

**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 to train students to:

- Manage the human capital of an organization.
- Pursue a career in consultancy.
- Serve as a leadership development expert within companies and organizations.

**PROGRAM LEARNING OUTCOMES (COMPETENCIES)**

- Oversee the operational and administrative management of HR functions.
- Develop innovative HR strategies in line with the company's objectives.
- Lead organizational change initiatives.
- Foster suitable leadership practices for individuals and their respective roles.

**ADMISSION REQUIREMENTS**

- Hold a bachelor's degree in humanities, business, or health disciplines.
- Demonstrate a strong 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.). Labor and Social Security Law 1 قانون العمل والضمان الاجتماعي (4 Cr.). Organization Design and Structuring (4 Cr.). Strategic Human Resources Management (4 Cr.). Project Management for Business (3 Cr.). Interpersonal and Psychodynamic Leadership - Seminar and Workshop (6 Cr.). Talent Attraction and Acquisition (3 Cr.). Interpersonal Conflict Management and Mediation (2 Cr.). Strategic Workforce Planning (3 Cr.). Compensation and Benefits Management (3 Cr.). Labor and Social Security Law 2 قانون العمل والضمان الاجتماعي 2 (4 Cr.). Organizational Behavior and Governance (4 Cr.). Leadership II - Corporate Leadership - Seminar and Workshop (6 Cr.). Performance Management (3 Cr.). 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.). End of Study 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 (3 Cr.). Specialized Seminar in HRM (2 Cr.). Entrepreneurship - Seminar (2 cr.). Total Quality Management (3 Cr.). Art of Coaching (3 Cr.). Human Resources Lab (1 Cr.).

## SUGGESTED STUDY PLAN

### Semester 1

Code	Course Name	Credits
011RHDDM1	Digital Tools for HR Management	3
011RHJAM1	Job Analysis	3
011RHD1M1	Labor and Social Security Law 1   قانون العمل والضمان الاجتماعي 1	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
	Institution's Elective Courses	3
	<b>Total</b>	<b>30</b>

### Semester 2

Code	Course Name	Credits
011RHCBM2	Compensation and Benefits Management	3
011RHD4M2	Labor and Social Security Law 2   قانون العمل والضمان الاجتماعي 2	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
	Institution's 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
	Institution's 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	End of Study Project in Human Resources Management	20
	Institution's Elective Course (if needed)	1
	<b>Total</b>	<b>30</b>

## COURSE DESCRIPTION

<b>011RHD1M1</b>	<b>Labor and Social Security Law 1</b> قانون العمل والضمان الاجتماعي ١	<b>4 Cr.</b>
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This course provides students with fundamental practical knowledge in Labor law, focusing on employment contracts. It aims to enhance their productivity and interactions with the company's legal advisors.

<b>011RHD4M2</b>	<b>Labor and Social Security Law 2</b> قانون العمل والضمان الاجتماعي ٢	<b>4 Cr.</b>
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This course provides students with fundamental practical knowledge in social security law. It aims to enhance their productivity and interactions with the company's legal advisors.

<b>011RHACM3</b>	<b>Art of Coaching</b>	<b>3 Cr.</b>
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This course introduces the art of professional coaching. It covers 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 emphasizes the importance of external stakeholders and multi-party engagement. Nowadays, power has shifted from vertical hierarchies within organizations 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 provides an understanding of total rewards management. It aims to equip students with the necessary skills and knowledge to integrate compensation and benefits programs into businesses, and to effectively communicate compensation information. This course focuses 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 graduates about essential leadership skills and competencies in line with corporate business demands. Through this course, students will learn to link and apply the appropriate leadership principles 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 enables students to understand and modify the organizational structure of a company, transform complex text and tables into visual diagrams for effective communication, manage human resources in projects, and analyze statistical data to draw conclusions.

<b>011RHESM2</b>	<b>Entrepreneurship - Seminar</b>	<b>2 Cr.</b>
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This course delves into the creative mindset and practices conducive to fostering innovation and entrepreneurship. It begins by developing this mindset, and then explores creativity and sources of innovative and entrepreneurial ideas. Additionally, this course introduces the design thinking process, a well-established approach for cultivating innovation, and delves into its various aspects. Finally, students 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 explores the underlying concepts behind the buzzword of CSR today. It explores the links between ethics and CSR, emphasizing the importance of ethics and corporate responsibility in HRM. Additionally, this course examines CSR implementation and its impact on both the company and its employees. It also covers prevalent types of CSR in the contemporary business world, and explores 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 offers students practical experience through active involvement in various activities within the HR department during their internship. Upon completion of the internship, students are required to submit a report and identify a problem that will serve as the basis for their thesis.

<b>011RHGPM4</b>	<b>End of Study Project in Human Resources Management</b>	<b>20 Cr.</b>
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This project is based on an innovative topic, aiming to provide students with research experiences. It enables them to proficiently develop and apply research techniques, and to 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 provides 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 necessary knowledge and skills to effectively manage and promote health and safety initiatives within an organization. Additionally, students will learn to implement personnel management policies to ensure that all employees are aware of their responsibilities.

<b>011RHLLM4</b>	<b>Human Resources Lab</b>	<b>1 Cr.</b>
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This Lab 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 equips students with the necessary skills to identify and measure essential HR metrics, analyze their results, and use them for strategic management. It covers the concept of measurement and analysis in HR, the process of selecting appropriate HR metrics, and methods for linking these 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 raises students' awareness of the critical role that building strong relationships and fostering a supportive environment play in helping talent thrive and achieve results within their teams. 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 enables students of the Master 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, and acquire 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 enables students to understand job analysis and its components including job descriptions and job evaluations. Additionally, it introduces concepts related to job design/re-design.

