

## MASTER IN LEADERSHIP AND HUMAN RESOURCES MANAGEMENT

### Main Language of Instruction:

French ☒ English ☐ Arabic ☐

Campus Where the Program Is Offered: CSH

### OBJECTIVES

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The Master in Leadership and Human Resources Management prepares 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)

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- 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

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- Candidates must hold a Bachelor's or Master's degree in humanities, business, or health-related disciplines.
- Motivational interview.
- Professional experience in the field is a plus.

### COURSES/CREDITS GRANTED BY EQUIVALENCE

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Holders of a Bachelor's degree in humanities, social sciences or health-related disciplines may receive up to 60 credits through equivalence.

### PROGRAM REQUIREMENTS

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

#### Required Courses (112 Cr.)

Digital Tools for HR Management (3 Cr.). Job Analysis (3 Cr.). Labor and Social Security Law I (4 Cr.). Human Resources: Strategic Function (4 Cr.). Organization, Systems, and Strategies (4 Cr.). Project Management for Business (3 Cr.). Interpersonal and Psychodynamic Leadership (6 Cr.). Recruitment and Talent Selection (3 Cr.). Interpersonal Conflict Management and Mediation (2 Cr.). Talent Management (3 Cr.). Compensation and Benefits Management (3 Cr.). Labor and Social Security Law II (4 Cr.). Human Resources and Organizational Behavior (4 Cr.). Leadership II - Corporate Leadership - Seminar and Workshop (6 Cr.). HR Communication and Marketing (3 Cr.). HR Metrics and Performance Management (4 Cr.). Health and Safety at Work (2 Cr.). Internship in Human Resources Management (8 Cr.). Research Methodology (3 Cr.). Performance Evaluation at Work (3 Cr.). Social Responsibility of Enterprises (3 Cr.). Leading Organizational Change (4 Cr.). Competency 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.), to be chosen from the list below:

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         |
| 011RHA2M1 | Job Analysis                               | 3         |
| 011RHD1M1 | Labor and Social Security Law I            | 4         |
| 011RH01M1 | Organization, Systems, and Strategies      | 4         |
| 011RHPBM3 | Project Management for Business            | 3         |
| 011RHIPM1 | Interpersonal and Psychodynamic Leadership | 6         |
| 011RHFSM1 | Human Resources: Strategic Function        | 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 II                | 4         |
| 011RHA4M2  | Human Resources and Organizational Behavior     | 4         |
| 011RHRS2M2 | Recruitment and Talent Selection                | 3         |
| 011RHICM2  | Interpersonal Conflict Management and Mediation | 2         |
| 011RHGTM2  | Talent Management                               | 3         |
| 011RHMCM2  | HR Communication and Marketing                  | 3         |
| 011RHCLM1  | Corporate Leadership - Seminar and Workshop     | 6         |
|            | Institution's Elective Courses                  | 2         |
|            | <b>Total</b>                                    | <b>30</b> |

### Semester 3

| Code       | Course Name                              | Credits   |
|------------|--|-----------|
| 011RHIPM3  | HR Metrics and Performance Management    | 4         |
| 011RHH1M1  | Health and Safety at Work                | 2         |
| 011RHSHM3  | Internship in Human Resources Management | 8         |
| 011RHMRM3  | Research Methodology                     | 3         |
| 011RHCHM2  | Performance Evaluation at Work           | 3         |
| 011RHRS3M3 | Social Responsibility of Enterprises     | 3         |
| 011RHMOM4  | Leading Organizational Change            | 4         |
|            | Institution's Elective Courses           | 3         |
|            | <b>Total</b>                             | <b>30</b> |

#### Semester 4

| Code      | Course Name   | Credits   |
|-----------|---|-----------|
| 011RHDCM4 | Competency Development  | 4         |
| 011RHCLM2 | Collaborative Leadership - Seminar and Workshop                   | 6         |
| 011RHMEM4 | End of Study Project in Leadership and Human Resources Management | 20        |
|           | <b>Total</b>  | <b>30</b> |

#### COURSE DESCRIPTION

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| <b>011RHD1M1</b> | <b>Labor and Social Security Law I</b> | <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.

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| <b>011RHD4M2</b> | <b>Labor and Social Security Law II</b> | <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.

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| <b>011RHA2M1</b> | <b>Job Analysis</b> | <b>3 Cr.</b> |
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This course highlights the importance of job analysis. It covers various job analysis techniques and data collection methods for creating job descriptions. This course also explains how to develop new job roles, considering factors such as performance and quality of work life.

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| <b>011RHCHM2</b> | <b>Performance Evaluation at Work</b> | <b>3 Cr.</b> |
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This course emphasizes the importance of performance evaluation in Human Resource Management. It outlines the procedure for assessing employees and introduces various techniques for drafting evaluation forms and conducting feedback sessions.

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| <b>011RHACM3</b> | <b>Art of Coaching</b> | <b>3 Cr.</b> |
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This course introduces students to the art of professional coaching. It defines professional coaching, and covers various topics such as different coaching methodologies applicable across organizations, and the role of coaching in enhancing leadership competencies within the HR department.

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| <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, inclusive, and 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.

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| <b>011RHMCM2</b> | <b>HR Communication and Marketing</b> | <b>3 Cr.</b> |
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This course enables students to understand the challenges of HR marketing and communication, to effectively promote the company's image as an employer of choice, and to grasp how communication strategies influence HR practices.

