

# **MBA (Specialisation: Human Resource Management) - LM503 (Under Review)**

## **1. Objectives**

The objectives of this MBA Programme are as follows:

- (i) to impart professional education and training in Modern Management Techniques for handling human resources in a highly dynamic and competitive environment;
- (ii) to prepare Managers to assume key positions of responsibility and perform a wide variety of specific HR assignments in the private and public sectors of the economy;
- (iii) to build leadership qualities and analytical skills and enhance the capacity for decision making and problem solving through creativity and innovation; and
- (iv) to enhance professionalism in *Managerial* practice through:
  - a) understanding the implications of an increasingly global economy and the changing legal, ethical, cultural and political environments of business;
  - b) understanding the importance and significance of human resource management as a means of developing corporate and national competitive advantage;
  - c) critically evaluating the various models, theories and approaches to managing human resources;
  - d) analysis, diagnosis of HRM problems and recommendations of appropriate courses of action;
  - e) recognising that human complexity has to be considered in conjunction with technical and financial solutions when resolving complex organisational problems;
  - f) demonstrating an in-depth understanding of the role of HRM in developing a business strategy;
  - g) managing human resources in a culturally diverse and rapidly changing technological world; and
  - h) fostering the spirit of creativity and entrepreneurship required to cope with complex situations in a rapidly changing environment.

The MBA Human Resource Management Programme provides the students with the breadth to work as human resources (HR) generalists and consultants as well as the in-depth expertise needed for more specialised roles in HR.

## **2. General Entry Requirements**

As per General Entry Requirements for admission to the University for Postgraduate Degrees.

## **3. Programme Requirements**

- A Bachelor's Degree with at least Second Class
- Preference will be given to candidates with two years' relevant professional work experience

## **4. General and Programme Requirements – Special Cases**

The following may be deemed to have satisfied the General and Programme requirements for admission:

- (i) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who submit satisfactory evidence of having passed examinations which are deemed by the Senate to be equivalent to any of those listed.
- (ii) Applicants who do not satisfy any of the requirements as per Regulations 2 and 3 above but who in the opinion of Senate submit satisfactory evidence of the capacity and attainments requisite to enable them to pursue the programme proposed.

(iii) Applicants who hold a full practising professional qualification obtained by examination.

## 5. Programme Duration

The duration of the Postgraduate Programme should normally not exceed 4 years.

|                       | Normal (Years) | Maximum (Years) |
|-----------------------|----------------|-----------------|
| Master's Degree:      | 2              | 4               |
| Postgraduate Diploma: | 2              | 4               |

6. **Credits per Year:** Minimum 6 credits, Maximum 36 credits subject to regulation 5.

## 7. Minimum Credits Required for the Awards

Masters Degree: 48 credits  
Postgraduate Diploma: 42 credits (without dissertation)

## 8. Assessment

Each module will carry 100 marks and will be assessed as follows (unless otherwise specified):

Assessment will be based on a written examination of 3-hour duration and continuous assessment carrying a range of 30 - 40% of total marks. Continuous assessment will be based on at least 2 assignment(s), and/or seminar presentations per module per year.

A minimum of at least 30% should be attained in each of Continuous Assessment and Written Examination, with an overall total of 40% for a candidate to pass a module.

Each module of 45 hours carries 3 credits and each module of 90 hours carries 6 credits.

During year 2, a Residential Seminar **may be** organised by the Faculty **subject to availability of resources**. Students should compulsorily attend and actively participate in the Residential Seminar whenever organised and:

- (i) students will be required to submit a report of not less than 1200 words to their Programme Coordinator after attendance and participation;
- (ii) Seminar attendance and the report shall be assessed by the Programme Coordinator and
- (iii) Grade 'S' assigned upon satisfactory performance in order to be eligible for award of the degree.

Dissertation will carry 6 credits. For the dissertation, it is recommended that students attend all lectures/seminars for the module **Research Methodology for Managers**. *No credit is awarded for this Research Methodology module, but the latter must be satisfactorily completed for the award of the Degree.*

### Submission Deadlines for Dissertation

First Draft: End of July in the Final Year.

