ALALAMIA
PROFESSIONAL DEVELOPMENT
العالمية للتطوير المهني

EXECUTIVE EDUCATION · ALALAMIA

Advanced Human Resources Executive Program

From functional expert to strategic business leader

12 weeks | Every Saturday | 66 contact hours | In person in Damascus | English & Arabic

12
Weeks, one Saturday each

66
Contact hours

4
Modules

1
Capstone project

Damascus, Mazzeh Western Villas, Syria

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PROGRAM OVERVIEW

Advanced Human Resources Executive Program

A 12-week, 66-hour executive program that takes senior HR professionals from functional expert to strategic business leader. Participants meet every Saturday for an in-person immersion built around real company case studies, peer exchange and a capstone HR strategy for their own organization.

WHO SHOULD ATTEND

- CHROs, HR Directors and Heads of HR preparing for broader enterprise roles
- HR Business Partners and Centre of Excellence leads moving into senior leadership
- Senior HR managers with 8+ years of experience, including at least 3 in a leadership role
- Business leaders who own people outcomes (General Managers, COOs, founders)

WHAT MAKES IT DIFFERENT

Business first
Every session starts from a business problem, not an HR process.

Real cases
Each week analyses an actual company decision, then applies it to your own organization.

Built to apply
Weekly deliverables assemble into one capstone: an HR strategy you can present to your executive team.

Future-ready
Dedicated work on AI in HR workflows, succession and change leadership.

12	66	90+	20–30
Saturdays, one a week	Contact hours in class	Total learning hours	Participants per cohort

LEARNING OUTCOMES

By the end of the program, you will be able to

01 Define an HR agenda that answers the CEO's top three business priorities, not HR's own.

02 Read an organization's competitive landscape and translate it into the people capabilities that win.

03 Build an HR strategy with clear choices, trade-offs and measurable targets.

04 Design organization, talent and reward systems that create hard-to-copy competitive advantage.

05 Align structure, processes, leadership and culture so strategy is executed, not just announced.

06 Link HR capabilities to business results with a credible scorecard of leading and lagging metrics.

07 Diagnose the effectiveness of the HR function and redesign its operating model.

08 Build a succession pipeline for critical roles with a ready-now and ready-later bench.

09 Identify, prioritize and govern AI use cases across HR workflows responsibly.

10 Lead large-scale change and influence the C-suite and the board with confidence.

FORMAT AND METHODOLOGY

Twelve Saturdays, built to apply

Twelve Saturdays of 5.5 contact hours give 66 classroom hours, plus about 2 hours of weekly pre-reading and applied work (90+ total learning hours).

ITEM	DETAIL
Duration	12 weeks, every Saturday
Contact hours	5.5 hours per Saturday, 66 hours in total
Delivery	In person in Damascus, with an online learning hub for materials and submissions
Cohort	20 to 30 participants, working in 5 learning teams
Language	English & Arabic

PROGRAM ARCHITECTURE

4 modules, 12 sessions, 1 capstone

The sessions move from understanding the business, to setting strategy, to proving results, to leading the future. Every session produces a deliverable, and together they form the capstone.

MODULE 1 · WEEKS 1–3 **Strategic HR Foundations**	MODULE 2 · WEEKS 4–6 **Strategy and Competitive Advantage**	MODULE 3 · WEEKS 7–9 **Capabilities, Results and HR Effectiveness**	MODULE 4 · WEEKS 10–12 **Future-Ready Leadership**
WEEK 1 The Next HR Agenda	WEEK 4 Crafting Your Strategy	WEEK 7 Building for Future Growth	WEEK 10 Succession Planning: Preparing the Next Generation
WEEK 2 Strategic HR: Activities that Drive Business Growth	WEEK 5 Building Competitive Advantage	WEEK 8 Linking HR Capabilities to Business Results	WEEK 11 Value of AI in HR Workflows
WEEK 3 Competitive Landscape: Defining Your Organizational Challenge	WEEK 6 Aligning for Execution	WEEK 9 Diagnosing HR's Effectiveness	WEEK 12 Leading Change

> Every Saturday starts from a real business problem and ends with a deliverable you can use at work on Monday.

Capstone project

Your HR Strategy for Business Growth: built week by week and presented to an executive panel in Week 12.

DETAILED CURRICULUM

Weeks 1 to 2

WEEK 1 The Next HR Agenda

HR earns its seat at the table by owning the business's toughest people questions, not by defending its processes.

