

# Navoi State University – Human Resource Management

**Program Duration:** 2 years

**Mode of Study:** Full-time

**Program Code:** 70411001

**Total Workload:** 120 ECTS credits

**ECTS credits per semester:** 30

## Overview

The Master's degree program in **Human Resource Management** (Program Code: 70411001) at Navoi State University is a two-year, full-time academic program comprising a total workload of 120 ECTS credits (30 ECTS per semester). The program is designed to prepare highly qualified HR directors, talent management strategists, organizational development consultants, and HR researchers equipped with advanced knowledge in strategic workforce planning, talent acquisition, performance management, corporate culture, labor legislation, and HR analytics.

The curriculum integrates advanced management theory, strategic HR decision-making, empirical organizational research, and practical HR technology systems. Students gain expertise in recruitment and selection methodologies, compensation and benefits design, employee relations, leadership development, organizational psychology, and digital HR transformations. The program places strong emphasis on modernizing labor relations, driving employee engagement, managing diversity, and aligning human capital strategies with corporate and national economic goals in Uzbekistan.

Graduates of this program are fully equipped to pursue careers as HR managers, talent acquisition directors, learning and development (L&D) specialists, organizational development consultants, compensation and benefits analysts, research officers in management institutes, and academic staff in higher education institutions, as well as to continue their studies at the doctoral (PhD) level.

## Assessment

A comprehensive and multi-component assessment system is applied in the Master's program in Human Resource Management to ensure continuous learning, strategic decision-making competence, ethical leadership, and academic rigor.

### 1. Course-based assessment

- **Presentations and seminars** – assess students' ability to analyze, present, and defend strategic HR models, talent management cases, workplace culture frameworks, and labor relation policies in professional settings.
- **Mini-tests, quizzes, and oral exams** – monitor understanding of core theoretical concepts, HR analytics tools, labor law standards, and organizational behavior models.

- **Midterm and final examinations** – evaluate theoretical depth, strategic problem-solving skills, and corporate HR case study analyses through written exams and practical strategy assignments.
  - **Portfolio assignments** – compile job evaluation schemes, KPI/OKR performance frameworks, HR analytics dashboards, training modules, and research paper drafts demonstrating progressive skill development.
  - **Independent assignments** – encourage independent organizational research, workplace culture audits, compensation structure design, and strategic workforce simulations.
2. **Research-based assessment**
- **Scientific Research Work (ITI)** – evaluated through research project proposals, organizational empirical studies, progress reports, and defense of HR research findings before the department.
  - **Scientific and Pedagogical Work (IPI)** – evaluated via teaching practice, preparation of management case studies, seminar guides, and academic reporting.
  - **Master’s Thesis (MD/M)** – evaluated based on overall scientific rigor, empirical validity, practical relevance to corporate management, thesis writing quality, and public defense before the State Attestation Commission.
3. **Practice-based assessment**
- **HR and Management Internship** – evaluated through performance in corporate HR departments, recruitment agencies, government labor agencies, and consulting firms, accompanied by comprehensive practice reports.
  - **Pre-graduation practice** – assessed on the integration of organizational research data, strategic HR policy design, and final thesis preparation.
4. **Work-integrated learning**
- **HR Analytics & Strategic Planning Projects** – assessed on analytical precision, innovative use of HR software tools, ethical considerations, and practical alignment with organizational growth targets.

## Academic Requirements

**Admission Requirements**—Applicants applying for the Master’s degree program in Human Resource Management (Code: 70411001) must satisfy the following criteria:

- **Educational background** – A Bachelor’s degree (or equivalent qualification) in management, business administration, human resource management, economics, psychology, sociology, or related social/behavioral science fields from a recognized higher education institution.
- **Academic excellence** – Applicants holding an honors diploma (*imtiyozli diplom*) are eligible for preferential admission according to current regulations of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan.
- **Language proficiency** – A valid national or international certificate demonstrating at least B2-level foreign language proficiency (CEFR, IELTS, TOEFL, etc.) in English, Russian, or another recognized foreign language.

## Graduation Requirements

To be granted the Master of Science degree in Human Resource Management, students are required to:

- Complete all compulsory and elective modules specified in the curriculum, accumulating a total of **120 ECTS credits** (30 ECTS per semester).

- Maintain standard academic standing according to Navoi State University regulations (passing marks in all subjects).
- Successfully complete all practical trainings (HR internship, research practice, and pre-graduation practice) with positive supervisor evaluations.
- Fulfill all research requirements (Scientific Research Work and Scientific-Pedagogical Work).
- Prepare, submit, and successfully defend a **Master's Thesis** demonstrating independent empirical research and strategic human capital analysis before the State Attestation Commission.
- Pass all required state attestation processes.

