MINISTRY OF SCIENCE AND EDUCATION OF THE REPUBLIC OF AZERBAIJAN
AZERBAIJAN UNIVERSITY

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MASTER'S DEGREE

EDUCATIONAL PROGRAM

Specialty Code and Name: 7004003 – Business Administration (MBA)
Specialization: Human Resource Management

BAKU - 2025

FRAMEWORK DOCUMENT OF THE MASTER'S DEGREE EDUCATIONAL PROGRAM

1. General Provisions

1.1. The Master's Degree Educational Program in **7004003 – Business Administration (MBA)** (hereinafter referred to as the Educational Program) has been developed in accordance with the Law of the Republic of Azerbaijan "On Education," relevant resolutions of the Cabinet of Ministers of the Republic of Azerbaijan, the "Classification of Specialties for Master's Degree Programs in Higher Education," as well as international best practices and labor market requirements.

1.2. The objectives of the Educational Program are as follows:

- To define the competencies of graduates in the relevant specialty, the scope of the specialty, teaching and learning methods for individual courses, assessment methods, learning outcomes, infrastructure and human resource requirements for the delivery of the program, as well as opportunities for students to undertake internships, obtain employment, and pursue further education;
- To inform students and employers about the knowledge, skills, and learning outcomes acquired by graduates;
- To provide relevant stakeholders with information during the evaluation of the compliance of specialist training with the requirements of the Educational Program

1.3. The Educational Program is mandatory for all higher education institutions operating in the Republic of Azerbaijan that provide master's degree education in the relevant specialty, regardless of their institutional affiliation, type of ownership, or organizational and legal status.

1.4. The total weekly workload of a student, including classroom and independent study activities, shall be 45 academic hours within a five-day academic week (except for higher education institutions with special purposes). Of this total, classroom instruction shall account for 12–16 academic hours per week. The weekly academic workload may be adjusted for specializations requiring advanced professional training.

1.5. Each higher education institution shall develop a separate Educational Program for every specialization offered within the relevant specialty. In addition to the sections specified in the Educational Program of the specialty, the program for each specialization shall include sections covering teaching and learning methods, methods for assessing learning outcomes, the organization and assessment of internships, and other relevant components.

2. Graduate Competencies

2.1. Upon successful completion of the Educational Program, graduates shall possess the following ***general competencies***:

2.1.1. Ability to independently resolve unexpected and complex problems arising within the scope of professional activities;

2.1.2. Ability to propose and plan appropriate activities and methods, as well as analyze their current and prospective outcomes;

2.1.3. Ability to investigate the underlying causes of problems related to professional or educational activities and resolve them within specified time constraints and under conditions of limited information;

2.1.4. Ability to select and apply appropriate technologies and methods to address problems related to professional or educational activities, as well as identify, evaluate, and assess expected outcomes;

2.1.5. Ability to critically evaluate one's own performance when addressing problems related to professional or educational activities;

2.1.6. Ability to present and substantiate problems related to professional or educational activities both orally and in writing in Azerbaijani and at least one foreign language, as well as participate in relevant discussions with specialists and non-specialists;

2.1.7. Ability to effectively transfer knowledge and competencies to others through various methods;

2.1.8. Ability to act in accordance with ethical principles and standards in all circumstances, while understanding the ethical implications, opportunities, limitations, and social responsibilities associated with one's personal conduct;

2.1.9. Ability to assess one's own and others' needs for lifelong learning and professional development, as well as apply effective methods necessary for independent learning.

2.2. Upon completion of the **Educational Program in 7004003 – Business Administration (MBA),** graduates shall acquire the following ***professional competencies*** relevant to their respective specializations:

2.2.3. Specialization in Human Resource Management

- Ability to conduct strategic human resource planning and align it with the overall goals and strategies of the organization;
- Ability to develop recruitment strategies and ensure effective workforce planning;
- Ability to establish a performance management system, define performance evaluation criteria, and monitor their implementation;
- Ability to manage organizational change through the analysis of organizational behavior;
- Ability to apply best practices in diversity, equity, inclusion, and organizational commitment;
- Ability to make data-driven decisions using human resource analytics tools;
- Ability to effectively manage labor relations;
- Ability to develop motivation models and periodically improve their effectiveness;
- Ability to oversee the use of Human Resource Information Systems (HRIS), mobile HR technologies, AI-based recruitment tools, performance prediction models, chatbots, and other digital HR tools;
- Ability to ensure compliance with the legal and regulatory framework governing human resource management, including relevant legislative amendments and updates.

