

**Public Administration Academy of  
The Republic of Armenia**



**Master's Program  
Student Handbook**

**Yerevan-2016**



## Professional Public Servants Stable Republic

### Public Administration Academy of the Republic of Armenia

Established in the Republic of Armenia in 1994, by the  
RA Government Decision N240 of May 24<sup>th</sup> 1994

#### Historical allusion

**Armenian School of Public Administration** was founded according the Government of the RA Decision N240 of May 24<sup>th</sup> 1994, for the purpose of preparing public servants for the higher and middle sections and improving their professional abilities to work in the staff of the RA President, in the RA Government and in the state and local bodies of executed power.

The school was found with the help of project "EU TACIS". The partners of EU Lill Regional Institute of Public Administration and Sodeleg organization of Tomson's branch (France). This was followed with another project of TACIS, which intended to strengthen the abilities of the school. In this project the "NOMIZMA" economical Institute of Bologna associated with two organizations, that we mentioned above.

Some short courses were put into practice in 1994, and the first admission was in 1995. 40 students admitted.

For the qualification of the servants, the school was allowed to organize part time education for 2,5 years, by the RA Government Decision N107 of April 30<sup>th</sup> 1997.

For conforming the educational processes to the contemporary needs, "**Armenian School of Public Administration**" was reconstituted "**Public Administration Academy of the RA**" state non commercial organization according to the RA Government Decision N338 of April 8<sup>th</sup> 2002, but a year later due to the RA Government Decision N370-A of April 10<sup>th</sup> 2003, Masters educational system was taken as a principle in the Academy, in the field of Public Administration, Law, Public Finance Management, Psychology and Public Policy. The institution was not just renamed, but as a result a new higher educational institution was established in the RA.

At present PAARA is managed with the **Administration of the President of RA** state administrative body according to the RA legislation and PAARA regulation, on the basis of self-government with the collective principles of personal management, council, academic council and the implementation of the principles of authorities.

The most important tendency for PAARA is to prepare qualified specialists for public service system underlined with some methods of teaching and contemporary scientific

engineering, at the same time to retrain and, with the help of some additional educational programs, to heighten the qualities of the specialists included in that system.

High-rank officials, doctors of science, candidates, chief and senior officers specialists from educational sphere deliver their lectures in PAARA.

PAARA implements higher special (Master) post-graduate educational programs due to nowadays legislation of the RA.

The education in **Masters Program** takes place in following professions:

**Public Administration** (The qualification of master of public administration, profession "Public Administration")

**Law** (the qualification of master of Law, profession "Law")

**Management** (the qualification of master of management, profession "Management" (specialization Public Finance Management))

**Management** (the qualification of master of management, profession "Management" (specialization Public Electronic Management))

**Psychology** (the qualification of master of psychology, profession "Psychology" (specialization Psychology of Management))

**Political Governance** (the qualification of master of political governance, profession "Political Governance" (specialization Political Management and Political Analysis))

**It is the first time that PAARA and Mikolas Romeris University implement a new educational international double diploma program with specialization "Electronic Public Administration" in RA.**

#### **Contact us**

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**Future Empire is the Empire of Mind and Knowledge**

#### **Rector's welcome**

**The biggest, steady, valuable wealth is knowledge.**

Dear students:

Congratulations to you for your entrance exams progress, and for admission of PAARA.

Today you have become full and equal member of the Institution. During its activities the institution has formed some invariable values and traditions, which join together lecturers and students from several generations and characterize its exceptional effectiveness in the process of accomplishment of the public service institution.

By continuously improving the educational technologies and devices, the Academy keeps and develops its adopted principles, attaches importance to the process of development and consolidation of State system.

PARRA is a leading organization which implements educational and scientific programs and secures first-rate education with theory and practice simultaneously for creating stable foundation of education and effective collaboration between lecturers and students in the process of education.

The Academy has created favorable conditions for development of the individuals with state way of thinking, which has brought stable success and acknowledgment to the Academy and its' graduates.

The graduates successfully work and hold high positions in public administration system of our country.

The development of mind and the whole progress of society depends on skillful and professionally rich young people. The effective state administration guarantee is the special benefit and principles followed by that is. It is based on forming professional civil servants, which supposes to staff the system of public administration with specialized, well-informed and responsible personnel.

How the Republic of Armenia will be many years later, depends on your aspiration, dream and inflexibility.

We admit you with great expectation and anticipate that you and the previous graduates of the Academy will keep high the authority our institution, will make up the staff of public service not only with your knowledge, enterprising and innovatory approaches, but at the same time with moral psychological and human high qualities.

I congratulate you once more and wish you further achievements, optimism, energy, inflexible desire, progress and all your purposes become true.

## **The organizational structure**

The current activity of the Academy is ruled by the executive body of the Academy: **Academy's Rector.**

The direct leadership of different chairs of PAARA activity is made by Provosts of PAARA. (see <http://paara.am/paara/structure/>)

The structural subdivisions of Academy are Chairs, teaching and methodological board, departments, library and other structural divisions (see <http://paara.am/paara/structure/>):

### **The Chairs of the Academy are:**

- ✓ Public Administration
- ✓ Law
- ✓ Political Governance and Political Analysis

- ✓ Psychology of Governance
- ✓ Languages and Information Technologies

The Chair of the Academy is an educational and scientific structural subdivision, which unites scientific pedagogical staff with professional unification, due to the regulation of the Academy, organizes some educational skills or the teaching process of some part of the educational plan and the process of educational methodological and science research.

Under the existing conditions of globalization the Academy tends to interlace with the international scientific educational system, to become the full member of it inserting the experience of leading organizations, observing the creation and development of outer world as pledge of success.

PAARA gives particular attention to the strengthening of the international relationship.

PAARA pays great attention to the arrangement of administrative and science research practice of the students who study Masters' degree program and follows its' current actions up to the mark.

Administrative and science research practices are arranged in the staff of the RA President, in National Assembly of the RA, in Constitutional Court of the RA, in the office of Human Rights Defendant of the RA, In RA Ministries, in Departments and at the same time in abroad:

- ✓ National School of Public administration of Poland
- ✓ The Administrative District of 13/14 Commos of Marsel of the Republic of France
- ✓ Haigazian University of Lebanon

Such kind of practices help the students of the Academy to get full knowledge about the public management system, to realize the main point of it, to comprehend the regulating peculiarities of that sphere, and to gain indispensable professional experience for further work in public management system.

The curriculum of the Academy is adapted to the demands of the public service system, which gives opportunity to the graduates to get used to the working life of the public service system.

### **The list of the taught subjects due to professions**

**Dear students** during your education in the Academy you have a chance to select either the subject from the refined subject list or the lecturer. In the first week of the course, the lecturers have an opportunity to introduce the theme, contents, character reference and methodology of taught subject.

## **Curriculum structure**

### ***Public Administration Specialty***

Module 1. General Informative Courses - 9 Credits	
<b>1.1. Professional Foreign Language</b>	
Semester	I, II
Workload	180 hours (lectures 48 hours, practical work 16 hours, independent work 116 hours)
Credit	3
Exam or test	Test

<b>1.2. IT and e-Governance</b>	
Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to apply technical means and information technologies for giving a solution to communication problems;</li> <li>- Ability to develop information databases, to assess their quality and integrity;</li> <li>- Ability to conduct science-based research;</li> <li>- Ability to accumulate, preserve, develop and transfer information via modern technical means;</li> <li>- Ability to organize his/her own work, to form new ideas and find ways of realizing them;</li> <li>- Ability to develop himself/herself and expand his/ her professional knowledge.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Knowledge of the tendencies of current developments of globalization, world economy and political processes; ability of proper orientation in international competitiveness;</li> <li>- Ability to verify and classify the information received from various sources;</li> <li>- Ability to apply information technologies for reaching different research and management objectives;</li> <li>- Ability to make constructive decisions and critically evaluate the information upon analysis and synthesis;</li> <li>- Ability to systematize and generalize information relating to the improvement of the local self-government and public administration systems, and to develop and submit proposals.</li> </ul>	
Module 2. .... 21 Credits	
Main courses ..... 18 Credits	
<b>1.3. Theory of Public Administration</b>	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work- 58 hours)
Credit	3
Exam or test	Exam
<b>1.4. Public Service System in RA</b>	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