OBJECTIVES

- Understand the forces reshaping work: technology, AI, demographics, hybrid work, skills shortages and stakeholder expectations
- Shift HR's role from service provider to business co-leader
- Define the personal leadership agenda each participant will build over 12 weeks

KEY TOPICS

- The evolution of HR: administrative, functional, strategic, and now business-integrated
- What CEOs and boards expect from HR today
- The HR leader's three roles: business strategist, talent architect, culture steward
- The HR leader's credibility: business acumen, financial literacy, courage

ACTIVITIES

- Program launch, cohort introductions and formation of learning teams
- Self-assessment: HR leader capability profile
- Workshop: "If I were the CEO" — the five people issues that will decide your company's next three years

> **Case study:** Microsoft's cultural renewal under Satya Nadella, and HR's role in moving from a "know-it-all" to a "learn-it-all" culture.

Deliverable: A one-page HR agenda for your organization, linked to its top three business priorities.

WEEK 2 Strategic HR: Activities that Drive Business Growth

Only a handful of HR activities move growth; strategic HR leaders invest there and run the rest efficiently.

OBJECTIVES

- Separate transactional, transitional and transformational HR activities
- Identify the HR activities that drive revenue, productivity and innovation
- Reallocate HR time and budget toward high-value work

KEY TOPICS

- The HR value chain: from people practices to business outcomes
- Growth levers: talent acquisition for growth roles, capability building, performance culture, engagement and retention
- Evidence-based HR and people analytics
- Portfolio thinking: where HR should invest, maintain or exit

ACTIVITIES

- Activity audit: map where your HR team's time goes today
- Group exercise: build an HR investment portfolio for a fictional growth company

> **Case study:** Google's Project Oxygen, using people analytics to test whether managers matter and redesigning management practices around the findings.

Deliverable: An HR activity map showing what to invest in, maintain and stop.

WEEK 3 Competitive Landscape: Defining Your Organizational Challenge

The right HR strategy starts from a sharp definition of the organization's competitive challenge.

OBJECTIVES

- Analyze industry forces, competitors and disruptors from a people perspective
- Translate external threats and opportunities into organizational challenges
- Frame one clear organizational challenge statement

KEY TOPICS

- External analysis tools: PESTLE, Porter's Five Forces, scenario thinking
- The talent market as a competitive arena: competing for scarce skills
- From business challenge to organizational challenge: capability gaps, culture blockers, structural friction
- Writing a challenge statement leaders agree on

ACTIVITIES

- Learning teams run a PESTLE and Five Forces analysis on a participant's organization
- Peer challenge: test and sharpen each challenge statement

> **Case study:** Nokia's mobile phone business, where a market leader's organization could not respond fast enough to the smartphone shift.

Deliverable: An organizational challenge statement with its supporting external analysis.

WEEK 4 Crafting Your Strategy

A real HR strategy makes explicit choices about where to play and what not to do, and sets measurable targets.

OBJECTIVES

- Turn the organizational challenge into a focused HR strategy
- Make and defend strategic choices and trade-offs
- Set objectives, key results and a multi-year roadmap

KEY TOPICS

- Strategy as choice: winning aspiration, where to play, how to win, required capabilities
- Workforce strategy: build, buy, borrow, bot
- Strategic workforce planning: critical roles, supply and demand, scenario-based planning
- Writing the HR strategy on a page

ACTIVITIES

- Workshop: draft your HR strategy on a page
- Critical roles exercise: identify the 10% of roles that create most of the value

> **Case study:** Netflix's "Freedom and Responsibility" talent strategy, built on a clear choice to hire and pay for high performers in an unusually high-trust culture.

Deliverable: Draft HR strategy on a page, with 3 to 5 strategic priorities and targets.

WEEK 5 Building Competitive Advantage

People systems become a lasting competitive advantage when they fit together and are hard for rivals to copy.

OBJECTIVES

- Understand how culture, talent and organization create sustainable advantage
- Design an employee value proposition (EVP) that attracts the talent the strategy needs
- Build reward and performance systems that reinforce the strategy

KEY TOPICS

- Resource-based view: valuable, rare, inimitable and organized (VRIO) people capabilities
- Culture as a strategic asset: defining and measuring the culture you need
- EVP and employer brand for scarce talent
- Total rewards and performance management aligned to strategy

ACTIVITIES

- VRIO analysis of your organization's people capabilities
- EVP design sprint in learning teams

> **Case study:** Southwest Airlines, where hiring for attitude, a strong culture and employee-first practices built an advantage competitors struggled to replicate.

Deliverable: A competitive advantage map plus a draft EVP for your critical talent segment.

WEEK 6 Aligning for Execution

Most strategies fail in execution, so structure, processes, leadership and culture must all point the same way.

