

GEORGIAN INSTITUTE OF PUBLIC AFFAIRS (GIPA)

CURRICULUM

The main activity of the GIPA is an intensive graduate program leading to a Master's Degree in Public Administration. The program has a set number of required courses in public administration and related fields. The core classes are taught in intensive three week blocks. In addition, short afternoon courses oriented toward practical implementation of theoretical concepts are conducted during the teaching year. This mix of theory and practice plays a crucial role in preparing the students for real and vitally important tasks and allows for the presentation of theoretical topics preceded or succeeded by actual examples. An intensive teaching format is used for two reasons. First, it makes it possible to complete the degree in one year, minimizing the time students spend away from full-time employment. Second, the quick turn-around time puts trained personnel into the public sector as quickly as possible, which in turn leads to faster dissemination of practices in good governance.

Course descriptions are presented below. The first nine courses are taught in English by U.S. public administration faculty (selected by NAPA and NASPAA, in consultation with GIPA) and Georgian faculty. The Georgian courses are taught by Georgian faculty.

- **INTRODUCTION TO PUBLIC ADMINISTRATION.** This course is designed to introduce the students to the nature, principles and practices of public administration. It describes the tools that are needed to be an efficient, effective and responsive public administrator, mindful of political, managerial, economic and ethical concerns. Important topics, such as transparency and accountability, are discussed. Concepts such as corruption, nepotism, and influence peddling are covered. As public sector managers, GIPA graduates should set an example for ethical behavior which will guide their compatriots.
- **RESEARCH METHODS.** This course is a survey of the field of public administration research methodology, including research designs, research techniques, and data collection and analysis procedures currently in use. Students learn how to read and assess published research in the field of public administration for its adherence to prescribed research techniques. Throughout the course they create, analyze and apply research models and research designs, comprehend and apply basic descriptive and inferential statistical analyses techniques, develop the skills to use computer technologies in conducting and evaluating research, conduct research of complex public issues and present information orally and in writing.
- **PUBLIC MANAGEMENT AND ORGANIZATION.** This course gives the students an understanding of the principles of organization and management as they apply to public organizations; it describes how organizations function as affected by the actions of managers upon the behavior of the organization's members, its form or structure and the processes it employs. The course explores techniques and approaches managers can use to enhance individual, group and organizational effectiveness.

- **HUMAN RESOURCES MANAGEMENT.** This course teaches students about the importance of human resources in the management process. Major economic, political, social and governmental changes are discussed. Different values, preferences and behaviors that people exhibit while working at the organizations as individuals and members of different groups are characterized. The nature of organizational paradoxes and contradictions is shown. Major motivation and leadership theories and teambuilding concepts are described. Important techniques to reach agreement through negotiation and mutual consent are presented that become an important feature of organizational life as time passes.
- **ADMINISTRATIVE LAW.** This course gives the students an understanding of the importance of laws and the rule of law as a basis for governmental action. As future public administrators, the students should be aware of their official responsibilities as individuals who carry out and enforce the law. The role of public agencies in a constitutional system is addressed, as are the powers and responsibilities of the different branches of government and administrative agencies. Judicial treatment of agency decision-making processes and injustices are discussed. Attention is paid to several important laws, e.g., to the specifics of local government and municipal law.
- **ECONOMICS.** This course offers the basic principles of economics – the “big economic picture.” Major microeconomic topics are covered in order to prepare the foundation for better understanding of macroeconomics. Concepts of economic growth, unemployment, inflation and international trade are introduced and discussed. Some time is spent in an attempt to understand how a government can influence the market and the economy. The important topics, including efficiency, equity, public choice and taxation, are covered.
- **BUDGETING AND FINANCE.** This course is a survey of modern budgeting practices, with an emphasis on public budgeting at all levels of government in the United States and with comparisons to public budgeting in Georgia. Program budgeting, budget concepts, processes, and methodology, and the relationship of budgeting to public policy issues are discussed. Decision-making processes in both the legislative and executive branches of government, and the economic environments in which they operate, are examined.
- **POLICY ANALYSIS.** This course teaches students to think as public policy analysts, investigating the causes, consequences and performance of public policies and programs, and how to communicate those findings to policymakers and the public. The role of ethics in making policy recommendations is discussed, as well as decision-making, since the analyst must understand political and organizational behavior in order to predict and influence adoption and implementation of successful policies. The course provides a conceptual foundation of the rationales and limitations of policy analysis, gives practical advice about how to do policy analysis and demonstrates the application of some analytical techniques of policy analysis.

