



Sulkhan-Saba Orbeliani
UNIVERSITY

Master Educational Program

Title of the Program	Human Resource Management
Program Director	Natia Chelidze, PHD in Economics, Associate Professor
The language of instruction	Georgian with English components
Qualification Granted	Master of Human Resource Management Research Master in Human Resource Management
Volume of the educational Program in credits	The Master's Degree Programme is designed in accordance with the European Credit Transfer and Accumulation System (ECTS). It is student-centred and based on the student's academic workload required to achieve the intended learning outcomes and objectives of the programme. The Master's Degree Programme in Human Resource Management comprises 120 ECTS credits and is structured into two parts, each worth 60 ECTS credits (Part I and Part II).
Date of Program Approval	29.04.2022
Protocol Number	Nº03-22
Program update date and protocol number	17.07.2026 Nº06-26

Objective of the Program

Objectives of the First Component of the Master's Programme in Human Resource Management (60 ECTS credits)

A. To prepare competitive and highly qualified professionals with problem-based knowledge in the field of human resource management who are capable of responding to the demands of a dynamic labour market and contributing to the development of an educated civil society and the country's sustainable future.

B. To enable graduates to identify human resource management priorities in alignment with the strategic and corporate objectives of an organisation; to develop targeted human resource strategies and policies by considering organisational risks, costs, and benefits; to identify individual and team motivational factors influencing employee behaviour; to recognise work attitudes and psychosocial risks associated with workplace stress; to develop approaches for predicting employee behaviour; and to implement the full cycle of human resource management.

Objectives of the Second Component of the Master's Programme in Human Resource Management (60 ECTS credits)

C. To enable graduates to independently plan and conduct scientific and applied research in the field of human resource management by observing specific organisational behaviours and processes, and, based on the obtained and analysed findings, to formulate evidence-based conclusions and communicate them effectively to academic and professional communities.

D. To develop graduates' ability to design organisational culture systems that simultaneously promote the continuous development and success of organisations while creating a fair, healthy, and supportive working environment for employees, fostering their professional development and career advancement within rapidly changing, complex, and multidisciplinary organisational environments.

Learning Outcomes

Upon successful completion of the second component of the Master's Programme in Human Resource Management (60 ECTS credits), the graduate additionally:

(A) Independently plans and conducts scientific and applied research in the field of human resource management through the observation of specific organisational processes, applying contemporary research methods and interdisciplinary approaches while adhering to the principles of academic integrity and research ethics. Critically discusses current issues in human resource management, formulates research findings and conclusions, and presents them to academic and professional communities with an appropriate degree of independence, in accordance with academic ethical standards and through the effective use of modern communication technologies.

(B) Contributes to the creation of new value by applying the competencies acquired in human resource management and implementing innovative strategic approaches in practice. Adapts effectively to complex, multidisciplinary, and dynamic organisational environments and, for the purpose of continuous professional development, independently evaluates and facilitates the development of both personal and employees' competencies while adhering to the principles of integrity, ethical conduct, and collegiality.

(C) Analyses the findings of scientific research and, through the development and implementation of career management systems, assumes responsibility for the performance and professional development of team members. Integrates the principles of social responsibility into the planning and implementation of the organisation's strategic development.

Upon successful completion of the second component of the Master's Programme in Human Resource Management (60 ECTS credits), the graduate additionally:

(E) Independently plans and conducts scientific and applied research in the field of human resource management by observing specific organisational processes, applying contemporary research methods and interdisciplinary approaches while adhering to the principles of academic integrity and research ethics. Critically and substantively discusses current issues in human resource management, formulates research findings and conclusions, and presents them to academic and professional

communities with an appropriate degree of independence, in accordance with the standards of academic ethics and through the effective use of modern communication technologies.

(F) Contributes to the creation of new value by applying the competencies acquired in human resource management and implementing innovative strategic approaches in practice. Demonstrates the ability to adapt to complex, multidisciplinary, and dynamic organisational environments and, for the purpose of continuous professional development, independently assesses and facilitates the development of both personal and employees' competencies while adhering to the principles of integrity, ethical conduct, and collegiality.

(G) Analyses the findings of scientific research and, through the development and implementation of career management systems, assumes responsibility for the performance and professional development of team members. Integrates the principles of social responsibility into the planning and implementation of the organisation's strategic development.

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, TOEFL, PBT, TOEFL, CBT, IBT, VERSANT, CERTUS. PEARSON.

