



جامعة دبي  
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION  
MBA Course Syllabus  
Semester: .....

Course code & No.: MLHRM700  
 Course Title: Management of HR Talent and Teams  
 Prerequisites: 6 core courses  
 Faculty Member: .....  
 Contact Details: Email: .....; Phone: .....  
 Class Hours: Time: ..... Days: ..... Room: .....  
 Office Hours: Time: ..... Days: ..... Room: .....

**Brief Course Description:** (As in UD Catalog)

The course focuses on recruitment, selection, training & development of human resources. Students will be exposed to critical conceptual and theoretical issues in each of these areas.

**This course contributes the following MBA LHRM program concentration objectives (MBA LHRM PCO):** At the end of this program, students should be able to:

MBA LHRM PCO	*Objectives	Linked to MBA PO
1	Perform managerial and leadership functions more efficiently consistent with organization mission and objectives.	4,5
2	Assess leadership and HR strategies for competitive positioning of the firms.	4,5
3	Use knowledge and skills developed to add value to the firms in the UAE/MENA region.	4,5

**Course Objectives (CO):** Upon completion of this course, students should be able to:

1. Understand HR functions & Challenges
2. Implement HR practices for effectiveness of HR resources in organization.

**Course Learning Outcomes (CLO):**

Upon completion of this course, students should be able to demonstrate the following outcomes (With linkage to CO):

1. Assess Key organizational capabilities
2. Validate selection procedures to acquire the right skills
3. Implement staff competence and commitment strategies
4. Evaluate employee psychological contract to enhance the HR value proposition
5. Create teamwork and collaborative workplaces. Also enforce people and organizational intangibles through talent, teamwork and collaboration to get bottom-line results.

**Blooms Taxonomy**

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	1	2	3,5	4,5

**CLO Mapping:** This table maps CLO's to: CO

CLO	Linked to CO	Linked to MBA PO
1	1	2
2	1	2
3	1	2
4	2	2
5	2	2

**CLO Assessment Scheme**

CLO	Class Work (marks)		Final Exam (marks) 30%
	Case Assignment 35%	Group Project 35%	
1	10		5
2	10		5
3		10	5
4	5		5
5		15	10
Presentation	10	10	
<b>Total</b>	<b>35</b>	<b>35</b>	<b>30</b>

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

**Case Assignment**

The instructor will assign a set of 3 different individual assignments with adaptation to the local environment of UAE. Three simulations will be used during the classes. Each student is expected to spend about 105 hours out-of-class time on readings, short-cases, and problem solving as follows:

**Out-of-Class Time**

Assignments and Cases	Approximate Out-of-Class Time
Individual 1 Case	11 hours
Individual 2 Case	12 hours
Individual 3 Case	11 hours
3 Simulations	39 hours
Readings	32 hours

**Teaching Methods:** Teaching methods used in this course are Interactive learning, lectures, Case studies, Power point slides, and Solving Analytical problems.

**Use of Modern Instructional Technology:** Moodle Learning System.

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Contents	Assignment / Reading
1	Talent and Teamwork: Tangling the Intangibles	1	Understand and Assess the value of talent and teamwork: Key organizational Capabilities	R.2
2	Acquiring the Skills	5	-The 5 competence "Bs": Buying, Building, Borrowing, Bouncing, Binding	-Group Discussion on the TV commercial by UPS R1.
3	Developing the Commitment	5	-The VOICE Formula: Vision, Opportunities, Impact, Incentives, Community, Communication and Entrepreneurship	Questionnaire – 'Employee Commitment'
4	How to Foster Talent?	HBR Article	Attracting, motivating and retaining competent and committed people.	Assessing Questionnaire – 'Pulse Check' R2.
5	Staff retention, Skills and Strategy	4	-Staff and Skill -The impact of staff turnover -Turnover analysis & costing -Staff retention Strategies	Simulation: Interview Skills R.1
6	Building Talent Accountability	9	-Standards -Measures -Feedback -Consequences	Simulation: Exit Interview
7	Connecting Customers and Employees to build Shared Mindset.	6	-Firm brand, unity, employee and employee expectations. -Evolving the identity over time	Simulation: Building Shared Mindset in a Restaurant Chain R.3
8	Understanding Teams and Building Teamwork	8	-Learning, Groups and Teams -Building Teams -Fostering Synergy	
9	From Teams to Collaboration	10	-The formula 1+1=3 -Impact, learning and collaboration -Collaboration and Value Creation	R.4
10	Tangible Intangibles: Integrating Talent, Teams and Collaboration.	25	-Tangling Organizational Capabilities -Building In/Tangible Value -Closing the Gap	
Final Examination (Comprehensive)				

### Educational Resources

Educational Resource	Description
<b>Text Book Required</b>	Dave Ulrich & Norm Smallwood (2008). How Leaders Build Value: Using People, Organization, and Other Intangibles to Get Bottom-Line Results. ISBN-10: 047176079X
<b>Required Reading List</b> (all readings available through remote access to EBSCO/pro Quest in UD Library)	<p><b>R.1</b> Murray R. Barrick, Ryan D. Zimmerman. Hiring for retention and performance Human Resource Management Volume 48, Issue 2, Date: March/April 2009, Pages: 183-206</p> <p><b>R.2</b> Ulrich, D. y Smallwood N (2004). Capitalizing on capabilities. <u>Harvard Business Review</u> (June): 119-127.</p> <p><b>R.3</b> Rucci, A.; Kirn, S. y Quinn, R (1998). 'The Employee-Customer Profit Chain at Sears', <u>Harvard Business Review</u>, January-February, 82-98.</p> <p><b>R.4</b> C.K. Prahalad (2004) Co-creating unique value with customers <u>Strategy &amp; Leadership</u> 32,3/27.</p>