COURSE OVERVIEW HM0219

HR Strategy in Transforming Organization

Course Title
HR Strategy in Transforming Organization

Course Date/Venue
November 08-12, 2026/TBA Meeting Room, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE

Course Reference
HM0219

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Description

This practical and highly-interactive course includes real-life case studies and exercises where participants will be engaged in a series of interactive small groups and class workshops.

This course is designed to provide participants with a detailed and up-to-date overview of HR Strategy in Transforming Organization. It covers the relationship between a business strategy and the HR strategy matrix; the HR theories in existence, psychology of changing people and individually centered HR strategies; the business and HR strategy alignment; the importance of strategy in HR and measuring the worth of a good HR strategy; the lessons learnt about HR strategy from business that fail; and the stages of the HR maturity scale.

During this interactive course, participants will learn the best HR theory of the twentieth century; the role of HR academics and psychology of changing people; the elements of a true HR strategy and assessing the human capital; and the relationship between HR strategy and change management.

Course Objectives/Outcomes & Benefits for the Participants

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on HR strategy in transforming organization
- Explain the relationship between a business strategy and the HR strategy matrix
- Discuss the HR theories in existence, psychology of changing people and individually centered HR strategies
- Distinguish the business and HR strategy alignment
- Recognize the importance of strategy in HR and measure the worth of a good HR strategy
- Exercise the lessons for HR strategy and review the lessons learnt about HR strategy from business that fail
- Recognize the HR maturity scale and practice the stages of the HR maturity scale
- Evaluate the theories, discuss the best HR theory of the twentieth century, and review the role of HR academics
- Identify the psychology of changing people, distinguish the elements of a true HR strategy and assess the human capital
- Recognize who develops the HR strategy
- Distinguish the relationship between HR strategy and change management

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of HR strategy in transforming organization for HR section team and senior employees.

Training Methodology

Our courses employ an interactive, learner-centred methodology that integrates theoretical knowledge with practical application. The training is delivered through a suitable combination of some or all of the following methods, selected according to the course content and learning objectives:

- Instructor-led presentations and facilitated discussions
- Practical workshops and participant presentations
- Hands-on exercises and real-world case studies
- Equipment demonstrations and technical drawings
- Hardware- and software-based simulations
- Gamification & Role Play in soft-skills courses only
- Virtual Reality (VR) and Augmented Reality (AR)
- Instructional videos and other relevant training resources

This blended approach encourages active participation, strengthens practical skills and supports the effective application of acquired knowledge in the workplace.

Learning Design & Customization

This course can be customized to the exact requirements of clients. Haward Technology is so proud of our huge capabilities in tailoring our courses to the training needs of our valued clients.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations: -

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Dr. Mostafa Eloyfi, PhD, MSc, BSc, Dip, NEBOSH, is a **Senior Management Consultant** with over **25 years** of extensive experience within the **Oil & Gas**, **Petroleum** and **Utility** industries. His expertise widely covers in the areas of **HR Strategy** in **Transforming Organization**, **HR Process** and Best Practices Programs, **Learning & Development Professionals** in the Oil & Gas Industry, **Competency Based Training** & Design a Training Plan, **Manpower Planning**, Innovation Management and **Training Analysis**. Also, he is also well-versed in **Construction Materials & Concrete** Technology, **Civil & Construction** Engineering, **Material** Testing & Quality Control, Modern & Sustainable **Construction Materials**, **Site Preparation & Construction** Methods, **Reinforced Concrete** Construction, **Structural Steel** Construction, **Masonry & Building Envelope** Construction, **Construction** Equipment & Productivity, **Construction Quality** Management, **Construction** Safety Practices, **Building** Codes & Standards, **Construction** Planning & Scheduling, **Prefabrication & Modular** Construction, **Sustainable Construction** Practices, Repair, Rehabilitation & Retrofitting, **Project** Management, **Project** Planning & Scheduling, **Project** Economics, Risk & Decision Analysis, **Asset Integrity** Management for Oil & Gas Industry, Planning & Cost Management of **Engineering Projects**, **Excavation** Techniques, **Contract** Preparation & Management, **Procurement** Skills and **Occupational Health & Safety**.