<b>1.5. Contemporary Issues in Local Self-Government</b>	
Semester	II
Workload	90 hours (lectures 24 hours, practice 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.6. Human Resource Management</b>	
Semester	III
Workload	90 hours (lectures 24 hours, practice 8 hours, independent work 58 hours)
Credit	III
Exam or test	Exam
<b>1.7. Public Administration under Globalization</b>	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.8. Political Management and PR</b>	
Semester	II
Workload	90 hours (lectures 24 hours, practice 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.9. Optional Courses ..... 3 Credits (Select one course)</b>	
<b>1.9.1. Contemporary Psychology</b>	
Semester	I
Workload	90 hours (lectures 24 hours, practice 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.9.2. Administrative Sociology</b>	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.7.3. Theory of Politics</b>	
Semester	I

Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>2.7.4. Political Globalization</b>	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability and willingness to establish a dialogue upon the democratic values of civic society and to take a responsibility;</li> <li>- ability and willingness to lead; to persuade to make balanced decisions, to persuade that those decisions are expedient; to persuade to realize them in life;</li> <li>- Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li>-Ability to apply technical means and information technologies for solving the communication problems;</li> <li>- Ability to work with the contemporary technical means for collecting, preserving, developing and transferring information;</li> <li>- Ability to organize his/her own work, to create new ideas and find ways for their realization.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to plan, organize and analyse work in the public administration and local self-government systems;</li> <li>-Ability to apply technologies for implementing human resource management and audit;</li> <li>-Ability to develop organizational structures for performers, distribute the responsibilities and powers between them in line with the internal and external conditions, goals and objectives of the activity, as well as strategy of state bodies;</li> <li>-Ability to make decisions taking account of the regulatory base;</li> <li>-Knowledge of the modern tendencies of development of worldwide political processes, economy and globalization, as well as ability to make good choices in international competitiveness issues;</li> <li>- Knowledge of the modern methods of diagnosing, analyzing, problem solving, decision-making and realizing them in practice;</li> <li>- Ability to systematize and generalize information relating to the improvement of the local self-government and public administration systems, and to develop and submit proposals</li> <li>-Ability to work in related areas</li> <li>-Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.</li> </ul>	
Module2. .... 21 Credits	



Main Courses .... ..... 18 Credits	
3.1. Management	
Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
3.2. Strategic Management	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
3.3. Labour and Social Security Law	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
3.4. Sustainable Development Issues	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
3.5. Basics of Economics	
Semester	I
Workload	90 hours (lectures 24 hours, practical 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
3.6. Psychology of Management	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3

Exam or test	Test
3.7.Optional Courses ..... 3 Credits ( <i>Select one course</i> )	
3.7.1. Diplomacy and Business Ethics	
Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
3.7.2. Cultural Studies	
Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
3.7.3.Business Law	
Semester	III
Workload	90 hours (lectures 24 hours, practical 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Knowledge of the rules of professional ethics and ability to apply them, demonstration of intolerance towards the deviations of these rules;</li> <li>- Ability and willingness to lead; to persuade to make balanced decisions, to persuade that those decisions are expedient; to persuade to realize them in life;</li> <li>-Ability and willingness to establish a dialogue upon the democratic values of civic society and to take a responsibility</li> <li>- Ability to work in a team, creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li>- Ability to conduct science-based research;</li> <li>-Ability to assess new knowledge as an expert and willingness to apply it.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;</li> <li>- Ability to develop organizational structures for performers, distribute the responsibilities and powers between them in line with the internal and external conditions, goals and objectives of the activity, as well as strategy of state bodies;</li> <li>- Ability to apply economic policy tools;</li> </ul>	

- Ability to make decisions taking account of the regulatory base;
- Knowledge of the tendencies of current developments of globalization, world economy and political processes in the world; ability of proper orientation in international competitiveness;
- Knowledge of the modern methods of diagnosing, analyzing, problem solving, decision-making and realizing them in practice;
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity.
- Ability to verify and classify the information received from various sources.

Module 4. .... 12 Credits

Main Courses ..... 9 Credits

4.1. Statistics

Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

4.2. Theory of Administrative Decision-Making

Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

4.3. Political Analysis

Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

4.4. Optional courses ..... 3 Credit (*Select one course*)

4.4.1. Rhetorical Art

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

4.4.2. State and National Security	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
4.4.3. Economic Thinking	
Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability and willingness to establish a dialogue upon the democratic values of civic society and to take a responsibility;</li> <li>- Ability and willingness to lead; to persuade to make balanced decisions, to persuade that those decisions are expedient; to persuade to realize them in life;</li> <li>- Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li>- Ability to present the results of his/her own work to other employees, to defend his/her own opinion in professional environment, to present compromise and alternative solutions.</li> <li>- Ability to organize his/her own work, to create new ideas and find ways for their realization.</li> <li>- Ability to conduct science-based research;</li> <li>- Ability to assess new knowledge as an expert and willingness to apply it.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;</li> <li>- Ability to develop organizational structures for performers, distribute the responsibilities and powers between them in line with the internal and external conditions, goals and objectives of the activity, as well as strategy of state bodies;</li> <li>- Ability to apply economic policy tools</li> <li>- Ability to make decisions taking account of the regulatory base;</li> <li>- Knowledge of the modern tendencies of development of worldwide political processes, economy and globalization, as well as ability to make good choices in international competitiveness issues;</li> <li>- Knowledge of the modern methods of diagnosing, analyzing, problem solving, decision-making and realizing them in practice;</li> <li>- Ability to verify and classify the information received from various sources.</li> </ul>	
Module 5. .... 12 Credits	

5.1. State Regulation of Financial Market	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
5.2. Management of Innovations and Investments	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
5.3. Nature Protection and Natural Resource Use Management	
Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
5.4. Anti-Crisis Management	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
Generic Competences	
<ul style="list-style-type: none"> <li>- Ability to develop information databases and assess their quality and integrity;</li> <li>- Ability to assess new knowledge as an expert and willingness to apply it;</li> <li>- Ability to organize his/her own work, create new ideas and find ways for their realization.</li> </ul>	
Professional Competences	
<ul style="list-style-type: none"> <li>- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;</li> <li>- Ability to manage anticrisis situations;</li> <li>- Ability and willingness to form a working team for solving the problems.</li> <li>- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;</li> </ul>	

<ul style="list-style-type: none"> <li>- Ability to apply economic policy tools;</li> <li>- Ability to make decisions taking account of the regulatory base;</li> <li>- Knowledge of the modern methods of diagnosing, analyzing, problem solving, decision- making and realizing them in practice;</li> <li>- Ability to verify and classify the information received from various sources;</li> <li>- Ability to make structural decisions on the basis of analysis and synthesis, and to critically assess the information.</li> </ul>	
Module 6. .... 12 Credits	
6.1. Fiscal Management	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
6.2. Macroeconomic Regulation	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
6.3. State Property Management	
Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
6.4. Public Procurement Management	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
Generic Competences	
<ul style="list-style-type: none"> <li>- Knowledge of the rules of professional ethics and ability to apply them, demonstration of intolerance towards the deviations of these rules;</li> <li>- Ability to present the results of his/her work, to defend his/her own opinion in the professional</li> </ul>	

<p>environment and to set forth alternative and compromising solutions;</p> <ul style="list-style-type: none"> <li>- Ability to develop information databases, to assess their quality and integrity;</li> <li>- Ability to conduct science-based research;</li> </ul>	
<p>Professional Competences</p>	
<ul style="list-style-type: none"> <li>- Ability to systematize and generalize information relating to the improvement of the local self-government and public administration systems, and to develop and submit proposals;</li> <li>- Ability to work in related areas;</li> <li>- Ability to apply the theory and methods of social and economic sciences, as well as humanities in expertise and analysis;</li> <li>- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.</li> </ul>	
<p>Module 7. .... 33 Credits</p>	
<p>7.1. First test on Master's Thesis</p>	
Semester	II
Workload	90 hours
Credit	3
Exam or test	Test
<p>7.2. Second Test on Master's Thesis</p>	
Semester	III
Workload	90 hours
Credit	3
Exam test	Test
<p>7.3. Administrative Internship 4</p>	
Semester	II
Workload	120 hours
Credit	4
Exam or test	Exam
<p>7.4. Research Practice</p>	
Semester	IV
Workload	120 hours
Credit	4

