

Ministry of Azerbaijan Republic
Azerbaijan State University of Economics

Master of Business Administration

CHARTER

**Approved by the Scientific Council of the Azerbaijan State
University of Economics**

**19 September 2014
(Protocol # 131)**

Baku 2014

Article 1. General provisions

- 1.1. The Department of the Master of Business Administration (the “Department”) of Azerbaijan State University of Economics (“ASUE”) was established based on Agreement number 0224, dated 29.10.2001 on “Collaboration in the education realm” with Moscow State University of Economics, Statistics, and Informatics.
- 1.2. The Department acts in accordance with the Constitution of the Republic of Azerbaijan, the Law of the Republic of Azerbaijan, the Decrees and Orders of the President of the Republic of Azerbaijan, the Decrees and Orders of the Cabinet of the Republic of Azerbaijan, the Law on Education of the Azerbaijan Republic, the normative-legal acts of the Ministry of Education of the Republic of Azerbaijan, State Strategy on the development of education in the Republic of Azerbaijan, the “Rules on ethical behaviour of teachers”, the acts regulating education organizations, other acts and international agreements supported by the Republic of Azerbaijan and the Charter of the MBA Department.
- 1.3. The educational program established by the Master of Business Administration (“MBA”) provides opportunities for degree holding professionals to develop managerial skills, obtain systematic knowledge, capacity and habits of the business administration, develop their specialization continuously, investigate modern business information, think analytically and make robust decisions and enables them to hold leading positions in various organizations.
- 1.4. The department provides professionals with grounds for deeper investigation of their specializations and grants the right to carry out scientific researches in business and economics and engage in professional activities.
- 1.5. The Department is the separate commercial educational structure which provides the high education for professionals. It is within the structure of ASUE and under the direct supervision of the Rector of ASUE.
- 1.6. The Department maintains the following MBA programs:
 - Management;
 - Financial Accounting;
 - Marketing;
 - Finance;
 - Securities;
 - International Business;
 - Business establishment and administration (general);
 - Human Resources.

- 1.7. The Ministry of Education of the Republic of Azerbaijan assigned the round stamp as well as defined letterheads for the MBA Department of the Azerbaijan State University of Economics.
- 1.8. The property given to the Department are owned by the ASUE. The Department owns the property given to its possession and uses based on rights assigned to educational organizations.
- 1.9. The department is located in headquarter of ASUE. Address: Istiglaliyyet str. 6, Baku, Azerbaijan, AZ1001.

Article 2. The objectives of the Department

2.1. The objective of the Department consists of the following:

- 2.1.1. the preparation of specialists who meet the requirements of the international standards and are aware of their responsibility, democratic traditions of Azerbaijan, principles of business ethics, who are creative, innovative and have independent mind-sets.
- 2.1.2. the preparation of professionals with theoretical and practical knowledge who will assess the initiatives and innovations using their modern mind-set;
- 2.1.3. the support of professionals with higher education to obtain knowledge about business ethics, presentation skills, time management, entrepreneurial mindset and efficient work management;
- 2.1.4. prepare specialists for managing various organizations, work together with personnel, apply creative approach to the work process and make efficient decisions;
- 2.1.5. the development of skills for the flexible management of changes in governmental, non-governmental agencies, public entities, commercial organizations and small entrepreneurial subjects and the ability to proactively identify changes in legislation and business environment;
- 2.1.6. the provision of professional degree and related rights and preferences to graduates who meet their degree requirements in entirety;
- 2.1.7. the establishment of trainings for academic and administrative personnel in order to increase the level of their qualification (exchange and etc.).
- 2.1.8. the Department continues to establish the international relations with other educational organizations and conducts various programs (MBA, EMBA, DBA, Distant MBA), which will form the image of ASUE and contribute to the recognition of its brand.