Final Copy: Last working day of August in the Final Year.

## 9. Specific Regulations

If CPA < 40, the student will have to repeat the entire academic year, and retake the modules as and when offered. However, s/he will not be required, if s/he wishes, to retake module(s) for which Grade C or above has been obtained.

Students are allowed to repeat only once over the entire duration of the Programme of Studies.

## 10. Important Note

The rules as stipulated in this Programme Structure and Outline Syllabus will replace all other rules and regulations.

## 11. List of Modules

| <b><u>CORE MODULES</u></b> |  |                       |                |
|----------------------------|--|-----------------------|----------------|
| <b>Code</b>                | <b>Module Name</b>                             | <b>Hrs/Wk<br/>L+P</b> | <b>Credits</b> |
| ACF 6001Y                  | Accounting and Finance                         | 3+0                   | 6              |
| MGT 6011Y                  | Marketing Management                           | 3+0                   | 3              |
| MGT 6010Y                  | Managing Human Resources                       | 3+0                   | 6              |
| MGT 6012Y                  | Quantitative Methods for Business Decisions    | 3+0                   | 3              |
| MGT 6013Y                  | Managing Production & Operations               | 3+0                   | 3              |
| MGT 6025Y                  | International Business                         | 3+0                   | 3              |
| MGT 6026Y                  | Human Resource Development                     | 3+0                   | 3              |
| MGT 6027Y                  | Strategic Management and Social Responsibility | 3+0                   | 6              |
| MGT 6000Y                  | Dissertation                                   | -                     | 6              |
| MGT 6100                   | Residential Seminar*                           | -                     | -              |
| <b><u>ELECTIVES</u></b>    |  |                       |                |
| MGT 6028Y                  | Managing Performance and Reward                | 3+0                   | 3              |
| MGT 6016Y                  | Quality Management                             | 3+0                   | 3              |
| MGT 6029Y                  | Managing Knowledge                             | 3+0                   | 3              |
| MGT 6030Y                  | e-HR   | 3+0                   | 3              |
| MGT 6031Y                  | Employment Relations                           | 3+0                   | 3              |
| MGT 6022Y                  | Organisation Development                       | 3+0                   | 3              |
| MGT 6032Y                  | HRM in the Public Sector                       | 3+0                   | 3              |
| ECON 5214                  | Competitive Strategy and the Wealth of Nations | 3+0                   | 3              |
| LAWS 6008Y                 | Employment Laws                                | 3+0                   | 3              |
| MGT 6033Y                  | Global Human Resource Management               | 3+0                   | 3              |

### **Note:**

- (i) The above list of elective modules is not exhaustive.
- (ii) The University may not offer any of the elective modules if a critical mass of students is not attained.
- (iii) Modules carrying 3 credits will be run over a semester and will be examined at end of respective semester they are taught
- (iv) The module “Research Methodology for Managers – MGT 6015Y” will be offered in Year 2. It is non-examinable and no credit is awarded for it, but it must be satisfactorily completed for the award of the Degree. The “Research Methodology for Managers – MGT 6015Y” module is designed to enable students to develop the appropriate skills for the preparation of their dissertation, as well as for in-company projects.

