

Higher Institute of Business Administration Course Syllabus
Fourth and Fifth Years
Human Resources Management Specialization

Course Assessment Criteria

Course Assessment Criteria:

Student performance will be evaluated on a combination of examinations, exercises and classroom participation as follows.

Component	Contribution
Work Grade (attendance & participation, assignments, presentations, interviews, etc.)	20% Set by the course Instructor at the beginning of the course
Quiz	20%
Final Exam	60%
Total	100%

The grade of each part of the above-mentioned is estimated at 100 by the instructor, the final grade will be calculated by the students affairs directorate.

STUDENT CONDUCT

- ❖ During class, your cell phone must be set to SILENT (not vibrate) or turned OFF.
- ❖ No electronic device, laptops and tablets may be used in class except with the instructor's permission.

Decisions Theory

Academic Department: Operations and Information Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

Decision theory deals with methods for determining the optimal course of action when a number of alternatives are available and their consequences cannot be forecast with certainty. This course will use quantitative methods (models) for problem solving and decision making. Theories and models to be covered include probability theory, utility theory and game theory, linear programming models, and nonlinear programming models.

Course Objectives:

- A. Learn theories and practices of decision making.
- B. be better prepared to face future challenges of decision making as an individual, in groups, and in organizations.

Student Learning Outcomes:

1. Understanding the foundations of decision theory and its evolution to date.
2. Understanding of the rationality principles of decision making.
3. Ability to develop prescriptive models of choices under uncertainty.
4. Understanding of the interplay between decision theory and game theory.
5. Understanding the relation between descriptive and normative modeling.
6. Awareness of the possible impact of biases and heuristics for decision analysis.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Abbas, A. E. (2018) Foundations of Multiattribute Utility. Cambridge University Press. Cambridge, UK.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	Understanding the elements of the Decision Matrix
4	Decisions under ignorance or uncertainty
5	Decision under risk
6	Utility
7	The Philosophy of Probability
8	Bayesianism
9	Risk Aversion
10	Game Theory

11	Social Choice Theory
12	General review of the course

International Business Management

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

This course introduces students to the practices of doing business in today's global environment. The course begins with an overview of the Globalization phenomenon and the key differences that characterized the various countries of the Globe. Then, students will be introduced to trends affecting the global trade and investment environment as well as the strategy and structure of international business.

Course Objectives:

- A. Provide student with a thorough grounding in international business management in a changeable global economy.
- B. Equip student with the skills and knowledge needed to become a flexible, effective manager who can spot market opportunities and drive businesses forward, to success in the international arena.

Student Learning Outcomes:

1. Understand the basic theories and frameworks in international business at the levels of both the country and the firm.
2. Understand the differences across country markets and their importance to the firm.
3. Assess positive and negative circumstances affecting the internationalization of firm activities.
4. Solve practical real-life problems in the context of international business management, both individually and through team work
5. Evaluate the important public policy issues relating to international business.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Hill, Charles; Hult, Tomas; Wickramasekera, Rumintha; MacKenzie, Kim & Gordon, Cameron (2019) Global Business Today: Asia Pacific Perspective [5th Edition]. McGraw Hill Education.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Globalization of Markets and the Internationalization of the Firm

3	Organizational Participants
4	The Cultural Environment of International Business (Emerging Markets, Developing Economies, and Advance Economies)
5	Theories of International Trade and Investment
6	The International Monetary and Financial Environment
7	Strategic and Organization in the International Firm
8	Global Market Opportunity Assessment
9	Exporting and Countertrade
10	Foreign Direct Investment and Collaborative Ventures
11	Licensing, Franchising, and Other Contractual Strategies
12	General review of the course

Quality Management

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 2

Course Description:

Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction, and world-class performance. This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations.

Course Objectives:

- A. Give students a general idea about how to improve quality of goods and services.
- B. Ensure that students know tools of Quality Management.