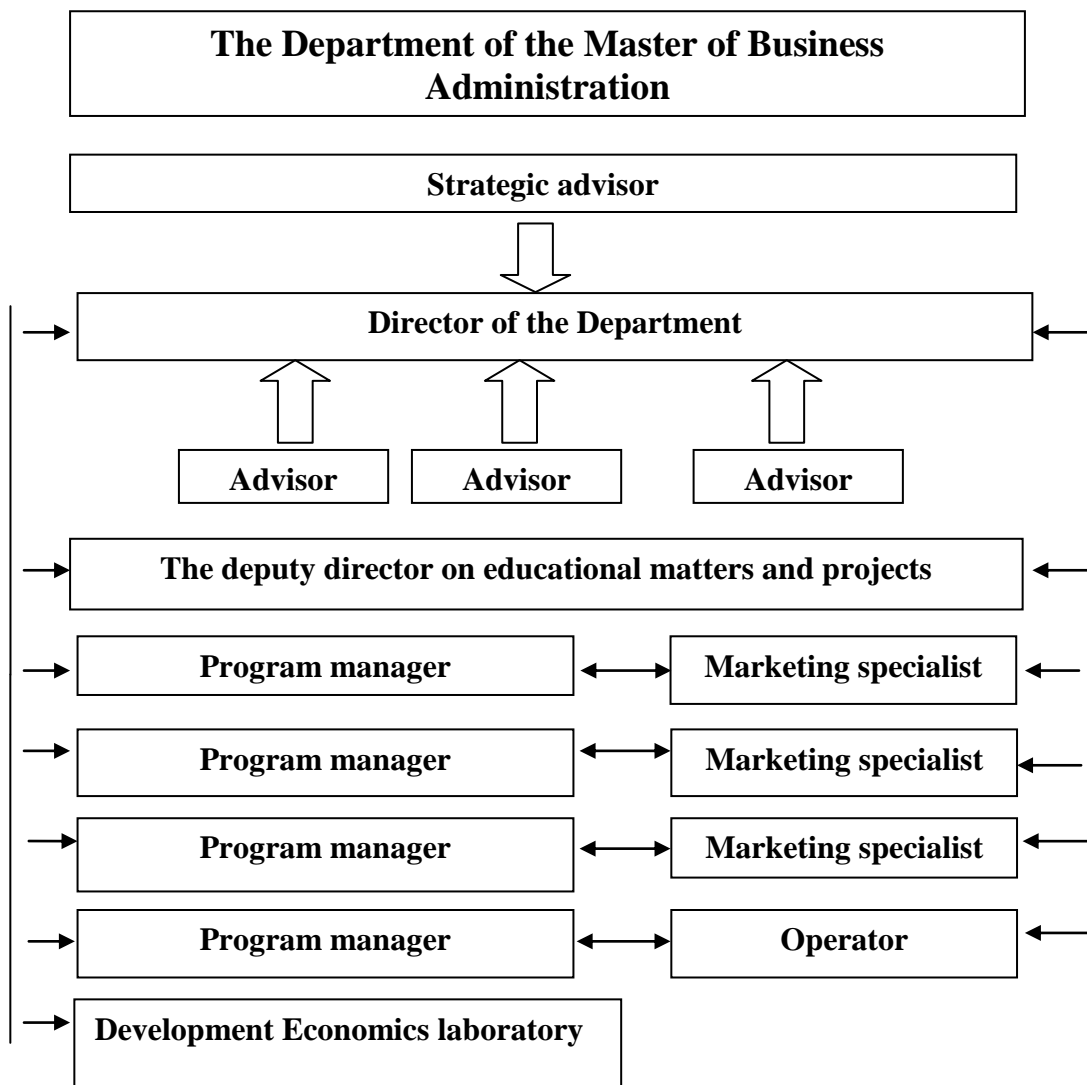
Article 3. The functions and responsibilities of the Department

- 3.1. The main functions and responsibilities of the Department are the following:
- 3.1.1. The Department provides the proven interactive training materials and application of modern scientific, theoretical and practical knowledge;
 - 3.1.2. The department assesses the students based on weekly and interim quizzes, attendance level, home assignments and final exams (in written form, test and open questions);
 - 3.1.3. Control the qualification level of the teaching personnel (new home assignments, new hypothesis and tests);
 - 3.1.4. Preparation of the syllabus in accordance with the requirements of the leading universities and their standards and provision for approval to the Scientific Council of the Department and the Scientific Council of Azerbaijan State University of Economics;
 - 3.1.5. Establishment and realization of the syllabus and educational process in accordance with the existing standards;
 - 3.1.6. Planning and realization of education, scientific researches and other activities within the Department;
 - 3.1.7. Investigation of students' demand for increase in professional qualifications and preparation of necessary suggestions;
 - 3.1.8. The provision of opportunities for efficient application of information and technologies in the education process;
 - 3.1.9. Improvement of the quality of education in business administration and directing the skills and knowledge obtained for the practical (case-based) solution of structured problems;
 - 3.1.10. Implementation of the responsible, transparent and efficient management mechanisms;
 - 3.1.11. Preparation of professionals consistent in knowledge and skills with those of leading educational systems;
 - 3.1.12. Preparation of the specialists who are able to assess the risks from theoretical and practical points of view and to make the appropriate decision;
 - 3.1.13. The department support studies which are directed to the solution of systematic, individual, current and expected problems of subjects taught;
 - 3.1.14. Arrangement of preparation programs on international and professional certifications and licensing;
 - 3.1.15. Organization of seminars for presentation of creative and innovative ideas on commercial base;

- 3.1.16. Participation in the regional and international scientific investigations, grants and competitions co-financed by governmental and private organizations;
- 3.1.17. Arrangement of scientific meetings, simposiums, forums and conferences for programs;
- 3.1.18. The organization of the scientific researches and educational services based on the orders from the various companies and organizations on commercial terms;
- 3.1.19. Translation of recognized literature dedicated to Business Administration and other realms of the economics, preparation of audio and visual materials for education;
- 3.1.20. Collaboration with programs, scientific entities and qualification centers of other universities;
- 3.1.21. The teaching personnel of the program consists of not only the teaching personnel of ASUE, but also professors and teachers invited from other universities, the managers from local and international companies and other professionals invited on contractual terms;
- 3.1.22. The department establishes collaboration with other recognized universities famous for their programs and provides opportunities for academic personnel to get double and triple degree diplomas as a result of this collaboration;
- 3.1.23. The department provides not only the technical knowledge for international graduate candidates but also gets them acquainted with national, cultural and historical heritage of our country;
- 3.1.24. Implementation of other strategic and current duties for sustainable development of programs.