Exam or test	Exam
<b>7.5. Defense of Master's Thesis</b>	
Semester	IV
Workload	360 hours
Credit	12
Exam or test	Exam
<b>7.6. Graduation Exam</b>	
Semester	IV
Workload	210 hours
Credit	7
Exam or test	Exam
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Knowledge of the rules of professional ethics and ability to apply them, demonstration of intolerance towards the deviations of these rules;</li> <li>- Ability to present the results of his/her work, to defend his/her own opinion in the professional environment and to set forth alternative and compromising solutions;</li> <li>- Ability to develop information databases, to assess their quality and integrity;</li> <li>- Ability to conduct science-based research;</li> <li>- Ability to assess new knowledge as an expert and willingness to apply it;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> <li>- Ability to organize his/ her own work, to form new ideas and to find solutions to their implementation.</li> <li>- - Ability to develop himself/herself and expand his/ her professional knowledge.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to plan, organize and analyse work in the public administration and local self-government systems;</li> <li>- Ability to apply economic policy tools;</li> <li>- Ability to make decisions taking account of the regulatory base;</li> <li>- Knowledge of the tendencies of current developments of globalization, world economy and political processes in the world; ability of proper orientation in international competitiveness;</li> <li>- Knowledge of the modern methods of diagnosing, analyzing, problem solving, decision- making and realizing them in practice;</li> <li>- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity</li> </ul>	



- Ability to verify and classify the information received from various sources;
- Ability to apply information technologies for solving various research and administrative problems;
- Ability to make structural decisions on the basis of analysis and synthesis, and to critically assess the information;
- Ability to systematize and generalize information relating to the improvement of the local self-government and public administration systems, and to develop and submit proposals ;
- Ability to present new ideas and non-standard ways for their implementation;
- Ability to apply the theory and methods of social and economic sciences, as well as humanities in expertise and analysis;
- Knowledge of relevant professional methods and ways for analysis and scientific research;
  - Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

**Management (Public Finance Management) Specialty**

Module 1..... 9 Credits	
<b>1.1. Professional Foreign Language</b>	
Semester	I, II
Workload	180 hours (lectures 48 hours, practical work 16 hours, independent work 116 hours)
Credit	6
Exam or test	Test
<b>1.2. IT and e-Governance</b>	
Semester	II
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to apply technical means and information technologies for giving a solution to communication problems;</li> <li>- Ability to develop information databases, to assess their quality and integrity;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> <li>- Ability to develop himself/herself and expand his/ her professional knowledge.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to collect and analyse the information necessary for the calculation of the financial and socio-</li> </ul>	

economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;

- Ability to collect, analyse and develop relevant data for solving the problems set.
- Ability to select an appropriate toolkit for the development of financial and economic data in compliance with the objectives set, to analyse the calculation results and justify the conclusions reached.
- Ability to apply information technologies for solving various research and administrative problems;
- Ability to apply technical means and information technologies for solving the communication problems;
  - Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity.

Module 2. .... 21 Credits

Main courses ..... 18 Credits

**1.3. Theory of Public Administration**

Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.4. Public Service System in RA**

Semester	I
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.5. Current Issues in Local Self- Government**

Semester	III
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

**1.6. Human Resource Management**

Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.7. Sustainable Development Issues**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)

Credit	3
Exam or test	Exam
<b>1.8. Psychology of Management</b>	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.9. Optional Courses ..... 3 Credits</b>	
<b>1.9.1. Theory of State and Law</b>	
Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.9.2. Theory of Politics</b>	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.9.3. Cultural Studies</b>	
Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Knowledge of the rules of professional ethics and ability to apply them, demonstration of intolerance towards the deviations of these rules;</li> <li>- Ability and willingness to establish a dialogue upon the democratic values of civic society and to take a responsibility;</li> <li>- Ability and willingness to lead; to persuade to make balanced decisions, to persuade that those decisions are expedient; to persuade to realize them in life;</li> <li>- Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li>- Ability to present the results of his/her work, to defend his/her own opinion in the professional environment and to set forth alternative and compromising solutions;</li> </ul>	

- Ability to establish an information database and to assess their quality and integrity;
- Ability to collect, preserve, develop and transfer information through modern technical means;
- Ability to organize his/ her own work, to form new ideas and to find solutions to their implementation.

### **Professional Competences**

- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;
- Ability to collect and analyse the information necessary for the calculation of the financial and socio-economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;
- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;
- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;
- Ability to do calculations necessary for the financial and economic planning in other budget companies in the public sector, as well as other economic entities and to present and justify them in line with the functioning;
- Ability to collect, analyse and develop relevant data for solving the problems set.
- Ability to select an appropriate toolkit for the development of financial and economic data in compliance with the objectives set, to analyse the calculation results and justify the conclusions reached.
- Ability to analyse and interpret the accounting, financial and other information included in the reports of property, organizations, departments, and different forms of enterprises;
- Ability to compare, analyse and interpret the domestic and international statistical data on financial and socio-economic phenomena and processes;
- Ability to collect, analyse statistical data from domestic and international sources, and develop an analytical report or information review;
- Ability to organize the work of a team or group formed for implementing a certain economic project or reaching objectives;
- Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards, and risks;
- Ability to apply financial levers and technologies for the efficiency of human resource management;
- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;
- Ability to efficiently manage the financial values and resources in crisis situations;
- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;

- Ability to apply economic policy tools at macro and micro levels;	
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;	
- Ability to work in related areas;	
- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.	
<b>Module 2. .... 15 Credits</b>	
<b>Main courses ..... 12 Credits</b>	
<b>1.10. Anti-Crisis Management</b>	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.11. State and National Security</b>	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.12. External Audit, Internal Audit</b>	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>1.13. Strategic Management</b>	
Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
<b>1.14. Optional courses ..... 3 Credit</b>	
<b>1.14.1. Business Law</b>	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

1.14.2. Rhetorical Art	
Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
1.14.3. Political Economy	
Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li>- Ability to establish an information database and to assess their quality and integrity;</li> <li>- Ability to organize his/ her own work, to form new ideas and to find solutions to their implementation.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to collect and analyse the information necessary for the calculation of the financial and socio-economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;</li> <li>- Ability to do calculations necessary for the financial and economic planning in other budget companies in the public sector, as well as other economic entities and to present and justify them in line with the functioning;</li> <li>- Ability to collect, analyse and develop relevant data for solving the problems set.</li> <li>- Ability to select an appropriate toolkit for the development of financial and economic data in compliance with the objectives set, to analyse the calculation results and justify the conclusions reached.</li> </ul>	

- Ability to analyse and interpret the accounting, financial and other information included in the reports of property, organizations, departments, and different forms of enterprises;
- Ability to organize the work of a team or group formed for implementing a certain economic project or reaching objectives;
- Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards, and risks;
- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;
- Ability to efficiently manage the financial values and resources in crisis situations;
- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;
- Ability to apply economic policy tools at macro and micro levels;
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;
- Ability to work in related areas;
- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

**Module1..... 18 Credits**

**1.15. Public Finance Management**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.16. Public Regulation of Financial Market**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.17. Fiscal Policy**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**1.18. Budgeting**

Semester	3
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Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
<b>1.19. Monetary Policy</b>	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam
<b>1.20. Management of Public Treasure System</b>	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to establish an information database and to assess their quality and integrity;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to collect and analyse the information necessary for the calculation of the financial and socio-economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;</li> <li>- Ability to do calculations necessary for the financial and economic planning in other budget companies in the public sector, as well as other economic entities and to present and justify them in line with the functioning;</li> <li>- Ability to collect, analyse and develop relevant data for solving the problems set.</li> <li>- Ability to select an appropriate toolkit for the development of financial and economic data in compliance</li> </ul>	



- with the objectives set, to analyse the calculation results and justify the conclusions reached.
- Ability to create standard theoretical and applied models upon the description of financial and economic phenomena and processes, to and contextually interpret the received data;
  - Ability to analyse and interpret the accounting, financial and other information included in the reports of property, organizations, departments, and different forms of enterprises;
  - Ability to compare, analyse and interpret the domestic and international statistical data on financial and socio-economic phenomena and processes;
  - Ability to collect, analyse statistical data from domestic and international sources, and develop an analytical report or information review;
  - Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards, and risks;
  - Ability to efficiently manage the financial values and resources in crisis situations;
  - Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;
  - Ability to apply economic policy tools at macro and micro levels;
  - Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;
  - Ability to work in related areas;
  - Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

Module .2..... 12 Credits

5.1. Macroeconomic Regulation

Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

1.2. International Economic Relations

Semester	1
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

5.3. Public Procurement Management

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)

Credit	3
Exam or test	Exam
5.4. State Property Management	
Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test
Generic Competences	
<ul style="list-style-type: none"> <li>- Ability to establish an information database and to assess their quality and integrity;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> </ul>	
Professional Competences	
<ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to collect and analyse the information necessary for the calculation of the financial and socio-economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;</li> <li>- Ability to do calculations necessary for the financial and economic planning in other budget companies in the public sector, as well as other economic entities and to present and justify them in line with the functioning;</li> <li>- Ability to collect, analyse and develop relevant data for solving the problems set.</li> <li>- Ability to select an appropriate toolkit for the development of financial and economic data in compliance with the objectives set, to analyse the calculation results and justify the conclusions reached.</li> <li>- Ability to analyse and interpret the accounting, financial and other information included in the reports of property, organizations, departments, and different forms of enterprises;</li> <li>- Ability to compare, analyse and interpret the domestic and international statistical data on financial and socio-economic phenomena and processes;</li> <li>- Ability to collect, analyse statistical data from domestic and international sources, and develop an analytical</li> </ul>	

report or information review;

