



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
Volume of the educational Program in credits	120 ECTS (4 semesters. One semester covers 16 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
Protocol Number	Nº 03-22
Program update date and protocol number	25.04.2024 Nº02-24

Objective of the Program

Objectives of the Master's program in Human Resource Management is:

- A. Training of a knowledgeable, problem-based, competitive, changing labor market qualified specialist who will contribute to the formation of an educated civil society and the future development of the country;
- B. The graduate should define personnel management priorities in correlation with the corporate interests of the organization; Develop a targeted action strategy and personnel policy, taking into account risks, costs and benefits; Identify team and individual motivators of human resource behavior, develop behavioral prediction techniques, and implement a complete human resource management cycle;

- C. To plan independently and conduct practical research in the field of human resource management, observing specific organizational behavior, presenting reasoned conclusions based on the results obtained and analyzed, and discussing them with the academic and professional community;
- D. To be focused on creating 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 create a fair and healthy environment for employees, their professional development and career advancement in a rapidly changing, complex, multidisciplinary environment

Learning Outcomes

Knowledge and Understanding

Graduate:

1.1 Has problem-based knowledge of personnel policy planning, staff recruitment, selection, retention and motivation, determination of remuneration and labor compensation, organization of labor law and safe working conditions, employment and labor market policies, performance appraisal and professional development, future careers Employment Branding, Predicting Gen-Z Generation Behavior in the Modern Labor Market, and Talent Management System in the Digital Transformation Process; Recognizes the peculiarities of conflict management and mediation, social responsibility, leadership theories and mentoring relationships both in the process of compatibility of personal incentives with the strategic interests of the organization, as well as in the realization of the long-term development perspective of the organization.

Skills

Graduate:

- 2.1. In order to establish trusting relationships and organizational culture, evaluates a specific organizational situation based on modern concepts of human resource management, critical analysis of information and innovative synthesis, identifies existing problems and risk factors, seeks innovative ways to overcome them, A personnel policy that is naturally compatible with core values and makes appropriate strategic decisions;
- 2.2. Establishes a modern organizational culture and personnel recruitment system based on the common interests of the organization and employees, creates a strategy for retaining and professional growth of employees, as well as attracting and identifying talents, evaluates the efficiency of performance in terms of costs and benefits; Works on 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;
- 2.3. Critically analyzes and evaluates the prospects and expediency of the introduction of international standards in labor relations, prepares organizational and individual documents and job descriptions related to labor relations;
- 2.4. Plans and conducts practical research independently in the field of human resource management using the latest methods and interdisciplinary approaches, adhering to the principles of academic integrity and ethics; discusses current issues in human resource management, formulates research results and conclusions, which are presented to the academic and professional community with an appropriate degree of independence, adherence to academic ethics standards and the use of modern communication technologies.

Responsibility and Autonomy

Graduate:

- 3.1. Considering the competencies acquired in human resource management and by implementing innovative strategic approaches in practice, will adapt to a complex, multidisciplinary, changing organizational environment; Also, independently for the purpose of continuous professional development, conducts the evaluation and development process of its own and employees' capabilities, adhering to the principles of good faith, ethics and collegiality.
- 3.2. Takes responsibility for the activities and professional development of the team members through the development and implementation of career management systems; Provides social responsibility in the process of planning and implementing the strategic development of the organization.

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 Master Degree 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% point;
(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
Midterm assesment	70 points
1.1	
1.2	
1.3	
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

The Master's degree program in Human Resource Management, conducted in accordance with Georgian law (andatory and elective educational courses.) , features a coherent structure that ensures knowledge dissemination on a principle basis: from general to specific, from simple to complex.

The Master's degree program consists of 120 credits and includes educational (90 credits) and research-related (30 credits - completion and defense of a master's project) components.

