

EMBA in Brief

Degree:

*Executive Master in Business
Administration (EMBA),
awarded by University of Colombo*

Duration:

18 months part-time,

Frequency:

*12 weeks modules held on alternative
weekends on Saturdays and Sundays*

University of Colombo

History at a glance

The history of higher education in Sri Lanka is closely linked to that of the University of Colombo. Formal higher education in the Arts and Sciences began with the establishment of a University College in 1921. "College House," which provides accommodation for the central administration of the University of Colombo today, was then the central office of the University College.



In 1870, the Government of the day under the leadership of Governor, Sir Hercules Robinson, established the Colombo Medical College, which provided a basic course in the subjects, Anatomy and Physiology. In 1880 this College was expanded and permitted to award the Licentiate in Medicine and Surgery (LMS). Those who obtained the Licentiate were permitted to practice medicine and surgery. In a sense, therefore, the University of Colombo could claim, in view of the origins of its Faculty of Medicine, to have been associated with higher education for over 100 years. This is an important legacy that all who join the University of Colombo must be aware of and be proud of.

In 1906 under the leadership of Sir Ponnambalam Arunachalam, the Ceylon University Association was established. Owing to persistent demands, the government decided in 1913 to set up a University College. Other leaders associated with this movement were Sir James Peiris, Sir Don Baron Jayatilake, Sir Ponnambalam Ramanathan, Sir Marcus Fernanado and Mr. D.R. Wijewardene. In 1928 a committee headed by Sir Walter Buchanan Riddell was appointed to report on all aspects of the establishment of University, and a draft ordinance for establishing a University was also submitted with the report. But it was only in 1942, that the University of Ceylon was established in Colombo.

The question as to whether the University should be kept in Colombo or moved to the central hills, Dumbara or Kandy, was a problem long debated by the Association. Once the decision was taken to move the University to Peradeniya, building construction commenced there, and the faculties of Agriculture and Veterinary Science and the Department of Law were transferred to Peradeniya in 1950 and the Faculties of Arts and Oriental Studies in 1952. Steps were also taken

to construct buildings for the Faculty of Science and ultimately the Faculty was established in 1961. Nevertheless a section of the Faculty of Science was retained in Colombo and soon, due to increased demand for higher education, a second Arts Faculty was established in Colombo in 1963. The Department of Law was transferred back to Colombo from Peradeniya in 1965 and a Colombo Section of the University began once again to admit students to the Arts, Law, Medicine and Science degree programmes.

The principal reason as to why the Colombo section of the University of Ceylon lagged behind in development was because the entire section was intended to be shifted to Peradeniya. Consequently the institution in Colombo, which inherited the land, buildings, laboratories and other assets of the former University, did not witness any significant development until recently. Colombo remained a branch of the University of Ceylon up to 1967, when on the invitation of the "National Council of Higher Education". Professor Frank Thistlethwaite, Vice-Chancellor, University of East Anglia, was brought in to advice on the establishment of a separate University. On his recommendation, the Colombo branch of the University of Ceylon was stepped up to full University status and established as the University of Colombo. With the passing of the University of Ceylon Act No. 1 of 1972, a single University was established with five campuses, one of which was the Colombo Campus. There was one Vice-Chancellor and five Presidents to manage the five Campuses. As there were several disadvantages in system this Act was repealed in 1978.

With the passing of the Universities Act No. 16 of 1978, the Government established six independent Universities, one of which is the University of Colombo. It also established a University Grants Commission, which is responsible for coordinating higher education in Sri Lanka. The number of independent Universities has now risen to thirteen.

The University of Colombo has a great advantage over the other Institutions of Higher Education on account of its unique location. It is a metropolitan university and the students are at a distinct advantage being at the hub of the cultural, economic and political activities in the country. Having established seven Faculties, the University of Colombo has become the leading University in the Island and has received a high international rating as the best University in Sri Lanka.

