



College of Business Administration

Program Goals & Learning Outcomes

Bachelor of Business Administration

Concentration in Human Resource Management

October 2023

INTRODUCTION

The 'Human Resource Management' ('HRM') program is a concentration within the Bachelor of Business Administration (BBA) degree at the College of Business Administration (COBA) at Umm Al Quwain University (UAQU). It focuses on all areas of human resources, human capital and human resource management, and educates students on all state-of-the-art tools and knowledge in the world of HRM today.

In the following, this brochure explains all program goals, contents, learning outcomes, course offerings, and study plans.

Strategic Perspectives and 'COBA 2.0'

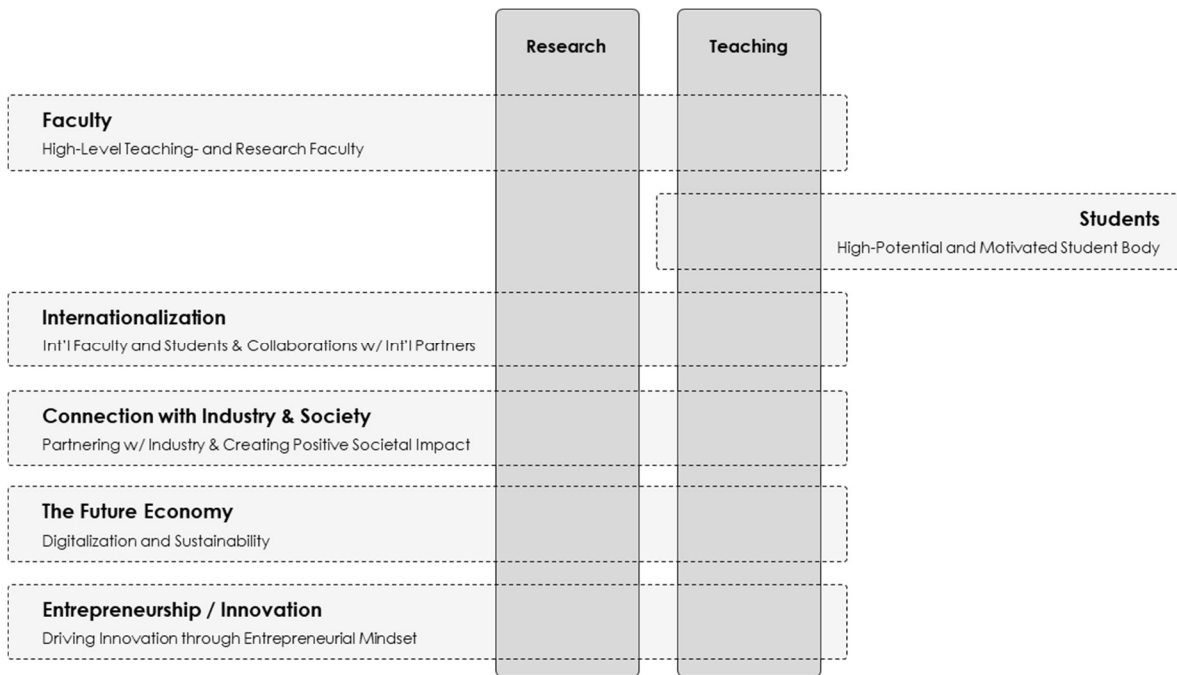
In all its programs, the long-term strategic objective of COBA is to pursue excellence in research and teaching. Both areas are closely intertwined and, as shown in the graph below, share six common features that constitute the foundation they rest on. Jointly, these common features represent the values and guiding principle for everything we do at COBA. We refer to them as our 'COBA 2.0' strategy for excellence.

The first two are our main assets: our faculty members and student body. On the faculty side, it is our goal to have a balanced mix of highly qualified teaching- and research professors. Having specialists in both areas allows us to offer a wide variety of courses with state-of-the-art contents and modern delivery techniques, while at the same time ensuring a high research output with impact studies published in the highest ranked international journals across all areas of business administration. On the student side, our goal is twofold. First, to attract the brightest and most motivated young minds to COBA, and to offer them the best possible education in the area of business administration. And second, upon completion of their studies, to place our graduates in desirable entry-level jobs that allow them to pursue long and successful careers in their field.