## 12. Programme Plan – MBA with specialisation in Human Resource Management

| <b><u>YEAR I</u></b> |  |               |                |
|----------------------|--|---------------|----------------|
| <b>Code</b>          | <b>Module Name</b>                             | <b>Hrs/Wk</b> | <b>Credits</b> |
| <b>CORE</b>          |  |               |                |
| ACF 6001Y            | Accounting and Finance                         | 3+0           | 6              |
| MGT 6010Y            | Managing Human Resources                       | 3+0           | 6              |
| MGT 6011Y            | Marketing Management                           | 3+0           | 3              |
| MGT 6012Y            | Quantitative Methods for Business Decisions    | 3+0           | 3              |
| MGT 6013Y            | Managing Production & Operations               | 3+0           | 3              |
| MGT 6025Y            | International Business                         | 3+0           | 3              |
| <b><u>YEAR 2</u></b> |  |               |                |
| <b>Code</b>          | <b>Module Name</b>                             | <b>Hrs/Wk</b> | <b>Credits</b> |
| <b>CORE</b>          |  |               |                |
| MGT 6027Y            | Strategic Management & Social Responsibility   | 3+0           | 6              |
| MGT 6026Y            | Human Resource Development                     | 3+0           | 3              |
| MGT 6000Y            | Dissertation                                   | -             | 6              |
| MGT 6100             | Residential Seminar*                           | -             | -              |
| <b>ELECTIVES</b>     | <b>CHOOSE AT LEAST THREE</b>                   |               |                |
| MGT 6028Y            | Managing Performance & Reward                  | 3+0           | 3              |
| MGT 6016Y            | Quality Management                             | 3+0           | 3              |
| MGT 6030Y            | e-HR   | 3+0           | 3              |
| MGT 6031Y            | Employment Relations                           | 3+0           | 3              |
| MGT 6029Y            | Managing Knowledge                             | 3+0           | 3              |
| MGT 6022Y            | Organisation Development                       | 3+0           | 3              |
| MGT 6032Y            | HRM in the Public Sector                       | 3+0           | 3              |
| ECON 5214            | Competitive Strategy and the Wealth of Nations | 3+0           | 3              |
| LAWS 6008Y           | Employment Laws                                | 3+0           | 3              |
| MGT 6033Y            | Global Human Resource Management               | 3+0           | 3              |

The module “Research Methodology for Managers – MGT 6015Y” will be offered in Year 2. It is non-examinable and no credit is awarded for it, but it must be satisfactorily completed for the award of the Degree. The “Research Methodology for Managers – MGT 6015Y” module is designed to enable students to develop the appropriate skills for the preparation of their dissertation, as well as for in-company projects.

*Note : \* Compulsory if organised, subject to availability of resources*

### 13. Outline Syllabus

#### **ACF 6001Y - ACCOUNTING & FINANCE**

The Financial Accounting Section: Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and systems; Preparation of Financial Statements; Reporting Financial Performance.

The Cost Accounting Section: Role of management accounting in a wide range of sectors, including manufacturing and service; Cost classification and behaviour – Materials, labour, overheads; Costing Methods – Marginal and absorption, Job and contract costing, process costing; Cost volume profit analysis and relevant costing; Introduction to Budgeting and budgetary control.

The Finance Section: Consumption, investment and capital markets; Basis of financial decision making v/s role of accounting profit; Basic valuation of equities and bonds; Time Value of Money (present values and wealth); Concept of FCFs and the cost of capital; Traditional methods of investment appraisal (NPV, IRR, Payback, ARR).

#### **ECON 5214 – COMPETITIVE STRATEGY AND THE WEALTH OF NATIONS**

Competition and Strategy: Core Concepts, Strategic Motives, Declining Industries and the Role of Strategy. Locations and Competitiveness: Comparative Advantage of Nations, Clusters and New Agendas for Institutions and Governments, Global Organisations and Global Strategies. Public Issues and Reforms: Urban and Environmental Concerns, Effective Health Care Systems and Public Private Partnerships. Case Studies.

#### **LAWS 6008Y - EMPLOYMENT LAWS**

The Nature of the Contract of Employment. Sources of Labour Law and Bodies Competent to Deal with Labour Disputes. Terms and Conditions of Employment. Obligations of Employer & Worker. Worker's Compensation; Health & Safety Legislation. Prerogatives of Management ('Pouvoirs du Chef d'Entreprise'). Termination of the Employment Relationship. Overview of Labour Relations Law.

#### **MGT 6000Y - DISSERTATION**

The dissertation will allow the student to explore in depth an area or an issue related to particular interests. It will draw upon relevant concepts and techniques introduced during the taught part of the course and will seek to combine the theory and practice of management through the completion of a substantial and relevant in-depth piece of work. Report of approximately 15,000 words.