3. Structure of the Educational Program

3.1. Standard Duration of the Educational Program and the Higher Education Qualification Awarded to Graduates:

Name of Specialization	Degree Awarded	Duration of Full-Time Study	Number of Credits
Human Resource Management**	Master's Degree	1.5/2 years	90/120

3.2. The Educational Program shall comprise 90 ECTS credits (1.5 years) or 120 ECTS credits (2 years), depending on the specialty (specialization). Each semester shall consist of 30 ECTS credits, with a maximum of five courses per semester. The credits are distributed as follows:

Sıra sayı	Fənnin adı	AKTS krediti	
1	**Research Methods**[1] This course focuses on the interrelationship between quantitative and qualitative research methods, measurement, research design, and analysis. It aims to develop research competencies, including the ability to use library and internet resources as sources of information, investigate data, analyze findings, and present research results effectively.	0	6
2	**Academic Writing and Ethics** The aim of this course is to teach the fundamentals of academic writing, communication, and academic integrity. It develops master's students' abilities to professionally prepare scientific articles, dissertations, essays, and other academic documents; communicate effectively at conferences, symposiums, seminars, and academic discussions; and adhere to publication ethics. The course provides students with knowledge and competencies related to academic writing conventions, appropriate use of sources, citation and referencing standards, and ethical principles.	6	6
3	**Project Management**[2] This course provides a comprehensive understanding of project team formation and operations, leadership in projects, the responsibilities of project managers, and other related aspects. It also develops knowledge of project fundamentals, scheduling, communication, procurement, and professional stakeholder relationships. Furthermore, the course covers Agile Project Management, including managing projects in changing environments, effective risk assessment, and the roles and responsibilities of the Product Owner and Scrum Master.	6	0
4	**Research Analytics**[1] This course covers the data analysis process, types of data, data collection sources, development of data analysis strategies, data preparation and cleaning, data organization for analysis, and data visualization. It introduces students to analytical software relevant to their field of specialization, including Excel, SPSS, Stata, R, MAXQDA, MATLAB, and Python. The course also develops practical skills in applying research analysis methods, including statistical testing and analysis, quantitative and qualitative analysis, experimental analysis, and questionnaire and survey analysis. Students are expected to interpret analytical findings and formulate evidence-based conclusions and recommendations.	0	6

[1] This course is intended for specializations that culminate in a master's thesis.
[2] This course is intended for specializations that do not culminate in a master's thesis.

5	**Compulsory Courses Determined by the Higher Education Institution[3]** The courses included in this section shall be determined independently by each higher education institution, depending on the specialization, and shall be reflected in the Educational Program of the respective specialization.		
	Leadership and Organizational Behavior This course introduces students to leadership theories and their roles within organizations, developing the ability to apply different leadership styles in appropriate organizational contexts. It examines team dynamics, group behavior, emotional intelligence, and the role of motivation in management. Furthermore, the course develops strategic leadership competencies in conflict resolution, decision-making, and the development of organizational culture.	6	6
	Business Statistics This course introduces students to different types of statistical data and methods of statistical analysis, developing competencies in data collection, classification, and descriptive analysis. Students learn to model economic relationships using confidence intervals, hypothesis testing, correlation, regression, and analysis of variance (ANOVA). They also perform statistical calculations using software applications such as MS Excel and SPSS, establishing an analytical foundation for evidence-based managerial decision-making.	6	6
	Managerial Economics This course examines the influence of microeconomic and macroeconomic principles on managerial decision-making. It develops students' ability to justify optimization, pricing, and production decisions using supply and demand models, cost structures, revenue, and profit indicators. Furthermore, the course develops analytical competencies in applying elasticity, marginal analysis, and game theory to ensure efficiency and sustainability in resource allocation.	6	6
	Financial Accounting (F3) This course introduces the fundamental concepts and principles of financial accounting, including the recording of assets, liabilities, and equity, the documentation of financial transactions, and the preparation of financial statements. It also develops students' competencies in analyzing financial performance, applying International Financial Reporting Standards (IFRS), and making financially informed managerial decisions based on accounting information.	6	6
	Human Resource Management This course introduces the fundamental principles of human resource policies and strategies, focusing on the organization of recruitment, selection, and placement processes, employee motivation and satisfaction, and decision-making related to human capital development and retention.	6	6