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| <b>11RHCBM2</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 skills and knowledge necessary 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.

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| <b>011RHCLM1</b> | <b>Corporate Leadership - Seminar and Workshop</b> | <b>6 Cr.</b> |
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This course aims to raise awareness among students about essential leadership skills and competencies in line with corporate business demands. Throughout this course, students will learn to link and apply the appropriate leadership principles needed for mission execution to each pillar of the corporate management model.

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| <b>011RHDCM4</b> | <b>Competency Development</b> | <b>4 Cr.</b> |
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This course explores the significance of competency development within organizations. It details the procedure for designing and implementing a training program, covering all essential stages: needs analysis, program development, execution, evaluation, and follow-up. This course also examines different adult learning methods and their application in professional settings.

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| <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.

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| <b>011RHESM2</b> | <b>Entrepreneurship - Seminar</b> | <b>2 Cr.</b> |
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This course delves into the creative mindset and practices that foster innovation and entrepreneurship. It begins by developing this mindset, 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 develop a go-to-market strategy.

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| <b>011RHSHM3</b> | <b>Internship in Human Resources Management</b> | <b>8 Cr.</b> |
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During this internship, students will directly engage in the activities of the HR department, contributing to various tasks. By the end of the internship, they will submit a report detailing their experience and identifying a specific issue that will serve as the foundation for their thesis.

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| <b>011RHMEM4</b> | <b>End of Study Project in Leadership and 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.

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| <b>011RHGTM2</b> | <b>Talent Management</b> | <b>3 Cr.</b> |
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This course equips students with the methodologies, tools, and techniques needed to implement and monitor an organization's talent management strategy. It focuses on bridging gaps between current and desired states in terms of roles, workforce, and skills, aligned with the strategic plan. Students will analyze and understand competency management to optimize long-term talent management within the organization. The course covers processes and tools for attracting, identifying, developing, and retaining talented individuals.

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| <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.

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| <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.

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| <b>011RHIPM3</b> | <b>HR Metrics and Performance Management</b> | <b>4 Cr.</b> |
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This course examines the strategic importance of performance indicators in human resource management. It covers the HR dashboard, including the balanced scorecard, the identification of KPIs related to HR management, and personnel diagnostics.

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| <b>011RHIPM1</b> | <b>Interpersonal and Psychodynamic Leadership</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 organizational and team results are met
- Empathy: Understanding and addressing individuals' needs
- Serenity: Managing others' and one's own emotions and needs.

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| <b>011RHICM2</b> | <b>Interpersonal Conflict Management and Mediation</b> | <b>2 Cr.</b> |
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This course enables students 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 leadership performance and image.

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| <b>011RHMOM4</b> | <b>Leading Organizational Change</b> | <b>4 Cr.</b> |
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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.

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| <b>011RHFAM1</b> | <b>Principles of Financial Accounting and Management Control</b> | <b>3 Cr.</b> |
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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.

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| <b>011RHPBM3</b> | <b>Project Management for Business</b> | <b>3 Cr.</b> |
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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 and covers 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.

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| <b>011RHMRM3</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.

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| <b>011RH01M1</b> | <b>Organization, Systems, and Strategies</b> | <b>4 Cr.</b> |
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This course explores the components and internal processes of an organization. It includes diagnosing informal groups, analyzing the organizational environment, examining corporate culture in detail, and supporting organizational development and growth.

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| <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, with a focus on the self-concept within group settings. 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.

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| <b>011RHSSM1</b> | <b>Specialized Seminar in HRM</b> | <b>2 Cr.</b> |
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This seminar covers a range of HRM-related topics.

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| <b>011RHQMM3</b> | <b>Total Quality Management</b> | <b>3 Cr.</b> |
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This course covers quality management in the business context, tracing the evolution of the quality concept and introducing the principles of quality and Total Quality Management (TQM). It then presents a process and procedure mapping framework, followed by a review of essential quality tools, including problem-solving techniques, the seven basic quality tools, and business process reengineering.

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| <b>011RHRS M2</b> | <b>Recruitment and Talent Selection</b> | <b>3 Cr.</b> |
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This course covers ethical considerations in recruitment, the development of job profiles and candidate profiles, the recruitment and staffing process, various recruitment techniques, methods for finding candidates, the use of tests in recruitment, interview phases, CVs and cover letters, as well as the onboarding and integration of new hires.

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| <b>011RHRS M3</b> | <b>Social Responsibility of Enterprises</b> | <b>3 Cr.</b> |
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This course covers the concepts of corporate social responsibility, ethics, and sustainable development. It includes the identification of the components of ISO 26000, stakeholders, CSR reporting, and the implementation of HR processes that promote responsible behavior.

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| <b>011RHA4M2</b> | <b>Human Resources and Organizational Behavior</b> | <b>4 Cr.</b> |
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This course explores the fundamentals of individual behavior in organizations, including leadership and power, authority delegation, resource optimization, motivation and performance, stress and counseling, conflict resolution, and organizational change.

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| <b>011RHFSM1</b> | <b>Human Resources: Strategic Function</b> | <b>4 Cr.</b> |
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This course defines the nature of the HR function within the context of the company's strategic vision, analyzing its role, objectives, and the connections between its activities.