



Tbilisi State University  
TSU



## Master Program Public Administration Study and Examination Regulations

### Contents

§1. General Information .....	2
§ 2. Goals and Aims of the Program .....	2
§ 3. Preconditions for Admission on the Program .....	2
§ 4. Admission on the Further Study .....	3
§ 5. Program Management .....	3
§ 6. Duration of Study .....	4
§ 7. Modules .....	4
§ 8. Internship .....	7
§ 9. Summer School .....	7
§ 10. Learning Process and Exams .....	8
§ 11. Master Thesis .....	8
§ 12. Disabled Students .....	8
§ 13. System of the Evaluation of the Students.....	8
§ 14. Methods of Challenging Teaching Results: .....	11
§ 15. Material - Technical Basis.....	13
§ 16. Academic Staff of the Program: .....	13

  

- Annex 1 – Module Handbook
- Annex 2 – Rules concerning an Internship
- Annex 3 - Rules concerning the Summer School
- Annex 4 - Curriculum overview
- Annex 5 - Student Attendance Documents

## §1. General Information

**Title of the Course:** Public Administration

The Master's Program (MA) is implemented in the framework of cooperation between the Ivane Javakishvili Tbilisi State University and German University of Public Administration Speyer.

**Academic Programmatic Direction of the Master's Program:** Interdisciplinary

**Type of Educational Program:** Academic

**Language:** English, with Georgian components

**Academic Degree/Qualification:** Master of Public Administration

**Volume of the Course:** 120 ECTS (credits)

One credit equals 25 hours of student's workload.

## § 2. Goals and Aims of the Program

The Program aims to prepare future civil servants according to the demand of modern public administration. Preparing high qualified, competitive, capable of independent research staff according to the demand existing on labor market.

The goal of the Program is to teach students national and international legal regulations, economic standards, integration processes of the EU governance in national legal systems, characters of state budget planning and implementation and etc., all of which are necessary for civil servants.

Graduates of "Public administration" will be able to implement professional activities in various public institutions.

## § 3. Preconditions for Admission on the Program

- a) Academic Degree of Bachelor in the fields of Law, Economics, History, Humanitarian or Social Sciences (only accredited university graduates are to be accepted);
- b) Successfully overcome the Unified Graduate Examination (provided by the Ministry of Education and Science of Georgia);
- c) English (B2 level) – exams are organized by the Tbilisi State University. Candidates also have the opportunity to submit the certificate of English language proficiency, minimum of B2 level and in such case, they will be exempted from the foreign language examinations;

- d) Interviews (in English) with German and Georgian professors after successfully overcoming the English language test (minimum 51 points); candidates will be interviewed in English. Admission Committee shall consist of 4-5 persons, representatives of Tbilisi State University, as well as – the University of Speyer. The length of the interview is about 10-20 minutes. Assessments are made according to student's qualification as well as the quality of his/her English level. Evaluation is made between 0-100 points and the decision is made by the majority of votes of the members of the Committee. From existing candidates only 25 students will be elected. In order to ensure the publicity, the decision will be placed on the main web-page of the Tbilisi State University and will be accessible for every interested person. Before the Rector's order on the enrollment of students, those candidates with less than 51 points have the right to appeal to the Appeal Committee in specifically defined period of time and the Committee will re-examine the issue of the candidate's admission. In the process of selecting students, the preference will be given to the candidates, who have high average score of diploma (GPA).

#### **§ 4. Admission on the Further Study**

Program graduates acquire a right to continue their education on the next stage – the Doctoral Program, which considers the master's degree in public administration as prerequisite for admission.

#### **§ 5. Program Management**

The Program is directed collegially - by the representative of the Ivane Javakishvili Tbilisi State University, Irakli Burduli and representative of the German University of Public Administration Speyer – Prof. Dr. Dr. Karl-Peter Sommermann. In addition, an Academic Council is created, according to the decree of the Dean of the Faculty of law. The Council meets at least twice in a year. The Academic Council consists of the Program directors, one of the representatives of the partners – Program employers, a course graduate and an active student of the Program, who is elected from the existing group of students of the Program.

Tasks of the Academic Council are the following:

- Planning of the Program rules and content of the modules;
- Coordination of modules with each other and coordination of the content of modules within;
- Appointment of professors for the supervision of the practice and Master Thesis;
- Selection of new professors for the Program;
- Assessment of the existing evaluations and the didactic and scientific development of the Program.

Meetings of the Academic Council are held twice a year before the start of the first semester and by the end of the fourth semester or upon necessity. Program coordinators are also attended on the mentioned meetings.

