

# **BSc (Hons) Human Resource Management - LM321**

## **1. Objectives**

The field of Human Resource Management is increasingly considered, in a context of fierce international competition and fast-changing business conditions, to be one of the critical areas of management. Putting people into the right jobs, ensuring their proper training, motivation and development, and monitoring and improving their performance, all directly enhance the efficiency and effectiveness of organisations. This programme aims at introducing students to the basic functions of human resource management, examining the concepts and theories of successful HRM, demonstrating the strategic link between HRM and other functional areas as well as the corporate strategy, and at developing the knowledge base and analytical skills of students with a view to preparing them to be key contributors to organisational success.

## **Learning Outcomes**

By the end of the programme, students will be expected to:

- (i) understand the concepts and theories of management with specific emphasis on Human Resource Management;
- (ii) develop knowledge and skill in all functional areas of HRM (recruitment, selection, training, performance management, etc.);
- (iii) develop analytical and problem-solving skills;
- (iv) develop appropriate interpersonal skills in line with the values and roles of HRM professionals; and
- (v) develop a sensitive appreciation of the internal and external organisational context within which HRM is to operate.

## **2. General Entry Requirements**

In accordance with General Entry Requirements for admission to the University for Undergraduate Degrees.

## **3. Programme Requirements**

Credit in five (5) subjects at 'O' Level including Mathematics.  
2 GCE 'A' Level passes.

## **4. Programme Duration**

|         | <b>Normal (Years)</b> | <b>Maximum (Years)</b> |
|---------|-----------------------|------------------------|
| Degree: | 3                     | 5                      |

## **5. Credits per Year**

Minimum 18 credits, Maximum 48 credits subject to Regulation 4.

## **6. Minimum Credits Required for Award of Degree: 108**

| <b>Degree</b> | <b>Minimum Credits for taught Core Modules</b> | <b>Minimum Credits for Electives/GEMs</b> | <b>Work Placement and HR Project</b> | <b>Total</b> |
|---------------|--|---|--------------------------------------|--------------|
| 3-5 Years     | 90   | 12  | 6                                    | 108          |

## 7. List of Modules

### CORE MODULES

| Code          | Module Name   | Hrs/Wk<br>L+P | Credits |
|---------------|---|---------------|---------|
| MGT 1067Y(1)  | Principles and Practice of Management                   | 3+0           | 6       |
| MGT 1066(1)   | Managerial Communications                               | D.E.          | 3       |
| CSE 1010e(1)  | Introduction to Information Technology                  | O.E.          | 3       |
| MGT 1235Y(1)  | Managing Human Resources                                | 3+0           | 6       |
| MGT 2001Y(3)  | Organisational Sociology and Employee Relations         | 3+0           | 6       |
| DFA 1020Y(1)  | Accounting and Financial Analysis                       | 3+0           | 6       |
| ECON 1215(1)  | Economics   | 3+0           | 3       |
| MGT 1203(1)   | Marketing Fundamentals                                  | 3+0           | 3       |
| CSE 1021(1)   | Basic Computer Applications                             | 3+0           | 3       |
| MGT 3066Y(5)  | e-HR and Knowledge Management                           | 3+0           | 6       |
| LAWS 1007Y(1) | Foundations of Mauritian Law                            | 3+0           | 6       |
| MGT 3086(5)   | HRM and Quality Management                              | 3+0           | 3       |
| STAT 1010(1)  | Statistics I  | D.E.          | 3       |
| MGT 3063Y(5)  | Organisation Development and Human Resource Development | 3+0           | 6       |
| MGT 2117(3)   | Research Methodology in Management                      | 3+0           | 3       |
| MGT 3084Y(5)  | Strategic Human Resource Management                     | 3+0           | 6       |
| MGT 3024Y(5)  | International and Cross-Cultural Management             | 3+0           | 6       |
| MGT 3098(5)   | Work Placement and HR Project                           | -             | 6       |
| LAWS 3100Y(3) | Labour and Industrial Relations Law                     | 3+0           | 6       |
| MGT 3023Y(5)  | Talent Attraction and Retention                         | 3+0           | 6       |