[3] For the purposes of this section, the term "courses" includes academic subjects, projects (including Capstone projects), creative assignments, laboratory activities, and other relevant educational activities, where applicable.These courses shall be determined by the higher education institution, taking into consideration the expertise of academic staff, research infrastructure, and local and international employment opportunities. They shall be mandatory for students admitted to the respective specialization.This section must include a minimum of four courses..

	Furthermore, it develops students' competencies in preparing HR plans based on ethical and legal principles and monitoring their implementation in alignment with the organization's overall strategy**.**		
	Labor Code and Employee Rights This course examines the fundamental principles and legal regulatory mechanisms of the Labor Code of the Republic of Azerbaijan, including procedures for concluding and terminating employment contracts, employee rights and obligations, labor dispute resolution mechanisms, and occupational health and safety requirements. It also develops students' competencies in applying and legally substantiating disciplinary measures, financial liability, and legal responsibilities arising within employer–employee relationships.	6	6
	Performance Management This course introduces the objectives and principles of performance management, focusing on establishing performance evaluation criteria and indicators and implementing contemporary performance appraisal systems. It also develops students' competencies in designing motivation and professional development plans based on performance evaluation results, aligning individual and organizational performance with strategic objectives, and establishing fair, transparent, and continuous performance assessment systems.	6	6
	Digitalization and Innovation in Human Resources This course examines the impact and significance of digital transformation in human resource management, focusing on the application of modern HR technologies such as Human Resource Information Systems (HRIS), electronic recruitment (e-recruitment), and electronic learning (e-learning). Furthermore, it develops students' competencies in optimizing HR decisions through electronic and cloud-based systems, artificial intelligence, and analytics tools, improving employee experience, and developing strategic HR innovation plans aligned with organizational digital transformation.	6	6
	Organizational Change Management This course introduces the concept of organizational change and its role in organizational environments, examining the stages of planning and implementing change, the causes of resistance to change, and methods for managing such resistance. It also develops students' leadership and communication competencies in guiding organizational change processes, evaluating the outcomes of change initiatives, and designing effective change management strategies aligned with organizational culture.	6	6
6	**Elective Courses Determined by the Higher Education Institution**[4] The relevant elective courses shall be independently determined by each higher education institution according to the specialization and shall be reflected in the Educational Program of the respective specialization.	18	18

[4] For the purposes of this section, the term "courses" includes academic subjects, projects (including Capstone projects), creative assignments, laboratory activities, and other relevant educational activities, where applicable.These courses shall be offered by the higher education institution, taking into consideration the expertise of academic staff, research infrastructure, and local and international employment opportunities.Labor market recommendations shall also be considered when determining these courses. For this purpose, it is recommended that a working group consisting of representatives from higher education institutions and the labor market be established.Courses determined by the higher education institution shall be elective for students and shall facilitate their participation in international student exchange programs.This section must include a minimum of three courses..

Internship			
7	**Internship / Practical Training**	6	6
8	**Scientific and Pedagogical Internship[5]**	0	6
Dissertation			
...	**Master Dissertation[6]**	0	18
TOTAL		**90**	**120**

4. Learning Outcomes of the Educational Program and Individual Courses

4.1. Graduates of this Educational Program shall possess a systematic understanding and comprehensive knowledge of the fundamental concepts, theoretical principles, and research methods relevant to their field of study or professional activity. They shall also acquire in-depth knowledge in a specific (specialized) field of study or professional practice.