The decisions that have an essential content will be sent for approval to the academic council of TSU law faculty, and, if necessary, to the TSU Academic Council as well.

## § 6. Duration of Study

The studying process normally lasts 5 semesters. After the second and fourth semesters 8 weeks mandatory internship is considered in Georgia and another 8 weeks internship - in Germany or in an International Organization in one of the countries of the EU; after the fourth semester also 2-week Summer School at Speyer University is considered. The fifth semester is devoted to the preparation of a Master's Thesis.

## § 7. Modules

The Program consists of 11 training modules, 9 of them are modules including theoretical components, one practical and one research modules. In the modules, which include theoretical components, a student must gain 66 credits: 60 compulsory credits and 6 elective credits. In the practical module, a student must gain 24 credits: 4 credits - Summer School, internship in Georgia - 10 credits, internship in European countries - 10 credits. In the research module, a student must gain 30 credits: 4 credits in academic writing and 26 in preparing Master's Thesis and passing it.

### Modules of the Master Program:

#### 1. Foundations of Law

The module includes, first of all, the legal, constitutional limits of power and role of fundamental human rights in everyday activities of the state.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Constitutional Law in a Comparative Perspective	4
2.	Judicial Control of Public Administration	3
3.	General Principles of Administrative Law (in Georgian and EU Context)	4

#### 2. Public Administration in the European Context

The module explores notions of governance and administration, focusing on administration study and analytical research of principle of democracy, on development and Europeanization of main directions of comparative legal analysis of administrative and self-governance science.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Governance in the EU Multi-Level System	4
2.	European Law of Human Rights	3
3.	European Union and its Public Management	2
4.	European Cooperation and Integration	3

### 3. State and Economic

The module considers, which functions are the legal mission of state and on which basic legal principles and norms it should be based. In addition to theoretical aspects of state functions, there will be introduced the aims of acts of state, the instruments for achieving these aims (from economic, as well political perspective) and legal status of civil servants.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Introduction to Economics	4
2.	Competition Policy, Regulation and Public Enterprises	4

### 4. Organization and Management

The module covers the instruments of civil service, as well as get familiar with the basic principles of management.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Process Management and E-governance	4
2.	Strategy Management and Quality Management	3
3.	Local Self-Government and Administrative Reform	3

### 5. Budget and Finance

The module considers the instruments and sources for financing public functions, as well as its challenges, which are caused by demographic and economic development processes.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Accounting and Reporting in the Public Sector	3
2.	Cost-Benefit Analysis	3

### 6. Staff and Management

The module aims at studying civil service as a main factor for securing stability and development of a country. The module covers analysis of public service structure and operation, which is important for fulfilling the goals of public functions on a professional level.

#	Modules & Sub-Modules/Subjects	ECTS
1.	Human Resources Management	2
2.	Civil Service Law	2
3.	Culture and Ethics in Public Administration	2

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4.	Change Management	2
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### 7. Communication

The module considers the importance of communication in civil service sector. Upon completion of the module the interested persons will gain communication skills in civil service;

#	Modules & Sub-Modules/Subjects	ECTS
1	Communication between the State and Citizen; Communication between Politicians and Civil Servants	3

### 8. Elective Module (two to be selected)

#	Modules & Sub-Modules/Subjects	ECTS
1.	Technique of Legal Drafting; Judicial basis of the State Organization and Authority Organization	3
2.	Budget Planning and Management; Funding Public Expenditure	3
3.	Municipal Law	3
4.	Public Private Partnerships and Outsourcing	3

### 9. Foreign Language

#	Modules & Sub-Modules/Subjects	ECTS
1	German Language I	2
2	German Language II	2

### 10. Practice

#	Modules & Sub-Modules/Subjects	ECTS
1	Internship in Georgia	10
2	Internship in foreign countries (Europe)	10
3	Summer School (Speyer)	4

### 11. Scientific Research

#	Modules & Sub-Modules/Subjects	ECTS
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1	Academic Writing	4
2	Master Thesis	26

(Description and structure of modules is given in the module handbook in **Annex 1**)

### § 8. Internship

The main aim of the course is to develop the ability to apply theoretical knowledge in practice by graduate students in the MA. They also become familiar with the structures and mechanisms, to examine specific issues for discussion and resolution of practical techniques. Within a learning course the graduates are sent to various state institutions (e.g.: Ministries, Parliament, City Hall, etc.) or in international organizations, where they are consulted with the supervisors, officials carrying out the relevant activities.

