

MASTER IN LEADERSHIP AND HUMAN RESOURCES MANAGEMENT

**Main Language of Instruction**

French  English  Arabic

**Campus Where the Program Is Offered:** CSH

**OBJECTIVES**

The Master in Leadership and Human Resources Management aims at training the candidates:

- To manage the human capital of an organization
- To launch a career in a consultancy firm.
- To be a leadership development expert in companies and organization.

**PROGRAM LEARNING OUTCOMES (COMPETENCIES)**

Ensure the operational and administrative management of HR.

Come up with an innovative HR strategy in line with the company's strategy.

Lead changes in businesses.

Foster a suitable leadership practice to individuals and to the context of their related function.

**ADMISSION REQUIREMENTS**

Applicant must:

- have a bachelor's degree in humanities or business or health disciplines.
- demonstrate a high level of interest in HR through an interview with the Master's Director.

Professional experience in the field is a plus.

**COURSES/CREDITS GRANTED BY EQUIVALENCE**

The holder of a Master's degree in humanities, social sciences or health related disciplines, can be granted up to 60 credits by equivalence; conditions apply.

**PROGRAM REQUIREMENTS**

**Required courses (112 credits), Institution's elective courses (8 credits)**

**Required courses (112 credits)**

Digital tools for HR management (3 cr.), job analysis (3 cr.), قانون العمل والضمان الاجتماعي 1 (4 cr.), Organisation design and structuring (4 cr), Strategic Human Resources Management (4 cr), project management for business (3 cr), Interpersonal and Psychodynamic Leadership - seminar and workshop (6c), Talent attraction and acquisition (3 cr), Interpersonal Conflict Management and Mediation (2 cr.), Strategic Workforce Planning (3 cr), Compensation and Benefits Management (3 cr), قانون العمل والضمان الاجتماعي 2 (4 cr), Organizational Behavior and Governance (4 cr), Leadership II- Corporate Leadership- seminar and workshop(6cr), Performance Management (3cr) HR Metrics and Analytics (4 cr), Health and Safety at work (2 cr), Field Training in Human Resources Management (8 cr.), Research Methodology (3 cr), Management of corporate communication (3 cr), Ethics, CSR and Sustainability (3 cr), Leading Organizational Change (4 cr), Learning and development (4 cr), Leadership III- Collaborative Leadership- seminar and workshop (6 cr.), Graduate Project in Human Resources Management (20 cr).

**Institution's elective courses** (8 cr. (+1 cr. if needed))

3 /4 TU to be selected from the following list:

Principles of Financial Accounting and Management Control (3 cr.). Social Psychology and Group Dynamics (3cr.). Specialized Seminar in HRM (2 cr.). Entrepreneurship - Seminar (2 cr.). Total Quality Management (3 cr.). Art of Coaching (3 cr.). Human Resources Lab (1cr.).

**SUGGESTED STUDY PLAN****Semester 1**

Code	Course Name	Credits
011RHDDM1	Digital Tools for HR Management	3
011RHJAM1	Job Analysis	3
011RHD1M1	قانون العمل والضمان الاجتماعي	4
011RHOCM1	Organization Design and Structuring	4
011RHPBM3	Project Management for Business	3
011RHIPM1	Interpersonal and Psychodynamic Leadership - Seminar and Workshop	6
011RHSMM1	Strategic Human Resources Management	4
	Major elective courses	3
	<b>Total</b>	<b>30</b>

**Semester 2**

Code	Course Name	Credits
011RHCBM2	Compensation and Benefits Management	3
011RHD4M2	قانون العمل والضمان الاجتماعي ٢	4
011RHOBM2	Organizational Behavior and Governance	4
01RHTAM2	Talent Attraction and Acquisition	3
011RHICM2	Interpersonal Conflict Management and Mediation	2
011RHMPM2	Strategic Workforce Planning	3
011RHPMM2	Performance Management	3
011RHIPM1	Corporate Leadership - Seminar and Workshop	6
	Major elective courses	2
	<b>Total</b>	<b>30</b>