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-Resourcee

☐ E-learning ☒ Other

Student knowledge assessment system

The learning component of the Master's Programme in Human Resource Management is based on the active participation of students throughout the learning process and on the principle of continuous assessment of the knowledge, skills, and competencies acquired.

Within the implementation of the Master's Programme in Human Resource Management, the level of achievement of students' learning outcomes is assessed in accordance with the Assessment System approved by Order No. 3 of 5 January 2007 of the Minister of Education and Science of Georgia on the Rules for Calculating Credits in Higher Education Programmes.

Assessment of students' achievement of the learning outcomes in the educational component of the programme comprises interim assessment (single or multiple) and final assessment, the combined results of which constitute the final grade (100 points).

Interim and final assessments (assessment forms) consist of one or more assessment components, which determine the methods used to evaluate students' knowledge, skills, and/or competencies (e.g., oral or written examinations, oral or written quizzes, homework assignments, practical or theoretical tasks, and other forms of assessment). Each assessment component incorporates one or more assessment methods, such as tests, essays, demonstrations, presentations, discussions, practical or theoretical assignments, group work, participation in discussions, case study analysis, participation in simulated processes, and other relevant methods. Assessment methods are measured through assessment criteria, which serve as indicators for determining the extent to which the intended learning outcomes have been achieved.

Each assessment form and component is assigned a specific weighting within the overall assessment of 100 points. The distribution of points is specified in the relevant course syllabus and communicated to students at the beginning of the academic semester.

The award of academic credit based solely on one form of assessment (either interim or final assessment) is not permitted. Academic credit is awarded only if the student receives a positive (passing) grade.

The minimum competency threshold required for both interim and final assessments is specified in the relevant course syllabus and communicated to students at the beginning of the academic semester.

The assessment system includes:

Five types of positive assessment:

(A) Excellent	91-100% point;
(B) Very good	81-90% of max grade;
(C) Good	71-80% of max grade;
(D) Satisfactory	61-70% of max grade;
(E) Suffivient	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
Midterm assesment	70 points
1.1 Oral Activity	40
1.2 Written Assisgment	20
1.3 Homework Assigmnet	10

Final Assessment	30 points
Final written / oral exam	30
Total	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

A graduate who has successfully completed the first component of the Master's Programme in Human Resource Management (60 ECTS credits) is entitled to continue their studies in the second component of the Master's Programme in Human Resource Management (60 ECTS credits) at Sulkhan-Saba Orbeliani University without taking the national Master's admission examinations, provided that no more than five years have elapsed since their enrolment in the first component of the programme.

A graduate who has successfully completed the second component of the Master's Programme in Human Resource Management (60 ECTS credits) is eligible to continue their studies in a doctoral programme in Human Resource Management at higher education institutions in Georgia or abroad, provided that the doctoral programme is designed to prepare researchers at the subsequent level of higher education.

Material resources necessary for the implementation of the programme

The learning outcomes of the Master's Programme in Human Resource Management are achieved through the University's infrastructure and material and technical resources, which are fully accessible to all students without restriction. These resources include:

- adequately equipped classrooms and conference halls;
- a library equipped with computer facilities and information and communication technologies;
- computer laboratories, computer equipment connected to the Internet and the University's internal network, and software appropriate for the teaching and learning process;
- various technical equipment and other relevant facilities.

The educational programme is supported by appropriate textbooks, teaching materials, and methodological literature. The University Library provides students with the printed and electronic learning resources specified in the course syllabi, including textbooks, teaching and methodological materials, and scientific literature. Students also have access to the library's bibliographic database and the electronic catalogue available through the University's official website.

The material resources owned and operated by the University ensure the successful implementation of the Master's Programme and support the achievement of its objectives and intended 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 - OpenBiblio.

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 ensure informations publicity and availability as well.

Peculiarities for organization of training

The Master's Degree Programme in Human Resource Management (120 ECTS credits) consists of two parts, each comprising 60 ECTS credits.

The first part of the Master's Degree Programme in Human Resource Management (60 ECTS credits) consists of the taught component, which includes compulsory courses (54 ECTS credits) and elective courses (6 ECTS credits). The compulsory courses provide students with the opportunity to acquire advanced knowledge and competencies in the core areas of human resource management. Elective courses are offered during the first semester and may be selected, subject to prerequisite requirements, from the elective courses available within the programme. The procedures governing the offering of elective courses are determined by the University.