Student Learning Outcomes:

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing an organization.
2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Develop a strategy for implementing TQM in an organization.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Goetsch, David L., Davis, Stanley B. (2013). Quality Management for Organizational Excellence: Introduction to Total Quality, 7th edition, Pearson, Inc (ISBN- 978-0132558983).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction to Quality Management (QM)
2	Quality as a Strategic Decision & Customer Focus
3	Satisfaction and Customer Delight, Handling Customer Complaints
4	Quality Control Tools
5	Statistical Quality Control

6	Productivity
7	Supplier Relations
8	Quality Management System
9	Benchmarking
10	Employee Involvement and Team Building
11	Quality Awards
12	General review of the course

Project Management

Academic Department: Operations and Information Management

Semester and Year: First/ Fourth

Weight: 2

Course Description:

Project Management is one of the most critical elements in the competitiveness and growth of organizations. Projects are the drivers of innovation and change and no organization can survive today without projects.

Effective leaders in today's leading companies must be effective project managers. Furthermore, almost every business graduate may sooner or later be asked to manage a project. This course presents the classical foundations of project management and introduces students to the world of real-life project problems. Upon completion of this course, students will understand the basic concepts and critical factors of initiating, planning, organizing, controlling, and running a project. They will be able to develop a project plan, build a project team and adapt their project management style to the unique project characteristics.

Course Objectives:

Differentiate organizational principles that support project management and apply this to the efficient management of projects in a quality project management system based on the classic project lifecycle.

Student Learning Outcomes:

1. Recognize issues in a realistic project scenario.
2. Employ work breakdown structures (WBS) in a project application.
3. Demonstrate the use of appropriate network scheduling techniques.
4. Produce a project proposal.
5. Discuss the implementation of a proposed plan

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) (October 19, 2021) by Antonio Nieto-Rodriguez (Author)

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction (Project Management Growth: Concepts and Definitions)
2	Organizing and Staffing the Project Office and Team
3	Management Of Your Time and Stress
4	Network Scheduling Techniques
5	Project Graphics
6	Pricing and Cost Control

7	Trade-Off Analysis in a Project Environment
8	Risk Management
9	Learning Curves
10	Contract Management
11	Quality Management
12	General review of the course

Strategic Management

Academic Department: Human Resources Management

Semester and Year: First/ Fourth

Weight: 2

Course Description:

This course introduces the key concepts, tools, and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organizational processes, and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

Course Objectives:

- A. Enable student to explain how decisions are made in an organization.
- B. Formulate ways to carry out the controlling function in organizations to describe the contents of a company's strategic management audit report.

Student Learning Outcomes:

1. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness.
2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies
4. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
5. Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
6. Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively.
7. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
8. Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each.
9. Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value.
10. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.
11. Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Textbook. Grant, R. and Jordan, J. 2012. Foundations of Strategy. NY: John Wiley & Sons, Ltd.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Strategy Formulation & Mission Statement Analysis
3	Corporate Governance and Social Responsibility
4	Environmental Scanning; Industry Analysis
5	Internal Scanning; Organizational Analysis
6	Strategy Formulation: Business level Strategy
7	Strategy Formulation: Corporate level Strategy
8	Strategy Formulation: Functional Strategy & Strategic Choice
9	Strategy Implementation: Organizing for Action
10	Strategy Implementation: Staffing and Leading
11	Evaluation and Control
12	General review of the course

Contemporary Economic Issues

Academic Department: Basic and Associate Sciences

Semester and Year: First/ Fourth

Weight: 2

Course Description:

This course is primarily concerned with contemporary economic issues at the domestic, regional and international levels. Specific topics are chosen from current and recent policy debates. Specifically, it will emphasize current economic subjects such as poverty and welfare, economic growth and development, inflation, energy prices, climate changes and environmental pollution. Students will be encouraged to use economic theory to evaluate present events. Students will learn to read and construct basic theories and diagrams that explain and illustrate economic phenomena.

Course Objectives:

The main objective of this course is to augment the students' comprehension of the various contemporary economic issues which arise in the world, and analyze their negative and positive effects on the Syrian community.