**Semester 3**

Code	Course Name	Credits
011RHMAM3	HR Metrics and Analytics	4
011RHH1M1	Health and Safety at Work	2
011RHTFM3	Field Training in Human Resources Management	8
011RHRMM3	Research Methodology	3
011RHCCM3	Management of Corporate Communication	3
011RHCSM3	Ethics, CSR and Sustainability	3
011RHMOM4	Leading Organizational Change	4
	Major elective courses	3
	<b>Total</b>	<b>30</b>

#### Semester 4

Code	Course Name	Credits
011RHLDM4	Learning and Development	4
011RHCLM2	Collaborative Leadership - Seminar and Workshop	6
011RHGPM4	Graduate Project in Human Resources Management	20
	Major elective course (if needed)	1
	<b>Total</b>	<b>30</b>

#### COURSE DESCRIPTION

<b>011RHD1M1</b>	<b>قانون العمل والضمان الاجتماعي ١</b>	<b>4 Cr.</b>
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Ce cours permet à L'étudiant d'acquérir des notions pratiques de base en droit du travail, notamment en ce qui concerne le contrat du travail, pour lui permettre de faciliter son travail et sa relation avec les conseillers juridiques de l'entreprise.

<b>011RHD4M2</b>	<b>قانون العمل والضمان الاجتماعي ٢</b>	<b>4 Cr.</b>
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Ce cours permet à L'étudiant d'acquérir des notions pratiques de base en droit de la sécurité sociale pour lui permettre de faciliter son travail et sa relation avec les conseillers juridiques de l'entreprise.

<b>011RHACM3</b>	<b>Art of Coaching</b>	<b>3 Cr.</b>
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This course aims to introduce students to the art of professional coaching, covering topics such as the definition of professional coaching, various coaching methodologies applicable across organizations, and the role of coaching in enhancing leadership competencies within the HR department.

<b>011RHCLM2</b>	<b>Collaborative Leadership - Seminar and Workshop</b>	<b>6 Cr.</b>
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This course aims to highlight the importance of external stakeholders and multi-party engagement. Nowadays, power has shifted from vertical hierarchies in one organization to a complex distribution across boundaries and borders. Brands and projects now function as integral components of a diverse and inclusive community-driven system, rather than being the sole initiators of momentum. By the end of this course, students will be able to understand and manage situations involving multi-party engagement. They will also learn how to establish strategic win-win partnerships.

<b>011RHCBM2</b>	<b>Compensation and Benefits Management</b>	<b>3 Cr.</b>
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This course aims to provide an understanding of total rewards management. The objective is for students to acquire the essential skills and knowledge needed to integrate compensation and benefits programs into businesses and effectively communicate compensation information. Emphasis is placed on the five elements of total rewards: compensation, benefits, work-life balance, performance and recognition, and development and career opportunities, along with their strategic advantages.

<b>011RHIPM1</b>	<b>Corporate Leadership - Seminar and Workshop</b>	<b>6 Cr.</b>
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This course aims to raise awareness among our graduate students about essential leadership skills and talents in line with corporate business demands. Through the learning process, students will learn to link and assign the appropriate set of leadership laws needed for mission execution to each pillar of our corporate management model.

<b>011RHDDM1</b>	<b>Digital Tools for HR Management</b>	<b>3 Cr.</b>
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This course aims to enable students to understand and modify the organizational structure of a company, transform complex text and tables into visual diagrams for effective communication, manage the human resources involved in a project, and analyze statistical data and draw conclusions.

<b>011RHESM2</b>	<b>Entrepreneurship - Seminar</b>	<b>2 Cr.</b>
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This course aims to delve into the creative mindset and practices conducive to fostering innovation and entrepreneurship. After establishing this mindset, we will explore creativity and the sources of innovative and entrepreneurial ideas. Additionally, we will introduce the design thinking process, a well-established approach for cultivating innovation. We will also delve into various aspects of the design thinking process. Finally, we will learn how to create a business model and a go-to-market strategy.

<b>011RHCSM3</b>	<b>Ethics, CSR and Sustainability</b>	<b>3 Cr.</b>
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This course aims to delve into the understanding of what lies behind the buzzword of CSR today. It will explore the links between ethics and CSR, emphasizing the importance of ethics and corporate responsibility in HRM. Additionally, the course will examine CSR implementation and its impact on both the company and employees. It will also cover the types of CSR prevalent in the contemporary business world and explore new trends surrounding sustainability and circularity.