- Ability to organize the work of a team or group formed for implementing a certain economic project or reaching objectives;
- Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards , and risks;
- Ability to efficiently manage the financial values and resources in crisis situations;
- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;
- Ability to apply economic policy tools at macro and micro levels;
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;
- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

**Module. 2..... 12 Credits**

**1.21. Banking**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**6.2. Financial Analysis**

Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Exam

**6.3. Cost-Benefit Analysis**

Semester	2
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3
Exam or test	Test

**6.4. Corporative Finance**

Semester	3
Workload	90 hours (lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credit	3

Exam or test	Test
<p style="text-align: center;"><b>Generic Competences</b></p> <ul style="list-style-type: none"> <li>- Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</li> <li style="padding-left: 40px;">- Ability to establish an information database and to assess their quality and integrity;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> </ul>	
<p style="text-align: center;"><b>Professional Competences</b></p> <ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to collect and analyse the information necessary for the calculation of the financial and socio-economic indicators characterizing the activity of other budget organizations in the public sector, as well as the economic entities operating in the market;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;</li> <li>- Ability to do calculations necessary for the financial and economic planning in other budget companies in the public sector, as well as other economic entities and to present and justify them in line with the functioning;</li> <li>- Ability to collect, analyse and develop relevant data for solving the problems set.</li> <li>- Ability to select an appropriate toolkit for the development of financial and economic data in compliance with the objectives set, to analyse the calculation results and justify the conclusions reached.</li> <li>- Ability to analyse and interpret the accounting, financial and other information included in the reports of property, organizations, departments, and different forms of enterprises;</li> <li>- Ability to compare, analyse and interpret the domestic and international statistical data on financial and socio-economic phenomena and processes;</li> <li>- Ability to collect, analyse statistical data from domestic and international sources, and develop an analytical report or information review;</li> <li>- Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards, and risks;</li> <li>- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;</li> </ul>	

- Ability to efficiently manage the financial values and resources in crisis situations;
- Ability to plan the measures, taken by state bodies, in line with the prospective programme to develop the state or region;
- Ability to apply economic policy tools at macro and micro levels;
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;
- Ability to work in related areas;
- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

Module 2..... 33 Credits

7.1. First Test on Master's Thesis

Semester	2
Workload	90 hours
Credit	3
Exam or test	Test

7.2. Second Test on Master's Thesis

Semester	3
Workload	90 hours
Credit	3
Exam or test	Test

7.3. Administrative Internship - 4

Semester	2
Workload	120 hours
Credit	4
Exam or test	Exam

7.4. Research practice- 4

Semester	4
Workload	120 hours
Credit	4
Exam or test	Exam

7.5. Defence of Master's Thesis 12

Semester	4
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Workload	360 hours
Credit	12
Exam or test	Exam
<b>7.6. Graduation Exam</b>	
Semester	4
Workload	210 hours
Credit	7
Exam or test	Exam
<b>Generic Competences</b>	
<ul style="list-style-type: none"> <li>- Knowledge of the rules of professional ethics and ability to apply them, demonstration of intolerance towards the deviations of these rules;</li> <li>- Ability to conduct science-based research;</li> </ul> <p>Ability to work in a team, to creatively carry out his/her responsibilities and show cooperative approach in the team;</p> <ul style="list-style-type: none"> <li>- Ability to apply technical means and information technologies for solving the communication problems;</li> <li>- Ability to present the results of his/her work, to defend his/her own opinion in the professional environment and to set forth alternative and compromising solutions;</li> <li>- Ability to establish an information database and to assess their quality and integrity;</li> <li>- Ability to conduct research work;</li> <li>- Ability to assess new knowledge as an expert and willingness to apply it;</li> <li>- Ability to collect, preserve, develop and transfer information through modern technical means;</li> <li>- Ability to organize his/ her own work, to form new ideas and to find solutions to their implementation.</li> <li>- Ability to develop himself/herself and expand his/ her professional knowledge.</li> </ul>	
<b>Professional Competences</b>	
<ul style="list-style-type: none"> <li>- Ability to collect and analyse the information necessary for the calculation of financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies;</li> <li>- Ability to calculate the financial and socio-economic indicators characterizing the activity of public administration and local self-government bodies, as well as financial agencies upon the typical methods and operating regulatory base;</li> <li>- Ability to do calculations necessary for the financial and economic planning in public administration and local self-government bodies, as well as financial companies, and to present and justify them in line with the existing standards;</li> <li>- Ability to collect, analyse and develop relevant data for solving the problems set.</li> <li>- Ability to analyse and interpret the accounting, financial and other information included in the reports of</li> </ul>	

property, organizations, departments, and different forms of enterprises;

- Ability to apply information technologies for solving various research and administrative problems;
- Ability to critically assess the offered administrative decisions and to develop and justify proposals directed at their improvement by taking into account the potential consequences of socio-economic efficiency standards, and risks;
- Ability to make organizational and administrative decisions; possession of organizational skills and ability to apply them;
- Ability to develop strategic, current and operative control systems; knowledge of modern methods and principles of process management in various areas of activity;
- Ability to work in related areas;
- Knowledge of macroeconomic approaches towards the clarification of the functions and activity of state, as well as economic analysis of public sector.

## Law Specialty

Module 1. General Informative Courses	
<b>1.10. Professional Foreign Language</b>	
Semester	1 and 2
Workload	90 hours (Practical work 64 hours, Independent work 26 hours)
Credits	6
Exam or Test	Test
<b>1.11. IT and e-Governance</b>	
Semester	1
Workload	90 hours (Lectures work 24 hours, Practical work 8 hours, Independent work 58 hours)
Credits	3
Exam or Test	Test
<b>1.12. Optional Courses</b>	
<b>1.12.1. Cultural Studies</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3

Exam or Test	Test
<b>1.12.2. Anti-Crisis Management</b>	
Semester	3
Workload	90 Hours (Lectures 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.12.3. Diplomatic and Business Etiquette</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>Generic Competences</b>	
<ol style="list-style-type: none"> <li>1. Ability to develop and improve one's own intellectual and general cultural level;</li> <li>2. Ability to use Armenian and foreign languages as an instrument for practical communication;</li> <li>3. Ability to implement, analyze and comprehend the administrative innovations in professional activity.</li> </ol>	
<b>Professional Competences</b>	
<ol style="list-style-type: none"> <li>1. Ability to preserve the rules of Legal Ethics and to properly fulfill the professional responsibilities;</li> <li>2. Ability to supervise the independent work of learners;</li> <li>3. Ability to make use of professional technologies;</li> </ol>	
<b>Module2. General Introductory Courses</b>	
<b>1.13. Theory of Politics</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.14. Legal Psychology</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3



Exam or Test	Test
<b>1.15. Optional Courses</b>	
<b>1.15.1. Sustainable Development Issues</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.15.2. State li National Security</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.16. Rhetorical Art</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>Generic Competences</b>	
<ol style="list-style-type: none"> <li>1. Perception of the social relevance of the future profession;</li> <li>2. Ability to analyze the current issues in political area;</li> <li>3. Ability to conduct an independent analysis on the orator and audience's cooperation, speech preparation, topic selection, speech structure, speech intonation and persuasion, and to prepare speeches.</li> </ol>	
<b>Professional Competences</b>	
<ol style="list-style-type: none"> <li>1. Demonstration of intolerance towards corrupt behavior.</li> </ol>	
<b>Module 2. General Professional Courses</b>	
<b>1.17. Scientific Research Methodology</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3

Exam or Test	Test
<b>1.18. Law-Craft Activities and Legal Techniques</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.19. Public Service System in the RA</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
Generic Competences	
<ol style="list-style-type: none"> <li>1. Demonstration of a respect towards law and rights;</li> <li>2. Ability to conduct quality research in the field of Law;</li> <li>3. Ability to prepare scientific work.</li> </ol>	
Professional Competences	
<ol style="list-style-type: none"> <li>1. Ability to make drafts of legislative projects and decisions of the National Assembly,</li> <li>2. Ability to draft legal acts, as well as prepare expert conclusions on the drafts;</li> <li>3. Ability to apply analytical techniques, to conduct research, draft concepts and strategic plans;</li> <li>4. Ability to analyze the current issues in public service;</li> <li>5. Ability to prepare a Master's thesis.</li> </ol>	
Module2. State Law	
<b>1.20. Theory of State and Law</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
Generic Competences	
<ol style="list-style-type: none"> <li>1. Ability to exercise material and procedural norms in professional activity;</li> <li>2. Ability to provide consultations and conclusions in separate areas of legal activity and to make optimal managerial decisions.</li> </ol>	
Professional Competences	