The third area is Internationalization, referring to our faculty and student body composition. At COBA, we firmly believe that talent has no boundaries, and bringing people from different backgrounds together to ensure the best possible exchange and learning experience. We therefore aim at the highest degree of diversity in our faculty and student body, to enrich COBA and UAQU not only with the best possible knowledge in the area of business administration, but also offer a rich and fruitful human environment as backdrop to our academic environment. In

doing so, we also aim at supporting the UAE in its quest to attract and retain outside talent for the benefit of a prosperous future.

The fourth foundational area is our Connection with Industry and Society. In our quest for academic excellence, we firmly believe in the tearing down of academic ivory tower walls, for two reasons in particular. First, it is crucial to understand the needs of the 'real' (business and economic) world to tailor our academic efforts towards addressing those needs and solving the resulting problems. Second, we cannot achieve true academic excellence – neither in teaching nor research – without real-world input from practitioners and the society as a whole.



Lastly, the fifth and sixth foundational areas serve as our contextual backdrop connecting all prior areas: 'The Future Economy' and Entrepreneurship & Innovation ('E&I'). The future (or future based-) economy is a neologism and umbrella term describing the most pressing current challenges companies face in the quest to transform themselves for a successful future. Commonly, these are (i) sustainability and (ii) digitalization/digital transformation. At COBA, we firmly believe that no business can be successful in the future without embracing all areas of sustainability and, in a wider form, ESG principles, as well as digital transformation. As businesses must embrace those concepts, so must business education and -research. We therefore aim at

incorporation sustainability and digitalization in everything we do. A similar notion applies to E&I. In today's fast-paced and competitive business landscape, fostering entrepreneurial spirit and driving innovation is crucial for long-term success. E&I is not just about creating startups; it's about instilling an innovative mindset in every facet of business. Just as with The Future Economy, we at COBA believe that E&I should be woven into the very fabric of business education and research. By resting on these pillars and pursuing those values, we hope COBA can offer a modern and high-quality curriculum to our bright and motivated students, produce highly sought-after and value-adding graduates to future employers, and be an active contributor to the scientific community in all research areas of business administration.

Degree and Program Goals

COBA strives to offer educational programs that equip the bright young minds of our students with the skill and knowledge for a long, successful and prosperous career in all areas of business administration. Specifically, we formulate five goals that are the backdrop to all our course-, concentration- and program offerings:

1. Knowledge: Obtain in-depth knowledge on all matters of business administration in general, the respective area of concentration in particular, as well as basic economics.
2. Skill: Build a 'tool box' of specialized and applied state-of-the-art methods and techniques that are used in modern-day companies to tackle and solve problems in any area of business administration.
3. Quantitative Reasoning: Be equipped with a sound understanding of quantitative methods and their applications in all areas of business administration.
4. Critical Thinking and the 'Entrepreneurial' Mindset: Develop a reflective and critical way of thinking, and learn how to apply an entrepreneurial and 'disruptive' mindset to derive new and innovative value-creating solutions in any business-related context.
5. The Future Economy: Be introduced to Digitalization and Sustainability in every area of business administration, and understand solutions to the challenges faced by companies in their quest to successfully transition into the future-based economy.

We pursue goals 1-3 to equip our students with the 'tool box' of technical knowledge and skill, required for whatever career they choose in business or economics. Goals 4 and 5, in turn, are the 'values' that we want to instill in our students, in addition to the technical skill and knowledge. These values are crucial to our educational programs, and closely follow the fifth and sixth pillar of our 'COBA 2.0' strategy laid out above. They expand students' knowledge horizons by emphasizing innovative thinking, entrepreneurial mindsets or 'spirits' in approaching problem solving, and the important aspects of the 'future-based economy', that is, digital transformation and sustainability. We believe that particularly the latter aspect is paramount to a holistic business education.