Article 4. The structure and management of the Department

- 4.1. The structure of the Department and number of the personnel is defined by the decree of the rector of the Azerbaijan State University of Economics;
- 4.2. The Department of the Master of Business Administration can establish the structural departments which are not legal entities.
- 4.3. The management structure of the Department of the Master of Business Administration consists of the following:



- 4.4. The structure of the Department, its divisions and entities are established, re-created and canceled by the Azerbaijan State University of Economics. Their activities are regulated by the charter approved by the rector of the Azerbaijan State University of Economics and the Ministry of Education of the Republic of Azerbaijan.
- 4.5. The management of the Department is implemented by its Director and in his/her absence by the Deputy Director.
- 4.6. The director of the Department is appointed and discharged by the rector of Azerbaijan State University of Economics and the Ministry of Education of the Republic of Azerbaijan.
- 4.7. The deputy director on educational matters and projects and other employees are presented by the Director of the Department and approved and discharged by the Rector of the Azerbaijan State University of Economics and the Ministry of Education of the Republic of Azerbaijan
- 4.8. In order to provide quality, qualification, analytical mindset and independent decision making the personnel of the department should have the necessary

knowledge of the English language (TOEFL IBT 82 or IELTS 6.5) in order to communicate in various negotiations, collaborations and meet the European educational standards.

4.9. In order to manage the activities of the Department, the Director establishes and manages the Scientific Council upon the approval of the rector of the Azerbaijan State University of Economics.

The Scientific Council of the Department consists of the following members: director, his/her strategic advisor, advisors and deputy director, the heads of departments of the University, the heads of scientific investigation and methodology, the outstanding scientists and lecturers of the University.

4.10. The Scientific Council of the University performs the following duties:

4.10.1. manages the educational process, formation of methodology, conduct of investigations and researches and improve personnel's qualifications;;

4.10.2. presents the establishment, re-organization and cancellation of the divisions and entities within the Department;

4.10.3. accepts the reports from the heads of divisions within the department;

4.10.4. Defines the work plan with researchers;

4.10.5. approves the syllabus of related departments, entities and divisions within the University and individual lecturers;

4.10.6. prepares the offers for assignment of Departments' personnel with the scientific degrees, approves the topics of their research works and implements the initial listening of their work.

4.11. basic directions of the activities of the Department are regulated by the Charter of the Department of the Master of Business Administration of Azerbaijan State University of Economics.

Article 5. The organization of scientific research work in the department

5.1. The organization of scientific research work in the department consists of the following:

5.1.1. provide the opportunities for the professional development of the academic personnel through their involvement into the grant projects in order to increase the quality of the provided education;

5.2. the department provides the opportunities for the academic personnel obtain practical experience in leading and recognized organizations, companies and governmental agencies;

5.3. the department encourages the teaching personnel to conduct scientific researches and publish articles in recognized scientific magazines.

Article 6. The rights and obligations of graduate students

- 6.1. Graduate students and other student categories (audit student, students in certificate programs) can get enrolled in programs of the Department.
- 6.1.1. a graduate student of the Department is considered a person who successfully passed the exams conducted by the State Student Admission Commission (SSAC) of the Republic of Azerbaijan and who's admission is approved by the internal decree of the rector.
- 6.2. graduate students have the following rights:
 - 6.2.1. obtain the education in accordance with the requirements of the Laws of the Republic of Azerbaijan;
 - 6.2.2. to get the paid education;
 - 6.2.3. to be provided with the normal conditions of education;
 - 6.2.4. to obtain the document (diploma) proving the obtained education;
 - 6.2.5. to obtain the education within the country and abroad;
 - 6.2.6. to obtain the education in respectful, transparent conditions and with conditions of free information;
 - 6.2.7. to freely express own opinions and views;
 - 6.2.8. to benefit from the discounts and allowances considered under the legislation;
 - 6.2.9. to implement all conditions considered in the syllabus and education program;
 - 6.2.10. to advise on the improvements in the educational process;
 - 6.2.11. graduate students are allowed demand the discharge of the lecturer during the first 2 weeks of the session. Such a discharge requires the majority of (51%) of total students within a group;
 - 6.2.12. use of rooms, auditoriums, libraries, reading halls and other supplementary education supports;
- 6.3. The graduate students have the following obligations:
 - 6.3.1. to take weekly and interim quizzes, to prepare home assignments, attend classes and take the final exam;
 - 6.3.2. to write a graduate work (Capstone Paper - MBA, Action Learning Project-EMBA) with practical significance which relates to specialization;
 - 6.3.3. to follow the internal rules established by the department;
 - 6.3.4. to not damage or act in any means that results in a damage or loss (material or immaterial) to the property of the Department;
 - 6.3.5. to respect the teaching staff and academic personnel.