## Courses Offered

### Year 1

#### Compulsory:

- Strategic Human Resource Management and Talent Strategy
- Reforms in the Education System under the Development Strategy of New Uzbekistan
- HR Analytics, Metrics, and Data-Driven Decision Making
- Labor Law, Regulatory Standards, and Employee Relations
- Research Methodology in Management and Behavioral Sciences

#### Elective:

- Organizational Behavior and Corporate Culture
- Talent Acquisition, Headhunting, and Employer Branding
- Compensation, Benefits, and Total Rewards Management
- Learning, Leadership Development, and Knowledge Management
- Digital HR Transformation and HRIS (HR Information Systems)

### Year 2

#### Compulsory:

- Performance Management, KPIs, and OKR Systems
- Strategic Workforce Planning and Change Management
- Workplace Health, Safety, and Employee Well-Being Programs

#### Elective:

- Cross-Cultural and Global HR Management
- Conflict Management, Negotiation, and Mediation
- Professional Morality and Leadership Ethics
- Organizational Psychology and Employee Engagement
- HR Consulting and Organizational Audit
- Diversity, Equity, and Inclusive Workplace Strategies
- Agility in HR and Project Management

## Career Opportunities

Graduates of the Master's degree program in Human Resource Management acquire strong analytical, managerial, and interpersonal leadership skills, enabling them to pursue career paths in diverse corporate, public, consulting, and educational organizations:

- **Chief Human Resources Officer (CHRO) / HR Director** in private corporations, mining and metallurgical combines (e.g., NGMK, AGMK), joint ventures, and international companies.
- **Talent Acquisition Director / Headhunter** in executive search agencies, recruitment firms, and multinational corporations.
- **HR Manager / HR Business Partner (HRBP)** in public sector organizations, commercial banks, industrial enterprises, and tech companies.
- **Learning & Development (L&D) Specialist / Corporate Trainer** in corporate academies, training centers, and consulting agencies.
- **HR Analytics Specialist / Compensation & Benefits (C&B) Manager** designing quantitative incentive systems, performance evaluations, and workforce metrics.
- **Specialist / Officer** at the Ministry of Poverty Alleviation and Employment of Uzbekistan, state labor inspection agencies, and public administration bodies.
- **HR Consultant / Organizational Development Advisor** in international management consulting firms (Big Four, management advisory firms).
- **HR Management Lecturer / Instructor** in higher education institutions, business schools, professional colleges, and academic lyceums.

## Tuition Fees

- **For local students:** Approximate annual tuition – 9,700,000 UZS.
- **For international students:** Approximate annual tuition – 774.28 USD.

*(Note: Tuition fees are subject to adjustment in accordance with university policy and foreign currency exchange rates.)*

## Learning Outcomes

### Master's Degree in Human Resource Management

Upon successful completion of the program, graduates will be able to:

#### 1. Knowledge

- **1.1.** Demonstrate advanced knowledge of strategic human resource management theories, talent capital models, and organizational behavior concepts.
- **1.2.** Understand quantitative HR analytics, metrics, data modeling tools, and HR Information Systems (HRIS) used in modern human capital management.
- **1.3.** Explain the legal frameworks, national labor codes, international labor standards (ILO), and ethical principles governing employment relations.
- **1.4.** Demonstrate comprehensive knowledge of compensation and benefits structures, job evaluation techniques, KPI/OKR systems, and performance appraisal methodologies.
- **1.5.** Recognize the impact of digital transformation, organizational culture, cross-cultural leadership, and change management on workforce productivity.

#### 2. Skills

- **2.1.** Formulate, implement, and evaluate long-term human resource strategies aligned with organizational business goals and market trends.
- **2.2.** Conduct workforce data analysis, employee turnover risk assessments, compensation benchmarking, and organizational culture audits using analytical tools.
- **2.3.** Design and execute modern talent acquisition, onboarding, performance management, leadership development, and succession planning programs.
- **2.4.** Develop strategies for resolving workplace conflicts, managing labor disputes, improving employee retention, and building positive employee relations.
- **2.5.** Prepare strategic HR policies, job descriptions, organizational charts, training modules, corporate regulations, and publishable research papers.
- **2.6.** Effectively present human capital plans, HR metrics, and organizational restructuring proposals to executive boards, corporate leadership, and academic audiences in national and foreign languages.

### 3. Competences

- **3.1. HR & Research Competence** – Conduct independent, scientifically sound, and empirically grounded organizational research to address workforce management issues.
- **3.2. Strategic Leadership Competence** – Lead corporate HR departments, talent development initiatives, and organizational transformation projects in diverse market sectors.
- **3.3. Methodological & Educational Competence** – Teach management and HR disciplines at higher education institutions using modern case study methods and interactive simulations.
- **3.4. Change Management Competence** – Guide organizations and multi-disciplinary teams through structural changes, digital HR adoption, and corporate culture alignment.
- **3.5. Ethical & Humanistic Competence** – Uphold high standards of professional ethics, fairness, confidentiality, diversity, equity, and human dignity in all employment decisions.
- **3.6. Lifelong Learning Competence** – Continuously adapt to evolving global HR trends, master digital management tools, and participate in international human resource forums and professional development programs.