<b>011RHTFM3</b>	<b>Field Training in Human Resources Management</b>	<b>8 Cr.</b>
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This course aims to provide students with practical experience by involving them in various activities within the HR department during their internship. Upon completion of the internship, students are required to present a report and identify a problem that will serve as the basis for their thesis.

<b>011RHGPM4</b>	<b>Graduate Project in Human Resources Management</b>	<b>20 Cr.</b>
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The graduate project in HR is based on an innovative subject. Its primary objective is to provide students with research experiences, enabling them to proficiently develop and apply research techniques, and interpret information derived from research.

<b>011RHH1M1</b>	<b>Health and Safety at Work</b>	<b>2 Cr.</b>
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This course aims to provide students with a comprehensive understanding of the importance of creating and maintaining a safe and healthy work environment for employees. It aims to equip HR students with the knowledge and skills necessary, to effectively manage and promote health and safety initiatives within an organization and to implement personnel management policies to ensure that everyone in the workplace is aware of their responsibilities.

<b>011RHLLM4</b>	<b>Human Resources Lab</b>	<b>1 Cr.</b>
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It involves writing a project report on an HR-related topic.

<b>011RHMAM3</b>	<b>HR Metrics and Analytics</b>	<b>4 Cr.</b>
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This course aims to equip students with competencies enabling them to identify and measure essential HR metrics, analyze their results, and use them as tools for strategic management. The course covers the concept of measurement and analysis in HR, the process of selecting appropriate HR metrics, and methods for linking HR metrics to business strategies.

<b>011RHICM2</b>	<b>Interpersonal and Psychodynamic Leadership - Seminar and Workshop</b>	<b>6 Cr.</b>
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This course aims to raise students' awareness of the importance of building relationships and creating conditions for talent to flourish and give results within the groups they oversee. It focuses on several key aspects:

- Energy: Motivating others
- Connection: Believing in people's capabilities
- Norms: Ensuring organization and team results are met
- Empathy: Understanding and addressing people's needs
- Serenity: Managing others' emotions and needs, as well as one's own.

<b>011RHICM2</b>	<b>Interpersonal Conflict Management and Mediation</b>	<b>2 Cr.</b>
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This course aims to enable students of the Masters in Leadership and Human Resources Management to explore the dynamics of interpersonal conflict, understand its main components and factors, and develop strategies and competencies to manage interpersonal conflict and negotiation. Additionally, students will learn the basics of mediation. Throughout the course, students will also tap into effective communication skills and strategies that enhance leaders' performance and image.

<b>011RHJAM1</b>	<b>Job Analysis</b>	<b>3 Cr.</b>
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This course aims to help students understand job analysis and its components: job description and job evaluation. Additionally, students will be introduced to concepts of job design/re-design.

<b>011RHMOM4</b>	<b>Leading Organizational Change</b>	<b>4 Cr.</b>
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This course aims to demonstrate the systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of leading a change is to understand its reasons, determine each stage of the transition curve, implement strategies for effecting change, foster trust and teamwork during change to help people adapt quickly.

<b>011RHLDM4</b>	<b>Learning and Development</b>	<b>4 Cr.</b>
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This course aims to familiarize students with various concepts such as management, strategy, training, evaluation, and technology. They will also learn the framework for conducting a training needs analysis (TNA) and how to design training programs.

<b>011RHCCM3</b>	<b>Management of Corporate Communication</b>	<b>3 Cr.</b>
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This course aims to equip students with competencies enabling them to understand and consider all aspects, methods, and channels of corporate communication while aligning communication strategy with that of the organization.

<b>011RHOCM1</b>	<b>Organization Design and Structuring</b>	<b>4 Cr.</b>
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This course aims to expose graduate students to the different types of organizations, systems, and diversified strategies. Additionally, it comprehensively illustrates and explains the causes and effects of companies' transformations concerning environmental dimensions, structures, cultures, and technologies. Moreover, the course presents the concepts and mechanisms of organizational functioning techniques and theories that assist in appropriate organizational strategic planning and structural design.