The 90 credits are divided as follows: 63 credits in mandatory educational courses of human resource management competencies and 27 credits in elective educational courses. Mandatory educational courses provide individuals with the necessary human resource management competencies. Elective courses are offered in the second and third semesters, allowing priority-based selection. The delivery of elective courses is determined by the university. Elective courses are diverse, and with the consideration of interests, they enable the acquisition/consolidation of specific knowledge and competencies in branding, digital HR, public services, human resource management, effective communication, human resource management analytics, performance evaluation, coaching and mentoring, training management technologies, occupational safety, workplace conditions, innovation management, marketing, project management, and other fields. During the program's completion, a master's student may complete a 6-credit internship in the third semester.

Upon completion of the program, the competencies of the graduates represent the unification of competencies acquired through program-related courses. The allocation of qualified qualifications is carried out based on the existing master's degree education program, corresponding to no less than 120 credits - by obtaining credits in all mandatory program areas and fulfilling the program requirements.

№	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	Strategic management and Modern concepts of management (D)	6/150				28	122
2	No prerequisites	Academic Writing for Graduates (D)	3/75				17	58
3	No prerequisites	Labor law and labor relations (D)	6/150				39	111

4	No prerequisites	Management of changing organizational behavior and Human Resource Environment. (D, P)	6/150				41	109
5	No prerequisites	Employment policy and labor market (D)	6/150				29	121
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			29	121
8	No prerequisites	Conflict management and the art of negotiation (D, P)		3/75			26	49
9	No prerequisites	Leadership and team management (D)		6/150			28	122
10	Employment policy and labor market	Remuneration and Compensation (D)		3/75			19	56
11	No prerequisites	Organizational Psychology (D)		3/75			17	58
12	No prerequisites	Research methods and data analysis using SPSS (D, M, P)			6/150		31	119

13	Modern concepts of management	Talent management and professional development of human resources (D)			6/150		40	110	
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 - 30 Credits)			can be selected in the semesters:				ECTS		
			I	II	III	IV			
1	No prerequisites	Human resource management in public service (D)		√	√		3/75	17	58
2	No prerequisites	Coaching and mentoring relationships (D, P)		√			3/75	19	56
3	No prerequisites	Business ethics (D)		√	√		3/75	16	59
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	20	55

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	Strategic management and Modern concepts of management	project management (D, P)			√		6/150	29	121
10	Management of changing organizational behavior and Human Resource Environment	Performance Management (D)			√		3/75	19	56
11	No prerequisites	Strategic communication (D, M, P)			√		3/75	16	59
12	Strategic management and 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	20	55
14	No prerequisites	Entrepreneurship and Innovation Management (D)		√			3/75	19	56

15	No prerequisites	Strategic marketing management (D)			√		6/150	29	121
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16	<p>Strategic management and Modern concepts of management</p> <p>Management of changing organizational behavior and Human Resource Environment;</p> <p>Personnel planning, attraction, selection and motivation;</p> <p>Strategic human resources management;</p> <p>Remuneration and Compensation;</p> <p>Talent management and professional development of human resources;</p> <p>Conflict management and the art of negotiation;</p> <p>Employment policy and labor market;</p>	Practical clinic (P)			√		6/150	136	14
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	Labor law and labor relations.								
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. Training of a knowledgeable, problem-based, competitive, changing labor market qualified specialist who will contribute to the formation of an educated civil society and the future development of the country;	√					√	√
B. The graduate should define personnel management priorities in correlation with the corporate interests of the organization; Develop a targeted action strategy and personnel policy, taking into account risks, costs and benefits; Identify team and individual motivators of human resource behavior, develop behavioral prediction techniques, and implement a complete human resource management cycle;	√	√	√			√	
C. To plan independently and conduct practical research in the field of human resource management, observing specific organizational behavior, presenting reasoned conclusions based on the results obtained and analyzed, and discussing them with the academic and professional community;		√		√	√		
D. To be focused on creating 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 create a fair and healthy environment for employees, their professional development and career advancement in a rapidly 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	Strategic Management and 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 – Introduction	D - Developing	P - Practical	M- 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.	Strategic management and 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	*	*	*
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	Human resources management in public service (D)	*	*	
2	Coaching and mentoring relationships (D, P)	*	*	
3	Business ethics (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	Strategic 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)	*	*	*