During his career life, Dr. Mostafa has gained his practical and field experience through his various significant positions and dedication as the Chief Executive Officer (**CEO**), **Business & Project Development Director**, **Projects Manager**, **Project Construction Manager**, **Deputy Construction Manager**, **Site Civil Supervisor**, **HSE Engineer**, **Senior Project Planning**, **Scheduling & Controlling Engineer**, **Project Planning**, **Scheduling & Controlling Engineer** and **Senior Instructor/Trainer** for numerous companies like the **GUPCO**, **BP**, Consolidated Contractors International Company (**CCIC**), Burullus Gas Company, Pharaonic Petroleum Company (PhPC), Petroleum Integrated Services (PICO), North Sinai Petroleum Company (NOSPCO), **MOG Energy**, Premier Petroleum Supplier (PPS), ARWIMCO LLC, Zaporozhe Cement Factory, Technical Integrity Solutions (TIS) and Misr Cement Group.

Dr. Mostafa holds a **Doctor** of **Business Administration** (**DBA**), a **Master's** degree and a **Bachelor's** degree in **Civil Engineering**, a **Master's** of **International Business Administration** in **Global Marketing**, a **Master's** of **Management** in **Global Management** and **Diploma** in Law, Project Management, Occupational Health & Safety & Environmental Control (HSE), Hazard Analysis and Sales & Marketing. He is also a Recognized **NEBOSH** – International General Certificate and a Certified Planning & Scheduling Professional (**PSP**) and a member of Egyptian Engineering Syndicate, Institution of Civil Engineers (ICE), Engineering New Zealand, Arab Engineers and Egyptian Society for Corrosion Engineers. He has further published several journals and papers and delivered numerous courses, seminars, trainings and workshops internationally.

Course Fee

US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: ***Sunday, 08th of November 2026***

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***What is a Strategy?*** *Military Strategy, HR Strategy & the Art of War ● So what Constitutes a Strategy? ● What is an HR Strategy?*
0930 – 0945	*Break*
0945 – 1100	***What is a Strategy? (cont'd)*** *Wealth and Value ● What is a High Value Organization?*
1100 – 1215	***HR Strategy Starts with a Business Strategy*** *Business Strategy Starts with Vision ● Generic Business Strategies ● The Best Businesses do not Necessarily Have the Best HR Strategies*
1215 – 1230	*Break*
1230 – 1420	***HR Strategy Starts with a Business Strategy (cont'd)*** *The Business Strategy/HR Strategy Matrix ● Business Strategies & Fortunes Change Over Time ● Business & HR Strategy Alignment - The Holy Grail*
1420 – 1430	***Recap***
1430	*Lunch & End of Day One*

Day 2: ***Monday, 09th of November 2026***

0730 – 0930	***Why is Strategy so Important in HR?*** *How much is a Good HR Strategy Worth? ● The Toyota Way ● What are the Lessons for HR Strategy? ● Why Business Strategy Fails without HR strategy*
0930 – 0945	*Break*
0945 – 1100	***What Makes an HR 'Strategy' a Strategy?*** *A Sheep in Wolves' Clothing ● Deconstructing Strategy ● Taking HR Deadly Seriously ● The HR Maturity Scale ● The Stages of the HR Maturity Scale ● What are the Indicators? ● Call that an HR Strategy? ● HR Strategy Must Engage the Business ● What Can We Learn About HR Strategy from Businesses that Fail? ● Best Practice Gets Results or it is not Best Practice*
1100 – 1230	***HR Theories Need to be Revisited*** *Everything Has to Start with a Theory ● Do Good HR Theories Merely Tell Us What We Already Know? ● The Best HR Theory of the Twentieth Century? ● Don't Tear up the Old Theories - Make Them Work ● Bad HR Theories Never Die, They Only Fade away ● Testing HR Theories*

1230 – 1245	*Break*
1245 – 1420	***HR Theories Need to be Revisited (cont'd)*** *What did the HR Academics Ever do for Us? ● Just Because You Say You Need it doesn't Mean You can Have it ● The HR Catch-22 ● HR Practices are Only as Good as the Results they Achieve ● Talking Theory as though it is Practice ● The Psychology of Changing People ● Individually Centred HR Strategies*
1420 – 1430	***Recap***
1430	*Lunch & End of Day Two*