Based on these College-wide core goals, we establish the goals of the 'HRM' concentration as follows:

1. Knowledge: Obtain a detailed understanding of the underlying concepts in all areas of HRM, both with respect to fundamentals, such as the underlying theories of human resources, as well as cutting-edge applied knowledge, such as the human resource components within ESG principles.
2. Skill: Develop state-of-the-art know-how to develop and use industry-standard tools in the areas of performance evaluation, training, development, compensation, recruitment and much more.
3. Quantitative Reasoning: Understand the quantitative concepts underlying modern human resource management tools, to be able to appropriately measure performance, training effectiveness, or compose appropriate compensation packages, all using different software tools.
4. Innovation & Entrepreneurship: Learn about innovative concepts in HRM, how to use that knowledge in an entrepreneurial context, and understand how to start and grow young startup businesses in the area of human resources.
5. The Future Economy: Understand, and find solutions to, the current and future challenges in the HRM industry, particularly with respect to aspects of digital transformation, ethics and sustainability.

Jointly, our curriculum addresses these five goals. Early core courses will lay the theoretic knowledge foundation, more advanced courses will focus on skill and quantitative reasoning, and

our electives allow students to find their 'niche' they want to specialize in. Across all courses in the curriculum, we place emphasis on Goal 4 and 5. To name but a few examples: HRM 410 Industrial Relations and Labor Law places a big emphasis on Health & Safety, a UN Sustainable Development Goal, or anti-discrimination measures in the workplace, one of many ESG components with respect to ethical standards. HRM 415 Strategic Global Human Resource Management places heavy emphasis on all future challenges the HRM industry faces. As these goals show, we aim at educating future specialists that are highly skilled and well-versed in all areas of HRM.

By becoming well-versed in all intricacies of the HRM industry, our graduates will be able to perform strategic human resource planning, execute recruiting processes, appraise employees' performance and, based on their analyses, derive effective training and development plans, put together compensation packages, understand leadership styles and the skills required to apply them, and learn about the role of HRM in the context of ESG frameworks, ethical considerations, and inclusive and non-discriminatory human resource standards. With this skill and knowledge, and upon completion of their studies, our graduates can pursue a variety of careers based on their interests or strengths in the field. These can be roles in the corporate HRM world, performing HR roles for government entities, working in headhunting and recruiting agencies, performing strategic advisory roles in HR-specific consulting firms, or pursuing their own startup business in the field of human resources. In the following, we elaborate more on the learning outcomes, curriculum structure, study plan, as well as course overviews and -descriptions.

Program Learning Outcomes

Based on the overarching goals of the College of Business Administration and the more specific goals of the HRM concentration, we formulate a variety of specific learning outcomes for the program. In lines with Standards of the UAE Ministry of Education, the UAE Commission For Academic Accreditation (CAA), and the 'QFEmirates' degree qualification framework, these outcomes are grouped into the three categories of 'Knowledge', 'Skill', and 'Competence. The program and its curriculum aim at addressing all of these outcomes equally, to ensure that students, upon successful completion of the program, have achieved every single outcome to the highest degree.

Program Learning Outcomes (PLOs)

Category		PLO	Description
Knowledge		A.1	Understand the broad and underlying key concepts in the area of human resource management (HRM), particularly strategic considerations and planning, training, development, recruitment, compensation, as well as performance measurement.
		A.2	Demonstrate a comprehensive understanding of the various human resource practices, standards and labor laws, both domestically and internationally.
		A.3	Obtain an understanding of the future challenges HRM faces, in particular those brought by advancements in digitalization and the compliance with the 'S' and 'G' factors in ESG standards.
Skills		B.1	Critically analyze crucial problems in HRM, and identify and select the correct methods or techniques to address them.
		B.2	Having the skill to apply state-of-the-art tools and best practices to manage human resources effectively.
Competence	A&R	C.1	Develop and justify the use of HRM practices individually or in a group context with no or minimal supervision to address unfamiliar and complex problems.
	Role in Context	C.2.1	Evaluate the effectiveness of HRM practices in supporting the strategic and operational needs of the organization in a competitive and global environment.
		C.2.2	Demonstrate cultural awareness amongst employees by understanding and applying global human resource perspectives and policies.
	Self-Development	C.3	Develop the interpersonal skills and ethical awareness to function effectively in a diverse cross, functional environment.