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**Course Syllabus**  
**Dr. Hani A. Alsarraf**  
**PA 255 – Human Talent Management**  
**Fall 2022**

**Lecture Time and Location:**

**PA 255/ 01A** : (Mon - Wed) 11:00 – 12:15, Classroom: DG -1003

**Contact Information:**

**Location** : Public Administration Department – 3<sup>rd</sup> Floor – Office # S03-0B-1035

**Email** : [hani.alsarraf@ku.edu.kw](mailto:hani.alsarraf@ku.edu.kw)

**Office** : 24988372

**Office Hours** : (1 – 3 – 5) 8:00 – 9:00 (OR by appointment)

**Teaching Assistant:**

**Name** : Dr. Hana'a Alhajry

**Location** : Public Administration Department – 3<sup>rd</sup> Floor – Office # S03-0A-1034

**Email** : [hanaa.alhajree2@ku.edu.kw](mailto:hanaa.alhajree2@ku.edu.kw)

**Office Hours** : (2 - 4) 12:00 – 1:30

**Course Description:**

The course focuses on the policies and processes for dealing with governmental personnel. It is designed to investigate key issues in public human resource management including staffing, personnel development, classification, compensation, and performance appraisal. This course addresses the role that public human resource management plays in government and modern society. By the end of this course, the student would be familiar with some fundamentals of public human resource management and their application in the State of Kuwait including recruitment, selection, promotion, job classification and evaluation, compensation, performance appraisal and sanctions.

**Course Learning Objectives (CLOs):**

After the completion of this course students should be able to:

**CLO1:** Develop a broader and more complete understanding of the challenges encounter public human resource management and their impact on public service.

**CLO2:** Explain the social and ethical dilemmas that arise from managing public personnel and how to cope with them.

**CLO3:** Understand the recruitment strategies, steps, and its significance to organizations.

**CLO4:** Discuss the basis and origins of selection process including criteria, phases, testing, interviewing, reviewing, and reference checks .



**CLO5:** Explain the meaning of position classification and management; and how jobs are analyzed and designed with an emphasis on writing job description.

**CLO6:** Show a basic understanding of the role of compensation, training, learning, and development in organizational strategies.

**CLO7:** Identify the constraints that societal values place upon government institutions and their abilities to reform public human resource management.

**CLO8:** Demonstrate an ability to make valid, reasoned arguments in support of ethical public decision-making in HRM.

**CLO Mapping to CBA Skill Based Competency Goals\*:**

CLO	Competency Goal			
	Analytical	Communication	Information Technology	Business Ethics
1		I		R
2	I			R
3	I	I	I	I
4	I	I		
5	I	I		I
6		I		I
7	R			I
8	R	R		R

**Type of Emphases:**

**(I)ntroduce:** Students will be introduced to the skill and their grasp of it assessed in the course.

**(A)pply:** The course will not cover the skill. Students should have a high-level grasp of the skill and are required to apply it in the course.

**(R)einforce:** Students should have an introductory-level grasp of the skill and the course will improve their mastery to a higher level.

\* CBA Competency Goals can be found at the end of this document

**Measurement of Learning Outcomes**

The students will be required to learn the issues addressed in this course so that they can be able to manage public human resources in an effective way. The students will be assessed based on the quality of their written assignments, response to exam questions, and the quality of their arguments in class discussions.

**Required Material:**

- Berman, Bowman, West & Wart (2016). Human Resource Management in Public Service: Paradoxes, Processes, and Problems, 5th Edition, SAGE Publications.

**Course Format & Activities**

The schedule of meetings and assignments is attached. Teaching/learning methods used in this course will include lectures, class presentations, discussions of actual cases, and other special assignments.



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The students must be prepared for a class discussion on every item – chapter or case – assigned for reading. Class participation is very important in this course. If a student misses class meeting, his/her participation grade *will* be affected. The course requirements are as follows:

1. **Three exams.** Exams will cover all class materials assigned. Exams will cover text and class materials. Midterms and the final might include a variety of assessment tools, including multiple choices, true and false, matching, and fill-ins. The final exam is comprehensive.

**Exam Dates:**

Exam 1:	7 <sup>th</sup> week
Exam 2:	12 <sup>th</sup> week
Final Exam:	Dec 26, 2022

2. **Weekly quizzes** will be given on assigned chapters. Quizzes will typically be given during the first ten minutes of class. No make-ups will be given for quizzes. You must be in class during the designated time to take these quizzes. The lowest quiz score you get will be dropped from your total quizzes grade.
3. **Effective participation** in class and case discussions will make for a more interesting and successful class. Bringing in “current events” is an easy and effective way to participate in class.
4. **Other assignments** may include a host of different class assignments given during the semester. An example might be to write out one or more questions to a case assigned. These will be announced in class. A standing assignment is to bring to class recent examples of “current events” you have noted.

