



**Gulf Research Centre Cambridge**  
Knowledge for All

## The 2011 Gulf Research Meeting

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### Workshop 13

## *Human Resource Development in the Gulf Region*

### Workshop Directors

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### Abstract

The workshop examines issues surrounding the theory and practice of Human Resource Development (HRD) with specific reference to the Gulf region. This is an important subject for a number of reasons. For example, localisation/nationalisation initiatives (such as Emiratisation, Saudisation and Omanisation) are now exerting a profound effect on a variety of HR-related practices throughout the region as organisations in both the public and private sectors seek to balance the requirements of national laws and dictates with local skills shortages in labour markets. Similarly, the gradual influx of Western-emanating HR theories and practices into the Gulf region by means of both foreign-owned companies and Western-educated nationals raises many questions about the relevance of these theories and practices to this culturally diverse region; as such, it is intended that the workshop will unearth and examine some of the inevitable tensions and perhaps conflicts that arise when formalised strategically-focused HRD practices are implemented in various organisational sectors in the Gulf region.

### Workshop Description and Rationale

In complementing the findings of research which has reported a general trend towards the convergence of HRD, Human Resource Management (HRM), and Organisational Change and Development (OCD), the workshop organisers are keen to stimulate debate which explores a wide range of HR-related topics with reference to the Gulf region. These topics may include, for example, leadership and knowledge sharing,

mentoring, management development, career management, job security, diversity management, localisation/nationalisation policies and practice, recruitment and selection, payment and reward, and managing organisational change. The workshop organisers particularly welcome the submission of critically focused papers, including case studies and conceptually-driven contributions which, with specific reference to the Gulf region, offer insights into a) some of the defining features of HR as it is currently practised, b) the challenges facing HR practitioners and c) how existing HR theory and practice, emanating from around the world, may be developed in order to improve its relevance and applicability to the Gulf region.

## **Workshop Director Profiles**

**Dr. Christopher J. Rees** is a Senior Lecturer in Human Resources and Organisational Change at the University Manchester, UK. He is based within the Institute for Development Policy and Management where co-directs the Centre for Organisations in Development. Chris is a Chartered Psychologist and holds a PhD in Occupational Psychology from Manchester Business School. He is also a Chartered Fellow of the UK's Chartered Institute of Personnel and Development. He has published widely on subjects such as Decentralisation, Emiratisation, and Organisational Change, in leading journals such as the Journal of Business Ethics, International Journal of Public Administration, the International Journal of Human Resource Management, and the International Journal of Selection and Assessment.

**Nasser AlBadri** is the director of the Recruitment and Organisation department in Royal Court Affairs (RCA) in The Sultanate of Oman. He holds an MBA from Hull University in the U.K. During 17 years of experience in RCA, Nasser has participated in various influential committees such as the Development Committee and the Personnel Committee. His interest in Human Resources and ICT led him to design a mobile recruitment programme which was nominated as one of the best five programmes around the world in 2009 at the United Nations World Summit Awards. His research interests currently center on culture and HRM. He is a past-President of the Omani writers' society.