#### **MGT 6010Y - MANAGING HUMAN RESOURCES**

People in Organisations Section: Organisations and Organisational Behaviour. The Psychological Contract, Personality, Intelligence, Values and Attitude, Perception and Communication Learning, Motivation, Groups and Team Building, Leadership and Empowerment, Power Politics and Conflicts. Ethics, Diversity and Governance. Managing Change. Organisation Culture, Organisation Development. Organisational Effectiveness.

Human Resource Management Section: History, Evolution and Developments; Comparison between HRM and Personnel Management; HRM models; D. Guest, Harvard model, etc. Culture and Change Management in HRM; Strategic Human Resource Management. Tenets of HRM; Human Resource Strategy; Human Resource Planning; Recruitment and Selection. Tenets of HRM - Human Resource Development; Training and Development; Performance Management; Management development; Employee Development and self-development; Career development; Tenets of HRM; Employee Relations (ER); Perspectives in ER; Stakeholders in ER; ER practices; Reward management; International HRM and Comparative HRM; HRM and IT.

#### **MGT 6011Y - MARKETING MANAGEMENT**

The module introduces the foundation of marketing management and its key concepts: the Marketing Concept, Customer Satisfaction and Customer Value. Topics covered will include: evolution in Marketing Management philosophy; the marketing environment (Internal and External environment); the marketing research process; Consumer and Business buying behaviour; Market segmentation, positioning and targeting; The Marketing mix: product, price, promotion and distribution strategy of firms; Social Responsibility and green marketing.

#### **MGT 6012Y - QUANTITATIVE METHODS FOR BUSINESS DECISIONS**

Analysis and Presentation of Data: Data preparation and preliminary analysis. Hypothesis Testing: tests of significance – one sample tests, two independent samples tests, two related sample tests. Measures of Association: Bivariate Correlation Analysis, bivariate linear regression, nonparametric measures of association.

### **MGT 6013Y - MANAGING PRODUCTION & OPERATIONS**

Element of Business Mathematics and Statistics; Planning and Control; Quality Assurance; Statistics Quality control; Human Factors; Machines and Maintenance; Plant Design; Research and Development; Technology; Capacity; Location and Distribution; Processes and Jobs and Facility Layout; Linear, Dynamic and Integer Programming; Computer Packages; MRP; Scheduling and Loading; Queuing Problems; Decision Theory; Game Theory; Simulation; Networks; Markov Analysis; Case Studies.

### **MGT 6015Y - RESEARCH METHODOLOGY FOR MANAGERS**

Nature of Research; Research Process; Choosing Research Topics; Developing Hypothesis and Variables; Selecting Research Methods; Quantitative Research: Surveys and Sampling-Descriptive and Inferential Statistics; Questionnaire Design, Attitude Measurement; Communication, Presenting and Writing the Research. Emphasis on Applied Methods and Learning to use Statistical Software Session on SPSS. Introduction to Multivariate Analysis: Multiple Regression, Discriminant Analysis, MANOVA, Factor Analysis, Cluster Analysis, Managerial Applications.

### **MGT 6016Y - QUALITY MANAGEMENT**

An Introduction to Different Quality Approaches; Concepts, Principles and Techniques of TQM and Other Total Quality Approaches; Business Improvement Goals; Quality Systems; Process Performance Measurement; Cost of Quality Measurement; Statistical Process Control; Process Improvement Methodology; Detailed Process Analysis Techniques; Problem Solving Tools; (Pareto charts, cause and effect diagrams, force field analysis, etc.); Task Teams and Improvement Groups; Quality Circles.

### **MGT 6022Y - ORGANISATION DEVELOPMENT**

Organisational Change in Public and Private Sectors; Teamwork, Managing Conflict, Managing Change, Achieving Commitment. Research in Organisation, Interventions, Power and Politics in OD, Assessing Effectiveness of OD.

### **MGT 6025Y - INTERNATIONAL BUSINESS**

Introduction to International Environment; Emerging Global Economy; Theories of International Production; Regional Integration and Global Liberalization; Market Segmentation; Country Analysis; Modes of Entry; International Taxation. Leadership in the Global Economy; National Cultures; Global Strategies.

