts of public administration, the tools and techniques of making governance decisions in public institutions, innovative management strategies, the main directions and mechanisms of public administration, the types of administrative proceedings, the peculiarities of the functioning of the financial system of the state, the interrelation of different levels of budgets and the peculiarities of their realization, comparative In the context of public administration, about the development trends of the modern state, as well as the basic principles of academic writing and modern methods of scientific research. | ✓ | ✓ | | | | | | |
| The aim of the programme is to develop the ability of the student to develop strategic management and policy planning documents, strategic priorities, programs and projects, as well as solutions to complex problems in the field of public administration. | | | ✓ | | | | | |
| The aim of the programme is to develop the ability of the student to develop the ability to recognize complex problems in the field of public administration, plan a scientific research process on topical issues of public administration, and independently develop a scientific research project/paper. | | | | ✓ | | | | |
| The aim of the programme is to develop an opportunity for the student to develop their own argumentative conclusions on a wide range of data, the findings, analysis and critical assessment of the latest scientific research, as well as the ways to solve complex problems in the field of public administration. | | | | | ✓ | | | |
| The aim of the programme is to develop the ability of the student to develop their findings, arguments and research results in Georgian and English languages, in a written and oral form. | | | | | | ✓ | | |
| The aim of the programme is to develop the skills of the student to act independently in the field of public administration, to independently conduct learning and scientific research, to take responsibility for his/her behavior and the professional development of team members. | | | | | | | ✓ | ✓ |

# Master's Degree Programme in Public Administration

Annex No 3

## Curriculum Map

| Training Course / Module | Knowledge and Awareness | | Skill | | | | Responsibility and autonomy | |
|---|---|---|---|---|---|---|---|---|
| | Learning Outcomes (1) | learning outcomes (2) | Learning Outcomes (3) | Learning Outcomes (4) | Learning Outcomes (5) | Learning Outcomes (6) | Learning Outcomes (7) | learning outcomes (8) |
| Academic Writing and Research Methods | I | | I | I | I | I | I | |
| Principles and Concepts of Public Administration | I | I | I | I | I | I | I | |
| Legal Instruments for Public Administration Implementation | I | I | I | I | I | I | I | |
| Democracy and Good Governance | I | I | I | I | I | I | I | |
| Public Policy and Analysis | I | I | I | I | I | I | I | I |
| Public Finance Management and State Budgeting | D | D | D | D | D | D | D | |
| Strategic management of human resources in the public sector | D | | D | D | D | D | D | D |
| Comparative Public Administration | D | D | D | D | D | D | D | |
| Strategic Management of Public Services and Projects | D | | D | D | D | D | D | |
| Regulatory Impact Assessment (RIA) | D | D | D | D | D | D | D | |
| Public Administration Clinic | | | M | | | M | M | M |
| Master's thesis | M | M | M | M | M | M | M | |

| I – Dating | D - Deepening | M-reinforcement |
|---|---|---|

# Master's Degree Programme in Public Administration

**Information about the academic/invited staff implementing the programme**

| | Name, Surname | Academic Quality | Educational/Scientific-Research Component |
|---|---|---|---|
| **Compulsory training courses/components** | | | |
| 1. | David Bostoganashvili | Professor, Doctor of Law | • Academic Writing and Research Methods |
| 2. | Sophie Chofoia | Invited Specialist, Doctor of Social Sciences | • Principles and Concepts of Public Administration |
| 3 | Maka Salkhinashvili | Professor, Doctor of Law | • Legal Instruments for Public Administration Implementation |
| 4 | Kakhi Kurashvili | Professor, Doctor of Law | • Democracy and Good Governance |
| 5 | Sopo Chofoia | Invited Specialist, Doctor of Social Sciences | • Public Policy and Analysis |
| 6 | Tea Khorguashvili | Professor, Doctor of Economics | • Public Finance Management and State Budgeting |
| 7 | Tsiuri Duruli | Professor, Doctor of Economics | • Strategic management of Human Resources in the Public Sector |
| 8 | Nikoloz Midodashvili | Invited Specialist, Doctor of Public Administration | • Comparative Public Administration |
| 9 | Natia Zhozhuashvili | Associate Professor, Doctor of Economics | • Strategic Management of Public Services and Projects |
| 10 | Nino Liparteliani | Professor, Doctor of Economics | • Regulatory Impact Assessment (RIA) |
| 11 | Zviad Rodava | Professor, Doctor of Law | • Master's Thesis |
| 12 | Zviad Rodava | Professor, Doctor of Law | • Public Administration Clinic |
| **Elective Training Courses** | | | |
| 1. | Maka Salkhinashvili | Professor, Doctor of Law | • Comparative Administrative Law |
| 2. | Ekaterine Kardava | Professor, Doctor of Law | • Civil Service Management System |
| 3. | Mamuka Marghishvili | Invited Specialist, Doctor of Public Administration | • Local Self-Government (European Charter and Georgia) |
| 4. | Zviad Rodava | Professor, Doctor of Law | • Tax and Tax Law |

# Master's Degree Programme in Public Administration

| 5. | Otar Tsotniashvili | Invited Specialist, Doctor of Public Administration | • Leadership in the Public Service |
|---|---|---|---|
| 6. | Nino Orjonikidze | Professor, Doctor of Economics | • Competition and Antitrust Regulation |
| 7. | Ruizan Mekvabidze | Professor, Ph.D. | • Behavioral Models of Decision-making |
| 8. | Nino Liparteliani | Professor, Doctor of Economics | • Innovation Management in the Public Sector |
| 9. | Khatuna Bebnadze | Associate Professor, Doctor of Economics | • Managing Risks and Crises in the Public Sector |