The second part of the Master's Degree Programme in Human Resource Management (60 ECTS credits) comprises both taught and research components. The taught component consists of compulsory courses (24 ECTS credits) and elective courses (6 ECTS credits). The research component (30 ECTS credits) is fulfilled through the preparation, submission, and successful defence of a Master's thesis.

A student admitted to the Master's Degree Programme in Human Resource Management through the mobility scheme may, in place of the programme's elective courses, receive recognition for courses completed at another higher education institution, without the requirement to match the exact number of elective credits specified by the programme. The same regulation applies to the recognition of credits earned through international student exchange programmes.

The elective courses are diverse and enable students to acquire or further develop specialised knowledge and professional skills in accordance with their academic and career interests. Areas of specialisation include employer branding, digital human resource management, human resource management in the public sector, HR analytics, talent acquisition and retention,

performance appraisal, training management technologies, occupational health and safety, workplace conditions management, and corporate social responsibility.

Curriculum of the educational programme

№	Prerequisites	Moduls/Courses	ECTS year				Workload Schedule		
			I year	II year	III year	IV year	Total Cont act hour s	Indepe nt work hours	
			Semester						
			I	II	III	IV			
	Part I (60 ECTS Credits) of the Master's Degree Programme in Human Resource Management								
	Program Component								
	Compulsory Courses in the Major Field of Study								
1.	No prerequisites	Integrated Management: Concepts and Strategies (D)	6/150					27	123
2.	No prerequisites	Labor law and labor relations(D)	6/150					39	111
3.	No prerequisites	Employment policy and labor market (D)	6/150					29	121
4.	No prerequisites	Organizational Psychology (D)	3/75					17	58
5.	No prerequisites	Coaching and Mentoring Relationships (D, M, P)	3/75					19	
6.	No prerequisites	Leadership and team management(D)		6/150				28	122

7.	No prerequisites	Strategic Communication(D, M, P)		3/75			16	59
8.	Integrated Management: Concepts and Strategies	Strategic Human Resource Management (D, M, P)		6/150			29	121
9.	Employment policy and labor market	Compensation and Benefits Management (D)		3/75			19	56
10.	Integrated Management: Concepts and Strategies	Talent management and professional development of human resources (D)		6/150			40	110
11.	Integrated Management: Concepts and Strategies	project management (D, P)		6/150			29	121
Elective Courses in the Major Field of Study			Selection is available during the semesters					
			I	II	III	IV		
1.	No prerequisites	Working conditions and labor safety (M, P)	3/75				19	56
2.	No prerequisites	Digital HR and HR innovation (D, P)	3/75				19	56
3.	No prerequisites	Personnel planning, attraction, selection and motivation (D, P)	3/75				21	54

4.	No prerequisites	Contemporary Career and Future of Professions (D, P)	3/75		√		18	57
5.	No prerequisites	YourSkills Portfolio (D, P)	3/75				18	57
6	No prerequisites	Practical clinic (P)	3/75				65	10
7	No prerequisites	Human resource management in public service (D)			3/75		17	58
8	No prerequisites	Human resource management analytics (D)			3/75		19	56
9	No prerequisites	Business ethics (D)			3/75		16	59
10	No prerequisites	Employer branding (D)			3/75		19	56
11	No prerequisites	Performance Management and Appraisal (D)			3/75		17	58
12	No prerequisites	Training management technologies (D, P)			3/75		17	58
Part II (60 ECTS Credits) of the Master's Degree Programme in Human Resource Management								
Program Component								
Compulsory Courses in the Major Field of Study								
1.	No prerequisites	Academic Writing for Master's Degree Students(D, M)			6/150		28	122
2.	No prerequisites	Qualitative Research Methods (M)			6/150		42	108
3.	No prerequisites	Quantitative Research Methods and Data Analysis Using SPSS (M)			6/150		42	108
4.	No prerequisites	Business Statistics (D, M, P)			6/150		28	122

	Elective Courses in the Major Field of Study				Selection is available during the semesters			
Elective Courses of Part I (60 ECTS Credits) of the Master's Degree Programme in Human Resource Management								
	Research Component							
1.	Academic Writing for Master's Degree Students; Qualitative Research Methods; Quantitative Research Methods and Data Analysis Using SPSS; Business Statistics	Master's project (M)				30/750	10	740
Semester			30	30	30	30		
Per Year			60		60			
Total			120					