### ELECTIVE MODULES

|              |  |     |   |
|--------------|--|-----|---|
| MGT 2119(3)  | Ethics, Corporate Social Responsibility, and HRM | 3+0 | 3 |
| MGT 4103(5)  | The Individual in HRM                            | 3+0 | 3 |
| CSE 3203(5)  | Management Information Systems                   | 3+0 | 3 |
| MGT 1233(3)  | HRM for the Service Sector                       | 3+0 | 3 |
| ECON 3114(5) | Mauritian Economic and Business Environment      | 3+0 | 3 |

## 8. Assessment

Each module will carry 100 marks and will be assessed as follows:

Assessment will be based on a written examination of 2-hour (for a semester module) or 3-hour (for a yearly module) duration as specified and continuous assessment carrying a range of 20% to 30% of total marks except for Module Research Methodology in Management. continuous assessment will be based on two (2) assignments and should include at least one class test per module per year.

For a student to pass a module, an overall total of 40% for combined continuous assessment and written examination components would be required without minimum thresholds within the individual continuous assessment and written examination.

Most modules in the structure are **yearly modules** which are taught over a period of two semesters and examined at the end of the second semester only. There are continuous assessments over the period of two semesters and the written examination will be of a duration of 3 hours for a yearly module of 6 credits.

Some modules in the structure are run over 15 weeks and carry 3 credits. The assessment of such modules will consist of continuous assessment and an examination of a duration of 2 hrs at the end of the semester in which the module is run.

Written Examination and Continuous Assessment would each carry a weighting of 50% each for the **Module Research Methodology in Management (MGT 2117)**. Continuous Assessment would be based on writing literature review, developing research methodology and report writing.

**Work Placement and HR Project** is assessed through:

- (a) An Initial Report for each placement period, detailing objectives to be achieved and proposed HR focus, earning a total of 3 credits after all placements have taken place successfully. The Initial Report is worked out in consultation with the site supervisor and approved by him/her before the placement begins;
- (b) An applied HR Project report at the end of the programme, detailing the process and content of the work placement experience and outcomes, earning a total of 3 credits. It is expected that work placement process and content will be focused on mutually-beneficial HR projects and issues arising in the placement organisation.

## 9. Termination of Registration

If the CPA of a student is < 40 at the end of an academic year, s/he will have to repeat the entire academic year, and retake 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 will be allowed to repeat only once over the entire duration of the Programme of Studies.

Registration of a student will be terminated if

- (i) the CPA < 40 at the end of an academic year and the student has already repeated one year of study;
- (ii) or the maximum duration allowed for completion of the Programme of Studies has been exceeded.

## 10. Programme Plan - BSc (Hons) Human Resource Management

### YEAR 1

| Code         | Module Name                             | Hrs/Wk<br>L+P | Credits |
|--------------|---|---------------|---------|
| <b>CORE</b>  |   |               |         |
| MGT 1067Y(1) | Principles and Practice of Management   | 3+0           | 6       |
| MGT 1066(1)  | Managerial Communications**             | D.E.          | 3       |
| CSE 1010e(1) | Introduction to Information Technology* | O.E.          | 3       |
| MGT 1235Y(1) | Managing Human Resources                | 3+0           | 6       |
| STAT 1010(1) | Statistics 1*                           | D.E.          | 3       |
| DFA 1020Y(1) | Accounting and Financial Analysis       | 3+0           | 6       |
| ECON 1215(1) | Economics*                              | 3+0           | 3       |
| MGT 1203(1)  | Marketing Fundamentals**                | 3+0           | 3       |
| CSE 1021(1)  | Basic Computer Applications**           | 3+0           | 3       |