Student Learning Outcomes:

1. introduce the main current issues in the world of economics.
2. Students will understand the linkages and interactions in many macroeconomic and microeconomics variables.
3. Understanding issues in social policy such as the poverty and welfare topics and their effects on economy and society.
4. Explore several international issues and their internally and externally interactions such as the energy prices, the environment and the climate change, government deficit and foreign debt and economic growth and development.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Introduction to Modern Economic Growth Hardcover – Illustrated, 23 Jan. 2009 by Daron Acemoglu (Author).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Individuals, Society and Government
3	Efficient Markets and Government
4	Market Failures, Public Goods, and Externalities
5	Economics of environment
6	Economic inequality

7	Energy Prices
8	Stability and Instability of an Economic System
9	International Debt
10	Global Inflation
11	Current international issues
12	General review of the course

Recruitment Management

Academic Department: Human Resources Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

This course explores the processes of recruitment and selection of employees, and allows you to formulate workplace standards based on the law, ethics and best practices. This course will allow you to examine, analyze and recommend strategies to recruit and select the best employees as well as how to process the hiring and how to retain those employees over the long term. This course examines Recruitment and Selection Strategies, Discrimination in Hiring, Affirmative Action, and Independent Contractors.

Course Objectives:

- A. Provide an overview of the process by which organizations staff positions
- B. Explain the processes of analyzing job descriptions, references, background checks, social networking, recruiting, employment contracts, job offers, and career planning and development.

Student Learning Outcomes:

1. Analyze the value of integrating a systems approach in developing a recruitment and selection strategy.
2. Analyze the role, importance, and principal uses of job and work analysis in the context of employee selection.
3. Create a staffing strategy to meet organizational objectives using job analysis data to meet specific strategic needs.
4. Assess and clearly articulate the uses and value of quantitative and qualitative methods of testing in selecting the best-fit candidate for the organization.
5. Develop an argument for a specific recruitment strategy to increase the effectiveness of an organization and the best-fit selection of candidates.
6. Formulate a selection checklist to increase the effectiveness of the evaluation and interview process resulting in the selection of the best candidate.
7. Support an approach to continuous improvement of the strategic recruitment and selection process.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

O'Meara, B., & Petzall S. (2013). The handbook of strategic recruitment and selection: A systems approach. United Kingdom: Emerald Group Publishing Limited. ISBN-13: 978-1857885989

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions

Topic

1

Introduction

2	Recruitment
3	Selection
4	Staffing Models
5	Workforce Planning
6-7	Conducting a Job Analysis
8	External and Internal Recruitment
9	Reliability and Validity of Selection Measures
10	The Hiring Process
11	The Separation Process
12	General review of the course

Training and Development

Academic Department: Human Resources Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

The development of an organization's human resources is becoming more critical as an organization attempts to survive in an increasingly turbulent, dynamic, and competitive global marketplace. This course will identify assessment techniques that will assist the manager in determining the general training needs of the organization and the specific needs of the employees and it will introduce practices that help managers to transfer successfully training to the workplace so that organizational efficiency and effectiveness improve.

Course Objectives:

- A. Provide an overview of the roles of training and development (T&D) in human resource management.
- B. Theoretical foundations and practical issues involved in employee T&D in business [profit and nonprofit] organizations are explored.

Student Learning Outcomes:

1. Research and describe recent approaches to training and development.
2. Measure the effect of training and development on employee performance, performance management, and the effect of training professionals.
3. Ability to develop an appropriate training strategy for today's organization.
4. Understand and be able to use appropriate training software packages.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Employee Training & Development (8th edition, 2020), Raymond A. Noe ISBN: 9781264119004 (loose leaf); 978-1260043747 (print).

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Training strategies
3-4	Skills Gap Analysis -The Needs Analysis Process
5-6	Designing an Active Training Program
7-8	Training Methods
9	Training Evaluation

10-11	Special Issues in Training & Employee Development
12	General review of the course

Administrative Leadership

Academic Department: Human Resources Management

Semester and Year: First/ Fourth

Weight: 3

Course Description:

This course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. Students will assess their leadership traits and skills to improve their own leadership performance.

Course Objectives:

- A. Introduce students to the concept of leadership and exposing them to various processes, procedures, and practices for effective leadership and management in organizations.
- B. Introduce students to both fundamental theories, models, frameworks and concepts of leadership as well as current research findings and a range of techniques, practices and skills that can be used in a professional setting.