4.2. The determination of learning outcomes for each course within the specialization's Educational Program and the development of individual course syllabi shall fall within the responsibility of the higher education institution and its academic staff.

4.3. The Program Learning Outcomes (PLOs) for the specialization are specified in Appendix 1. Course Learning Outcomes (CLOs) shall be determined independently by each higher education institution. The Learning Outcomes Matrix (Appendix 2) shall demonstrate the alignment between individual courses and the Program Learning Outcomes.

4.4. Course syllabi shall be regularly reviewed and updated to ensure that the Educational Program maintains relevant scientific and practical content and responds effectively to the evolving needs of society and the labor market.

5. Infrastructure and Academic Staff Requirements

5.1. The effective implementation of teaching, learning, and assessment processes within the Educational Program requires the higher education institution to possess the following infrastructure and resources:

- Qualified academic and teaching support staff;
- Classrooms equipped with the necessary teaching and learning facilities;
- Computer laboratories and reliable internet access; Scientific and educational laboratories;
- Partner organizations and institutions providing practical training and internship opportunities; An academic library; Access to academic and professional electronic databases.

[5] This type of internship is intended for specializations that culminate in a master's thesis.

[6] This provision applies to specialties (specializations) that culminate in a master's thesis. The requirements for the content, preparation, submission, and defense of master's theses shall be established by the Ministry of Science and Education of the Republic of Azerbaijan.

5.2. Academic staff involved in delivering the Educational Program shall, as a general rule, hold an academic degree. However, professionals who do not possess an academic degree but have at least five years of relevant professional experience may also be engaged in teaching activities.

5.3. Academic supervision of master's theses shall, as a general rule, be undertaken by individuals holding an academic title or an academic degree.

6. Career Opportunities and Lifelong Learning

6.1. Graduates of the **7004003 – Business Administration (MBA)** Educational Program may pursue employment in the following professional fields and positions:

Specialization in Human Resource Management

- Human Resources Consultant;Human Resources Analyst;
- Training and Development Consultant;
- Performance Evaluation Specialist;
- Employee Motivation Consultant;
- Diversity and Inclusion Specialist;
- Lecturer in the relevant specialty or specialization at business schools and other related positions.

6.2. Higher education institutions shall regularly conduct graduate employment surveys and publish information about available job vacancies on their official websites.

6.3. Individuals who have completed master's degree studies and successfully defended their master's thesis, as well as individuals whose educational qualifications are officially recognized as equivalent (including specialist physicians in medical education), shall be eligible to apply for admission to doctoral studies leading to the degree of Doctor of Philosophy (PhD).

6.4. The knowledge, skills, and approaches acquired during the period of study shall provide graduates with the essential foundations for independent lifelong learning and continuous professional development..

Appendix 1

Learning Outcomes of the Educational Program and Teaching Activities

The Program Learning Outcomes (PLOs) for the specializations within 7004003 – Business Administration (MBA) are as follows:

Program Learning Outcomes (PLOs) for the Specialization in Human Resource Management
1. Aligns human resource strategies with the overall organizational strategies.
2. Develops effective recruitment strategies.
3. Establishes a performance management system and monitors its implementation.
4. Manages organizational change processes.

5. Applies best practices in areas related to organizational management and employee engagement.
6. Makes data-driven decisions using analytical tools.
7. Effectively manages labor relations.
8. Develops and improves employee motivation models.
9. Oversees the implementation and use of digital human resource management tools.
10. Ensures compliance with the legal and regulatory requirements governing human resource management.

Course Learning Outcomes (CLOs) for Research Methods
CLO 1. Distinguish between quantitative and qualitative research methods, understand their characteristics and areas of application, and apply them appropriately in conducting scientific research.
CLO 2. Formulate research questions, develop hypotheses, and design research studies (experimental or observational) relevant to specific professional fields.
CLO 3. Systematically utilize scientific sources, including libraries, academic databases, and electronic resources, to collect existing knowledge and develop an appropriate research framework.
CLO 4. Measure, process, visualize, and analyze collected data using statistical methods in accordance with research objectives.
CLO 5. Present research findings in a logically structured manner, prepare scientific articles and research reports, and effectively communicate results to audiences in both oral and written formats.
CLO 6. Conduct research independently or collaboratively while adhering to ethical and methodological principles, and appropriately apply research methodologies in the preparation of research projects and master's theses.