Whole duration of the practical course is 16 calendar weeks – 8 weeks in Georgia and 8 weeks abroad. Master Program students are fully engaged into the practical activities every day, except weekends. Internship in the relevant institutions in Georgia is considered at the end of the second semester, the internship in the international organization in one of the EU countries – at the end of the fourth semester.

Practice in Georgia is a mandatory prerequisite for doing an internship in an international organization in one of the EU countries.

Those students, who, according to their previous semesters, have to retake two or more courses or the ones, whose status was suspended until the necessary amount of credits are gained by them, cannot be sent for the practice abroad.

(Rules concerning an Internship is given in **Annex 2**)

### § 9. Summer School

The Summer School consists of theoretical and practical parts and aims to give students a deep and systematic knowledge about the different levels of public administration authorities (municipal, territorial, federal and EU level). Emphasis will be given to the federal state structure of Germany as one of the EU countries. Summer School will take place in Germany, mainly at the University of Administrative Sciences Speyer. If it is considered appropriate, it may be carried out elsewhere in the future.

(Rules concerning the Summer School is written in **Annex 3**)

## § 10. Learning Process and Exams

Regulation, approved by TSU Academic Council (decree of Academic Council N77/2011), is related to the learning process and examination.

Learning process of the Master's Program "Public Administration" is different, because the fact that the main part is held in English and the majority of academic staff is foreign lecturers. Also, exams are mostly in the written form, but depending on the specification of the subject, a range of exams are used: an oral exam, open-book exam, take-home exams, presentation, test, essay, etc.

(Curriculum Overview is given in **Annex 4**)

Class attendance is mandatory. In addition, students sign the document, which confirms their awareness regarding the rules and regulations about their obligations and about the results if those obligations are violated

(Student Attendance Documents are given in **Annex 5**)

## § 11. Master Thesis

In order to write a Master Thesis students are given the last, fifth semester. The modules and sphere of the thesis might be suggested by students, but an exact thesis is given by the Program management. Master Thesis must be written in English and it is checked by two correctors, from Georgian and German side.

Within the Summer School, students are attended on the seminar/presentation, the purpose of which is to introduce to students rules of Thesis writing. General rules are written in the document "Rules on Master Graduate Exams", approved by the Council of the Faculty of Law.

## § 12. Compensation for Disadvantages

According to the TSU Charter, Article 2, paragraph 2 and paragraph 4 of Article 37, Program administration creates individual curriculum for disabled students according Program's capacities and supports them by all means to pass exams successfully and complete the Master's Program. This rule concerns also those, who are foreigners and students, with special living circumstances.

## § 13. System of the Evaluation of the Students

**General rule of the evaluation:**

System of the Knowledge evaluation consists of 100 points; Minimum credit ECTS to gain is 51

points.

A student is evaluated according to the following principle:

Scores	Evaluation	Classification of Evaluation	GPA
91% and more	(A) "Excellent"	Positive	4.0
81 -90%	(B) "Very good"	Positive	3.0
71 -80%	(C) "Good"	Positive	2.0
61 -70%	(D) "Satisfactory"	Positive	1.0
51 -60%	(E) "Sufficient"	Positive	0.5
41 -50%	(FX) "Marginal Fail"	Negative	0.0
40% and below	(F) "Fail"	Negative	0.0

### Knowledge and Perception

Student has deep and systematical knowledge in public administration sphere, which gives graduates opportunity to develop and search new, original ideas, student analyses the specific ways to solve particular problems.

Graduates are aware of:

- General principles of constitutional law, Structure and content of the protection of human rights (which are guaranteed by the constitution) by the institutions exercising the state powers;
- European Law of human rights;
- Principles of national legislation and international standards, goals of the judicial control of the public administration, procedures and the ways to fulfill them;
- Principles of Georgian and European administrative law, basic institutions, functions of the European Council in the sphere of administrative law;
- Technique of the legal drafting of individual administrative act, Law of State Organization and Authority Organization;
- Constitutional aspects, EU legislation and general institutions (EU parliament, European Council, European courts);
- Institutional system of German and Georgian local self governments; Functional responsibilities of local self governments, resources and organization; governmental relations between state/central and local government; principles of decision making on local level;