Student Learning Outcomes:

1. Assess potential leadership philosophy, traits, skills, behaviors, and develop a leadership portfolio.
2. Describe the value of individual differences and workforce diversity.
3. Apply behavioral models and theories to understand and anticipate employee behavior.
4. Effectively communicate arguments associated with motivating, managing, and leading employees.
5. Design organizations, jobs, and reward systems to optimize employee motivation and enhance firm performance.
6. Effectively design, work in, build, and lead work teams.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Leadership BS, Jeffrey Pfeffer, longlist 2015

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Measurement of leadership and management performance
3	Assessment of development needs
4	Learning of leaders and managers
5	Leaders' and managers' development (LMD)
6	Evaluation of LMD
7	Social capital and LMD

8	Securing the future of organizational leadership
9	Equal opportunities, diversity and leadership
10	Establishing a Constructive Climate
11	Handling Conflict and Overcoming Obstacles
12	General review of the course

Knowledge Management and Intellectual Capital

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 3

Course Description:

The value of most organizations today greatly exceeds their net tangible assets. This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets. Beginning with a view that these intangibles are strategic assets, the course will introduce the fundamentals of managing knowledge and intellectual capital, understanding some of the measurement issues, processes and cycles involved in their management and the specific issues in managing knowledge based workers and the organizations in which they work. The course then turns to the strategic issues of creating value from flows in intangible assets and organization structures to support knowledge and intellectual capital development leading to an examination of the management of knowledge intensive businesses. The course concludes with a review of specific application issues, global issues, application to the public sector and current developments in the field.

Course Objectives:

- A. Explain knowledge management concepts, organizational learning and learning organization.
- B. Understanding intellectual capital and how business can measure their intellectual assets and property.
- C. Provide a comprehensive, multi-perspective approach to knowledge management, which explores how knowledge is effectively managed within the organizations in which we work.

Student Learning Outcomes:

1. Describe the development of the concept of post-industrial economy in comparison to the traditional economy.
2. Understand the importance of knowledge management.
3. Explain different schools of thought and strategies in knowledge management.
4. Explain common theories on how we learn at Individual, group, and organizational levels.
5. Evaluate knowledge intensive firms.
6. Critically analyze innovation and knowledge processes.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Jashopara A (2011), Knowledge Management: An integrated approach, 2ed, Prentice Hall ISBN 978-0-273-72685-2.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The Knowledge Creation Process

3	Developing a knowledge strategy
4	Social Network Analysis and Social Capital
5	Collaboration
6	Value Network Analysis
7	Knowledge Audits and Knowledge Maps Self study
8	Technologies for Knowledge Management
9	Scorecards, Monitors & Measurement
10	Innovation
11	Managing Knowledge Workers
12	General review of the course

Team Management and Conflict Resolution

Academic Department: Human Resources Management

Semester and Year: Second/ Fourth

Weight: 3

Course Description:

This course provides an insight into the use of teams in business and industry. The course will also examine the basic structure of teams, why they are important, how they are developed and how they are managed and evaluated.

Course Objectives:

- A. Enhance and strengthen students skills when managing conflict.
- B. Examine the dynamics of everyday conflicts across a variety of settings, from personal relationships to the workplace.
- C. Conduct case studies to learn conflict principles and productive management techniques.

Student Learning Outcomes:

1. Understand the purpose and the value of team building.
2. Describe how teams are formed and how they operate.
3. Describe the phases of team building.
4. Comprehend and apply the techniques and principles of conflict resolution to make teams more effective.
5. Understand the application of talent development within a team environment.
6. Use effective evaluation techniques to assure good team function.
7. Apply team-building activities.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Managing Conflict: A Practical Guide to Resolution in the Workplace Paperback. 2017, by David Liddle

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	Types of work teams
4-5	Team building processes
6-7	Motivating work teams
8-9	Problem solving process
10-11	Conflict management
12	General review of the course

Career Path Management**Academic Department:** Human Resources Management**Semester and Year:** Second/ Fourth**Weight:** 3**Course Description:**

This is the course for students looking to enhance their understanding of career management practices. We will focus on three important and interrelated domains. First, the course provides a framework for understanding career development – covering topics such as the changing nature of work and theories and models of careers. Second, we look at basic career enhancing skills, developing career adaptability and managing job entry and survival. Finally, as future HR specialists/managers, you are often required to mentor and advise others on their careers. As such, we will look at key career management functions – such as mentoring and coaching of personnel, conducting career assessments, among others.