<b>011RHMOM4</b>	<b>Leading Organizational Change</b>	<b>4 Cr.</b>
<p>This course demonstrates the systematic approach to managing organizational transitions or transformations involving goals, processes or technologies. It focuses on understanding the reasons for change, determining each stage of the transition curve, implementing strategies for effecting change, and fostering trust and teamwork during change to help individuals adapt quickly during the transition.</p>		
<b>011RHLDM4</b>	<b>Learning and Development</b>	<b>4 Cr.</b>
<p>This course aims to familiarize students with various concepts such as management, strategy, training, evaluation, and technology. Students will also learn the framework for conducting a Training Needs Analysis (TNA) and how to design training programs.</p>		
<b>011RHCCM3</b>	<b>Management of Corporate Communication</b>	<b>3 Cr.</b>
<p>This course equips students with the necessary competencies to understand and manage all aspects, methods, and channels of corporate communication ensuring that communication strategies are effectively aligned with organizational goals.</p>		
<b>011RHOCM1</b>	<b>Organization Design and Structuring</b>	<b>4 Cr.</b>
<p>This course covers different types of organizations, systems, and diverse strategies. It comprehensively illustrates and explains the causes and effects of organizational transformations concerning environmental dimensions, structures, cultures, and technologies. Moreover, this course presents concepts and mechanisms related to organizational functioning techniques and theories that assist in appropriate organizational strategic planning and structural design.</p>		
<b>011RHOBM2</b>	<b>Organizational Behavior and Governance</b>	<b>4 Cr.</b>
<p>This course explores Organizational Behavior (OB), a field that examines how individuals, groups, and organizational structures influence behavior within organizations. It aims to apply this knowledge to enhance organizational effectiveness. As a distinct area of expertise, OB encompasses a common body of knowledge focused on three determinants: individuals, groups, and structure. Additionally, OB applies this knowledge to enhance organizational effectiveness.</p>		
<b>011RHPMM2</b>	<b>Performance Management</b>	<b>3 Cr.</b>
<p>This course aims to establish criteria for classifying employees as low, average, and high performers based on SMART objectives and predefined competencies. It facilitates individual development planning for high-potential employees and enables succession planning at a later stage.</p>		
<b>011RHFAM1</b>	<b>Principles of Financial Accounting and Management Control</b>	<b>3 Cr.</b>
<p>This course enables students to define the fundamental concepts of accounting and financial management, analyze the main financial statements, and calculate and interpret essential financial ratios. Additionally, it provides a comprehensive overview of management control and its applications in the human resources field.</p>		
<b>011RHPBM3</b>	<b>Project Management for Business</b>	<b>3 Cr.</b>
<p>This course explores the fundamentals of Project Management (PM) through an in-depth examination of key knowledge areas. It emphasizes the importance of PM in business, covering the characteristics, tools, techniques, and challenges associated with initiating, planning, executing, controlling, and closing out projects. Additionally, this course addresses the implications, challenges, and opportunities of organizational behavioral dynamics in project management. It also covers the role of communication, negotiation, and human resources management in PM, along with the development of a personal project management perspective.</p>		

<b>011RHRMM3</b>	<b>Research Methodology</b>	<b>3 Cr.</b>
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This course provides a comprehensive understanding of the methodological approach to the research process. It focuses on selecting a research topic, defining the problem associated with the research question and hypotheses, employing sampling methods, collecting data, and analyzing and discussing results.

<b>011RHGDM1</b>	<b>Social Psychology and Group Dynamics</b>	<b>3 Cr.</b>
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This course explores the different stages of interpersonal and intrapersonal relationships, focusing on the self-concept within group settings (the know-how). It examines the origins of conflicts and obstacles to communication, emphasizing the crucial role 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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This seminar will cover a range of HRM-related topics.

<b>011RHSMM1</b>	<b>Strategic Human Resources Management</b>	<b>4 Cr.</b>
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This course equips students with the necessary skills to lead the HR function, provide strategic HR consultation to senior management, and foster partnerships across all areas of the organization. It focuses on contributing to the overall organizational strategy through activities such as strategic planning and developing critical management skills. Additionally, it emphasizes adapting to the specific orientation and structure of organizations, measuring the outcomes of strategies, and strategically aligning human resources development initiatives with organizational goals.

<b>011RHMPM2</b>	<b>Strategic Workforce Planning</b>	<b>3 Cr.</b>
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This course covers strategic workforce planning including its definition, roles, and benefits. It explores job analysis and the structuring of concepts and components related to talent philosophy. Students will learn about strategic planning decisions, focusing on their definitions and main components. This course also covers labor demand and supply, emphasizing both external and internal forecasting methods. It addresses the challenges of workforce planning, such as managing surplus and shortages, and culminates in the development of an action plan.

<b>011RHTAM2</b>	<b>Talent Attraction and Acquisition</b>	<b>3 Cr.</b>
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This course provides 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, this 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 covers Total Quality or Business Excellence, a management approach based on achieving operational objectives by mobilizing the entire organization. It addresses principles such as customer focus, continuous improvement, employee involvement, process-oriented approach, and data-driven decision-making. This course introduces various tools and techniques that support these principles, and illustrates the evolution of quality management practices. It also emphasizes continuous improvement as a fundamental rule.