Course Learning Outcomes (CLOs) for Academic Writing and Ethics
CLO 1. Understands the purpose, structure, and stylistic characteristics of academic writing and produces scientific essays, dissertations, articles, and other academic documents in a logical and professional manner.
CLO 2. Prepares content in accordance with the requirements of different academic genres (research articles, dissertations, theses, research papers, etc.) and expresses ideas coherently with well-supported arguments.
CLO 3. Develops skills in working with academic sources, correctly applies various citation and referencing systems (APA, MLA, IEEE, etc.), and avoids plagiarism.
CLO 4. Develops academic speaking and presentation skills and communicates ideas professionally during scientific discussions, seminars, symposiums, and conferences.
CLO 5. Understands and adheres to the principles of copyright, publication ethics, and academic integrity in scientific research and academic activities.
CLO 6. Analyzes ethical dilemmas and appropriate standards of conduct arising during scientific research and academic writing and makes ethically responsible decisions in academic environments.

Course Learning Outcomes (CLOs) for Project Management
CLO 1. Identifies project objectives, phases, resources, and stakeholders, and applies fundamental project planning and management principles.
CLO 2. Builds effective project teams, assigns roles and responsibilities, performs the functions of a project manager, and demonstrates effective communication and interpersonal skills.
CLO 3. Manages project schedules, budgets, supply chains, and resources to ensure the systematic and effective implementation of project activities.
CLO 4. Ensures project sustainability through proactive risk assessment, the development of risk response plans, and the application of change management principles.
CLO 5. Applies Agile approaches, including the Scrum methodology, and performs the roles and responsibilities of the Product Owner and Scrum Master in project management.
CLO 6. Ensures accountability and transparency in project activities through project reports, status updates, and professional communication with stakeholders.

Course Learning Outcomes (CLOs) for Research Analytics
CLO 1. Identifies different types of data and appropriate data collection methods based on research objectives and develops effective data collection strategies for scientific research.
CLO 2. Performs data preprocessing procedures, including data cleaning, coding, and structuring, and prepares datasets for analysis in accordance with research objectives.
CLO 3. Analyzes data using various software applications, including Excel, EViews, SPSS, Python, R, and MATLAB, and draws conclusions based on basic and advanced statistical indicators.
CLO 4. Applies fundamental research analysis methods, including quantitative, qualitative, mixed-methods, and experimental approaches, to obtain analytical findings relevant to the field of study.
CLO 5. Presents analytical findings using data visualization tools, including graphs, charts, and tables, and accurately interprets results based on scientific evidence.
CLO 6. Develops logical and evidence-based scientific conclusions, recommendations, and generalizations based on research findings and prepares research reports and academic documents.

Learning Outcomes (LOs) for Scientific and Pedagogical Practice
CLO 1. Develops skills in designing academic course programs, preparing lesson plans, organizing lectures and practical sessions, and selecting and preparing teaching materials relevant to the field of specialization.
CLO 2. Plans the teaching process, manages classroom activities, selects appropriate instructional strategies, and applies modern teaching methods to enhance student engagement and participation.
CLO 3. Develops and applies course content based on recent scientific advancements and integrates contemporary research findings into pedagogical practice.
CLO 4. Effectively utilizes modern information and communication technologies (ICT), educational software applications (CAD/CAM/CAE), simulation programs, and virtual laboratories in teaching activities.
CLO 5. Demonstrates clear and effective academic communication skills and presents knowledge and research findings to students in a well-structured, understandable, and evidence-based manner.

CLO 6. Identifies strengths and weaknesses in pedagogical performance, engages in reflective practice, and determines areas for continuous professional development and improvement.