<ol style="list-style-type: none"> <li>1. Ability to develop regulations and to provide quality interpretations of them;</li> <li>2. Ability to effectively and rationally apply the regulations in separate areas of legal activity;</li> <li>3. Possession of idea of forms of state, government bodies, state problems and situations, and ability of conduct an analysis and research on them.</li> </ol>	
<b>Module 2. Constitutional Law</b>	
<b>1.21. Parliamentary Law</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.22. Issues of Human Rights</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.23. Constitutional Supervision and Control</b>	
Semester	1
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.24. Constitutional Laws on Local Self-Government and Territorial Administration</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.25. Current Issues of Administrative Responsibilities in RA</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent

	work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.26. Constitutional Issues of Election Organization</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
Generic Competences	
1. Ability to detect and analyze the constitutional content of constitutional norms, as well as to prepare and file an individual constitutional complaint.	
Professional Competences	
1. Ability to develop legislative projects and draft Parliamentary decisions; 2. Ability to conduct independent analyses of the activities, legal state and other issues in the local self-government and territorial administration interrelations, community and civil services; 3. Ability to properly exercise one's rights in different aspects of social life and in need to be ready to defend them; 4. Ability to analyze the issues related to the administrative liability emergence and liability exemption; 5. Ability to analyze the regulation of legal relations of elections.	
Module 2. Private Law	
<b>1.27. Modern Issues of Civil Law</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.28. Business Law</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam

Generic Competences	
1. Comprehensive knowledge of the current civil law issues; ability to establish legal contract relations at work.	
Professional Competences	
1. Knowledge of the mechanisms of ensuring the implementation of business activity, as well as skills for registration of legal entities and individual entrepreneurs and investment activities; 2. Knowledge of the procedures of deal implementation by an individual entrepreneur and a legal entity and the features of bankruptcy	
Module. 2. Procedural Law	
1.29. Administrative proceedings and Litigation	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
1.30. State Interest Defense in Civil Procedure	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
1.31. State Interest Defense in Criminal Procedure	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
1.32. Judicial System in RA	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test

<b>1.33. Optional Courses</b>	
1.33.1. Judicial Settlement of Expertise Area	
Semester	2 & 3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
Generic Competences	
<ol style="list-style-type: none"> <li>1. Ability to detect, examine and suspend violations of law;</li> <li>2. Ability to detect, assess and suspend corrupt behavior,</li> <li>3. Knowledge of expertise implementation methods.</li> </ol>	
Professional Competences	
<ol style="list-style-type: none"> <li>1. Ability to draft administrative acts, organize administrative proceeding, designate documents applied in administrative proceedings (drafts of applications, claims, complaints, and motions).</li> <li>2. Ability to differentiate between and analyze each type of expertise and its features;</li> </ol>	
Module 2. International Law	
<b>1.34. International Public Law</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
1.1. European Law	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.35. Comparative Constitutional Law</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3

Exam or Test	Exam
Generic Competences	
1. Ability to exercise material and procedural norms in professional activity.	
Professional Competences	
1. Ability to draft international contracts, to resolve international disputes and submit proposals related to their resolution;	
2. Ability to apply to the European structures dealing with human rights to protect one's and others' rights, as well as to submit an application to the European Court of Human Rights;	
3. Ability to conduct qualitative, quantitative and comparative analyses of research data.	
Module 3. Financial Law	
<b>1.36. Contemporary Issues of Tax Law</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Exam
<b>1.37. Current Issues of Customs Law</b>	
Semester	3
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
<b>1.38. Optional Courses</b>	
<b>1.38.1. Banking Law</b>	
Semester	2
Workload	90 Hours (Lectures work 24 Hours, Practical work 8 Hours, Independent work 58 Hours)
Credits	3
Exam or Test	Test
Generic Competences	
1. Ability to carry out inspections, draft inspection acts; and to ensure legal processes in tax authorities.	
Professional Competences	

<ol style="list-style-type: none"> <li>1. Ability to conduct independent analyses and research on legal processes in the banking system; knowledge of the legal ways of exercising banking operations.</li> <li>2. Ability to organize and ensure the legal process in customs bodies.</li> </ol>	
Module 9. Administrative Skills and Research Activity	
<b>1.39. Administrative Practice</b>	
Semester	2
Workload	90 Hours
Credits	4
Exam or Test	Report/Exam
<b>1.40. Report on Master's Thesis</b>	
Semester	2 and 3
Workload	90 Hours
Credits	6
Exam or Test	Report/Test
<b>1.41. Research Practice</b>	
Semester	4
Workload	90 Hours
Credits	4
Exam or Test	Report/Exam
<b>1.42. Master's Thesis</b>	
Semester	4
Workload	90 Hours
Credits	12
Exam or Test	Report/Exam
<b>1.43. Graduation Exam</b>	
Semester	4
Workload	90 Hours
Credits	7
Exam or Test	Report/Exam



Generic Competences
Professional Competences

### ***Political Management and Political Analysis Specialty***

MODULE 1	Courses of General Development (450 hours, 15 Credits)
1.1 Theory of Politics	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
1.2 Theory of Public Administration	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
1.3 Public Service System in RA	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
1.4 Basics of National Security	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral

1.5 Cultural Studies	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
Generic Competences	<ul style="list-style-type: none"> <li>• Ability to apply the modern knowledge and skills of the political science in one's career;</li> <li>• Ability to apply the results of analyses and interpretations related to politics, state and government, as well as the results of studies of political relations and processes in one's career;</li> <li>• Ability to independently identify concrete issues in political sciences by using modern technologies and domestic and international practices; and to find solutions.</li> </ul>

MODULE 2	IT and Communication Skills (360 hours, 12 Credits)
2.1 Professional Foreign Language	
I Semester	
Workload	180 hours (Lectures 8 hours, practical work 24 hours, independent work 148 hours)
Credits	6 Credits
Test	Written
2.2 IT and e-Governance (MULBERRY)	
I Semester	
Workload	90 hours (Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3 Credits
Test	Written
2.3 State and Official Language 2.4 Rhetorical Art	
I Semester	
Workload	90 hours (Lectures 24 hours, practical 8 hours, independent work 58 hours)

Credits	3 Credits
Test	Written
Generic Competences	<ul style="list-style-type: none"> <li>• Ability to analyze the professional literature in a foreign language;</li> <li>• Ability to communicate within the profession in a foreign language;</li> <li>• Ability to make use of computer.</li> </ul>
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to negotiate;</li> <li>• Ability to prepare and make speeches;</li> <li>• Ability to attain and analyze information.</li> </ul>

MODULE 3	PROFESSIONAL Science-Based research (180 hours, 6 Credits)
3.1 Theory of Politics and Scientific Research Methodology	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
3.2 Political Analyses and Predictions	
III Semester	
Workload	90 hours (Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study- driven
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to formulate and interpret scientific terms;</li> <li>• Ability to conduct political analyses;</li> <li>• Ability to combine and apply methods,</li> <li>• Ability to conduct political analyses via prediction methods.</li> </ul>

MODULE 4	Professional Scientific Issues (450 hours, 15 Credits)
4.1 Ethnopolitics	
I Semester	

Workload	90 hours (Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
4.2 Political Psychology	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study- driven.
4.3 Political Leadership	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study- driven
4.4 Current Ideological Flows	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study- driven
4.5 Political Anthropology	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study- driven
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to analyze the modern political science concepts;</li> <li>• Ability to analyze the modern scientific concepts of modern</li> </ul>

	<p>political economy;</p> <ul style="list-style-type: none"> <li>• Ability to apply political knowledge in social relations;</li> <li>• Ability to apply the gained theoretical knowledge of political management in practice;</li> <li>• Ability to apply analytical skills in political management; Ability to differentiate between the main issues of political science, and mechanisms of impact of political consciousness, self-consciousness and collective unconsciousness.</li> <li>• Ability to provide counseling to politicians;</li> <li>• Ability to make political predictions;</li> <li>• Knowledge of the classical and modern theories of systems and ability to do a comparative analysis on them;</li> </ul>
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MODULE 5	<p>Political Issues of Actor's Policy</p> <p>(450 hours, 15 Credits)</p>
5.1 Political Processes and Institutions;	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study-driven.
5.2 Parties and Party Systems	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral, case study-driven
5.3 Parliamentary Law	
II Semester	
Workload	90 hours (Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral
5.4 Political Management and PR	