Article 7. The rights and obligations of the parents (lawful representatives) of the graduate students

- 7.1. The parents (lawful representatives) of graduate students have the following rights:
- 7.1.1. to defend the rights and interests of the graduate student;
 - 7.1.2. to obtain the information about the Charter of the Department;
 - 7.1.3. to obtain the information about the education process and grades of the graduate student within the lawfull frames (securing confidentiality);
 - 7.1.4. to get familiar with the Charter of the Department and local normative acts regulating graduate students' behaviour;
 - 7.1.5. to obtain the information about the activities of the Department and provided benefits;
- 7.2. The parents (lawful representatives) of graduate students have the following obligations:
- 7.2.1. to provide their dependents with the necessary education equipment;
 - 7.2.2. to pay the tuition fee in accordance with the terms and time indicated in the agreement;
 - 7.2.3. to not distort the rights and interests of the participants in the education process;
 - 7.2.4. to not involve graduate students without their own or their parents' (lawful representatives') permission to any kind of activities within the department, which are not considered in the syllabus;

Article 8. The rights and obligations of professors and teaching staff of the Department

- 8.1. The professor and teaching staff of the Department has the following rights and obligations:
- 8.1.1. to prepare offers on improvement of the educational processes and methodology;
 - 8.1.2. to use computing technologies, laboratories, rooms, auditoriums, reading halls and other supplementary educational means during the educational process;
 - 8.1.3. to share academic experience with local universities and universities abroad (academic mobility);
 - 8.1.4. to participate in field and inter-departmental meetings, as well as in international conferences, symposia and forums;
 - 8.1.5. To conduct research, to use achievements gained in the educational process;
 - 8.1.6. to help the graduate students to make individual researches and give personal advise;
 - 8.1.7. to be aware about the recent research on learning environment, teaching of knowledge and to create learning environment in the class;

- 8.1.8. to organize the learning process at a high level;
- 8.1.9. to resolve issues relating to social welfare of the employees of the Department on the basis of existing law

Article 9. Admission to the MBA program of the Department

- 9.1. Admission to the MBA program requires potential students to prove their undergraduate degree or its equivalent together with successful completion of the exam conducted by SSAC and provide the following documents:
- document on the payment of the annual tuition fee;
 - the copy of the document on higher education (diploma) and extract from the transcript (or diploma supplement);
 - 6 photos with the size of 3x4 sm;
 - the copy of ID.
- 9.2. Graduate students after the acceptance to the MBA program sign an academic agreement with the rector of the university.
- 9.3. The program is taught in Azerbaijani, English and Russian languages.
- 9.4. Foreigners and stateless persons are accepted through the agreement with the MBA Department in ASUE. International agreements supported by the Azerbaijan Republic prevail in these circumstances.

Article 10. Admission to the Executive MBA, DBA and Distant MBA programs of the Department

- 10.1. Azerbaijan State University of Economics can admit the students to the additional groups (MBA, Executive MBA, DBA and Distance) on commercial basis upon the agreement with the the Ministry of Education of Azerbaijan Republic;
- 10.2. Graduate students are accepted to additional groups (Executive MBA, DBA və Distant MBA) based on the recommendation of the department director, the decision of the Scientific Council of the department and the order of the rector of the university.
- 10.3. The students with primary education in fields other than economics are eligible to apply for the Executive MBA, DBA and Distant MBA programs.
- 10.4. The admission of foreign and stateless persons to the Executive MBA, DBA and Distant MBA programs is implemented based on agreements signed with foreign and stateless persons. International agreements supported by the Azerbaijan Republic prevail in these circumstances.
- 10.5. The following documents should be submitted for an admission to the Executive MBA, DBA and Distant MBA programs:

- letter to the rector;
the copy of the document on higher education (diploma) and extract from the transcript (or diploma supplement);

- letter from employer;

- 6 photos with the size of 3x4 cm;

- Copy of ID;

- students with language of instruction other than English must prove the level of English language (TOEFL IBT 82 or IELTS 6.5);

- the document proving a minimum of 5 years of professional experience;

10.6. The education in the Executive MBA, DBA and Distant MBA programs of the Department is taught in English.

Article 11. The curriculum of the MBA program of the Department

11.1. Core courses of the MBA program

Nº /#	Code of the subject	Name of the Subject	Credits	ECTS
		General subjects	33	66
1	SMO 652	Liderlik və təşkilati davranış <i>Leadership and Organizational Behavior (LEAD)</i>	3	6
2	MGTSC 501	Biznes statistikas <i>Statistics for business and economics</i>	3	6
3	BUEC 501	Qlobal mühitdə biznes <i>Business in the Global Environment</i>	3	6
4	ACCTG 501	Maliyyə hesabatı və təhlili <i>Financial Reporting and Control (FRC)</i>	3	6
5	FIN 502	Korporativ maliyyə <i>Corporate Finance</i>	3	6
6	MARK 502	Marketinq strategiyası <i>Marketing Strategy</i>	3	6
7	OM 502	Əməliyyatlar menecmenti <i>Operations Management</i>	3	6
8	SMO 502	Strategiya, təşkilat və innovasiya <i>Strategy, Organisation and Innovation</i>	3	6
9	ECON 503	Menecment iqtisadiyyatı <i>Managerial Economics</i>	3	6
10	ACCTG 502	İdarəetmə uçotu <i>Management Accounting</i>	3	6
11	ACCTG 503	Maliyyə uçotu <i>Financial Accounting</i>	3	6

11.2. The specialisations and selective subjects of the MBA program of the Department

11.2.1. The selective subjects for the Management specialisation (three basic)

Nº /#	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	SMO 626	Qlobal biznes menecmenti <i>Global Business Management</i>	3	6