The Faculty of Management & Finance

Established in May 1994, the Faculty of Management & Finance remains the youngest Faculty of the University of Colombo. Historical development of this young Faculty dates back to 1979 when the Department of Commerce & Management Studies of the University of Colombo was set



up. As a department, which operated under the Faculty of Arts, the Department of Commerce & Management Studies grew rapidly in the 1980s and became the single department accommodating the highest number of undergraduates in the Faculty of Arts. In line with the increasing student population, and rapidly growing needs of the Sri Lankan business community, the necessity for the establishment of a new Faculty for this particular field of studies began to be felt in the late 1980s. The issue was discussed and debated among university authorities, teachers, students, and other stakeholders of the University of Colombo for several years. As an initial step of expediting the process of establishing the new Faculty, two academic departments namely the Department of Commerce and the Department of Management Studies, were formed in 1993 under the purview of the Faculty of Arts. Finally, this long-awaited dream of all interested parties materialized in May 1994 with the inauguration of the Faculty of Management & Finance. During the last few years the undergraduate population of the Faculty has grown rapidly. In 2013, the total number of undergraduates registered in the Faculty exceeded 1700.

The Faculty of Management & Finance is committed to pursue excellence in research, teaching, and community service, while making all efforts to be the

centre of excellence for management and finance education in Sri Lanka. In line with this objective the Faculty restructured its academic programmes which would make accessible to students such different fields of studies as Accounting, Business Economics, Finance, Human Resource Management (HRM), Management & Organizational Studies, Intentional Business, and Marketing. This restructuring was planned with a philosophy of emphasizing disciplinary rigor, business practicality and skill development.

The Faculty is active not only in undergraduate studies, but also in graduate studies and executive education aiming at enhancing mid-career development opportunities for managers and developing capacities of academics and researchers in the field of Management & Finance. The Faculty offers MBA, MBA in Finance, MBA in HRM, MBA in Marketing, MBA in International Business, M.Phil, PhD, and EMBA degrees. It also conducts an Executive Diploma in Business Administration (EDBA) and a Diploma in Printing Technology & Management (DPTM) Programmes.

The Dean of the Faculty is the academic and administrative head of the Faculty in terms of the Universities Act. Currently, the Faculty has seven (07) academic departments, namely Department of Accounting, Department of Business Economics, Department of Finance, Department of Human Resource Management, Department of Marketing, Department of Management & Organizational Studies and Department of International Business. In addition to the departmental structure, which provides academic leadership in different disciplines, the Faculty has created a separate division: Postgraduate & Mid-career Development Unit to coordinate all its postgraduate and extension programmes conducted by the Faculty.

THE POSTGRADUATE & MID-CAREER DEVELOPMENT UNIT

As traditional academic departments are burdened with undergraduate education and other academic activities related to their fields of specialization, the creation of this new unit within the Faculty could be considered a proper response to the demand of the day. The main objective of the Postgraduate & Mid-career Development Unit (PGMCDU) is to develop, organize and ensure the smooth functioning of postgraduate and mid-career development programmes for executive and managerial staff of modern day organizations with the ultimate goal of enhancing managerial capabilities for the betterment of our society. At present, the PGMCDU conducts several programmes such MBA, MBA in Finance, MBA in HRM, MBA in Marketing, EMBA, and Executive Diploma in Business Administration (EDBA). In addition to the regular Master's and Diploma programmes, tailor made training programmes on management are also organized by this unit to train the employees of any particular organization on request.

This Unit is staffed with a Unit Coordinator, Programme Coordinators and supporting staff. While the Unit Coordinator gives the academic and administrative leadership to the overall activities of the unit, each programme coordinator gives academic leadership and is directly responsible for the smooth functioning of the activities of the programme under his or her purview.

THE EMBA AT THE UNIVERSITY OF COLOMBO

EMBA offered by the Faculty of Management and Finance, University of Colombo, is the first of its kind offered by a national university in Sri Lanka. It is a highly customized Masters degree program designed to enhance the capabilities, skills and qualifications of senior level managers. EMBA will help learning partners to accelerate their already successful careers by providing them a platform to develop themselves further to improve their leadership skills and managerial skills. The EMBA curricula are specifically designed to shape the learning partners' personal as well as professional development. The curricula will also assist the learning partners' to apply the new skills and concepts gained through the courses straight away in their current workplaces. The courses will have a healthy balance of theory and practice with ample opportunity for experience sharing. The interesting and well thought after courses will give the learning partners the knowledge and tools to augment productivity, inspire people and fast track their success.