II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral

5.5 Current Issues in Local Self-Government

II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral

Professional Competences	<ul style="list-style-type: none"> <li>• Ability to effectively organize the leadership activity;</li> <li>• Ability to exercise a company management policy;</li> <li>• Ability to assess the efficiency of staff;</li> <li>• Ability to provide counseling related to professional orientation;</li> <li>• Ability to combine the normative and socio-psychological features of roles;</li> <li>• Ability to calculate professional development;</li> <li>• Ability to provide political consultations;</li> <li>• Ability to update and transform the roles;</li> <li>• Ability to develop, analyze and update the images of politicians;</li> <li>• Ability to manage group work;</li> <li>• Ability to prevent, analyze conflicts, as well as to ensure, manage and establish peace</li> <li>• Ability to manage conflicts by establishing peace security;</li> <li>• Ability to analyze and localize the features of political changes;</li> <li>• Ability to ensure interpersonal and group security in the area of enhancing the culture of power exercising;</li> <li>• Ability to develop ways of work motivation enhancement;</li> <li>• Ability to update the reality via synergistic methods;</li> </ul>
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MODULE 6	Political Activity Capacities (540 hours, 18 Credits)
6.1 Regional Political Developments and the RA Foreign Policy	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)

Credits	3 Credits
Exam	Oral, case study-driven.
6.2 Political Economy	
I Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral, case study-driven.
6.3 Theory of Bureaucracy 6.4 Project Management	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral
6.5 Comparative Political Science (Transitology, Consolidology)	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral
6.6 Political Communications and Negotiations	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral
6.7 Political Psychology	
II Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent

	work 58 hours)
Credits	3 Credits
Test	Oral
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to analyze the regional political developments and the RA foreign policy;</li> <li>• Ability to make predictions about regional political developments and the RA foreign Policy;</li> <li>• Ability to apply communication skills;</li> <li>• Ability to prepare for business communication;</li> <li>• Ability to make use of political and psychological techniques and to protect oneself from psychological effects;</li> <li>• Ability to combine the normative and socio- psychological features of bureaucratic management;</li> <li>• Ability to apply the knowledge of political management in career;</li> <li>• Ability to exercise work motivation enhancement policy;</li> <li>• Ability to enhance motivation in work environment.</li> </ul>

MODULE 7	Management of Activity Results of Political Institutions (180 hours, 9 Credits)
7.1 Political Hermeneutics (Textology)	
III Semester	
Workload	90 hours (Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3 Credits
Test	Oral
7.2 Political Globalization	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3 Credits
Exam	Oral, case study-driven.
7.3 Theory of Public Administration	
III Semester	
Workload	90 hours (Lectures 24 hours, practical work 8 hours, independent



	work 58 hours)
Credits	3 Credits
Exam	Oral, case study-driven.
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to formulate the scientific concepts of political activity;</li> <li>• Ability to analyze political activity from the perspective of interdisciplinary requirements;</li> <li>• Ability to make and analyze (political and managerial) decisions</li> <li>• Ability to enhance the administrative competences of leaders;</li> <li>• Ability to organize PR for institutions;</li> <li>• Ability to apply GR technologies;</li> <li>• Ability to manage the work of image- making and updating of companies;</li> </ul>

MODULE 8	Science-Based Research Work (4 weeks, 690 hours, 30 Credits)
8.1 Science-Based Research Work	
IV Semester	
Workload	360 hours (Lectures 4 hours, practical work 28 hours, independent work 328 hours)
Credits	12 Credits
8.2 Administrative Practice	
II Semester	
Workload	4 weeks
Credits	4 Credits
Report /Exam	Oral
8.3 Report on Master's Thesis	
III Semester	
Credits	3 Credits
Test	Oral
8.4 Research Practice	
IV Semester	
Workload	120 hours
Credits	4 Credits

Report/ Exam	Oral
8.5 Graduation Exam	
IV Semester	
Workload	210 hours
Credits	7 Credits
Exam	Oral, case study-driven.
Professional Competences	<ul style="list-style-type: none"> <li>• Ability to develop scientific literature;</li> <li>• Ability to plan research work;</li> <li>• Ability to make science-based conclusions;</li> <li>• Ability to put the theoretical knowledge into practice;</li> <li>• Ability to analyze the specifics of various organizations;</li> <li>• Ability to manage the work of developing, analyzing, implementing and predicting policies in organizations and subdivisions.</li> </ul>

### ***“Psychology” (Psychology of Management) Specialty***

Module 1	General Development Courses
Total	Credits 15 Hours 450
1.1 Theory of Politics	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Oral
1.2 Theory of State and Law	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Oral
1.3 Public Service System in the RA	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire
1.4 State and National Security	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Oral

<b>1.5 Cultural Studies</b>	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire

Module2	Information and Communication
Total	Credits 12 hours 360

<b>1.1 Professional Foreign Language</b>	
Semester	I/II
Workload	Hours 180 (Lectures 8 hours, practical work 24 hours, independent work 148 hours)
Credits	6
Test	Professional translation, communication

<b>1.2 IT and e-Governance (Teaching "MULBERRY" Software)</b>	
Semester	I
Workload	Hours 90 (Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Test	Task implementation

<b>1.3 Optional Courses</b>	
1.3.1. State and Official Language 1.3.2. Rhetorical Art	
Semester	I
Workload	Hours 90 (Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Presentation

<ul style="list-style-type: none"> <li>• Ability to analyze the professional literature in a foreign language</li> <li>• Ability to communicate within the profession;</li> <li>• Ability to use computer resources;</li> <li>• Ability to make speeches;</li> <li>• Ability to deliver public speeches;</li> <li>• Ability to attain and analyze information;</li> </ul>	
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Module3	Professional Science-Based Research
Total	Credits 6 hours 180
<b>1.1 Psychological Theory and Research Methodology</b>	
Semester	I
Workload	Hours 90 (Lectures 16 hours, practical work 16 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire
<b>1.2 of Mathematical Methods in Psychology</b>	

Semester	III
Workload	Hours 90 (Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Test	Task Implementation
<ul style="list-style-type: none"> <li>• Ability to formulate academic concepts;</li> <li>• Ability to conduct psychological research;</li> <li>• Ability to apply mathematical methods;</li> <li>• Ability to conduct a psychological analysis via mathematical methods</li> </ul>	

Module 4	Professional Scientific Issues
Total	Credits 15 hours 450
1.1 Psychology of Management	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Monographs, Case Study
1.2 Modern Social Psychology	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Questionnaire
1.3 Aspects of Personality in Modern Theories	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire
1.4 Issues of Modern Psychology	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire
<ul style="list-style-type: none"> <li>• Ability to analyze the scientific concepts of modern social psychology;</li> <li>• Ability to apply psychological knowledge in social relations;</li> <li>• Ability to put in practice the achievements in psychology of management;</li> <li>• Ability to apply psychological skills in management;</li> <li>• Ability to differentiate between the main concepts of political psychology, the impact mechanisms of political consciousness, self-consciousness and collective uncounsciousness;</li> <li>• Ability to prvide psychological counselling to politicians;</li> </ul>	

- Ability to make political predictions;
- Knowledge of the classical and modern theories of personality and ability to make their comparative analysis;

Module 5	Psychological Aspects of HR Policy
Total	Credits 18 hours 540
1.1 HR Management	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3
Test	Presentation
1.2 Professional Orientation and Personnel Selection Psychology	
Semester	III
Workload	Hours 90(Lectures 8 hours, practical 24 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire Case Study, Task Implementation
1.3 Psychology of Professional Development	
Semester	III
Workload	Hours 90(Lectures 16 hours, practical 16 hours, independent work 58 hours)
Credits	3
Test	Questionnaire, Case Study
1.4 Optional Courses	
1.4.1 Psychological Management of Group Activities	
1.4.2 Organizational psychological Consultation	
Semester	II
Workload	Hours 90(Lectures 8 hours, practical 24 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Case Study
1.5 Psychology of Conflict Management	
Semester	II
Workload	Hours 90(Lectures 16 hours, practical 16 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Case Study
1.6 Psycho-physiological Basics of Professional Activities	
Semester	I
Workload	Hours 90(Lectures 24 hours, practical 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Case Study
<ul style="list-style-type: none"> <li>• Ability to effectively organize work activity;</li> <li>• Ability to exercise HR policy in a company;</li> <li>• Ability to evaluate the staff effectiveness;</li> </ul>	

