



Master Educational Program

Title of the Program	Human Resource Management
Program Director	Natia Chelidze, Ph. Doctor in Economics, Associate Professor
The language of instruction	Georgian with English components
Qualification Granted	Master of Human Resource Management
Volume of the educational Program in credits	120 ECTS (4 semesters. One semester covers 18 weeks. One academic year consists of 2 semesters and includes an average of 60 ECTS credits, depending on the features of the educational programme and / or the student's individual curriculum, the number of credits per year may be less than 60 or more, but not more than 75 (One credit = 25 astronomical hours).
Date of Program Approval	29.04.2022
P rotocol Number	Nº 03-22
Program update date and protocol number	08.09.2023 Nº.04-23

Goal of the Program

According to the mission of Sulkhana-Saba Orbeliani University, the goal of the Master's program in Human Resource Management is:

- A. Having problem-based knowledge, competitive, Training of a qualified specialist, designed for the requirements of the changing labor market, who will contribute to the formation of an educated civil society and the future development of the country.;
- B. The graduate should determine the priorities of personnel management in correlation with the corporate interests of the organization; taking into account the risks, costs and benefits, develop a targeted action strategy and personnel policy; to identify team and individual motivators of human resource behavior, identify labor attitudes and psycho-social risks of work stress in the organization, develop behavior prediction techniques and implement the full cycle of human resource management;
- C. To independently plan and conduct practical research in the field of human resources management by observing specific organizational behavior, and based on the received and analyzed results, present substantiated conclusions and discuss them with the academic and professional community;
- D. Focus on the creation of such a system of organizational culture that contributes, on the one hand, to the continuous development and success of the institution, on the other hand, to the creation of a fair and healthy environment for employees, their professional development and career advancement in a fast-changing, complex, multidisciplinary environment

Learning Outcomes

Knowledge and Understanding

Graduate:

1.1 Has problem-based knowledge of personnel policy planning, personnel attraction, selection, retention and motivation, determination of wages and compensations, organization of labor law and safe working conditions, employment and labor market policy, performance evaluation and professional development, mechanisms for determining future professions, employment in the direction of the talent management system in the process of branding, predicting the behavior of the Gen-Z generation in the modern labor market, and digital transformation; Understands the features of conflict management and mediation, management of psycho-social risks of work stress, social responsibility, leadership theories and mentoring relationships in the process of realizing the compatibility of private incentives of personnel with the strategic interests of the organization, as well as the long-term perspective of the organization's development.

Skills

Graduate:

- 2.1. In order to establish relationships based on trust and organizational culture, based on modern concepts of human resources management, critical analysis of information and innovative synthesis, he evaluates a specific organizational situation, identifies existing problems and risk factors, looks for innovative ways to overcome them and plans responsive changes, develops company culture and personnel policy naturally compatible with core values and makes appropriate strategic decisions;
- 2.2. based on the common interests of the organization and employees, establishes organizational culture and a modern staff recruitment system, creates a strategy for employee retention and professional growth, as well as attracting and identifying talents, evaluates the effectiveness of work performance taking into account costs and benefits; works according to the principle of teamwork, rationally distributes time and tasks in the group, evaluates the contribution of teamwork and the incentive system for the successful functioning of the organization, shows work attitudes and takes into account the psycho-social risks of work stress;
- 2.3. critically analyzes and evaluates the perspective and expediency of implementing the existing international standards in labor relations, establishes organizational and individual documents and job descriptions related to labor relations;
- 2.4. In the field of human resources management, independently plans and conducts practical research by observing a specific process using the latest methods and interdisciplinary approaches, observing the principles of academic integrity and ethics; Reasonably discusses the current problems of human resources management, formulates research results and conclusions, which he presents to the academic and professional community with the appropriate degree of independence, observing the standards of academic ethics and using modern communication technologies.