2	SMO 613	Kreativlik və innovasiya <i>Creativity and Innovation</i>	3	6
3	HRM 621	İnsan resurslarının menecmenti <i>Management of Human Resources: Strategies and Policy</i>	3	6
4	SMO 604	İnnovasiya və texnologiya menecmenti <i>Innovation and Technology Management</i>	3	6
5	SMO 606	Rəqəmsal biznesin təşkili və idarə edilməsi <i>Managing Digital Business</i>	3	6
6	SMO 607	Təşkilati dəyişikliklərin idarə edilməsi <i>Managing Change in Organizations</i>	3	6
7	SMO 610	Layihələrin idarə edilməsi <i>Business Transformation and Project Management</i>	3	6
8	SMO 601	Rəqabətədavamlı təşkilatların layihələndirilməsi <i>Designing Competitive Organizations</i>	3	6
9	BLAW 631	Menecmentin hüquqi aspektləri <i>Legal Aspects of Management</i>	3	6
10	SMO 634	Texnologiya və qlobal rəqabət <i>Technology and Global competition</i>	3	6
11	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corparative governance</i>	3	6

11.2.2. The selective subjects for the Accounting specialisation (three basic)

Nö / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	ACCTG 613	Qiymətli kağızların təhlili və qiymətləndirilməsi <i>Valuation and Security Analysis</i>	3	6
2	ACCTG 621	Mühasibat və nəzarət <i>Accounting, Strategy and Control</i>	3	6
3	ACCTG 631	Kapital bazarlarında maliyyə hesabatı <i>Financial Reporting in Capital Markets</i>	3	6
4	SMO 635	İdeya və innovasiyaların layihələndirilməsi <i>Design Thinking and Innovation</i>	3	6
5	SMO 601	Rəqabətədavamlı təşkilatların layihələndirilməsi <i>Designing Competitive Organizations</i>	3	6
6	ACCTG 617	Müəssisənin maliyyə hesabatlarının qiymətləndirilməsi <i>Business Analysis and Valuation Using Financial Statements</i>	3	6
7	ACCTG 610	Audit (qlobal audit metodologiyası) <i>Auditing (global audit methodology)</i>	3	6
8	ACCTG 651	Müstəqil audit rəyləri və onların formaları <i>Independent audit opinions and their forms</i>	3	6
9	ACCTG 662	Audit müqaviləsi, riskin dəyərləndirilməsi və audit dəlilləri <i>Audit engagements, risk assessment, and audit evidence</i>	3	6
10	ACCTG 644	Auditorun peşəkar məsuliyyəti və informasiya texnologiyalarının audit sənədləşməsinə təsiri <i>Auditors professional responsibilities, audit documentations and IT effects</i>	3	6
11	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corparative governance</i>	3	6

11.2.3. The selective subjects for the Marketing specialisation (three basic)

№ / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	MARK 520	Rəqəmsal marketing strategiyası <i>Digital Marketing Strategy</i>	3	6
2	MARK 530	Beynəlxalq marketing <i>International Marketing</i>	3	6
3	MARK 525	Firmalar, bazarlar və böhran <i>Firms, Markets and Crises</i>	3	6
4	MARK 632	Qiymət strategiyası <i>Pricing Strategy</i>	3	6
5	MARK 550	Sahibkarlığın inkişafı <i>Enterprise Development</i>	3	6
6	SMO 635	İdeya və innovasiyaların layihələndirilməsi <i>Design Thinking and Innovation</i>	3	6
7	MARK 615	Pərakəndə satış <i>Retailing</i>	3	6
8	MARK 644	Kreativ sənayedə strateji marketing <i>Strategic Marketing in Creative Industries</i>	3	6
9	MARK 677	Marketing tədqiqatları <i>Marketing researches</i>	3	6
10	SMO 634	Texnologiya və qlobal rəqabət <i>Technology and Global competition</i>	3	6
11	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6

11.2.4. The selective subjects for the Finance specialisation (three basic)

№ / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	FIN 645	Maliyyə risklərinin idarə edilməsi <i>Financial risk management</i>	3	6
2	FIN 620	Kiçik müəssisələrdə maliyyə menecmenti <i>Financial Management of Smaller Firms</i>	3	6
3	FIN 635	Portfel menecmenti <i>Portfolio Management</i>	3	6
4	FIN 650	Tətbiqi korporativ maliyyə <i>Applied (advanced) Corporate Finance</i>	3	6
5	FIN 615	Qiymətli kağızlarla ticarət və maliyyə bazarları <i>Trading securities and financial markets</i>	3	6
6	FIN 644	Beynəlxalq maliyyə <i>International Finance</i>	3	6
7	FIN 632	Bank menecmenti <i>Bank Management</i>	3	6
8	ACCTG 610	Audit (qlobal audit metodologiyası) <i>Auditing (global audit methodology)</i>	3	6
9	FIN 614	Sərmayələr <i>Investments</i>	3	6
10	FIN 637	Bondlar, öhdəliklər və kredit bazarları <i>Fixed Income Securities and Credit Markets</i>	3	6
11	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6