- **CASE STUDIES.** This course gives an understanding of the case study method as a research tool. It teaches how to use case studies, rather than laboratory-oriented research, to make inferences. Students learn which questions to ask, how to listen and conduct interviews, how to collect data from different sources and how to carry out high-quality analysis. The discussion is devoted to qualitative and quantitative research. Students also learn the importance of having a firm grasp of the subject, while simultaneously approaching the case study without preconceptions. Students read and analyze several case studies conducted by different authors.

GEORGIAN COURSES

- **GEORGIAN TAX ADMINISTRATION.** Taxes are not only the main source of state income, but also the instrument to develop different branches of the economy. This course illustrates the criteria for an efficient tax system and presents various aspects of tax administration in Georgia, including an outline of the relationship between the constitution and the tax system, and the legal view of this relationship. Major points of the Georgian Tax Code are discussed.
- **GEORGIAN CONSTITUTION AND LAW.** The course describes the major essence and theories of the state and justice. The constitution is reviewed as the main law of the country, the law that regulates the basics of the state and society, as well as the relationship between the citizen and state. The constitutional principle of the division of power, branches of government and anticipated changes of the constitution are described. The course also offers an outline of the relationship between the constitution and administrative law and addresses the process of legislative drafting under the rule of a democratic constitution. The course gives an overview of the major, most important laws adopted by the Georgian Parliament during recent years, especially those connected to public administration and the civil service systems. Their strengths and weaknesses are the subject of thorough discussion. The final session is devoted to human rights.
- **BASICS OF GENERAL MANAGEMENT.** This course provides a basic understanding of the principles of good management and builds a secure foundation upon which further studies of management can be undertaken. It considers the manager's role, characterizes managerial functions and proceeds to explore how the manager ensures his/her own effectiveness and the effectiveness of subordinates.
- **GEOPOLITICS.** This course characterizes the relationship between global world processes and state politics. It describes the general theory of geopolitics, and the links between national security and international economic relationships. Disarmament, ecological, demographic, and other issues and their enormous impact on the formulation of state politics are discussed.
- **INTERNATIONAL ORGANIZATIONS.** This course gives an overview of the foundation, development, missions, goals and objectives of the most important and well-known international organizations, including the UN, World Bank, EU,

UNESCO, NATO, etc. Their activities, interrelationships, and influences on the development of different societies and the whole of mankind are analyzed.

- **CONFLICT RESOLUTION AND NEGOTIATIONS.** The essence of conflicts, their different types (e.g., personal, interpersonal, ethnic, community) and their stages are described. Conflict resolution strategies and methods, the role of competition and collaboration, and different paradigms in contemporary conflict resolution are analyzed. Students become acquainted with different theories (e.g., Realist, Marxist, Idealistic, Non Marxist, Utopian, Shteinerist, Anarchist) and the means of resolving and preventing conflicts in the future.
- **APPLIED PSYCHOLOGY.** This is an introductory course which is specifically targeted for future public administrators. The part of the course devoted to philosophy covers general concepts of philosophy and describes the basic philosophical concepts which influenced political thinking and processes and defined the development of the social-political systems. Another part of the course provides an introduction to applied psychology. The major terms, concepts and systems of psychology are reviewed, and the practical importance and implementation of these concepts are described. Students acquire operational skills as a result of this course.
- **HISTORY OF GEORGIAN STATE.** This course considers the historic and political development of the country, major stages of formation of the Georgian state, the social-economic structure of the society and the formation of the nation's mentality and ideology. The description of the Elinistic period, the introduction of Christianity as the state religion and its influence on the further development of the country are studied. Georgia's struggle for political independence and the defense of Christianity in medieval centuries and social-economic and cultural development in the 19th – 20th centuries are addressed. The course also generalizes the traditional features of the Georgian state system and the rights of ethnic and religious minorities.
- **DEVELOPMENT OF LOCAL GOVERNMENT SYSTEM IN GEORGIA.** The major purpose of the course is to introduce students to the system of regional and local governments, and the functioning of different bodies and styles of management. It describes the institutions of local government and self government, the legal basis and content of their activities, and the peculiarities of government services and infrastructure development. The last section of the course discusses the problems of transparency and citizen participation.
- **GEORGIAN SPELLING.** Students get acquainted with the main norms of modern Georgian language. The most widespread mistakes in contemporary oral and written Georgian are discussed.
- **ENGLISH.** The course is intended to improve the language skills of the students (oral and written), brush up their grammar, enlarge their vocabulary and introduce terms of public administration and related fields. A short course on business correspondence and political terminology is included.

- **COMPUTERS.** The course helps students to acquire basic computer skills. They learn to work with MS-DOS, WINDOWS, MS WORD, MS EXCEL, and MS PowerPoint and to become familiar with the INTERNET.