Responsibility and Autonomy

Graduate:

- 3.1. Taking into account the acquired competences in human resources management and implementing innovative strategic approaches in practice, he will adapt to the complex, multidisciplinary, changing organizational environment, as well as, for the purpose of continuous professional development, he will independently manage the process of assessing and developing his own and employees' abilities, observing the principles of honesty, ethics and collegiality;
- 3.2. Takes responsibility for the team through the development and implementation of career management systems activities and professional development of members, takes into account the social responsibility of the organization in the process of strategic development planning and implementation.

Precondition for admission to the programme

Enrollment in the master's programme is carried out on the basis of the results of general master's and internal university exams or in cases specified by the Law of Georgia "On Higher Education", in the established manner, through administrative registration and order of the rector. Internal university exams reveals a general level of proficiency within the chosen specialty and B2 level of English. Issues / tests of internal university exam and students knowledge assessment criteria will be placed on the university website at least one month before the exams start. (<http://www.sabauni.edu.ge>).








Candidates who have a certificate of English language proficiency at the B2 level, as well as candidates who have completed a bachelor's or master's educational program in English for at least one full semester, are exempted from English language testing. candidate, which represents the B2 level of the English language or Other certificates proving knowledge at B2 level, namely: FCE; IELTS- 5.5-6.5; TOEFL Paper 513-547; TOEFL CBT-183 – 210; TOEFL IBT- 65-78.

Note: All the above certificates must be valid at the time of application and the applicant must be able to present it. Expired documents will not be considered.

Enrollment in Human Resource Management Master Programme in mobility manner is possible twice a year, within the timeframe established by the Ministry of Education and Science of Georgia, following the mandatory procedures and rules set by the University.

Enrollment in MasterDegree Programme or transfer from the recognized higher education institution of the foreign country is carried out on the basis of the decision of the Ministry of Education and Science of Georgia.

Teaching-learning method

-  Lecture
-  Work in a working group
-  Practical work
-  Workshop
-  Teaching with E- Resources
-  E - learning
-  Other

Student knowledge assessment system

Evaluation of the level of achievement of student learning outcomes in the training component of the educational programme includes assessment forms – midterm (single or multiple) and final assessment, the sum of which is a final grade (100 points).

Midterm and final assessment (assessment forms) include component/components, determines the method / methods for assessing student knowledge and / or skills and / or competencies (oral / written exam, homework, practical / theoretical work, etc.). Assessment component combines common assessment methods (test, essay, demonstration, presentation, discussion, practical / theoretical assignment, working in a group, participating in a discussion, etc.). Method / Methods of assessment are measured by assessment criteria, i.e. through unit of measurement of the assessment method, which determines the level of achievement of learning outcomes.

Each form and component of assessment from the assessment total point (100 points) has a specific share in the final assessment, which is reflected in the specific syllabus and is reported to the student at the beginning of the semester.

Credit should not be granted using only one form of assessment (midterm or final assessment). Credit is earned, if the student receives a positive assessment.

During the implementation of the educational programme, the specific share of minimum competence limit of student's intermediate and final assessment will be reflected in the specific curriculum and will be communicated to the student at the beginning of the semester. The assessment system includes:

Five types of positive assessment:

(A) Excellent	91-100% max grade
(B) Very good	81-90% of max grade
(C) Good	71-80% of max grade
(D) Satisfactory	61-70% of max grade
(E) Sufficient	51-60% of max grade

Two types of negative assessment:

(FX) Unsatisfactory	41-50% of max grade - meaning a student needs more effort to pass an examination and is given an extra chance to pass an additional examination through independent work;
(F) Failed	40% and less of max grade - meaning the student's effort is not enough and he has to learn the subject anew.

Forms and components of assessment

Midterm assessment, including:	Max grade
Written / oral exam	70 points
Midterm written / oral exam	30
Individual homework / presentation	30
Final Assessment	10
Final written / oral exam	30 points
Total	30
Midterm assessment, including:	100 points

In the training component of the educational programme, in the event of receiving FX, an additional exam will be scheduled at least 5 calendar days after the announcement of the results of the final exam. The points earned in the final assessment are not cumulative with the points obtained in the additional exam. The additional exam's assessment is a final assessment and will be reflected in the final

assessment of the training component of the educational programme. Given the grade obtained on the additional exam, if the student earns 0-50 points in the final grade of the educational component he will be given F-0 points.