- Ability to provide professional orientation counseling;
- Ability to implement personnel selection,;
- Ability to plan the professional development;
- Ability to implement career counseling;
- Ability to carry out staff development and adaptation;
- Ability to develop post profiles;
- Ability to manage group work;
- Ability to prevent and manage conflicts;
- Ability to analyze and resolve conflict situations;
- Ability to analyze the psycho-physiological features of career;
- Ability to ensure psycho-physiological security in career;

Module 6	Practical Psychological Competences
Total	Credits 12 hours 360
1.1 Business Communication Psychology and Ethics	
Semester	III
Workload	Hours 90(Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Case Study
1.2 Optional Courses 1.2.1. Psychology of Influence 1.2.2. Forms of Psychic Management	
Semester	III
Workload	Hours 90(Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Test	Case Study
1.3 Optional Courses 1.3.1. Socio-Psychological Training 1.3.2. Psychology of Motivation	
Semester	III
Workload	Hours 90(Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Test	Programme development
1.4 Methods of Psychological Self-Regulation	
Semester	III
Workload	Hours 90(Lectures 8 hours, practical work 24 hours, independent work 58 hours)
Credits	3
Test	Case Study
<ul style="list-style-type: none"> <li>• Ability to apply communication skills;</li> <li>• Ability to prepare for business communication;</li> <li>• Ability to apply psychological techniques of influence;</li> </ul>	

<ul style="list-style-type: none"> <li>• Ability to defend herself/himself from psychological effect;</li> <li>• Ability apply techniques for mental health management;</li> <li>• Ability to organize socio-psychological trainings;</li> <li>• Ability to apply socio-psychological trainings in work activity;</li> <li>• Psychology of Motivation</li> <li>• Ability to enhance motivation in work environment;</li> <li>• Ability to apply ways of managing motivation enhancement;</li> <li>• Ability to apply self-regulation methods.</li> </ul>	
Module 7	Psychology of Company Activity
Total	Credits 9 hours 270
1.1 Psychology of Legal Activity	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Test	Questionnaire, Case Study
1.2 Optional Courses	
1.2.1. Psychology of Administrative Decision-Making	
1.2.2. Psychological Competence of the Leader	
Semester	III
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Case Study
1.3 Optional Courses	
1.3.1. Psychology of PR and Publicity of Companies	
1.3.2. Psychology of Image	
Semester	III
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire, Task Implementation
1.4 Psychology of Political Activity	
Semester	II
Workload	Hours 90(Lectures 24 hours, practical work 8 hours, independent work 58 hours)
Credits	3
Exam	Questionnaire
<ul style="list-style-type: none"> <li>• Ability to formulate the scientific concepts of legal activity;</li> <li>• Ability to analyze the legal activity from the psychological perspective;</li> <li>• Ability to analyze the managerial decision-making from the psychological point of view;</li> <li>• Ability to enhance the psychological competences of the leader;</li> <li>• Ability to organize PR for a company;</li> <li>• Ability to organize advertising for a company.</li> <li>• Ability to organize the work of company image-making.</li> </ul>	

Module 8	
Total	Credits 33 hours 990
1.1 Administrative Practice	
Semester	II
Workload	
Credits	4
Report	
1.2 Report on Master's Thesis	
Semester	II
Workload	
Credits	6
Report	
1.3 Research Practice	
Semester	IV
Workload	Hours 120
Credits	4
Report	
1.4 Graduation Exam	
Semester	IV
Workload	Hours 210
Credits	7
Graduation Exam	
1.4 Master's Thesis	
Semester	IV
Workload	
Credits	12
Defense	
<ul style="list-style-type: none"> <li>• Ability to apply theoretical knowledge in practice;</li> <li>• Ability to analyze the specifics of different types of organizations;</li> <li>• Ability to manage various psychological activities in companies and subdivisions.</li> </ul>	

The information on every event organized in the Academy will be sent to your personal e-mail address. Please, note to pay extra attention to all the information and announcements sent by the Academy. Taking into account modern ways of exchanging information, the Academy also shares information through its website all the sections of which contain useful information for the students.





**Dear students,**

The Academy is doing its best to create the most favorable conditions for you learning.

## **YOU CAN**

1. Find all the orders of the Academy in the “**Regulations**” subsection of section “**Documents**”. Particularly,
  - ✓ Inner Disciplinary Rules of Public Administration Academy of the Republic of Armenia (Chapter 5),
  - ✓ The Chair Regulations of Public Administration Academy of the Republic of Armenia,
  - ✓ The Regulation of Exclusion and Restoration of students,
  - ✓ The Regulation of holding Master’s Program Final Licensing in Public Administration Academy of the Republic of Armenia
  - ✓ The Regulation of Appellation of the Results of Examinations and Tests in Public Administration Academy of the Republic of Armenia
  - ✓ The Regulation of Preparation and Organization of Master’s Theses in Public Administration Academy of the Republic of Armenia
  - ✓ The Statute of the Student Council of Public Administration Academy of the Republic of Armenia
  - ✓ The Regulation of Monitoring and Evaluation of Students’ knowledge in Public Administration Academy of the Republic of Armenia.
2. Find your schedule, as well as information on the days of examinations, liquidations, handing in the practice journals and the defence of practice reports in “**Master’s Programme**” subsection of section “**Educational Process**” .
3. Get the examination questionnaires, bibliography and reference lists of all the subjects according to the profession and chairs from subsection “**Questionnaires**” of section “**Educational Process**”.
4. Read about the regulations on organizing and holding administrative and research practices included in the educational programs and their aims from “**Internship**” subsection of “**Educational Process**” section, as well as use the rules and technical requirements stated in “**Internship Report and Defense**” subsection.

## KNOWLEDGE AND CAPACITY EVALUATION NORMS OF THE STUDENTS

### Examination

In the purpose to evaluate the knowlegde and capacities of the students of the Academy, the following norms have been defined:

- “A+, A” (excellent): this mark is granted to the student, who manifests comprehensive, complex and deep knowledge in the frameworks of the academic program; independently accomplishes all the tasks of the program; studies in depth and learned the main and additional literature within the limits of the program; actively workes and participates in the practical courses and seminars; differentiates the main scientific content of the subject; and displays creative and scientific approach to the educational material of the subject. The answer of the student is notable for its wide and distinct terminology; he/she presents the material in succession and logically.
- “A-” (excellent): this mark is granted to the student, who manifests comprehensive and complex knowledge in the frameworks of the academic program; independently accomplishes all the tasks of the program; studies in depth the main literature within the limits of the program; is aware of the additional literature; actively workes in the practical courses and seminars; manifests systematic knowledge in the frameworks of the subject, which are enough for the further study; is capable to independently accomplish those knowledge; the answer of the student is notable for its distinct terminology; presents the material in logical succession.
- “B+” (good): this mark is granted to the student, who fully comprehends the academic program; doesn't make essential mistakes in the answer; independently accomplishes all the tasks of the program; studies the main literature within the limits of the program; actively workes in the practical courses and seminars; manifests systematic knowledge in the frameworks of the subject, which are enough for the further study; and is capable to independently accomplish those knowledge.
- “B” (good): this mark is granted to the student, who comprehends the main part of the academic program; doesn't make essential mistakes in the answer; independently accomplishes all the tasks of the program; studies the main literature within the limits of the program; actively workes in the practical courses and seminars; manifests systematic knowledge in the frameworks of the subject, which are enough for the further study; and is capable to independently accomplish those knowledge.
- “B-” (good): this mark is granted to the student, who sufficiently comprehends the academic program; doesn't make essential mistakes in the answer; independently accomplishes all the tasks of the program; studies the main literature within the limits of the program; is active during the practical courses and seminars; manifests

systematic knowledge in the frameworks of the subject, which are enough for the further study; and is capable to independently accomplish those knowledge.