**Writing Style:**

The students must refer to APA writing style for their assignments and report writing. Refer to the English Language Unit for help.

**Readings**

You must read all the assigned chapters and articles *for* the date for which it is scheduled. When a chapter is assigned for reading, you must read the *entire* chapter, including in-text boxes and all chapter case studies. You do not have to answer in writing any questions unless the instructor says otherwise. However, you must be prepared to answer all the questions you find in the chapter (including those at ends of cases) in class.

**Computer Lab (E-GOV LAB)**

You must attend a five-hour training session in the e-government lab. The sessions give the students a practice on the interface of the information systems used by The Civil Service Commission in Kuwait. This includes assisting students to be familiar with how the system works in regard to recruitment, promotion, compensation, performance appraisal and so on. There will be an exam by the end of the sessions.



### **Class Attendance**

Class attendance is required, so students are expected to attend class regularly. A student who incurs an excessive number of absences may be withdrawn from a class at the discretion of the professor. This action may be taken once the student misses six classes. It is the student's responsibility to make arrangements regarding any missed materials or assignments.

In addition, every student must abide by the Kuwait University Policy on Attendance (published in the Student Guide). A copy of the student guide can be accessed online on:

[http://vpaa.ku.edu.kw/ar/documents/KU%20ByLaws/Students/Curriculum\\_Regulations.pdf](http://vpaa.ku.edu.kw/ar/documents/KU%20ByLaws/Students/Curriculum_Regulations.pdf)

Students are expected to be on time to the lectures. Students who arrive late can enter the classroom but will be marked as late or absent.

### **Other Class Policies:**

Your fellow-students and I need 100% of your attention and mindshare while the class is in session. Toward this end, please do not walk out of the classroom, while class is in session. All electronic gadgets must be turned off or set silent while class is in session (vibrate mode is not accepted).

### **Course Outline:**

<b>Week</b>	<b>Topics</b>	<b>Reading for the week</b>
1 -2	<b>The Public Service Heritage</b>	Ch. 1
3 - 4	<b>Recruitment</b>	Ch. 3
5 - 6	<b>Selection</b>	Ch. 4
7 - 8	<b>Position Management</b>	Ch. 5
9 - 10	<b>Compensation</b>	Ch. 7
11 - 12	<b>Training and Development</b>	Ch. 9
13 - 14	<b>Appraisal</b>	Ch. 10

### **Grading:**

The scores in this course will be the weighted average of the following items:

<b>Weight</b>	<b>Description</b>
20%	Exam #1
20%	Exam #2
40%	Exam #3 (Final Exam)
5%	Quizzes
10%	Class Attendance, Participation, & other Assignments
5%	Computer Lab
100%	TOTAL



**Grade Distribution:**

Grade	Range
A	≥ 95
A-	≥ 90 and < 95
B+	≥ 87 and < 90
B	≥ 83 and < 87
B-	≥ 80 and < 83
C+	≥ 77 and < 80
C	≥ 73 and < 77
C-	≥ 70 and < 73
D+	≥ 65 and < 70
D	≥ 60 and < 65
F	< 60

**Academic Integrity:**

Plagiarizing an assignment or cheating on an exam are taken very seriously and penalized severely. You will receive a grade of “F” for the course if you are involved in plagiarism. Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on: [http://www.kuniv.edu/cs/groups/ku/documents/ku\\_content/kuw055940.pdf](http://www.kuniv.edu/cs/groups/ku/documents/ku_content/kuw055940.pdf)

Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.



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### CBA Competency Goals

1. **Analytical Competency:** A CBA graduate will be able to use analytical skills to solve business problems and make a well-supported business decision.

#### Student Learning Objectives:

- 1.1. Use appropriate analytical techniques to solve a given business problem.
- 1.2. Critically evaluate multiple solutions to a business problem.
- 1.3. Make well-supported business decisions.

2. **Communication Competency:** A CBA graduate will be able to communicate effectively in a wide variety of business settings.

#### Student Learning Objectives:

- 2.1. Deliver clear, concise, and audience-centered presentations.
- 2.2. Write clear, concise, and audience-centered business documents.

3. **Information Technology Competency:** A CBA graduate will be able to utilize Information Technology for the completion of business tasks.

#### Student Learning Objectives:

- 3.1. Use data-processing tools to analyze or solve business problems.

4. **Ethical Competency:** A CBA graduate will be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

#### Student Learning Objectives:

- 4.1. Identify the ethical dimensions of a business decision.
- 4.2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 4.3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

5. **General Business Knowledge:** A CBA graduate will be able to demonstrate a basic understanding of the main business disciplines' concepts and theories.

#### Student Learning Objectives:



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5.1. Acquire a fundamental understanding of knowledge from the main business disciplines (e.g. finance, accounting, marketing, and management information systems, among others).