Course Objectives:

- A. Provide students an overview of career management topics including individuals' career self-concept, the various stages of career development, career decision making, changing employment reality, career phases and paths.
- B. Learn about various career development theories, explore tools and assessments that can help you understand yourself, your interest, values and skills and how your experiences so far can help in identifying your next career move, how to prepare for the job market, understand the job search process, and maximize your effectiveness in career development. Basic personal career enhancing skills will also be addressed including resume writing, interviewing skills, work-life balance, and company cultures. This course will offer an introduction to the issues relevant for students' current and future career management.

Student Learning Outcomes:

1. Identify factors and issues influencing employees and their careers.
2. Discuss the various theories of career choice and development.
3. Develop career management skills to navigate one's career.
4. Identify and demonstrate the application of various tools and career assessment strategies.
5. Assist individuals in examining their personal attributes, skills, and values, and integrating those into effective goals and career choices.

Course Material:

The academic material will be made available to the student by the course lecturer at the beginning of the semester.

Supplemental Material:

Career Paths: Management II - Student's Book (with Digibooks App, 2020 by Henry Brown Virginia Evans, Jenny Dooley)

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	Theory of Careers
3	Resume Writing
4	Acing the Interview
5	Job Search Strategies/Recruiting Firms/Networking
6	Personality
7	Networking for Success
8	Presentation Skills
9	Career Decision Making
10	Communication and interpersonal issues in organizations
11	Career management
12	General review of the course

E-management

Academic Department: Operations and Information Management

Semester and Year: First/ Fifth

Weight: 2

Course Description:

This course will provide overview of e-business. It covers many topics in e-business, including basic knowledge of e-business and the related information technology, e-business models, e-Payment and e-stock. this course also includes the understanding to unbundling the corporation and the implementation of e-business in practice.

Course Objectives:

- A. Students are expected to understand recent developments in e-Business and be able to employ e-Business strategically to enhance business processes.
- B. Students will learn how to apply skills and knowledge in planning and designing a business-to-business (B2B) or business-to-consumer (B2C) e-Business.

Student Learning Outcomes:

1. Identify the main e-Business Models.
2. understanding how Internet security, privacy, and intellectual property issues impact online business activities
3. Specify the requirements for starting an online business.
4. Apply e -business concepts to different fields, such as: education, banking, tourism

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

E-Management @ Work: The Internet and the Office Productivity Revolution, 2002 by Godefroy Beauvallet, Michael Ballé

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2-3	E-Business models
4-5	applications
6-7	E-Business design tools
8	E- Business environment.
9	E- Business Infrastructure
10-11	E- business service implementations
12	General review of the course

Economic feasibility studies

Academic Department: Financial and Banking Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

A typical feasibility study consists of a number of related studies. It starts with the marketing study to ascertain whether there is a market, how large it is, and how to reach it. Following is a technical study to determine, among other things, facility location, appropriate technology, capacity, and availability of qualified workforce. Also, a financial study to determine the financial viability of the project and the appropriate capital structure is needed. In addition, a legal, organizational, and environmental and national impact studies are conducted.

Course Objectives:

- A. The purpose of this course is to introduce students to how feasibility studies are conceived, conducted, and appraised.
- B. This course develops a student's ability to undertake complex feasibility studies. Students will learn these skills and techniques through performing various feasibility studies of differing size and complexity.

Student Learning Outcomes:

1. Understand concepts, principles, and steps of feasibility studies.
2. Realize the aspects of Marketing, Technical, Financing and Financial feasibility studies.
3. Understand the different methods of projects appraisal from private sector point of view.
4. Analyze and evaluate the concepts and steps of doing feasibility studies.
5. Recognize when and why the proposed projects will be accepted or rejected according to private sector point of view.
6. Develop the ability to self-appraise and reflect on practice relevant to commercial projects feasibility studies.
7. Develop appropriate effective written and oral communication skills relevant to feasibility studies.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

PCH Publication (Ed), "Feasibility Study Preparation and Analysis Book", PCH Publications, USA, 2011.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The concept of the economic project and its forms
3	Investment concept

4	Feasibility study components
5	Factors to be considered when preparing a feasibility study
6	Estimating project costs
7-8	Estimating cash flows
9-10	Funding sources
11	Feasibility assessment methods
12	General review of the course

Organization Theories and Regulation

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

Course explores how to think about and practice organizing in complex workplace environments. It also offers various conceptual tools and theoretical frameworks to systematically investigate organizing processes and contexts and solve practical problems.