11.2.5. The selective subjects for the Finance specialisation (three basic)

Nö / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	FIN 652	Portfel menecmentində təhlil üsulları <i>Analytical Tools in Portfolio Management</i>	3	6
2	FIN 615	Qiymətli kağızlarla ticarət və maliyyə bazarları <i>Fixed Income Securities and Credit Markets</i>	3	6
3	FIN 634	Opsionlar və maliyyə derivativləri <i>Option Analysis & Financial Derivatives</i>	3	6
4	FIN 624	Transmilli korporativ maliyyə <i>Multinational Corporate Finance</i>	3	6
5	FIN 618	Qərar qəbuletmədə kəmiyyət təhlili <i>Quantitative Analysis for Decision Making</i>	3	6
6	FIN 632	Alternativ sərmayə qoyuluşu <i>Alternative Investments</i>	3	6
7	FIN 614	Sərmayələr <i>Investments</i>	3	6
8	FIN 637	Bondlar, öhdəliklər və kredit bazarları <i>Fixed Income Securities and Credit Markets</i>	3	6
9	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6

11.2.6. The selective subjects for the International business specialisation (three basic)

Nö / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	BUEC 644	Beynəlxalq biznes mühiti <i>International Business environment</i>	3	6
2	SMO 635	Beynəlxalq menecment <i>International Management</i>	3	6
3	FIN 644	Beynəlxalq maliyyə <i>International Finance</i>	3	6
4	BLAW 642	Beynəlxalq biznes hüququ <i>International Business Law</i>	3	6
5	BUEC 510	Müqayisəli iqtisadi sistemlər <i>Comparative Business systems</i>	3	6
6	MARK 614	Beynəlxalq marketing <i>International Marketing</i>	3	6
7	BUS 640	Qlobal təchizat şəbəkəsinin idarə edilməsi <i>Global supply chain management</i>	3	6
8	SMO 634	Texnologiya və qlobal rəqabət <i>Technology and Global competition</i>	3	6
9	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6

11.2.7. The selective subjects for the organization and management of the business specialisation (three basic)

Nö / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	SMO 631	İnnovasiya və yeni biznes müəssisələri <i>Innovation and New Business Ventures</i>	3	6
2	SMO 621	Kiçik biznesin menecementi <i>Small Business Management</i>	3	6
3	SMO 656	Liderlik, yenilik və məsuliyyət <i>Leadership, Change, and Responsibility</i>	3	6
4	FIN 621	Müasir maliyyə sistemləri <i>Modern Financial Systems</i>	3	6
5	SMO 601	Rəqabətə davamlı təşkilatların layihələndirilməsi <i>Designing competitive organizations</i>	3	6
6	SMO 634	Texnologiya və qlobal rəqabət <i>Technology and Global competition</i>	3	6
7	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6

11.2.8. The selective subjects for the Human Resources specialisation (three basic)

Nö / #	Code of the subject	Name of the Subject	Credits	ECTS
		(Selective subjects (three basic))	9	18
1	HRM 501	İnsan resurslarının idarə edilməsi modelləri <i>Models of Human Resource Management</i>	3	6
2	HRM 620	Personalın iş qəbulu, seçilməsi və işlə tanışlıq <i>Recruitment, selection and organizational learning</i>	3	6
3	HRM 601	İşçilərin iş icrasının idarə edilməsi <i>Employee performance management</i>	3	6
4	HRM 603	İR idarə edilməsinin beynəlxalq strategiyaları <i>Strategic international HR management</i>	3	6
5	HRM 615	İnsan resurslarının idarə edilməsində keyfiyyət tədqiqat metodları <i>Qualitative Research Methods in Human Resource Management</i>	3	6
6	HRM 602	Beynəlxalq biznes etikası və korporativ idarəetmə <i>International business ethics and corporate governance</i>	3	6
7	SMO 634	Texnologiya və qlobal rəqabət <i>Technology and Global competition</i>	3	6

11.3. Graduate students with successful effort to acquire the knowledge on core courses and selected subjects should write a final paper in accordance with their specialization. The final work is evaluated as 12 ECTS (Converted to US 6) credits (6 (3) for writing and 6 (3) for defence).

11.4. The degree of the MBA program is granted to graduate students who have successfully completed the curriculum (48 credits) of the MBA program.

11.5. The graduate students can take additional 18 ECTS (9 US) credits (3 additional subjects). In such case, graduate student will have 114 ECTS (57 US) credits.

- 11.6. One credit of any taught subject is equal to 2.5-3 hours of work per week.
- 11.7. The academic period of the MBA program cover the following semesters:
- 11.7.1. Fall semester: September, October, November, December, Yanuary.
- 11.7.2. Spring semester: February, March, April, May, June,
- 11.7.3. Summer semester: July, August.
- 11.7.4. Summer semester and exams should be completed 2 weeks before the commencement of the next semester. Involvement of the students and teching staff to this semester is voluntary. The summer semester should be used to deal with outstanding course or program requirements, revision of the previously earned marks, additional credits and etc.
- 11.7.5. Graduate students are evaluated based on marks earned during the semester;
- 11.7.6. The syllabus is introducted to graduate students at the commencement of the semester by course lecturers.