<b>011RHOBM2</b>	<b>Organizational Behavior and Governance</b>	<b>4 Cr.</b>
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This course aims to explore Organizational Behavior (OB), which is a field of study investigating the impact that individuals, groups, and structure have on behavior within organizations. The purpose is to apply such knowledge towards improving an organization's effectiveness. Organizational behavior is a distinct area of expertise with a common body of knowledge. It studies three determinants of behavior in organizations: individuals, groups, and structure. Additionally, OB applies the knowledge gained about individuals, groups, and the effect of structure on behavior to enhance organizational effectiveness.

<b>011RHPMM2</b>	<b>Performance Management</b>	<b>3 Cr.</b>
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This course aims to establish criteria for designating low, average, and high performers within any company, based on SMART objectives and predefined competencies. It facilitates individual development planning for high-potential employees and enables succession planning at a later stage.

<b>011RHFAM1</b>	<b>Principles of Financial Accounting and Management Control</b>	<b>3 Cr.</b>
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This course aims to help students define the basic concepts of accounting and financial management, analyze the main financial statements, learn how to calculate and interpret the most important financial ratios. Additionally, students will gain a general knowledge about management control and its applications in the human resources field.

<b>011RHPBM3</b>	<b>Project Management for Business</b>	<b>3 Cr.</b>
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This course aims to explore the fundamentals of Project Management (PM) through an in-depth examination of key knowledge areas. It will emphasize the importance of Project Management in business and cover the characteristics, tools, techniques, and challenges associated with initiating, planning, executing, controlling, and closing out projects. Additionally, it will address the implications, challenges, and opportunities of organizational behavioral dynamics in project management. The role of communication, negotiation, and Human Resources Management in Project Management will also be discussed, along with the development of a personal project management perspective.

<b>011RHRMM3</b>	<b>Research Methodology</b>	<b>3 Cr.</b>
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This course aims to provide a comprehensive understanding of the methodological approach to the research process, specifically focusing on the selection of a subject, defining the problem associated with the research question and hypotheses, sampling methods, data collection, and result analysis and discussion.

<b>011RHGDM1</b>	<b>Social Psychology and Group Dynamics</b>	<b>3 Cr.</b>
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This course aims to explore the different stages of interpersonal and intrapersonal relationships, focusing on the self-concept within the group (the know-how). It examines the origins of conflicts and obstacles to communication, emphasizing the importance of the concept of resilience. Additionally, the course covers strategies for controlling critical social situations.

<b>011RHSSM1</b>	<b>Specialized Seminar in HRM</b>	<b>2 Cr.</b>
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Seminar on HRM-related topics.

<b>011RHSMM1</b>	<b>Strategic Human Resources Management</b>	<b>4 Cr.</b>
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This course aims to equip students with the skills necessary for leading the HR function, offering strategic HR consultation to senior management, and fostering partnerships across all areas of the organization. Additionally, it focuses on contributing to the overall organizational strategy through activities like strategic planning and developing critical management skills. The course also emphasizes responding to the specific orientation and structure of organizations, measuring the outcomes of strategies, and strategically aligning human resources development initiatives.

<b>011RHMPM2</b>	<b>Strategic Workforce Planning</b>	<b>3 Cr.</b>
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This course aims to cover the following topics: Strategic workforce planning: definition, roles, and benefits; Job analysis and structuring of the concepts and components of talent philosophy; Strategic planning decisions: definitions and main components; Labor demand: external and internal forecast; Labor supply: external and internal forecast; Challenges of workforce planning: dealing with surplus and shortage; Developing an action plan.

<b>011RHTAM2</b>	<b>Talent Attraction and Acquisition</b>	<b>3 Cr.</b>
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This course aims to provide students with a comprehensive understanding of the recruitment and selection process, offering an overview of preferred procedures and strategies. It covers essential skills such as interview preparation, writing effective job advertisements to attract suitable candidates, and using appropriate recruitment networks. Additionally, the course emphasizes the significance of recruitment as a fundamental component of the Human Resources Department in any organization.

<b>011RHQMM3</b>	<b>Total Quality Management</b>	<b>3 Cr.</b>
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This course aims to explore Total Quality or Business Excellence, a management approach based on achieving operational objectives by mobilizing the entire organization. It delves into principles such as customer focus, continuous improvement, employee involvement, process approach, and data-driven decision-making. The course content exposes various tools and techniques that support these principles, reflecting the comprehensive nature of Quality management as it has evolved over time. Continuous improvement is emphasized as a rule throughout the course.