Course Objectives:

- A. The course introduces the complex relationship between an organization's design (architecture/structure), behavior, and performance. It emphasizes the dependence of this relationship on company strategy, technology, size, and other contingencies.
- B. The course urges students to think critically about the organization in its entirety, relating different functions to the overall strategy of the organization and emphasizing the role of human resources.

Student Learning Outcomes:

1. Explain the building blocks of organization theory and design, and link them to organizational challenges in the environment.
2. Contrast different strategic processes to attain organizational goals and anticipate their impact on organizational design.
3. Compare the strengths and weaknesses of various organizational structural forms.
4. Examine how different organizational designs and structures respond to different characteristics of the external environment.
5. Evaluate the nature of organizational culture and values, and their impact on organization's strategy and structure.
6. Compare different types of change in organizations, and assess their impact on organizational design.
7. Appraise several models of decision making in organizations.
8. Identify the different sources and types of conflict, and the use of power and political tactics to reduce conflict in organizations.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Daft, R. L., & Armstrong, A. (2015). Organization theory & design. (3rd Canadian ed.). Toronto, ON: Nelson. ISBN: 978-0-17-653220-8

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions

Topic

1 Introduction

2 Strategy, Organizational Design, and Effectiveness

3	Fundamentals of Organizational Structure
4	The External Environment
5	Inter-organizational Relationships
6	Manufacturing and Service Technologies
7-8	Organizational Culture
9	Innovation and Change
10	Decision Making
11	Designing Organizations for International Environments
12	General review of the course

Strategic Management of Human Resources

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

The course is designed for HR professionals who wish to make an effective contribution at a strategic level in today's rapidly changing organizations, internally or as external consultants. Emerging issues in human resource management will be discussed.

Course Objectives:

- A. Provide students with an understanding of the principles and practices of strategic human resource management.
- B. Introduce students to key frameworks, theories, and constructs in the field.
- C. Examine current issues and debates in the field to identify how human resource practices can increase both employee well-being and organizational effectiveness

Student Learning Outcomes:

1. Explain the future trends influencing the workforce, the workplace, and HR
2. Identify the strategies for HR transformation
3. Describe the six domains of HR competencies of successful HR professionals
4. Practice various communication and negotiation tactics for effective dialogue with senior management
5. Design strategies to re-engage employees
6. Illustrate the increasing multi-generational issues, and implement a retention strategy that addresses the needs of all generations.
7. Apply the HR strategies and competencies learned to real life work situations

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Schwind, H., Uggerslev, K., Wagar, T., and Fassina, N. (2022) Canadian Human Resource Management: A Strategic Approach. 13th ed. Toronto: McGraw-Hill Ryerson. ISBN: 9781260881431

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The goals of HRM and how they relate to strategy and the process of strategic management
3	Strategic choice/contingent approaches
4	Critical and institutional perspectives
5	Workforce analysis and planning
6	Managing Employee Voice and representation

7	Designing incentives and reward systems
8	Managing individual performance and commitment
9	Negotiating organizational change
10	Evaluating HRM systems performance and effectiveness
11	Ethics in HRM balancing organizational objectives, professional obligations and personal values.
12	General review of the course

Modern Trends in Human Resources Management

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course relies on hands-on presentations of the latest digital technologies applications in HR, and shares best practices that can improve the productivity of human resources management. Students will experiment with the newest trends affecting human resources management activities and responsibilities.

Course Objectives:

- A. Identify the concept, importance, advantages and obstacles of contemporary trends in human resources management.
- B. Identify human resources management practices according to these trends.