Article 12. The evaluation in the MBA program

- 12.1. the graduate students are evaluated based on a scale of 100 marks.
- 12.2. the following scale is used for the evaluation of the graduate student's knowledge as following:

Table. Evaluation system (bachelor and masters)

Knowledge percentage	Related letter (mark)	Comment
Below 51 points	F	Unsatisfactory
51-60 points	E	Satisfactory
61-70 points	D	Satisfactory
71-80 points	C	Good
81-90 points	B	Very good
91-100 points	A	Excellent

Source: the Decree # 348 of the Cabinet of Ministers of Azerbaijan Republic, the order dated 21 January 2014 of the Ministry of Education.

Article 13. The preparation of graduate students in the MBA Program of the department

- 13.1. The rector of the Azerbaijan State University of Economics signs an agreement for paid education either with the graduate student or parents of the student or lawful legal representative of the student.
- 13.2. The payment for the annual tutition fee should be implemented as following:
- 13.2.1. For the first year students upon registration;
- 13.2. 2. Second year graduate students are required to fulfil half of their tuition payment at the beginning of the first semester of any academic year and the

other half of their tuition payment at the beginning of the second semester of any given academic year;

- 13.3. Classes and exams are organized in 3 semesters –fall, spring and summer semesters
- 13.4. In a given academic year if a graduate student has shown an unsatisfactory performance in more than 3 courses, not attended classes by more than 25% of all the class time without any good cause or not paid the tuition fee within the stated time schedule as provided in the clause 13.2 or violated internal discipline rules will be expelled from and discontinued with the MBA program.
- 13.5. Any tuition payment will not be refunded back to the student if the graduate student can not attend classes and exceeds the limit set for attendance whether with or without a rationalized excuse or inability to continue with the program.
- 13.6. Disputes in connection with the violation of the terms of the contract between the parties shall be settled in accordance with legislation of the Republic of Azerbaijan.
- 13.7. The agreement comes into force from the date of signing.
- 13.8. The contract is drawn up in Azerbaijan language in two copies, one copy is given to the MBA graduate student and another copy is kept in the department, which has the same legal force.

Article 14. The responsibilities of the employees of the Department

14.1. Director of the department has the following labor duty and professional due care:

- 14.1.1. establish common academic and administrative activities in the Department;
- 14.1.2. determine the syllabus in accordance with the legislation
- 14.1.3. prepares weekly, monthly and annual reports on the activity of the department staff;
- 14.1.4. coordinates the work of the Department in the most effective way;
- 14.1.5. carries out continuous monitoring and implementation of the responsibility, discipline, ethical conduct in the department;
- 14.1.6. works in the direction of evaluating employees and staff of the department in order to value and reward of the employee performance;
- 14.1.7. considers the professionalism and competitiveness, international experience and mind-set in selections of teaching staff;
- 14.1.8. organizes evaluation of the selected teaching staff by the director of the department and graduate students during an academic year;

- 14.1.9. Arranges the rotation of Department's staff;
- 14.1.10. represents the Department in local and international events, entities and organizations;
- 14.1.11. arranges the financial matters related to the Department within his or her own authority;
- 14.1.12. gives decrees and orders to be followed by the graduate students and the Department staff;
- 14.1.13. establishes the work of the Scientific Council of the Department;
- 14.1.14. defines amounts to be paid for scientific researches and other works;
- 14.1.15. organizes the mutually implemented scientific works, grants and joint projects;
- 14.1.16. establishes the relations with other well-known universities around the globe and organizes exchange programs between students and teaching staff;
- 14.1.17. establishes opportunities for granting double and triple degree diplomas between Azerbaijan State University of Economics and other well-known universities;
- 14.1.18. Signs labour agreements with employees of the Department that are not in charge of high positions;
- 14.1.19. Approves monthly payroll;
- 14.1.20. organizes the payment of payroll and other bonuses for Department employees;
- 14.1.21. establishes the evaluation surveys (evaluation of the students on the quality of education, acceptance to the program, evaluation of the effectiveness and efficiency of the education process);
- 14.1.22. implements other important and inherent functions and responsibilities of the head of the Department.

14.2. The functions and job responsibilities of the strategic advisor and the advisor:

- 14.2.1. Provides strategic advises and recommendations for the establishment of the development directions for the Department;
- 14.2.2. Makes long-term and rational recommendations for sustainable and consistent development of the Department;
- 14.2.3. Provides advises and recommendations for the improvement of syllabus and professional development of the Department staff;
- 14.2.4. Exercises other important and inherent rights and obligations stemming from job duties and responsibilities.

14.3. The functions and job responsibilities of the deputy director of the Department on education matters and projects:

- 14.3.1. oversees implementation of projects and academic affairs in the department;
- 14.3.2. removes obstacles (faculty involvement in the learning process) proactively that may arise in the educational process beforehand;
- 14.3.3. controls the organization of facilities necessary to faculty members and graduate students;
- 14.3.4. represents the Department in domestic and foreign events throughout the academic year;
- 14.3.5. Searches for grants, aid projects, research and other academic work, applies for projects and achieves joint research projects in accordance with donors' missions;
- 14.3.6. organizes mutual scientific researches and grants with various centers of leading world universities;
- 14.3.7. investigates potential commercial projects within the MBA department;
- 14.3.8. implements other important and inherent duties and job responsibilities in a fast paced manner.