- “C+” (satisfactory): this mark is granted to the student, who comprehends the main part of the academic program, which is required for the further education and work activity; is not active during the practical courses and seminars; independently accomplishes all the tasks of the program; studies the main literature within the limits of the program, though makes some failures and mistakes in the answers and the tasks, but comprehends the required knowledge for accomplishing them independently.
- “C” (satisfactory): this mark is granted to the student, who comprehends the main part of the academic program, which is required for the further education and work activity; is not active during the practical courses and seminars in particular; independently accomplishes the tasks of the program; studies the main literature within the limits of the program, though makes some failures and mistakes in the answers and the tasks, but comprehends the required knowledge for accomplishing them with the help of the professor.
- “C-” (satisfactory): this mark is granted to the student, who comprehends the main part of the academic program, which is required for the further education and work activity; is not active during the practical courses and seminars in particular; independently accomplishes the tasks of the program; studies the main literature within the limits of the program, though makes essential failures and mistakes in the answers and the tasks, but comprehends the required knowledge for accomplishing them with the help of the professor.
- “D” (unsatisfactory): this mark is granted to the student, who doesn't comprehend the main part of the academic program or is lacking in knowledge, which is required for the further education and work activity; doesn't accomplish the tasks of the program independently; doesn't work during the practical courses and seminars; makes fundamental failures and mistakes; studies the main literature within the limits of the program, though makes essential failures and mistakes in the answers and the tasks; and cannot continue the education or turn to the professional activity in the framework of the given course without additional training.

Grade	Assessment by 100 balls system	The all by 20 balls system	The all by 10 balls system	The mark by credit system	The letter expression by credit system
Excellent	95-100	20	10	4,0	A+
	87-94	19	9	4,0	A
	81-86	18	9	3,7	A-
Good	75-80	17	8	3,3	B+
	71-74	16	8	3,0	B
	67-70	15	7	3,0	B
	61-66	14	7	2,7	B-
Satisfactory	58-60	13	6	2,3	C+
	55-57	12	6	2,3	C+
	51-54	11	5	2,0	C
	46-50	10	5	2,0	C
	43-45	9	4	1,7	C-
	40-42	8	4	1,7	C-
Unsatisfactory	<40	<8	<3	1,0	D
Failed				0	F
Satisfactory				-	S
Unsatisfactory				-	U

### Test-examination

- “S” (satisfactory): this mark is granted to the student, who fully comprehends the academic program; independently accomplishes all the tasks of the program; studies the main literature within the limits of the program; actively works in the practical courses and seminars; manifests systematic knowledge in the frameworks of the subject, which are enough for the further study; and is capable to independently accomplish those knowledge; answers the questions of the profesor and doesn't make essential mistakes.
- “U” (Unsatisfied): this mark is granted to the student, who doesn't comprehend the main part of the academic program or is lacking in knowledge, which is required for the further education and work activity; doesn't accomplish the tasks of the program independently; doesn't work during the practical courses and seminars; makes fundamental failurs and mistakes; studies the main literature within the limits of the program, though makes essential failurs and mistakes in the answers and the tasks; and cannot continue the education or turn to the professional activity in the framework of the given course without additional training.

- “F”: this mark is granted to the student, who failed to attend the examination or the test-examination.

### Application of the test-examinationlist for the internal education

Regular examination	Final examination	Mark
S (satisfactory)	S (satisfactory)	S (satisfactory)
S (satisfactory)	U (unsatisfactory)	U(unsatisfactory)
U(unsatisfactory)	S (satisfactory)	S (satisfactory)
U (unsatisfactory)	F (failed)	U (unsatisfactory)

The repassing order of the educational process marked unsatisfactory is introduced by the Academy, according to the decision of the Minister of Education and Science 2011 N1242-N of November 17<sup>th</sup>, established by the order of dismissal and rehabilitation of the students in the High Educational Institutions of the RA” .

### General final demands

The students must fill in minimum 120 credits for getting Master’s qualitative degree (scientific seminars, master’s thesis and final examination included), and the computed final **medium qualitative assessment (MQA)** of a student must be minimum **2,20**:

### Academic hours

Hours	Start	End	Break
1-2	9 <sup>00</sup>	10 <sup>20</sup>	
			10
3-4	10 <sup>30</sup>	11 <sup>50</sup>	
			40
5-6	12 <sup>30</sup>	13 <sup>50</sup>	
			10
7-8	14 <sup>00</sup>	15 <sup>20</sup>	

## THE STUDENT COUNCIL OF THE ACADEMY

The role of the Student Council is in defending the students' rights as well as in raising different educational, social, etc. issues. It is a selective representative body which unites the students and ensures student self-governance. The Student Council shows its support to the development and improvement of learning process, participates in the researches and other activities organised by the Academy. The Academy encourages the initiative and social activeness of its students.

The mission of the Student Council is

- To unite the students of PAARA, participate and assist the reforms in educational programmes in the university.
- To contribute to the civic development of the students, forming and maintaining national and university traditions.

The Academy pays special attention to the engagement of students into the administrative processes of the university. The students are represented in the Scientific Board, Rectorate, Credentials Committee, in other words in all the bodies which make important decisions for the university.

## THE LIBRARY OF THE ACADEMY

The scientific and technical library of the Academy is always replenished with modern literature, cooperates with different international companies, with the help of which it enriches. It is a member of Armenian Cooperation of Electronic Libraries which allows us to use such electronic resources as BSCOhost, eLIBRARY, Springer LINQ.

## THE STUDENTS OF THE ACADEMY

### **46. The students of the Academy have right to**

1. Participate in the development of their educational content, i.e. choosing courses and specialization, maintaining the requirements of state educational standards,
2. participate in the activities of management bodies of the Academy in accordance with the law or regulations;
3. Use the library, information archives, educational, scientific and other services of the Academy free of charge, participate in researches, conferences, seminars and symposiums,

4. appellate the orders and decisions taken by the administration of the Academy in accordance with the procedure established by the RA legislation,
  5. get acquainted with the Statute and other normative legal acts of the Academy, sign a contract with it on learning conditions,
  6. Receive up to a year of academic leave if needed established by the authorized body, except the cases defined by the law,
  7. Get full or partial reimbursement of the tuition fee in accordance with the procedure established by the RA legislation and the Academy,
  8. Get awarded morally or(and) materially for showing good academic progress and participating in researches in accordance with the procedure established by the RA legislation and the Academy,
  9. the students of the Academy have other rights too, established by the RA legislation and the Academy.
47. The students fulfilling the educational plans are granted relevant qualifications and are given graduate certificates (diploma) with the corresponding appendix.

48. The graduates of supplementary professional education programmes are given a graduation license established by the Academy.

49. Students may be awarded in the following way:

1. expression of gratitude,
2. one-time cash award,
3. souvenir award,
4. punishment canceling.

50. Former students who have interrupted their studies, regardless of the cause, have a right to restore their student rights with the exception of those, interrupted their learning in the first semester of first year.

**51. The Students of the Academy are obliged to**

1. do all the types of assessments required by the curriculum within the stated period of time,
2. have high qualifications - necessary knowledge and skills for their future specialty,
3. maintain the demands of the Institute statute and internal rules of conduct
4. attend all the lectures and group works included in the curriculum,
5. treat the technical equipment and property of the Academy with care,
6. let us know about any changes in personal data,
7. carry their student cards in the Academy, and in case of exclusion, return it.
8. not to be late for the lessons, be at the classroom before the beginning of the lesson, not to disturb the not it,
9. keep the Building of the Academy clean, not to make noise during breaks and keep silent during lessons,

10. increase the Institute profile and reputation, maintain moral and social rules.
52. Student of the Academy must follow the rules stated here as well as the duties stated in the Statute of the Academy and Internal Legal Acts.
53. It is not allowed to speak loudly, make noise, or perform any other disturbing action within the building of the Academy.
54. It is strictly forbidden to smoke in the classrooms, halls, offices, etc. Smoking is allowed only in special areas.
55. It is not allowed to use cell phones or other modern devices during the lesson.
56. Students getting study-for-fee education must pay their tuition fees in time. The students not paying their tuition fees in time may be left out in accordance with the procedure established by the RA legislation.
57. The students who do not fulfill the educational plans and the schedule of the educational process, make unsatisfactory academic progress, violate the Academy's internal rules of conduct may undergo punishment up to the leave-out from the Institute by the Rector or his/her mandatory entity
58. General conditions of exclusion and restoration of students are established by the RA legislation and the Academy. The legal basis for the exclusion and restoration of Master's Programme students is corresponding regulation approved by the authorized body.
59. In case of violating the rules established by RA legislation, the Academy Statute, signed contract and this document, the student may undergo the following punishments:
- a. pronounciation,
  - b. strict pronounciation,
  - c. exclusion from the Academy.
60. Before conducting the punishment the student is to give explatation in written form. Refusing to write an explanatory note is not a basis not to punishing.
61. The order of disciplinary sanction is issued within three days after the violation. The decree of order is maintained in the student's dossier.
62. Each absence of student must be justified (in written form) by the student at the first day of his return to the Academy. In case of an absence because of poor health conditions, the student must let the Department of Education and Methodology know within 1 day after his absence. If the absence is not determined by the health conditions or any other reason, it is considered invalid.