

Master in Business Administration (Specialization: Human Resource Management) - LM503

This programme addresses the design and implementation of the best combination of HR strategies to support the organisational objectives in this competitive business environment. Specifically, this programme seeks to develop the student's (1) understanding of key HR practices within the organisation, and (2) competences in managing and developing a talented and increasing diverse workforce.

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:
 - understanding the implications of an increasingly global economy and the changing legal, ethical, cultural and political environments of business;
 - understanding the importance and significance of human resource management as a means of developing corporate and national competitive advantage;
 - critically evaluating the various models, theories and approaches to managing human resources;
 - analysis, diagnosis of HRM problems and recommendations of appropriate courses of action;
 - recognising that human complexity has to be considered in conjunction with technical and financial solutions when resolving complex organisational problems;
 - demonstrating an in-depth understanding of the role of HRM in developing a business strategy;
 - managing human resources in a culturally diverse and rapidly changing technological world; and
 - 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

Successful completion of an undergraduate degree with

- at least a Second Class or 50%, whichever is applicable or
- a GPA not less than 2.5 out of 4 or equivalent, from a recognised higher education institution.

OR alternative qualifications acceptable to the University of Mauritius.

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: 42 credits
Postgraduate Diploma: 36 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.

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 threshold within the individual continuous assessment and written examination.

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

(1) Business Research Methods Module

The module **MGT 6001 Business Research Methods** will be assessed as follows:

- (i) Continuous assessment is 50% broken down as follows:
Literature review: 10%

Statistical Analysis: 15%

Research proposal: 25%

- (ii) Final written examination: 50%

(2) Practitioners Workshops

Practitioners Workshops shall be compulsory and will be conducted seminar style. These workshops will be non-examinable 1 credit 15 hrs modules. As part of the assessment students will be required to submit a report of 2000 – 2500 words. **Students will be assigned Grade “S” upon satisfactory attendance and performance in these workshops in order to be eligible for the award of the degree.**

(3) Residential Seminar

During year 2, a Residential Seminar **will be** organised by the Faculty. 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
- (iii) Attendance at **all sessions of the Seminar is compulsory** and failure to do so would entail non-award of the MBA degree and
- (iv) Grade ‘S’ assigned upon satisfactory performance as well as attendance at all sessions of the Seminar, in order to be eligible for award of the degree.

9. Dissertation

Dissertation will carry 6 credits and it is crucial that students attend all lectures on Business Research Methods Module to be properly equipped to produce good dissertations. Assessment will also include performance at *viva-voce*.

Submission Deadlines for Dissertation

First Draft: End of July in the Final Year.

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

10. Specific Regulations

If CPA < 40, at the end of 2 consecutive semesters, the registration of the student will be terminated.

11. Important Note

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

12. List of Modules

Code	Module Name	Hrs/Wk L+P	Credits
<u>CORE MODULES</u>			
DFA 6127	Business Accounting and Finance	3+0	3
MGT 6008	Business Economics	3+0	3
MGT 6001	Business Research Methods	3+0	3
MGT 6002	Corporate Ethics and Governance	3+0	3
MGT 6245	Employment Relations and Employment Laws	3+0	3
MGT 6238	Human Resource Development	3+0	3
MGT 6004	Managing Human Resources	3+0	3
MGT 6005	Marketing Management	3+0	3
MGT 6006	Managing Production & Operations	3+0	3
MGT 6271	Strategic Human Resource Management	3+0	3
MGT 6000	Dissertation	-	6
MGT 6100	Residential Seminar	-	-

ELECTIVES

MGT 6235	e-HR	3+0	3
MGT 6236	Global Human Resource Management	3+0	3
MGT 6239	Managing Knowledge	3+0	3
MGT 6240	Managing Performance and Reward	3+0	3
MGT 6241	Organisation Development	3+0	3
MGT 6242	Quality Management	3+0	3

PRACTITIONERS' WORKSHOPS

MGT 6003	Negotiation and Communication Skills for Managers	-	1
MGT 6243	Health and Wellness Management	-	1
LAWS 4011	Legal Environment of Business	-	1

NOTE:

- 1) Modules carrying 3 credits will be examined at the end of the semester they are run.
- 2) The module Business Research Methods is an *examinable* module which carries 3 credits. The examination will account for 50% of total marks and continuous assessments will account for the remaining 50% distributed as per regulation 8 above.
- 3) There will be 3 Practitioners' workshops, the first in *Negotiation and Communication Skills for Managers*, the second in *Legal Environment of Business* and the third in *Health and Wellness Management*. Each workshop will be run seminar style and will be non-examinable 1-credit 15-hour module. Students will be required to submit a report of 2000-2500 words for assessment at the end of each workshop.
- 4) The above list of elective modules is not exhaustive.
- 5) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