- reforms and strategies in local democracy, joint reforms and their results;
- Theoretical approaches in governance in multi-level system; concept of Europeanization; institutional structure of the EU; democratic theories and integration in EU; accession policy of the EU and transformation of the East and South European member states;
  - Adaptation of ministerial bureaucracies and parliaments to the EU institutional setting; regionalization reforms of new member states;
  - Basic concepts of economic, indicators used in economic analysis, and the politico –Economic decision-making process, theory of market failure and differences between the government failure and market failure and also instruments to overcome it;
  - Understanding the advantages of Process Management and e-Government for public administration; the hindrances in implementing Process Management and e-Government; the limits of applying Process Management and e-Government in public administration as opposed to the private sector; the importance of national characteristics for change processes in the two areas;
  - Methodology of accounting and reporting in the public sector; Specific rules, principles and methods of accounting and reporting, made by budget based organizations;
  - Additional measures and mechanisms for planning and evaluation of economic policy and cost-benefit analysis, basic steps, possible risks and results of analytical measures;
  - Human resource management;
  - Law on civil service;
  - Ethical demands and legal principles;
  - Principles of change management in Public administration;
  - General characteristics and types of communication.

### **Graduates Perceive:**

- The ways of solving particular problems in European Law of Human Rights;
- The ways of solving particular problems in the frameworks of European Convention of Human Right, taking into the consideration the existing international and national precedents;
- The ways of solving particular problems in local/national legal systems in the process of the integration of the EU governance;
- The ways of solving particular problems using the principles of treasure service in the process of budget fulfillment, execution, and financial accounting integration of budgetary organization;
- The ways of solving particular problems using discounting for cost-benefit analysis;

Additionally, graduates have opportunity to learn the following subjects: Municipal Law, Europeanization and Internationalization of Public Administration, Budget Planning and management/Funding public expenditure.

### **Ability of Using the Knowledge in Practice**

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Graduates are able to:

- Act in new, unforeseeable and multidisciplinary environment;
- Search new and original ways to solve complex problems;
- Make independent research using the newest methods and approaches.

### **Ability of Conclusion**

Students are able to make analysis of difficult and incomplete information and based on that information, form well-founded and critical conclusion.

### **Ability of Communication**

Student can communicate with academic and professional society in written and oral form in national language and also in foreign language using standards of academic honesty and the challenges of informational-communicational technologies.

### **Ability of Study**

Student can analyze the character of studying process and make strategic planning on high level, direct studying process independently.

### **Values**

Student can evaluate attitude of his own and others concerning the values and take part in establishment of new values.

## **§ 14. Methods of Challenging Teaching Results:**

1. **Verbal/ Oral Method.**
2. **Discussion/ Debates** – process of discussion significantly improves degree of students' involvement and participation. Discussion can be developed into the debates. This process does not involve only asking the questions by the lecturer. This method develops the students' skills of discussion and argumentation of their own opinions.
3. **Group Work** - teaching with this method means dividing students into the groups and charging them with the studying instructions. Members of the group individually work on the particular issues and share their experience with other members of the group, according to the goals, during the working process. This strategy ensures maximum participation of all students in academic process.
4. **The Method of Working on the Book.**
5. **Problem-Based Learning (PBL)** – studying method, which uses problem as a first level/step for receiving new knowledge and integration process.
6. **Heuristic Method** – is based on deciding to raise a problem step by step by the students. This

problem is solving during the academic process by the expression of facts independently and finding connections between them.

7. **Case study** - specific cases are examined by the Professor together with the students; they learn it profoundly and in all its aspects. For example, legal cases.
8. **Brainstorming** – this method means promoting of the expression of the maximum amount of opinions and radically different ideas about specific issues. Already mentioned method promotes the development of creative thinking towards the problem. This method is effective if there are many student groups and consists of some basic steps:
  - Establishment of the problem/issue in creative sense;
  - Making notes about existing ideas during the lecture without critic by the students in determined time period (basically on the blackboard);
  - Selecting of the ideas, which are mostly in accordance with arising issues;
  - Establishment corresponding criteria to already determined research goal;
  - Evaluation of the selected ideas by the already determined criteria;
  - High evaluated idea, as a selection of the best way of solving problem.
9. **Role and Situation playing** – Role playing according the scenario gives the students opportunities to see the problem from different perspectives and helps them to form alternative opinions. Like a discussion, role playing makes student able to form their ideas independently and to protect this ideas during the discussion.
10. **Method of Demonstration** – This method means introduction of the information by the visual effects. This method is very effective in perspective of challenging goals. Often it is better to provide materials for students by audio as well as by visual means. Demonstration of studying materials can be made by the teacher or by the students. This method helps students to better and more clearly understand learning materials, to concretize the tasks, which will be done by the students independently; at the same time, this strategy visually introduces the sense of the problem/issue.
11. **Induction, Deduction, Analyze and Synthesis.**
  - **Induction Method** determines the form of any knowledge, where opinion formation during the academic process goes from specific to general one, from facts to generalization, at the time, when materials are given to students, process goes from specific to general one.
  - **Deduction Method** determines form of delegation of any knowledge, which is the logical process of discovering new knowledge based on the general knowledge; this process goes from general to specific one.
  - In academic process **Analyze Method** helps to divide studying materials, as complete one, into composing parts. This makes easier to see separate issues in details, which are composing part of the difficult problem.
  - **Synthesis Method** includes inverse procedure; this method helps to unite separate grouping issues into one complete issue. This method promotes the development of students' abilities to see the problem as complete one.
12. **Explanation Method** – Based on the discussions on the given issue. When Professor explains materials, he/she introduces corresponding example, which is considered in details in the frameworks of the specified issue.