14.4. The functions and job responsibilities of a manager on education:

- 14.4.1. effectively implements curriculum by specializations;
- 14.4.2. organizes academic meetings with students at the beginning of each academic year aimed at better academic performance in both, core courses and selective subjects;
- 14.4.3. monitors the program curriculum and syllabuses with respect to adherence to scheduled plan;
- 14.4.4. monitors the compliance of group assignments, written exams, tests (quizzes) and business games (cases) to the program curriculum;
- 14.4.5. participates in the establishment of class schedule;
- 14.4.6. controls processes set for academic leave of absences and returns, expelling from and restoration to the programs, examining documents pertaining to the students.
- 14.4.7. prepares various documents and reports related to education;
- 14.4.8. collaborates with the teaching staff;
- 14.4.9. takes part in various events on the organization and management of education;
- 14.4.10. makes suggestions to the director on how to improve the efficiency and mobility of the educational process;

14.4.11. implements other important and inherent duties and job responsibilities in a fast paced manner.

14.5. The functions and job responsibilities of the Marketer:

14.5.1. implements the valuation of the teaching staff's performance throughout the academic year;

14.5.2. conducts verbal interviews (evaluates students' trust and makes academic and constructive corrections) with graduate students;

14.5.3. promotes and encourages the programs in local and international education fairs, media and via other methods;

14.5.4. Makes competitive observations and does research about other universities;

14.5.5. Builds alumni relations (organizes awards to graduates who are business successful business leaders);

14.5.6. implements other important and inherent duties and job responsibilities in a fast paced manner.

14.6. The functions and job responsibilities of Operator:

14.6.1. Performs current jobs appointed by Director on a daily basis;

14.6.2. conducts daily communication and information exchange appointed by director with graduate students and other university staff ;

14.6.3. implements other important and inherent duties and job responsibilities in a fast paced manner.

Article 15. The financial activity and payroll of the Department

15.1. The Department operates on the basis of self-financing and other financing means. Revenues of the Department are formed via tuitions made by graduate students, examination retake fees, sources from grants, projects and scientific reasearches and tuitions related to other groups of students (certificate programs, MBA and Executive MBA, DBA, Distance MBA).

15.2. Department has the legal rights over resources donated, presented or inherited by physical persons and legal entities in the form of property and cash donations or gifts and revenues made by the Department;

15.3. Department uses the above mentioned revenues to cover its teaching, research and development and other costs;

15.4. the volume of work performed by the department and the amount of related payment is determined via an agreement. The size of the salaries of employees of the department, can not be less than the minimum wage limit provided by the legislation. The estimate for each semester is approved by the rector of the ASEU and is made by department director;

15.5. the Department freely decides to sign contracts based on the authorities given by this charter.

Article 16. Rights and social guarantees of the employees of the Department

16.1. The department employees have the following rights:

16.1.1. defend the professional pride and personality in the workplace;

16.1.2. freedom in selecting the teaching methodology, curriculum, textbooks, learning materials and methods of evaluation of knowledge and skills of students of the Department;

16.1.3. To benefit from allowances provided for education employees;

16.1.4. To benefit from compulsory medical and social insurance.

16.2. Obligations of the employees of the department are:

16.2.1. To comply with the terms of the labor agreement, higher professional education and national standards of education;

16.2.2. To comply with the rules of internal labor discipline;

16.2.3. To not violate the rights and legitimate interests of the participants of education process;

16.2.4. To avoid actions that may harm the reputation and the available property of the department;

16.2.5. To secure confidentiality with respect to all correspondence, documentation, and other administrative and educational processes of the department;

16.2.6. To control the compliance with (the order of the Ministry of Education of Azerbaijan numbered 600 and dated May 16, 2014) the rules of ethical conduct by the teachers and lecturers of the Department;

16.2.7. Labor disputes that may arise shall be resolved in accordance with the legislation that is considered relevant.

Article 17. The control over the activities of the Department

17.1. The Control over the activities of the Department is implemented by ASUE in accordance with the legislation;

17.2. Director of the department prepares and presents an annual report to those charged with governance of the university.

Article 18. Introduction of additions and amendments to the Charter of the Department

18.1. Amendments and additions to the Charter of the Scientific Council of the Department are made by the Scientific Council of the Department with majority of votes and presented to ASUE;

18.2. With majority of votes amendments and additions to the Charter of the Department may be fully or partially made by the members of the Scientific Council of ASUE.

Article 19. Reorganization of the Department

19.1. According to the decision of the Academic Council of ASUE the Department may be reorganized. The decision on the reorganization of the Department by the Academic Council of ASUE is approved with majority of votes of the Academic Council members.

19.2. Reorganization of the Department may be implemented through merger, separation, reconstruction and other forms of reorganization.

Article 20. Liquidation of the Department

20.1. The Department can be liquidated in the following cases:

20.1.1. based on decree of the Scientific Council of the ASUE;

20.1.2. based on existing legislations and rules;

20.2. The Scientific Council of ASUE or those charged with the governance of the university can decide on the elimination of the Department when an abolition commission is appointed and lawful rules and terms of the elimination of the department are determined.

Article 21. Other conditions

21.1. Other issues not provided for in this Charter are solved in accordance with the legislation and the Charter of the ASUE.

21.2. This Charter shall enter into force effective the date of approval.

21.3. In the future, if any clause of this Charter deviates from the norms considered in the legislation, then the norms of international contracts are applied.

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