Field of Employment

The acquired knowledge, awareness of responsibility and developed skills in the learning process will give the graduate the opportunity to be employed in public and private companies, in the civil service, in non-governmental and international organizations, as a specialist in human resource management or employment promotion service. or as a middle and senior manager, consultant and analyst.

Continuous Learning Opportunities

Graduate of the programme can increase his knowledge on higher education stage (Doctoral Programme) at Higher Institutions in Georgia and abroad, which, as a precondition, does not require academic master's degree in any other field / specialty.

Material resources necessary for the implementation of the programme

The material resources owned by the Teaching University ensure the realization of the goals of the Master Programme and the achievement of the planned learning outcomes:

Buildings – Master Programme is performed at buildings owned by university in which all types of sanitary rules and hygienic security meet the requirements of the regulations (signalization is installed, fire extinguishers are available, perimeter is controlled by video monitoring cameras and, security office of the university is responsible for the security). Buildings fully comply with technical requirements set for Higher Institutions. Audiences for lecture and practical classes are equipped with appropriate technique and inventory (projectors, chairs, desks, blackboards and etc.).

Library – All bibliographical resources necessary for master degree programme components can be found at university library in printed or/and electronic form, which are available for students, invited and academic personnels. Library is equipped with appropriate inventory (chairs, tables, computers) and reading halls. The library has a multifunction xerox device that a student can use with the help of library staff. In the reading room, students can use the Internet and international electronic resources. High speed internet services and international digital resources (Legislative Herald, EBSCO, HeinOnline, ELSEVIER: Scopus, Science Direct, Scival Funding). The University Library has an electronic catalog.

Working space for academic personnel - Working space for academic personnel is equipped with appropriate inventory, technique (chairs, tables, closets, computers, internet service, multifunction Xerox device and etc.) and comfortable working atmosphere

Information – Communication Technologies – To facilitate the implementation and administration of a master degree programme, University uses information-communication technologies. Namely, relevant software packages, computers, internet services meet modern requirements and they are available for students, academic, invited and administrative personnel. In order to provide students with access to assessment, monitor student performance and facilitate the learning process the University uses computer-based management (electronic) system to assess student's knowledge and organize teaching process. Catalogs about education programmes as well as any kind of information related to the implementation of educational programmes and learning process are available at university website. University ensures information publicity and availability as well.

Peculiarities for organization of training

Master degree programme of Human Resource Management has a coherent structure envisaged by the Georgian legislation (basic specialty

and elective training courses), which ensures the transfer of knowledge according to the principle: from general to private, from simple to complex.

Master's programme is 120 credits and includes training (90 credits) and research (30 credits –preparation and defense of a master's thesis) components.

The 90 credits are distributed as follows: 63 credits for compulsory training courses and 27 credits for elective training courses. Compulsory training courses provide an opportunity to deepen the core skills of business administration.

Additional courses are offered in the second and third semesters and can be selected according to preconditions. elective courses are provided by the University.

Elective courses are multidisciplinary, and postgraduate can acquire / deepen and develop specific skills in employment branding, digital HR, organizational psychology, effective communication, human resource management analytics, performance evaluation, coaching and mentoring, training management technologies, labor safety, Ensuring working conditions, innovation management, marketing and project management and other directions. Within the framework of optional courses/credits, a master's student can take practice in the amount of 6 credits in the third semester.

In the frame of elective courses/credits the postgraduate can undergo practical training of 6 credits (in a whole third semester).

After completing the programme, the competencies of postgraduate represent unity of competencies achieved through the courses provided by the programme. The qualification provided by the programme is awarded by accumulating at least 120 credits in accordance with the curriculum of this master's programme, by obtaining credits in all compulsory subjects within the programme and as a result of fulfilling the requirements of the programme.