OBJECTIVES

- Diagnose misalignment between strategy and the organization
- Apply organization design principles to support execution
- Build governance and accountability for delivering the HR strategy

KEY TOPICS

- Alignment models: Galbraith's Star Model, McKinsey 7-S
- Organization design: structure, spans and layers, decision rights, agile teams
- Cascading goals and OKRs from enterprise to team
- Execution governance: cadence, reviews and course correction

ACTIVITIES

- Star Model alignment diagnostic on a participant's organization
- Simulation: redesign an organization's structure and decision rights for a new strategy

> **Case study:** Haier's "Rendanheyi" model, breaking a large manufacturer into small, self-managing micro-enterprises close to the customer.

Deliverable: An alignment gap analysis and a 90-day execution plan.

WEEK 7 Building for Future Growth

Future growth depends on the skills and leaders the organization builds today, ahead of demand.

OBJECTIVES

- Anticipate the skills and organizational capabilities future growth will require
- Design reskilling, upskilling and leadership development at scale
- Build an agile, learning organization

KEY TOPICS

- Skills-based organization: skills taxonomies, internal talent marketplaces
- Reskilling and upskilling strategies; learning in the flow of work
- Leadership pipeline for growth and new markets
- Workforce flexibility: gig, contract and ecosystem talent

ACTIVITIES

- Future skills mapping for a critical job family
- Design a reskilling program with business case and success measures

> **Case study:** AT&T's large-scale workforce reskilling program, preparing employees for a shift from hardware to software and cloud skills.

Deliverable: A future capability plan covering skills gaps, build plan and investment.

WEEK 8 Linking HR Capabilities to Business Results

HR proves its value when it shows, with data, how people capabilities move business results.

OBJECTIVES

- Build causal links between HR practices, employee outcomes and business performance
- Design an HR scorecard that executives trust
- Present HR's business impact in financial language

KEY TOPICS

- The employee-customer-profit chain
- Leading and lagging indicators; HR metrics vs. business metrics
- Human capital ROI, cost of turnover, productivity per employee
- People analytics maturity and storytelling with data

ACTIVITIES

- Build a value chain linking one HR initiative to a business result
- Workshop: design an executive HR scorecard (6 to 10 measures)

> **Case study:** Sears' employee-customer-profit chain, which linked employee attitudes to customer satisfaction and then to store revenue.

Deliverable: HR scorecard and a one-slide business case for a key HR initiative.

WEEK 9 Diagnosing HR's Effectiveness

Before HR can transform the business, it must honestly assess and redesign its own operating model.

OBJECTIVES

- Assess HR effectiveness from the perspective of business leaders and employees
- Evaluate the HR operating model: business partners, centers of excellence, shared services
- Prioritize improvements in HR capability, technology and service delivery

KEY TOPICS

- HR operating models and their evolution, including agile and product-based HR
- HR effectiveness diagnostics: stakeholder surveys, process benchmarks, cost-to-serve
- Capability of the HR team itself
- Employee experience and HR service design

ACTIVITIES

- Run an HR effectiveness diagnostic with a stakeholder perception survey template
- Redesign one HR process using employee experience journey mapping

> **Case study:** Adobe's decision to scrap annual performance reviews in favor of ongoing "Check-in" conversations after diagnosing the cost of the old process.

Deliverable: HR function health check with the top 5 improvement priorities.

WEEK 10 Succession Planning: Preparing the Next Generation

Succession is a business continuity risk, managed through a continuous pipeline rather than a list of names.

OBJECTIVES

- Identify critical roles and assess succession risk
- Assess potential and readiness objectively
- Build development plans that accelerate ready-now and ready-later successors

KEY TOPICS

- Critical role identification and risk of loss
- Talent review and calibration: performance, potential, the 9-box and its limits
- Accelerated development: stretch assignments, rotations, coaching, mentoring
- CEO and board succession; HR's role with the board
- Diversity and bias in succession decisions

ACTIVITIES

- Simulation: run a talent review and calibration meeting
- Build a succession plan for two critical roles in your organization

> **Case study:** General Electric's multi-year CEO succession process that selected Jeffrey Immelt to succeed Jack Welch, and what it shows about the strengths and risks of a long horse race.

Deliverable: A succession risk map and a development plan for top successors.

WEEK 11 Value of AI in HR Workflows

AI creates the most value in HR when it is applied to specific workflows, with clear governance and people kept in the loop.