## YEAR 2

| <b>Code</b>            | <b>Module Name</b>                                      | <b>Hrs/Wk<br/>L+P</b> | <b>Credits</b> |
|------------------------|---|-----------------------|----------------|
| <b>CORE</b>            |   |                       |                |
| MGT 3086(5)            | HRM and Quality Management**                            | 3+0                   | 3              |
| LAWS 1007Y(1)          | Foundations of Mauritian Law                            | 3+0                   | 6              |
| MGT 2001Y(3)           | Organisational Sociology and Employee Relations         | 3+0                   | 6              |
| MGT 3063Y(5)           | Organisation Development and Human Resource Development | 3+0                   | 6              |
| MGT 2117(3)            | Research Methodology in Management*                     | 3+0                   | 3              |
| <b>ELECTIVES</b>       |   |                       |                |
| <b>CHOOSE ONE FROM</b> |   |                       |                |
| MGT 2119(3)            | Ethics, Corporate Social Responsibility, and HRM*       | 3+0                   | 3              |
| MGT 1233(3)            | HRM for the Service Sector*                             | 3+0                   | 3              |
| CSE 3203(5)            | Management Information Systems**                        | 3+0                   | 3              |

## YEAR 3

| <b>Code</b>            | <b>Module Name</b>                                      | <b>Hrs/Wk<br/>L+P</b> | <b>Credits</b> |
|------------------------|---|-----------------------|----------------|
| <b>CORE</b>            |   |                       |                |
| MGT 3066Y(5)           | e-HR and Knowledge Management                           | 3+0                   | 6              |
| LAWS 3100Y(5)          | Labour and Industrial Relations Law                     | 3+0                   | 6              |
| MGT 3084Y(5)           | Strategic Human Resource Management                     | 3+0                   | 6              |
| MGT 3024Y(5)           | International and Cross-Cultural Management             | 3+0                   | 6              |
| MGT 3023Y(5)           | Talent Attraction and Retention                         | 3+0                   | 6              |
| <b>ELECTIVES</b>       |   |                       |                |
| <b>CHOOSE ONE FROM</b> |   |                       |                |
| MGT 4103(5)            | The Individual in HRM*                                  | 3+0                   | 3              |
| ECON 3114(5)           | Mauritian Economic and Business Environment**           | 3+0                   | 3              |
| <b>CORE</b>            |   |                       |                |
| MGT 3098(5)            | Work Placement and HR Project<br>(Over whole programme) | -                     | 6              |

### Modules carrying asterisk(s):

\* These are 3-credit modules, which will be run and examined at the end of the **first** semester.

\*\*These are 3-credit modules, which will be run and examined at the end of the **second** semester.

All 3-credit modules are run over 15 weeks and examinations are scheduled at the end of the semester in which the module is run.

1) Students will have to complete one (1) **General Education Modules** (GEMs) of six (6) credits over the 3 years of Programme of Studies. List of GEMs will be posted on Faculty Notice Boards at the start of every year.

2) **Work Placement and HR Project** will earn a total of 6 credits. Students have to complete a total of three (3) months placement in a public or private organisation and submit an Initial Report of project(s) to be undertaken for each placement, with an HR focus, in consultation with the site supervisor/contact person. Examples of projects are: problem-based investigations, troubleshooting, qualitative or quantitative studies, involvement in new project development, management shadowing, involvement in Organisation Development interventions, and so on. Using these practical training experiences, students will compile a final Applied HR Project Report to be submitted at the end of the programme. All reports will be assessed on set criteria. The

work placement may be spread over the entire duration of the programme, provided the University and the Site supervisors approve the Initial Reports of the student for each placement site.

## **11. Outline Syllabus**

### **CSE 1010e(1) - INTRODUCTION TO INFORMATION TECHNOLOGY**

IT and Computers; Stepping in the Computer; Input and Output Devices; Secondary Storage; Programming; Systems Software; Applications Software; Systems Development; Computer Networks; The Internet; Computer Security; Software Utilities; Issues and Trends in IT.

### **CSE 1021(1) - BASIC COMPUTER APPLICATIONS**

Introduction to Database Management Systems and User Interfaces. Electronic Mail. Practical uses of Local and Wide Area Networks. Software packages.