13. Programme Plan – MBA with Specialisation in Human Resource Management

YEAR I			
Code	Module Name	Hrs/Wk	Credits
<u>CORE</u>			
DFA 6127	Business Accounting and Finance ¹	3+0	3
MGT 6008	Business Economics	3+0	3
MGT 6004	Managing Human Resources	3+0	3
MGT 6005	Marketing Management ¹	3+0	3
MGT 6002	Corporate Ethics and Governance ²	3+0	3
MGT 6001	Business Research Methods ²	3+0	3
MGT 6006	Managing Production & Operations ²	3+0	3
<u>PRACTITIONERS WORKSHOPS</u>			
MGT 6003	Negotiation and Communication Skills for Managers ¹	-	1
LAW 4011	Legal Environment of Business ²	-	1
YEAR 2			
Code	Module Name	Hrs/Wk	Credits
<u>CORE</u>			
MGT 6245	Employment Relations and Employment Laws ¹	3+0	3
MGT 6271	Strategic Human Resource Management ¹	3+0	3
MGT 6238	Human Resource Development ²	3+0	3
MGT 6000	Dissertation	-	6
MGT 6100	Residential Seminar*	-	-
<u>PRACTITIONERS WORKSHOPS</u>			
MGT 6243	Health and Wellness Management ³	-	1
<u>ELECTIVES</u> CHOOSE ANY ONE			
MGT 6235	e-HR	3+0	3
MGT 6236	Global Human Resource Management	3+0	3
MGT 6239	Managing Knowledge	3+0	3
MGT 6240	Managing Performance and Reward	3+0	3
MGT 6241	Organisation Development	3+0	3
MGT 6242	Quality Management	3+0	3

NOTE:

- 1) ¹ – Module normally run in Semester 1, subject to availability of resources
- 2) ² – Module normally run in Semester 2, subject to availability of resources
- 3) ³ – Module normally run in Year 2 Semester 1, subject to availability of resources
- 4) Modules carrying 3 credits will be examined at the end of respective semesters they are run.

- 5) Practitioners' Workshops are compulsory and non-examinable.
- 6) The above list of elective modules is not exhaustive.
- 7) The University may not offer any of the elective modules if a critical mass of students is not attained and may shift modules from semester 1 to semester 2 or vice versa, depending on availability of resources

14. Outline Syllabus

CORE MODULES

DFA 6127 – BUSINESS ACCOUNTING & FINANCE

The module presents and applies concepts and techniques of business accounting and finance. Topics covered will include: The Financial Accounting Section: Nature and Purpose of Accounting including Basic Concepts; Accounting Recording and systems; Preparation of Financial Statements; Reporting Financial Performance; Financial Reporting issues including creative accounting. 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, Absorption and Activity-based costing; Cost Volume Profit Analysis and Relevant Costing; Introduction to Budgeting and Budgetary Control; Financial Performance in the Private Sector; Non-Financial Performance indicators of Business; The Finance Section: 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).

MGT 6001 - BUSINESS RESEARCH METHODS

The module introduces the foundations of research methods and makes the connection between business research theory and practice. Topics covered will include: Introduction to Business Research - Research in Business, Scientific Thinking, The Research Process, The Research Proposal; Ethics in Business Research; The Design of Research - Design Strategies, Measurement, Scaling Design, Sampling Design; The Sources and Collection of Data - Secondary Data Sources, Survey Methods: Communicating with Respondents, Instruments for Respondent Communication, Observational Studies, Experimentation, Introduction to Qualitative Research: Protection of Human Subjects; Interviews; Ethnography and Participant Observation; Participatory Action Research; Participatory Design; Focus Groups and Visual Methods, Analysis and Presentation of Data - Data Preparation and Preliminary Analysis, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview and Presenting Results: Written and Oral Reports

MGT 6002 - CORPORATE ETHICS AND GOVERNANCE

This module examines the ethical issues confronting people at work in organizations and explores the basics of corporate governance and stakeholder accountability. Topics covered will include: Origins of Ethics; Ethics and Business Decision-Making; Moral Issues in Business Context; The Social Responsibility of Business; Absolutism vs. Relativism; Kantian Ethics; Notions of Utility, Rights, Justice, and Caring; Stakeholder and Stockholder Principles; Individual vs. Corporate Ethics; The Concept of Bribery; Bribery in Business; Morality in International Context; Ethics in the Marketplace; Ethics and The Environment. Corporate Governance Framework and Structure, Compliance and Enforcement; Role and Function of the Board of Directors, Board committees, Accountability and Responsibility, Communication and Disclosure, Integrated sustainability Reporting

MGT 6245– EMPLOYMENT RELATIONS AND EMPLOYMENT LAWS

This module deals with the principles of employment relations and laws in organisations. Topics covered will include: 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. 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 Employment Relations Act and Employment rights Act 2008.