№	Prerequisites	Moduls/Courses	ECTS year				Workload Schedule	
			I year		II year		Total contact hours	Independent work hrs
			Semester					
			I	II	III	IV		
Program Component								
Compulsory study Courses (63 Credits)								
1	No prerequisites	Modern concepts of management (D)	6/150				31	119
2	No prerequisites	Academic Writing for Graduates (D)	3/75				19	56
3	No prerequisites	Labor law and labor relations (D)	6/150				46	104
4	No prerequisites	Management of changing organizational behavior and Human Resource Environment. (D, P)	6/150				44	106
5	No prerequisites	Employment policy and labor market (D)	6/150				31	119

6	No prerequisites	Personnel planning, attraction, selection and motivation (D, P)	3/75				21	54	
7	Modern concepts of management	Strategic human resources management (D, P)		6/150			43	107	
8	No prerequisites	Conflict management and the art of negotiation (D, P)		3/75			27	48	
9	No prerequisites	Leadership and team management (D)		6/150			31	119	
10	Employment policy and labor market	Remuneration and Compensation (D)		3/75			19	56	
11	No prerequisites	Organizational psychology (D)		3/75			19	56	
12	No prerequisites	Research methods and data analysis using SPSS (D, M, P)			3/75		19	56	
13	Modern concepts of management	Talent management and professional development of human resources (D)			6/150		42	108	
Research Component									
14	All compulsory training courses (60 credits)	Master's project (D, M, P)				30/750	15	735	
Elective Courses (Second and Third Semester – 27 Credits)			can be selected in the semesters:				ECTS		
			I	II	III	IV			
1	No prerequisites	Human resources management in public service (D)		√	√		3/75	19	56

2	No prerequisites	Coaching and mentoring relationships (D, P)		√			3/75	19	56
3	No prerequisites	Business ethics and corporate social responsibility (D)		√	√		3/75	19	56
4	Employment policy and labor market	Working conditions and labor safety (M, P)		√	√		3/75	19	56
5	No prerequisites	Modern careers and professions of the future (D, P)		√	√		3/75	21	54
6	No prerequisites	Human resource management analytics (D)		√	√		3/75	19	56
7	No prerequisites	Digital HR and HR innovation (D, P)		√	√		3/75	19	56
8	No prerequisites	Employer branding (D)			√		3/75	19	56
9	Modern concepts of management	project management (D, P)			√		6/150	31	119
10	Management of changing organizational behavior and Human Resource Environment	Performance Management (D)			√		3/75	19	56
11	No prerequisites	effective communication (D, M, P)			√		3/75	19	56
12	Modern concepts of management	Training management technologies (D, P)			√		3/75	19	56
13	Talent management and HR professional development	YourSkills Portfolio (D, P)		√	√		3/75	21	54

14	No prerequisites	Entrepreneurship and Innovation Management (D)			√		3/75	19	56
15	No prerequisites	Strategic marketing management (D)			√		6/150	31	119
16	Modern concepts of management; Management of changing organizational behavior and Human Resource Environment; Personnel planning, attraction, selection and motivation Strategic human resources management; Human resources management in public service; Remuneration and Compensation; Talent management and professional development of human resources; Conflict management and the art of negotiation; Employment policy and labor market; Labor law and labor relations.	Practical clinic (P)			√		6/150	136	14
Semester			30	30	30	30			