Student Learning Outcomes:

1. Evaluate new technologies available for today's HR professionals and decide how and when to adopt them
2. Develop a strategy that will keep human resources aligned with today's digital world
3. Apply various digital means for the effective recruitment and selection of talent
4. Balance between employees' digital needs and organizational security policies
5. Distinguish between Human Resources Information Systems (HRIS) and interactive platforms
6. Assess digital and social learning and how they contribute to people development
7. Explain performance and feedback systems in light of new assessment methodologies

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

- Current Trends In Human Resource Management, 2017, by Preeti Surkutwar
- Human Resources Management Issues, Challenges and Trends: "Now and Around the Corner" (Contemporary Human Resource Management Issues Challenges and Opportunities), 2019 by Ronald R. Sims, Sheri K. Bias

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	New technologies for HR Leveraging the digital megatrends to transform HR
3-4	The framework of an HR digital strategy
5	The use of technology in assessing competence
6	Developing a networking policy

7	Using technology for more efficiency and productivity
8	The role of simulations and games in boosting learning and development
10-9	HR metrics and measurements
11	A roadmap for solid HR digitalization processes
12	General review of the course

Industrial and Organizational Psychology

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course describe what I-O Psychology is and some of the major issues that organizations face; describe major concepts, theories, and current and historical issues related to the development of I-O psychology; and describe the different methods industrial organizational psychologists use in applied and research settings.

Course Objectives:

- A. Provide a definition of what psychology is.
- B. Highlighting the concepts and topics of industrial and organizational psychology.
- C. A critical evaluation of classic and contemporary theories of motivation and leadership as they apply to real-life work issues.

Student Learning Outcomes:

1. Scientifically evaluate inevitable issues in employee selection and training.
2. Scientifically scrutinize tests of intelligence, aptitude, personality, and interest, and defend the use of these tools.
3. Use psychological knowledge and methodology to study relevant business issues

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Introduction to Industrial/Organizational Psychology 8th Edition by Ronald E. Riggio (Author), Stefanie K. Johnson, 2022.

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The nature of job performance
3-4	Professional psychological tests
5	Training psychology
6	Job attitudes, influence, and justice
7	Motivating work
8-9-10	Study the practical applications of the topics and functions of industrial and organizational psychology
11	Indications: Psychological evaluation
12	General review of the course

Management in Multicultural Contexts

Academic Department: Human Resources Management

Semester and Year: First/ Fifth

Weight: 3

Course Description:

This course examines the ways in which cultural differences impact on the process of doing business and managing internationally. A range of conceptual frameworks are developed, including mental models and schemata as the source of cultural differences and difficulties in managing intercultural interactions. Using evidence and business practice, the course explores the nature of culture and how cultural differences impact on interpersonal interactions, intergroup interactions and the management of multi-cultural workforces (including expatriates). This course analyses the practice of management and negotiation in an international cross-cultural context, and the challenges of managing international business relationships are critically analyzed.

Course Objectives:

- A. Study a fundamentally new approach to company's management, taking into consideration cross-cultural differences.
- B. Build a system of knowledge necessary for successful company management in global environment.

Student Learning Outcomes:

1. Demonstrate an integrative understanding of the ethical and social issues in cross-cultural management and negotiation.
2. Identify the key issues raised by international business cases in cross-cultural management.
3. Apply analytical and theoretical frameworks to cross-cultural management.
4. Identify, analyze, evaluate and communicate information reflective of negotiation and management formats and in cross cultural contexts.
5. Effectively engage in a cross-cultural negotiation exercise.

Course Material:

materials will be available to the student by the instructor

Supplemental Material:

Organizations and Management in Cross-Cultural Context Zeynep Ayca, Rabindra N Kanungo, Manuel Mendonca, 2014

Important Notes:

Aspects of the course schedule may be changed at the lecturer's discretion to reflect course improvements.

Course Outline

Sessions	Topic
1	Introduction
2	The significance of culture in international management
3-4	Theories and empirical studies of national and organizational cultures
5	Globalization and International Linkages
6-7	Comparative international management styles

8	Managing communication across culture
9	Ethics and social responsibility in global management
10	Cross cultural negotiation and decision making
11	Managing global teams
12	General review of the course