Learning Outcomes (CLOs) for Scientific Research Internship
CLO 1. Identifies relevant scientific research topics within the field of specialization and clearly formulates research aims and objectives.
CLO 2. Selects and effectively applies modern scientific research methods, including situational analysis, operational and tactical analysis, modeling, and statistical methods, in accordance with specific research objectives.
CLO 3. Processes and systematizes experimental and theoretical data, conducts statistical analyses, and interprets research findings.
CLO 4. Applies research findings to process optimization, practical applications, and the development of innovative technologies.
CLO 5. Presents research findings in the form of scientific articles, research reports, and dissertations, delivers presentations at academic conferences and seminars, and participates in scientific discussions.
CLO 6. Adheres to the principles of research ethics, including plagiarism prevention, proper citation and referencing practices, and respect for intellectual property rights, and demonstrates scientific responsibility.

Learning Outcomes (CLOs) for Master's Thesis
CLO 1. Justifies the research problem, clearly defines research aims and objectives, develops a comprehensive research plan, and conducts independent research using theoretical and analytical methods.
CLO 2. Critically analyzes scientific, theoretical, and practical problems within the field of specialization, applies contemporary scientific approaches to risk assessment and operational decision-making, and proposes independent solutions to complex problems.
CLO 3. Demonstrates competencies in mathematical modeling, systematic analysis, interpretation, and generalization of experimental and theoretical research findings.
CLO 4. Justifies the practical application of scientific findings within the field of specialization, develops evidence-based recommendations, and proposes innovative approaches to addressing professional and research-related challenges.
CLO 5. Presents and defends the master's thesis before an academic audience in a clear, well-structured, and scientifically justified manner and actively participates in academic discussions.
CLO 6. Adheres to the principles of research ethics and academic integrity, respects intellectual property rights, follows academic citation and referencing standards, and demonstrates responsibility and accountability in conducting independent research.

Course Learning Outcomes (CLOs) for Leadership and Organizational Behavior
CLO 1. Acquires knowledge of leadership theories and their roles within organizations.
CLO 2. Applies different leadership styles appropriately in various organizational environments.

CLO 3. Analyzes team dynamics and group behavior processes.
CLO 4. Applies emotional intelligence and motivational factors in management processes.
CLO 5. Demonstrates effective leadership skills in conflict resolution and decision-making processes.
CLO 6. Demonstrates strategic leadership in shaping organizational culture and managing organizational change.

Course Learning Outcomes (CLOs) for Business Statistics
CLO 1. Explains different types of statistical data and methods of statistical analysis.
CLO 2. Applies data collection, classification, and descriptive statistical methods.
CLO 3. Constructs confidence intervals, performs hypothesis testing, and conducts correlation analysis.
CLO 4. Models economic relationships using regression analysis and analysis of variance.
CLO 5. Performs statistical calculations using MS Excel, SPSS, and other statistical software applications.
CLO 6. Develops an analytical foundation for managerial decision-making based on statistical findings.

Course Learning Outcomes (CLOs) for Managerial Economics
CLO 1. Explains the impact of microeconomic and macroeconomic principles on managerial decision-making.
CLO 2. Analyzes market equilibrium using supply and demand models.
CLO 3. Makes optimization decisions based on cost, revenue, and profit indicators.
CLO 4. Justifies pricing and production decisions using economic models.
CLO 5. Applies elasticity, marginal analysis, and game theory in managerial decision-making.
CLO 6. Ensures efficiency and sustainability in resource allocation through the application of managerial economics principles.

Course Learning Outcomes (CLOs) for Financial Accounting (F3)
CLO 1. Explains the fundamental concepts and principles of financial accounting.
CLO 2. Records an organization's financial transactions and prepares financial statements.
CLO 3. Maintains accounting records for assets, liabilities, and equity.
CLO 4. Analyzes financial performance and uses the findings in decision-making processes.
CLO 5. Applies the requirements of International Financial Reporting Standards (IFRS).
CLO 6. Provides financial justification for managerial decisions based on accounting information.