Per Year	60	60
Total	120	

Map of the program objectives and learning outcomes

Program Objectives	Learning Outcomes						
	1.1	2.1	2.2	2.3	2.4	3.1	3.2
A. Having problem-based knowledge,competitive,Training of a qualified specialist, designed for the requirements of the changing labor market, who will contribute to the formation of an educated civil society and the future development of the country.;	√					√	√
B. The graduate should determine the priorities of personnel management in correlation with the corporate interests of the organization; taking into account the risks, costs and benefits, develop a targeted action strategy and personnel policy; to identify team and individual motivators of human resource behavior, identify labor attitudes and psycho-social risks of work stress in the organization, develop behavior prediction techniques and implement the full cycle of human resource management;	√	√	√			√	
C. To independently plan and conduct practical research in the field of human resources management by observing specific organizational behavior, and based on the received and analyzed results, present substantiated conclusions and discuss them with the academic and professional community;		√		√	√		
D. Focus on the creation of such a system of organizational culture that contributes, on the one hand, to the continuous development and success of the institution, on the other hand, to the creation of a fair and healthy environment for employees, their professional development and career advancement in a fast-changing, complex, multidisciplinary environment			√			√	√

N	Module/Courses	Courses Status	Program Learning Outcomes						
			1.1	2.1	2.2	2.3	2.4	3.1	3.2
1	Modern concepts of management	(D)	*	*	*			*	
2	Academic Writing for Graduates	(D)					*	*	
3	Labor law and labor relations	(D)	*			*		*	*
4	Management of changing organizational behavior and Human Resource Environment	(D, P)	*		*		*		
5	Employment policy and labor market	(D)	*	*		*			
6	Personnel planning, attraction, selection and motivation	(D, P)	*		*	*		*	
7	Strategic human resources management	(D, P)	*	*			*		
8	Conflict management and the art of negotia	(D, P)	*	*					
9	Leadership and team management	(D)	*		*				*
10	Remuneration and Compensation	(D)	*		*	*			
11	Organizational psychology	(D)	*		*		*		*
12	Research methods and data analysis using SPSS	(D) (M) (P)					*	*	
13	Talent management and professional development of human resources	(D)	*		*			*	*
14	Master's project	(D) (M) (P)	*	*	*	*	*	*	*

Courses Status

I – შესავალი კურსები (Introduction)	D - განმავითარებელი კურსები (Developing)	P - პრაქტიკული კურსები (Practical)	M- დაოსტატების კურსები (Master)

Map of the learning outcomes of the compulsory and elective courses of the program

№	Compulsory Courses	Knowledge and Comprehension	Skills	Responsibility and Autonomy
1.	Modern concepts of management (D)	*	*	*
2	Academic Writing for Graduates (D)	*	*	*
3	Labor law and labor relations (D)	*	*	*
4	Management of changing organizational behavior and Human Resource Environment. (D, P)	*	*	
5	Employment policy and labor market (D)	*	*	
6	Personnel planning, attraction, selection and motivation (D, P)	*	*	*
7	Strategic human resources management (D, P)	*	*	
8	Conflict management and the art of negotiation (D, P)	*	*	
9	Leadership and team management (D)	*	*	*
10	Remuneration and Compensation (D)	*	*	
11	Organizational psychology (D)	*	*	
12	Research methods and data analysis using SPSS (D, M, P)	*	*	*
13	Talent management and professional development of human resources (D)	*	*	*
14	Master's project (D, M, P)	*	*	*
№	Elective courses	Knowledge and Comprehension	Skills	Responsibility and Autonomy

1	Organizational psychology (D)	*	*	*
2	Coaching and mentoring relationships (D, P)	*	*	
3	Business ethics and corporate social responsibility (D)	*	*	
4	Working conditions and labor safety (M, P)	*	*	
5	Modern careers and professions of the future (D, P)	*	*	
6	Human resource management analytics (D)	*	*	
7	Digital HR and HR innovation (D, P)	*	*	
8	Employer branding (D)	*	*	
9	project management (D, P)	*	*	*
10	Performance Management (D)	*	*	*
11	effective communication (D, M, P)	*	*	*
12	Training management technologies (D, P)	*	*	*
13	YourSkills Portfolio (D, P)	*	*	
14	Entrepreneurship and Innovation Management (D)	*	*	*
15	Strategic marketing management (D)	*	*	*
16	Practical clinic (P)	*	*	*