OBJECTIVES

- Understand what generative and predictive AI can and cannot do in HR
- Identify and prioritize high-value AI use cases across the employee lifecycle
- Govern AI use ethically, legally and transparently

KEY TOPICS

- AI across the lifecycle: recruiting, onboarding, learning, performance, HR service, workforce planning, analytics
- Use case prioritization: value vs. feasibility vs. risk
- Responsible AI: bias, privacy, transparency, explainability, regulation and employee trust
- HR's role in AI adoption company-wide: reskilling, job redesign, change management
- Hands-on lab: using AI assistants for job design, policy drafting and analytics

ACTIVITIES

- Hands-on AI lab with practical HR prompts and workflows
- Build an AI use case portfolio for your HR function

> **Case study:** Unilever's use of AI-enabled assessments in graduate recruitment, including the efficiency gains and the fairness questions it raised.

Deliverable: A prioritized AI roadmap with 3 pilot use cases and a governance checklist.

WEEK 12 Leading Change

Strategy only becomes real through change that leaders sponsor, people understand and the organization sustains.

OBJECTIVES

- Apply proven change models to large-scale transformation
- Manage resistance and build commitment across stakeholders
- Strengthen personal influence with the C-suite and the board

KEY TOPICS

- Change models: Kotter's 8 steps, ADKAR, Lewin
- Stakeholder mapping, sponsorship and change networks
- The psychology of change: resistance, loss, trust
- Executive presence and influence: storytelling, framing, managing up
- Sustaining change through culture and systems

ACTIVITIES

- Change readiness assessment and stakeholder map for your HR strategy
- Capstone presentations to an executive panel
- Program closing and graduation

> **Case study:** Ford under Alan Mulally, and how the "One Ford" plan and a transparent weekly business review changed leadership behavior during a turnaround.

Deliverable: Final capstone presentation (see Capstone Project).

CAPSTONE PROJECT

Your HR Strategy for Business Growth

a board-ready HR strategy for your own organization, assembled from the weekly deliverables and presented to an executive panel in Week 12 (no more than 15 pages, a 15-minute presentation and 10 minutes of Q&A). Each learning team has a faculty advisor, with coaching check-ins in Weeks 6 and 10.

REQUIRED COMPONENTS

01 The business and organizational challenge

02 HR strategy on a page, with priorities and targets

03 Sources of people-based competitive advantage and the EVP

04 Alignment and execution plan

05 Future capability and succession plan

06 HR scorecard and business case

07 HR operating model improvements

08 AI roadmap

09 Change and stakeholder plan

ASSESSMENT

How participants are assessed

COMPONENT	WEIGHT	WHAT IS ASSESSED
Capstone and presentation	**40%**	Business relevance, strategic clarity, feasibility, executive delivery
Weekly deliverables	**30%**	Quality and on-time submission of the 11 weekly deliverables
Case study participation	**20%**	Preparation, analysis and contribution in class
Peer and learning team contribution	**10%**	Peer evaluation of collaboration and coaching

Certificate of Completion

Certificate of Completion (66 contact hours) for participants with at least 80% attendance and an overall score of 70% or higher; 90% or higher earns a Distinction.

SAMPLE SATURDAY

A day built for practice

Each Saturday runs from 9:00 to 15:45, with 5.5 contact hours, two breaks and lunch.

TIME	BLOCK	FORMAT
9:00 – 9:30	Recap, reflections and links to last week's deliverable	Plenary
9:30 – 11:00	Core concepts and frameworks	Faculty input and discussion
11:00 – 11:15	Break	
11:15 – 12:45	Case study analysis	Learning teams, then plenary debrief
12:45 – 13:30	Lunch and networking	
13:30 – 15:00	Applied workshop on participants' own organizations	Workshop
15:00 – 15:15	Break	
15:15 – 15:45	Peer coaching, key takeaways and next week's assignment	Learning teams

In Weeks 2, 5, 8 and 11, a 45-minute executive guest speaker session replaces the first half of the applied workshop.

PROGRAM ADVISOR

Prof. Dr. M. Amr Sadik

Award-winning HR executive, adjunct professor and published author with more than 40 years in senior HR leadership across the Arab region and beyond. His career spans six business sectors: FMCG and industrial manufacturing, hospitality and tourism, telecommunications, education and training, management consulting, and banking advisory. He has repeatedly formulated and integrated HR strategies, transformation programs and corporate academies for organizations ranging from single hotels to a US$11.5 billion multinational operating in 12 countries.

First Egyptian-Arab to be a Member of the Harvard Business Review Advisory Council, ranked No. 14 on Thinkers360's Top 50 Global Thought Leaders and Influencers on HR (USA, 2026), named among the HR Most Influential International Thinkers (UK, 2014). Author of 7 books and 40+ published articles.

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