### **MGT 6026Y - HUMAN RESOURCE DEVELOPMENT (HRD)**

Overview, Historical Developments, Themes and Trends in Training and Development, Individual and Adult Learning, Training Needs Assessment, Systematic Training, Training, Evaluation, Career Planning, Management Development, the HRD Audit.

### **MGT 6027Y - STRATEGIC MANAGEMENT AND SOCIAL RESPONSIBILITY**

Business Ethics and Corporate Social Responsibility section: Business as a Corporate Entity - Corporate Social Responsibility - Ethics in Corporations - Ethics and Leadership - The National Integrity System - Accounting and Corporate Governance - Multinational Corporations and Government Relationships. Board of Directors – Composition and Responsibilities – Role in Corporate Governance – Top Management Values – Objectives and Strategy – Societal Responsibilities in the Global Perspective.

Strategic Management for Executives section: Defining Strategic Management: from Strategic Planning to Strategic Management; Fundamentals of Strategic Management: the S-C-P Paradigm and Transaction Cost Theory; The Strategy Management Process; The Resource Based Competence Model; Competitive Analysis and Strategic Groups; Building Competitive Advantage and Endogenous Growth; SWOT Analysis; Portfolio Analysis techniques; Growth Strategies; Competitive and Functional Strategies; Implementing Strategy; Structure & Culture; Agency Theory & Leadership; Evaluation and Control; Case Studies and/or Strategic audits.

### **MGT 6028Y - MANAGING PERFORMANCE AND REWARD**

Performance Appraisal: Key to Increasing Employee Productivity; Administrative Versus Developmental Objectives; Productivity and Human Resources; Key Role of Performance Management in HR systems; Development and Validation of Appraisal and Reward Systems; Sources of Appraisals; Appraisal Instruments; Goal Setting in Leadership and Motivation; Reward Strategies; Components of Reward Management Strategy; Employee Reward Systems; Evaluating and Pricing Jobs; Pay Structures, Paying for Individual Performance; Skill and Competence; Paying for Team and Organisational Performance; Employee Benefits; Pensions and

Allowances; Rewarding a Special Groups; Sales Staff; International Staff and Directors; Managing Employee Reward; Building Employee Portfolios.

**MGT 6029Y - MANAGING KNOWLEDGE**

Reasons and benefits of Managing Knowledge, Models and approaches, Business Strategy - Resource based view of managing knowledge, Strategy for Managing Knowledge – codification or personalisation, Process and Activities to transfer knowledge – generate, organise, develop and distribute, Building a sharing culture – overcoming cultural barriers to sharing knowledge, Role and management of HR in implementing KM, Organisational unit, Roles and responsibilities, Enabling Technologies – connect, create and collaborate, contextualise, Managing Knowledge in practice – steps to making KM a reality, Seminars.

**MGT 6030Y - e-HR**

HRM policy goals, HR managers and IT, IT enabled HR, New HR paradigm – IT effects on HR, Virtual Organisation and HR, HR shared services, Call Centre Management, Web-based HR (Recruitment and Selection, HRD, Employee Relations, etc.), HR outsourcing, Tensions in computer mediated workplace, Seminars.

**MGT 6031Y - EMPLOYMENT RELATIONS**

Handling People Individually - Grievances, Discipline, Redundancy, Handling People Collectively - Union Recognition, Role and Effect of Trade Unions, Negotiating, the Future of Unions, International Employment Relations.

**MGT 6032Y - HRM IN THE PUBLIC SECTOR**

Contemporary Issues in HRM Pertaining to the Public Sector, New Public Management, Recruitment and Selection, Training and Development, Human Resource Planning, Performance Management Systems, Reward Management, Trends and Perspectives in Public Sector Reform, Issues in Public Policy.

**MGT 6033Y - GLOBAL HUMAN RESOURCE MANAGEMENT**

Concept and origins and growth of HRM; International perspectives on HRM; Management approaches across cultures, Managing International Labour Force, Expatriates, Local Managers and Third Country Nationals, Organizational Commitment and HRM; Flexibility and HRM; Quality and HRM; The Impact on Performance; IHRM and Employment Relations. Issues in IHRM.

30 July 2009