### **CSE 3203(5) - MANAGEMENT INFORMATION SYSTEMS**

Fundamentals of information systems; information systems for business operations; decision support systems; information systems for strategic advantage; managing information technology; planning and implementing change; business process re-engineering; executive information systems.

### **DFA 1020Y(1) - ACCOUNTING AND FINANCIAL ANALYSIS**

The Role of Accounting Information; Recording and Summarising Transactions; Accounting Concepts & Preparing Final Accounts; Adjustments to Final Accounts; Capital v/s Revenue Expenditure; Bank Reconciliation Statement; Accounting Ratios & Interpretation Techniques; Introduction to Group Accounting & related issues; Accounting for Internal Decision Making Techniques; Elements of Cost; Costing Methods & Techniques; Decision Making Techniques; Accounting for Manufacturers; Budgets; Regulatory Framework for Company financial Reporting; Understanding Published Annual Reports; Corporate Failures Prediction; Forecasting & Valuing Businesses; Earnings Management.

### **ECON 1215(1) - ECONOMICS**

Economic problem; demand and supply; market mechanism; Theory of production; market structure and firm; factor market; microeconomic issues and regulations; public goods and social welfare; international trade and national income; money and financial system; exchange rate and Balance of payments; macroeconomic objectives and tools' overview of Mauritian economic problems; impact of globalisation and liberalisation.

### **ECON 3114(5) - MAURITIAN ECONOMIC AND BUSINESS ENVIRONMENT**

Economic and structural changes. Economic diversification. Productivity and competitiveness. Human resource planning. Labour markets and migration policy. Private sector development and incentives. Privatisation. Public private partnership (PPP), International trade strategies and regimes. Regional cooperation. Public policy and governance.

### **LAWS 1007Y(1) - FOUNDATIONS OF MAURITIAN LAW**

The Historical Background of Mauritian Law – Impact of English Law and French Law and other Legal Systems – Features of a mixed law system.

Various branches of law – Public law and Private law and sub division thereof; Civil Process and Criminal Process; Organisation of Courts; The legal profession and Judiciary; Meaning of Law; Nature of Law; Law and Social Sciences; Law and Morality and other Normative System; Sources of Law; Constitution, Legislation, Subsidiary legislation, Customs, Books of Authority, Common Law and Equity; Case-law – Interpretation of cases; Statutory interpretation; Legal Thoughts and Legal Reasoning. Les droits subjectifs – les droits patrimoniaux et les droits extrapatrimoniaux, les sources de droits; Les personnes physiques et les personnes morales; Introduction au droit des contrats et à la responsabilité délictuelle.

### **LAWS 3100Y(5) - LABOUR AND INDUSTRIAL RELATIONS LAW**

Histoire du droit du travail mauricien; Les Institutions; Les sources du droit du travail; Le contrat de travail – Définition, conclusion, discrimination, l'engagement à l'essai; Termes et conditions de travail; Pouvoirs du chef d'entreprise; Suspension et modification du contrat de travail; Le licenciement; La démission; La santé et la sécurité des employés; Rôle des syndicats et de la loi dans le cadre des relations industrielles; Le droit

de se joindre à un syndicat de son choix; La reconnaissance des syndicats; La négociation collective; Les accords collectifs; Les litiges industriels; La résolution pacifique des litiges; La grève; Les accessoires de la grève; La formation des syndicats.

### **MGT 1067Y(1) - PRINCIPLES AND PRACTICE OF MANAGEMENT**

Part 1: The study of organisations; The Environment of Organisations; Evolution of Management theory; Management concepts; The Managerial functions of Planning, Leading, Organising, Controlling; Managerial Skills.

Part 2: Managing Individuals in organisations: Managing differences; Motivation.

Part 3: Managing Groups and Teams: Group behaviour; Conflict and co-operation; Power and Politics; Leadership; Ethics and Social Responsibility.