Day 3: ***Tuesday, 10th of November 2026***

0730 – 0930	***Are Organizations Ready for Strategic HR?*** *Back to First Principles? ● This Slippery Word Called 'Value' ● Organizational Value is the Organizations Value to Society ● What Principles Does an HR Strategist need to Follow? ● Getting Ready for HR Strategy*
0930 – 0945	*Break*
0945 – 1100	***An Introduction to True HR Strategy*** *What Makes a Good Strategist? ● Assessing Human Capital ● There's no Such Thing as an 'Intangible' ● Beware of Share Prices Reflecting Human Capital ● Accounting Principles Only Work for Accounts, Not People ● It's Time to Challenge Accounting Conventions ● Re-phrasing the Human Capital question ● HR Strategy is Only Imperative when People are the Only Source of Competitive Advantage ● There's no Point in Following 'Good' HR Practices ● Regardless of Business Strategy ● HR Strategists do not Confuse Individual and Organizational ● Effectiveness ● HR People do not Develop the Best HR Strategies ● HR Department, Function or System? ● Strategy not Mere Policies ● Viewing the Negative*
1100 – 1230	***Who Will Develop the HR strategy?*** *Do CEOs Make Good HR Strategists? ● Developing HR People to take Risky, Strategic Decisions ● It's not the HR Practice it's the Environment, Stupid not Knowing what Works leaves the Door Open for the 'Crazies' ● When is a Profession not a Profession? ● The 'Intangible' has to be Made Tangible*
1230 – 1245	*Break*
1245 – 1420	***HR Strategy & Change Management*** *That Perennial Topic of Debate – Change ● The Myth of 'Change Management' ● Can People Change? ● Adapting Existing Behaviours to Organizational Needs ● Is HR Strategy Culture-Dependent? ● Developing and Implementing HR Strategy*
1420 – 1430	***Recap***
1430	*Lunch & End of Day Three*

Day 4: ***Wednesday, 11th of November 2026***

0730 – 0930	***First Steps Towards HR Strategy*** *HR Strategy Starts with a Destination and a Direction ● HR Strategy has to Add Value in its Own Right ● Business Measures Help to Articulate Strategy Clearly ● Where are the Opportunities for Added Value Through HR Strategy? ● What Does this Organizations Existing HR 'Strategy' Look Like? ● HR Strategy Influencing Business Strategy ● Some General Lessons for Budding HR Strategists*
0930 – 0945	*Break*
0945 – 1100	***What Factors Influence the Choice of HR Strategy?*** *Greenfield or Brownfield? ● HR Strategy is Holistic or It is Nothing ● Paternalistic or Hard-Nosed? ● Do Different Economic Models Need Different HR Strategies?*

1100 – 1230	***Strategic Tools & the Use of Measures*** *Organizational Performance Measurement Systems Have to Change ● HR Measures Must be Meaningful ● Measuring Individual Employee Performance ● Does an HR Strategy Based on Forced Ranking Make Sense? ● Individual Performance Measures as a Part of The HR System*
1230 – 1245	*Break*
1245 – 1420	***Strategic Tools & the Use of Measures (cont'd)*** *The Employee-Customer-Profit Chain ● An HR Scorecard ● The Balanced Scorecard Needs a New People Perspective ● Added Value is a Simple But Very Powerful Concept – and always Has a £ Sign ● Who Needs an HR Ballpoint when You can Have an Added Value Pencil? ● HR Strategy and Initiativitis*
1420 – 1430	***Recap***
1430	*Lunch & End of Day Four*

Day 5: ***Thursday, 12th of November 2026***

0730 – 0930	***Designing the High Value Organization*** *HR Strategists Have to be Consummate Organization Designers ● System, Process and Structure ● The HR Strategists Guide to Organization Design*
0930 – 0945	*Break*
0945 – 1100	***Designing the High Value Organization (cont'd)*** *Employee Retention and Organization Design ● Employee Retention is a Value Proposition ● Structural Staff Turnover and Retention ● Deciding on a Desired Retention Level*
1100 – 1230	***The Future for HR Strategy?*** *HR Strategy Represents a New Paradigm ● Strategic HR Taught in Business Schools*
1230 – 1245	*Break*
1245 – 1345	***The Future for HR Strategy? (cont'd)*** *Ethical HR Strategy? ● The Political Dimension ● HR Strategy 'Au Naturel'*
1345 – 1400	***Course Conclusion***
1400 – 1145	***POST-TEST***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Practical Sessions

This practical and highly-interactive course includes real-life case studies and exercises:-

Course Coordinator

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