- 13. **Action Oriented Teaching** – requires active involvement of the lecturers as well as students in the academic process, where the practical interpretation of the theoretical materials is considered as the most important activity.
- 14. **The Method of Written Work** – This includes the following activities: making notes and short summaries of the theme, elaborating abstracts, essays and etc.

Considering the concrete academic task, the Professor can use one of the mentioned methods or some of them or any other method.

## § 15. Material - Technical Basis

The Program is implemented on the basis of TSU faculty of law, academic space consists of 2500 M2 meter (Rooms, Professors' rooms, library - only in the library of the faculty of law are 18000 copies: text-books and monographs (12005 copies), magazines, court decisions, dictionaries, normative material and other literature, electronic resources, 40 computers.

## § 16. Academic Staff of the Program:

From TSU:

- Full Professor - 4
- Associate Professor - 5
- Assistants Professor - 1
- Invited lecturer – 7

From the German University of Administrative Sciences, Speyer:

- Full Professor - 5
- Scientist-Researcher – 5
- Invited lecturer – 3

Involvement of Professors in the subjects is given in the following schedule:

Lecturer	Status	Subject
Karl-Peter Sommermann	Full Professor Speyer	Constitutional Law in a Comparative Perspective
		Judicial Control of Public Administration

ANLAGE\_13

Irakli Kobakhidze	Associated Professor TSU	Georgian Constitutional Law
		Municipal Law
Paata Turava	Associated Professor TSU	Introduction to Georgian Administrative Law
		Civil Service Law

Paata Turava	Associated Professor TSU	Legal Bases of the Organization in the State and Administration
Maia Kopaleishvili	Full Professor TSU	
Paata Turava	Associated Professor TSU	Technique of Notification concerning Legal Acts (in Georgian Language)
Irma Kharshiladze	Associated Professor TSU	
Ulrich Stelkens	Full Professor Speyer	Administrative Law and State Liability
Tamar Gvaramadze	Assistant-Professor TSU	
Konstantine Korkelia	Full Professor TSU	European Law of Human Rights
Tanja Klenk	Invited Lecturer - Speyer	Governance in the EU Multi-level System
Nani Macharashvili	Associated Professor TSU	
Ekaterine Svanidze	Invited Lecturer TSU	European Union and Its Public Administration
Giorgi Khubua	Invited Lecturer Speyer	Territorial organization and Decentralization
Anreas Knorr	Full Professor Speyer	Introduction to Economics

ANLAGE\_13

David Narmania	Full Professor TSU	Competition Policy, Regulation and Public Enterprises
Andreas Knorr	Full Professor Speyer	
		Cost-Benefit Analysis
Kai Masser	Scientist-researcher Speyer	Strategy Management and Quality Management
Gerhard Fuckner	Invited Lecturer Speyer	Change Management
Friederike Tessel	Invited Lecturer Speyer	Process Management and E-Government
Merab Labadze	Invited Lecturer TSU	
Tea Kasradze	Associated Professor TSU	Budget Planning and Management, Funding Public Expenditure
Zurab Tolordava	Invited Lecturer TSU	Accounting and reporting in the public sector
Claudia Hipp	Invited Lecturer Speyer	Culture and Ethics in Public Administration
Giorgi Khubua	Full Professor TSU	
Jörg Seen	Invited Lecturer TSU	Human Resource Management
Gerhard Fuckner	Invited Lecturer Speyer	Communication between State and Citizen/ Communication between Politics and Administration/ Personal Skills and Appearance
Ekaterina Basilaia	Invited Lecturer TSU	
Tamar Chakhnashvili	Invited Lecturer TSU	German Language Courses
Mzia Chkhartishvili	Invited Lecturer TSU	German Language Courses

## ANLAGE\_13

Siegfried Magiera	Full Professor Speyer	Europeanization and Internationalization of Public Administration
Michael Mischenberger	Scientist-researcher Speyer	Academic writing