Part 4: Managing Structure and processes: Organisational structure; Job Design; Restructuring, re-engineering, downsizing; new structural forms of Communications, Careers, Change; Diversity; Knowledge Management.

### **MGT 1066(1) - MANAGERIAL COMMUNICATIONS**

Thinking strategically about communication - developing writing skills - developing presentation skills within a managerial setting - giving and receiving feedback - listening skills - working effectively in teams - managing meetings - persuasion and negotiation skills - interviewing skills - cross-cultural communication - Public Relations and the media - electronic communications.

### **MGT 1203(1) - MARKETING FUNDAMENTALS**

Origins and development of the concept of marketing. Customer satisfaction at a profit. Market structures. Marketing activities and function in industry. The bridge between production and consumption. Social, cultural, economic and political factors and their impact on marketing operations. The marketing mix. Ethics.

### **MGT 1233(3) - HUMAN RESOURCE MANAGEMENT FOR THE SERVICE SECTOR**

Introduction to Human Resource Management, Objectives & Functions of HRM. SHRM. HR planning, Recruitment & Selection, Performance & Reward Management. Concept of Supervision: its objectives & processes, HR in Service Quality, HRD. Employee Relations.

### **MGT 1235Y(1) - MANAGING HUMAN RESOURCES**

Evolution of HRM - HRM policy goals - Human Resource Planning - Job Analysis and Job Design - Recruitment Processes, Methods and Evaluation - Classic Selection - Advanced selection methods - induction and orientation - Performance management strategies - Performance Appraisal - Pay and Rewards - Training and development - Employee relations - Staff turnover - Retention – Redundancy and retirement - Flexibility - Welfare and quality of work life - The HR profession - Current People Resourcing issues - Public sector HRM - Criticisms of HRM.

### **MGT 2001Y(3) - ORGANISATIONAL SOCIOLOGY AND EMPLOYEE RELATIONS**

Entering the world of work - The changing nature of work, globally and in Mauritius - changes in variety and pattern of employment relations - the changing psychological contract - Organisational Culture - effects of social, economic and cultural forces - gender, ethnicity and sexuality at work - men and women in management - work-life balance - socialisation and career processes – restructuring, downsizing and layoffs, and their effects; 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 2117(3) - RESEARCH METHODOLOGY IN MANAGEMENT**

Introduction to Social Research-Perspectives and Varieties of Social Research-Defining the Research Problem-The Research Design and Process-The Literature Review-Sampling and Scaling Techniques-Data Collection-Processing and Analysis of Data-Analysis and Interpretation- Hypothesis Testing, Chi Square Tests-Analysis of Variances- Quantitative Analysis-Report Writing-SPSS

### **MGT 2119(3) - ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND HRM**

Ethics in business - Culture and ethical philosophies – The stakeholder approach - Fostering ethical conduct - Duties of the employer - Ethical decisions in HRM - discriminatory HR practices and policies - Fundamentals and models of social responsibility - The social audit.

### **MGT 3023Y(5) - TALENT ATTRACTION AND RETENTION**

Human Resource Planning – Forecasting Demand and Supply, Internal and external labour market; Action Planning; Job Analysis, Job Description, Job Specification; Recruitment and Selection – Traditional and Strategic Approach; Recruitment and Selection Process; Attracting and Short Listing; Role of Recruitment Agencies; Selection – Interviews, Simulation, Psychometric Tests, Work Based Test, Assessment Centres, Reliability and validity of techniques; Induction Session; Exit Interview; Role of HR and Key Managers. Performance Appraisal: Administrative Versus Developmental Objectives; Productivity and Human Resources; Development and Validation of Appraisal and Reward Systems; Sources of Appraisals; Appraisal Instruments; Goal Setting in Leadership and Motivation; Reward Strategies and Systems; Evaluating and Pricing Jobs; Pay Structures, Paying for Individual, team and organisational Performance; Skill and Competence; Employee Benefits; Pensions and Allowances; Rewarding of Special Groups.