Course Learning Outcomes (CLOs) for Human Resource Management
CLO 1. Explains the fundamental principles of human resource policies and strategies.
CLO 2. Organizes recruitment, selection, and placement processes.
CLO 3. Applies modern approaches to enhance employee motivation and job satisfaction.
CLO 4. Makes decisions regarding human capital development and employee retention.
CLO 5. Adheres to ethical and legal principles in labor relations.
CLO 6. Develops HR plans aligned with the organization's overall strategy and monitors their implementation.

Course Learning Outcomes (CLOs) for Labor Code and Employee Rights
CLO 1. Explains the fundamental principles, sources, and legal regulatory mechanisms of the Labor Code of the Republic of Azerbaijan.
CLO 2. Interprets the procedures for concluding, amending, and terminating employment contracts in accordance with legal regulations.
CLO 3. Systematically analyzes employees' fundamental labor rights and obligations, including wages, working hours, rest periods, and leave entitlements.
CLO 4. Explains the causes of labor disputes, dispute resolution mechanisms, and alternative methods of legal protection outside the judicial system.
CLO 5. Evaluates regulatory requirements related to occupational health and safety and healthy working conditions and applies them in practical situations.
CLO 6. Distinguishes between and provides legal justification for different forms of employer and employee liability, including disciplinary, material, and other legal responsibilities.

Course Learning Outcomes (CLOs) for Performance Management
CLO 1. Explains the objectives and fundamental principles of performance management.
CLO 2. Defines criteria and key performance indicators for evaluating employee performance.
CLO 3. Applies internationally recognized performance appraisal systems.
CLO 4. Develops employee motivation and professional development plans based on performance evaluation results.
CLO 5. Analyzes the alignment between employee performance and organizational objectives.
CLO 6. Establishes a fair, transparent, and continuous performance appraisal system.

Course Learning Outcomes (CLOs) for Digitalization and Innovation in Human Resources
CLO 1. Explains the impact and significance of digitalization in human resource management processes.
CLO 2. Demonstrates knowledge of modern HR technologies, including Human Resource Information Systems (HRIS), e-recruitment, and e-learning platforms.

CLO 3. Demonstrates the ability to use electronic management platforms and cloud-based HR systems.
CLO 4. Optimizes human resource management decisions using artificial intelligence and analytical tools.
CLO 5. Enhances employee experience and job satisfaction through innovative HR technologies and practices.
CLO 6. Develops strategic HR innovation plans to support organizational digital transformation.

Course Learning Outcomes (CLOs) for Organizational Change Management
CLO 1. Explains the concept of change and its role within the organizational environment.
CLO 2. Describes the stages of planning and implementing organizational change.
CLO 3. Analyzes the causes of resistance to change and methods for managing it.
CLO 4. Guides organizational change processes through effective leadership and communication skills.
CLO 5. Evaluates the effectiveness and outcomes of organizational change projects.
CLO 6. Develops and implements change management strategies aligned with organizational culture.

Appendix 2

Matrix of Program Learning Outcomes and Learning Outcomes of Teaching Activities

The higher education institution shall use the table below to determine how the teaching activities within the specialization's Educational Program contribute to the achievement of the Program Learning Outcomes (PLOs).

Name of Teaching Activity (Course)	**Program Learning Outcomes**									
	PLO 1	**PLO 2**	**PLO 3**	**PLO 4**	**PLO 5**	**PLO 6**	**PLO 7**	**PLO 8**	**PLO 9**	**PLO 10**
Research Methods					+	+				
Academic Writing and Ethics					+	+				
Research Analytics					+	+				
Leadership and Organizational Behavior	+			+				+		
Business Statistics					+	+				

Managerial Economics	+				+	+				
Financial Accounting (F3)	+				+	+				
Human Resource Management	+	+	+		+	+		+		
Labor Code and Employee Rights							+			+
Performance Management			+		+			+		
Digitalization and Innovation in Human Resources					+	+			+	
Organizational Change Management	+			+	+					
Scientific and Pedagogical Internship					+	+				
Scientific Research Internship					+	+				
Master's Thesis	+		+	+	+	+				

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