



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus
Semester:

Course code & No.: MLHRM 705
 Course Title: Strategic HRM
 Prerequisites: Strategic Management (MBA 645)
 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 offers a framework for thinking about managing human resource strategically in UAE and GCC environment. Topics covered include managing HR architecture, HR challenges in UAE/GCC, people processing systems and future of HRM.

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

1. **Identify** key components of HR strategy in UAE/GCC.
2. **Evaluate** strategies of managing HR if union activity is detected in UAE/GCC.

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 Learning Outcomes (CLO):

Upon completion of this course, students should be able to demonstrate the following outcomes:

1. **Demonstrate** HR functions in developing & implementing HR strategy.
2. **Plan** challenges of managing with unions.
3. **Validate** best practices related to attracting, retaining & developing people in UAE & GCC.
4. **Review** ethical implications of off-shoring & future challenges if union activity is detected in UAE/GCC.

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	-	3	5&6

CLO Mapping: This table maps CLO's to: CO, PCO and PO.

CLO	Linked to CO	Linked to MBA PCO
1	1	1
2	1	1
3	2	2
4	2	3

CLO Assessment Scheme

CLO	Class Work (marks)		Final Exam (marks) 30%
	Case Assignment 35%	Group Project 35%	
1	10		5
2	10		8
3		20	8
4	5		9
Presentation	10	15	
Total	35	35	30

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 individual project of a firm from UAE or GCC business environment. One team project will be used to perform different HR related task/strategies. 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
Case # 1 (Individual assignment)	17 hours
Case # 2 (Individual assignment)	17 hours
Case # 3 (Group assignment)	19 hours
Case # 4 (Group assignment)	19 hours
Readings (textbook, journal articles and supplemental readings)	32 hours

Teaching Methods:

Interactive learning, lectures and Case studies.

Use of Modern Instructional Technology: Moodle Learning Systems

Team Project	Individual Project
<p>Identify 2 firms in UAE/GCC (It could be your own Company)</p> <p>For each firm perform the following tasks:</p> <ol style="list-style-type: none"> 1. Identify the business & HR strategies and explain how they are aligned to Corporate Mission, Objectives & Strategies 2. Identify HR practices that are part of HR strategy, show if and how, HR practices are consistent with each other & aligned to business strategy. 3. Identify & evaluate conditions that contributed to the success of the HR strategy 4. Compare & Contrast the 2 firms on the above issues (1-3) plus any other criteria that the team consider pertinent. 	<p>Identify 1 firm independence of the one identified in Team projects in UAE/GCC, (it could be your own company)</p> <ol style="list-style-type: none"> 1. Identify practices related to the following: <ul style="list-style-type: none"> - employee hiring strategy - employee promotion sheet - employee development strategy - employee retentive strategy - employee union practices (if emerging) - employee contract terms conditions - employee lay offs 2. Comment on the HR trend and the above aspects over the last 3-5 years.

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Contents	Assignment / Readings
1	Society for Human Resource Management (SHRM)	1 2 4&5 6	Looking inside for Competitive advantage Understanding HRM in the context of organization & their environment HR & resource based view of the firm –Implication for Theory & practice Assignment of HR strategies & impact of performance	
2	- HR strategy & Competitive advantage in the services sector - Managing HR architecture for knowledge-based competition	14 & 15	Finding & keeping right people Why & How to be an employer of choice Characteristics of an effective retention policy Developing the top talent (internally or outsourcing?) What characterizes effective leadership developmental program?	Read Ch. 14, 15 R1
3	Strategy in Action	16 17	New HR metrics scoring on the Balance score card Strategies for responsible restricting	Read Ch. 16, 17
4	3- Dimensional people strategy	18	Characteristics of 3-D people strategy Strategic role of HRD & HR professionals Ethical implications of HRM Strategy formulation & Implementation	Read Ch. 18
5	HR Challenges in UAE & GCC	19 20	HR Management Challenges in the age of Globalization Changing role of Corporate HR function in Global organization	Read Ch. 19,20 R2
6	People processing systems & HR strategy in UAE & GCC	21	Evaluate people processing system & HR strategy in UAE & GCC Winner & loser of the global work force. Effects of off - shoring on the UAE/workforce	Read Ch. 21 R3
7	Future HRM?	22	How can the pain of layoffs be eased in UAE/GCC & in MNC's Lessons learnt from past experience	Read Ch. 22
8	Regional Applications	Ch. 5 Hand out 1	Over view of trade unions in the M-E region Characteristics & Challenges Do unions have future in general & M-E in particular? IR system in M-E Characteristics	Read Handout 1
9	Team Presentation			Rubric
10	Individual presentation			Rubric
11			Final Examination (Comprehensive)	

Educational Resources

Educational Resource	Description
Text Book Required	Strategic Human Resources Management (paper back), Randall S. Schuler and Susan E. Jackson. Wiley Black Well, 2 nd edition, 2007,ISBN-13: 978-1405149594
Required Reading List Hand out 1	Ch.5 Industrial Relations (IR) in the Middle East, (P. 106-124) in Global IR, London, Rutledge, by Morley, M.J., Gunnigle, P., & Collings D.G. 2006, ISBN 978-0415329477. R1- D.Ulrich, Measuring Human Resources: AN overview of practice and a prescription for results, <u>Human Resource Management</u> , 36, no 3(1997) pp 303- 320 R2- J.E.Rigdon, "Technological Gains are cutting costs in jobs & services", <u>The Wall street Journal</u> , Feb 24, 1995, pp A1, A5, A6 R3- J.C. Erfurt, A. Foote, and M.A Heirich, The Cost- Effectiveness of Workrite Well..... Programs <u>Personal Psychology</u> 15 (1992), p 22