### **MGT 3024Y(5) - INTERNATIONAL AND CROSS-CULTURAL MANAGEMENT**

The Multinational enterprise - International trade - environment of international business and trade - global enterprises - modes of entry in international markets: export, joint venture, wholly-owned subsidiaries. Introduction to Cross-Cultural Management - The pertinence of Culture and Dimensions of Culture - National and Organisational Culture - International Human Resource Management (IHRM) - Strategy across Culture - Staffing issues - Recruitment, Development, Motivation, Teamwork, and Communication, for international assignments - Failure of expatriates - Managing Diversity.

### **MGT 3063Y(5) - ORGANISATION DEVELOPMENT AND HUMAN RESOURCE DEVELOPMENT**

Part I: Human Resource Development (HRD), HRM/HRD nexus, HRD model and HRD lattice; SHRD; Learning Organisation; Learning to learn; Managing Training and Development; Workplace learning; Performance Management; Managing Careers; Management Development; Actors in HRD; Mauritian HRD framework and Comparative National HRD frameworks. Case study and seminars.

Part II: Organisation Development (OD) Introduction to OD, History and Values of OD, Organisational Change, Models of OD; Diagnosis; Data Collection and Analysis; Individual, Team and Organisational Interventions; Power, Politics and Ethics in OD; Evaluating OD effectiveness; Trends and future directions.

### **MGT 3066Y(5) - eHR AND KNOWLEDGE MANAGEMENT**

e-HR and the eWorkplace, HRM policy goals, Evolution of HRM and IT, IT enabled HR, New HR paradigm - IT effects on HR, Virtual Organisation and remote management, HR shared services, HR Call Centre Management, Web-based HR (Recruitment and Selection, HRD, Employee Relations, etc), Criticisms of Computer mediated workplace and HR outsourcing, Case study and Seminars.

Knowledge management and intellectual capital, Business strategy and KM strategy, KM infrastructure, People – HRM and KM link, Processes - GODD and knowledge transfer, Enabling technology, Sharing culture, implementing KM, Case study and seminars.

### **MGT 3084Y(5) - STRATEGIC HUMAN RESOURCE MANAGEMENT**

The concept of Strategy; Models of Strategy; the Strategic Management process; HRM in the Context of Organisations and their Environments; Personnel Management and Human Resource Management; Definitions of SHRM, Theoretical models, Competitive advantage through people, the Resource-based view of the firm; The HR scorecard; Culture, Strategy and Change; Strategic management of selection, training, rewards, employee relations, and motivation.

### **MGT 3086(5) - HRM AND QUALITY MANAGEMENT**

Introduction to quality management - approaches to TQM - The Business Excellence model - Quality Standards - Quality Leadership - Managing human resources for total quality - Motivation, training, communication, and Culture - Employee Involvement - the cost of quality.

**MGT 3098(5) - WORK PLACEMENT AND HR PROJECT**

A total of three (3) months' practical training combined with an applied HR Project with a practical HR focus, incorporating an appreciation of HR policies and practices, of the link between HRM and other functions, and the overall business context. Placement may be in a small, large, public or private concern, and planned and undertaken so as to provide a meaningful experience of real-life HR issues. It will also provide an opportunity to work on a report (of 5,000-6,000 words) which demonstrates the skills and knowledge gained, insights into the HR profession, and personal growth achieved during the placements.

**MGT 4103(5) - THE INDIVIDUAL IN HRM**

Roots of soft HRM; the psychology of work organisations - the individual at the centre of HRM functions; the new psychological contract in organisations - individual learning for a Learning Organisation - Managing individuals in times of change - Employee counseling - Employee Assistance Programmes - Stress Management and Wellness programmes - Self-Management and the Individual - Equal Opportunities and workplace harassment.

**STAT 1010(1) - STATISTICS 1**

Introduction to problems involved in the handling of data; Collection of data including Sample Design; Organisation and Presentation of Data; Measures of Central Tendency; Measures of Dispersion; Measures of Skewness; Introduction to Probability Theory.