Map of the program objectives and learning outcomes

Program Objectives	Learning Outcomes						
A. To prepare competitive and highly qualified professionals with problem-based knowledge in the field of human resource management who are capable of responding to the demands of a dynamic labour market and contributing to the development of an educated civil society and the country's sustainable future	A	B	C	D	E	F	G
	√					√	√
B. To enable graduates to identify human resource management priorities in alignment with the strategic and corporate objectives of an organisation; to develop targeted human resource strategies and policies by considering organisational risks, costs, and benefits; to identify individual and team motivational factors influencing employee behaviour; to recognise work attitudes and psychosocial risks associated with workplace stress; to develop approaches for predicting employee behaviour; and to implement the full cycle of human resource management.	√	√	√			√	
C. To enable graduates to independently plan and conduct scientific and applied research in the field of human resource management by observing specific organisational behaviours and processes, and, based on the obtained and analysed findings, to formulate evidence-based conclusions and communicate them effectively to academic and professional communities		√		√	√	√	√
D. To develop graduates' ability to design organisational culture systems that simultaneously promote the continuous development and success of organisations while creating a fair, healthy, and supportive working environment for employees, fostering their professional development and career advancement within rapidly changing, complex, and multidisciplinary organisational environments.			√		√	√	√

Programme Compulsory Courses and Programme Learning Outcomes Map

№	Module/Courses	Courses Status	Program Learning Outcomes						
			A	B	C	D	E	F	G
1.	Integrated Management: Concepts and Strategies	(D)	*	*	*			*	
2.	Labor law and labor relations	(D)	*			*		*	*
3.	Employment policy and labor market	(D)	*	*		*			
4.	Organizational Psychology	(D)	*		*		*		*
5.	Coaching and Mentoring Relationships	(D, M, P)	*		*				*
6.	Strategic Human Resource Management	(D, M, P)	*	*			*		
7.	Leadership and team management	(D)	*		*				*
8.	Strategic communication	(D, M, P)	*	*					
9.	Compensation and Benefits Management	(D)	*		*	*			
10.	Talent Management and Professional Development of Human Resources	(D)	*		*			*	*
11.	Project Management	(D, M, P)	*	*	*		*		*
12.	Master's Thesis	(D, M, P)	*	*	*	*	*	*	*

Courses Status

I – Introduction	D - Developing	P - Practical	M - Master

Learning Outcomes Map of the Programme's Compulsory and Elective Courses

№	Compulsory Courses	Competencies		
		Knowledge and Understanding	Skills	Responsibility and Autonomy
	Part I (HRM / 60 ECTS Credits) of the Master's Degree Programme in Human Resource Management			
	Compulsory Courses in the Major Field of Study			
1.	Integrated Management: Concepts and Strategies (D)	*	*	*
2.	Labor law and labor relations (D)	*	*	*
3.	Employment policy and labor market (D)	*	*	
4.	Strategic Human Resource Management (D, P)	*	*	
5.	Strategic communication (D, M, P)	*	*	*
6.	Leadership and team management (D)	*	*	*
7.	Compensation and Benefits Management (D)	*	*	
8.	Organizational Psychology (D)	*	*	*
9.	Talent Management and Professional Development of Human Resources (D)	*	*	*
10.	Project Management (D, M, P)	*	*	*
11.	Coaching and Mentoring Relationships (D, M, P)	*	*	

Nº	Elective Courses			
12.	Working conditions and labor safety (M, P)	*	*	
13.	Digital HR and HR Innovation (D, P)	*	*	
14.	Personnel planning, attraction, selection and motivation (D, P)	*	*	
15.	YourSkills Portfolio (D, P)	*	*	
16.	Contemporary Career and Future of Professions (D, P)	*	*	
17.	Practical clinic (D, M, P)	*	*	*
Part II (MRes / 60 ECTS Credits) of the Master's Degree Programme in Human Resource Management				
Compulsory Courses and Research Component in the Major Field of Study				
18.	Academic Writing for Master's Degree Students (D, M)	*	*	*
19.	Qualitative Research Methods (M)	*	*	*
20.	Quantitative Research Methods and Data Analysis Using SPSS (M)	*	*	*
21.	Business Statistics (D, M, P)	*	*	*
Nº	Research Component			
22.	Master's Thesis (M)	*	*	*
Nº	Elective Courses			
23.	Business ethics (D)	*	*	
24.	Employer branding (D)	*	*	
25.	Performance Management and Appraisal (D)	*	*	*

26.	Human resource management in public service (D)	*	*	*
27.	Training Management Technologies (D, P)	*	*	*
28.	Human resource management analytics (D, M)	*	*	*