MGT 6238 - HUMAN RESOURCE DEVELOPMENT (HRD)

The module provides an overview of historical developments in HRD. Topics covered will include: 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 6004 - MANAGING HUMAN RESOURCES

The module focuses on human resources concepts and processes and further explores how to plan the effective management of human resources in organizations. Topics covered will include: 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 6005 - 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 6006 – MANAGING PRODUCTION & OPERATIONS

The module explains the key concepts and the necessary tools & techniques required to deal with decision making, scheduling, planning and controlling in the Production/Operations field. Topics covered will include: Production/Operations Systems; Production/Operations Strategy; Aggregate Planning; Short-term Scheduling; Forecasting Techniques; Inventory Management; Introduction to Quality Management, Quality Assurance; Plant Layouts; Project Management; Transportation Models

MGT 6271 – STRATEGIC HUMAN RESOURCE MANAGEMENT

The module examines HRM in the context of organisations and their environments. Topics covered will include: Concepts and models of Strategy, the Strategic Management process, concepts, techniques and tools, Employee resourcing, Definitions of SHRM, Theoretical models, Competitive advantage through people, the Resource-based view of the firm, managing performance; employee participation, the HR scorecard; HR measurement, International HRM. Talent management and employer branding. Organisation design.

ELECTIVES

MGT 6008 - BUSINESS ECONOMICS

This module aims to provide students with the analytical tools required to understand the micro and macro economic environment within which businesses function and how this has direct relevance to the decision-making processes of managers. The course content includes: **Production and Investment analysis** - microeconomic techniques are used to analyze production efficiency, investment-consumption model, optimum factor allocation, costs, economies of scale and to estimate the firm's cost function. **Pricing analysis** - microeconomic techniques are used to analyze various pricing decisions including transfer pricing, joint product pricing, price discrimination, price elasticity estimations, and choosing the optimum pricing method; **Types of market structure** – perfect competition, monopolistic competition, oligopolistic competition; nature and sources of competitive advantage; market failure and government intervention; **Relevance of Macroeconomic policy to the operational strategies of a firm** - fiscal, monetary and income policies; the nature and effects of economic growth, unemployment and inflation; an analysis of the determination of interest rates, foreign exchange rates and the balance of payment accounts, international business environment, globalization, multilateralism and regionalism and FDI. International Economic and Business Law.

MGT 6235 – E HR

The module explores the key concepts pertaining to E HR in business enterprises. Topics covered will include: 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 6236 - GLOBAL HUMAN RESOURCE MANAGEMENT

The module applies HR concepts in the global business environment. Topics covered will include: 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.

MGT 6239 - MANAGING KNOWLEDGE

The module explores the growing need for knowledge management in organisations. Topics covered will include: 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 6240 - MANAGING PERFORMANCE AND REWARD

The module focuses on the importance of performance and reward management in enterprises. Topics covered will include: 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 6241 - ORGANISATION DEVELOPMENT

The module provides an overview of the organisation development process as a key driver of change management. Topics covered will include: 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 6242 - QUALITY MANAGEMENT

The module presents the basic principles and applications of quality. Topics covered will include: 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.

PRACTITIONERS' WORKSHOP

MGT 6003 - NEGOTIATION AND COMMUNICATION SKILLS FOR MANAGERS

The workshop provides a broad analytical approach to effective negotiation and communications in business enterprises. Topics covered will include: Effective Communication; Negotiation Concept Skills; Persuasion Skills, Emotional Intelligence; Nature of Negotiations; Role of Power for Improving Negotiation Relationships and Conflict Management

LAWS 4011 - LEGAL ENVIRONMENT OF BUSINESS

The workshop focuses on issues related to the law of business in all its forms: agency, partnerships, limited partnerships and corporations. Topics covered will include: Business and Product Liability, IPR, General Legal Risk Management Issues, Reviewing Real-World Legal. Topics and Case Studies will be supplemented.

MGT 6243 - HEALTH AND WELLNESS MANAGEMENT

The workshop presents the key aspects of health and wellness management approaches in organization. Topics covered will include: Occupational Health and Safety, Legislation and Policy, Hazards and Risk Management, Importance of Diet and Exercise, Nutrition, Prevalence of NCDs and Cardiovascular Problems, Obesity. Stress Management, Spirituality at the Workplace. Grooming, Burnout, Worklife Balance, Welfare & Recreational Facilities.

DISSERTATION AND RESIDENTIAL SEMINAR**MGT 6000 – 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 12,000 - 14,000 words.

MGT 6100 RESIDENTIAL SEMINAR

Students will be required to submit a report of not less than 1200 words to their programme coordinator after attendance and participation. Seminar attendance and the report shall be assessed by the Programme Coordinator. Grade 'S' will be assigned upon satisfactory performance to be eligible for the award of the degree.