It is different from any other MBA due to

- ▶ A healthy balance between theory, concepts, and applied learning: the teaching faculty consisting of both academics as well as distinguished personnel from the industry, sharing their experiences, knowledge, and research work will ensure that the learning partners will gain exposure to both the underlying theories and the practical application of theories helping them to apply the new knowledge in their work contexts.
- ▶ Interesting and innovative teaching and learning methods: the sessions will not be simple class room lectures, but an interesting blend of activities, presentations, case studies, experience sharing and discussions.
- ▶ Personalized learning experience: the small class size of twenty to twenty five participants will lead to more meaningful and closer relationships and interactions between the learning partners and the resource persons, so that each individual can gain the maximum from the courses.
- ▶ Convenient and flexible structure: where class sessions and workshops will be held only 4 days a month (alternative weekends) with manageable number of sessions, assignments and exams.
- ▶ Applied research project: an opportunity for the learning partners to apply what they learnt in the EMBA program to their real life management/ organization issues under the able guidance of a supervisor.

The duration of the programme is 18 months which is spread over three semesters. Each semester runs into 06 months. 1st semester will have 3 modules, 2nd semester will have 2 modules and the 3rd Semester will have 1 module. After each module an exam consisting of one paper (covering the subjects in that module) will be held. Altogether students should earn forty eight (48) credits from eighteen (18) courses. Each course runs into thirty (30) contact hours including group work, guest lectures, panel discussions, field visits and assignments. Teaching and learning will be an interesting blend of experience sharing, case studies, group work and problem based learning, coupled with off-campus assignments, seminars and study tours and residential workshops to augment the learning experience.

The programme demands a high commitment from all learning partners. Hence, prospective applicants should carefully manage their other commitments in the forthcoming 18 months. Learning partners are required to maintain at least 80% participation in formal learning activities (i.e. lectures in each course) to be eligible to sit for the Module-End-Examination of the respective course. They also have to engage in extensive reading, group discussions and field work during the course of learning. Thus, they will have to devote a certain amount of time in addition to the normal classroom sessions.

It is the belief of the Faculty that only the students, who fulfil these requirements, would reach the valued learning outcomes of its EMBA Programme.

Resource panel of EMBA

The greatest strength of the Faculty of Management & Finance of the University of Colombo is its Teaching Faculty consisting of well-trained academics. Faculty members have acquired their academic and professional training from well reputed institutes all over the world and thus have brought diverse experiences, tradition and perspectives, which are definite requirements to train the professional managers who very often need to cross the boundaries of cultures, disciplines and experiences in the continuous flux of their organizational lives.

In addition to this core faculty, the EMBA program also draws well-trained academics from other local universities and foreign universities as well as well-experienced professional managers from both multinational and Sri Lankan corporations. This healthy blend has helped the EMBA program, not only to provide a sound balance between theory and practice, which is one of the core values of the teaching/learning culture of all out post graduate programs, but also to provide an appropriate balance between global management practices and local managerial/organizational realities.

Programme Structure, Options and Curriculum

To successfully prepare the students for the program, an executive management orientation session will be held at the start the program. During the orientation, students will meet fellow learning partners, form study teams and participate group exercises.

Beginning in October, regular learning sessions will start, where class meetings will be held every other week on Saturdays and Sundays

Saturday : 9.00 am 5. 30 p.m.

Sunday : 9.00 am 5. 30 p.m.

The number of hours allotted for each session including lectures, workshops, seminars, practical classes and group work etc. is about 30 hours. A tentative time table will be given to you at the start of the program.

THE PROGRAMME IN A NUTSHELL :

SEMESTER I

MANAGEMENT MODULE (06 CREDITS)

- EMBA 611 - HUMAN BEHAVIOUR IN ORGANIZATIONS (02 CREDITS)
- EMBA 612 - INNOVATION AND CHANGE MANAGEMENT (02 CREDITS)
- EMBA 613 - CROSS CULTURAL MANAGEMENT (02 CREDITS)

DECISION MAKING MODULE (06 CREDITS)

- EMBA 614 - ECONOMICS FOR MANAGERS (02 CREDITS)
- EMBA 615 - QUANTITATIVE ANALYSIS FOR BUSINESS (02 CREDITS)
- EMBA 616 - EVALUATING BUSINESS ENTERPRISE (02 CREDITS)

APPLIED RESEARCH MODULE (06 CREDITS)

- EMBA 617 - RESEARCH METHODS FOR MANAGERS (02 CREDITS)

SEMESTER II

FUNCTIONAL MANAGEMENT MODULE (06 CREDITS)

- EMBA 621 - MANAGEMENT ACCOUNTING (02 CREDITS)
- EMBA 622 – MANAGING INFORMATION SYSTEMS (02 CREDITS)
- EMBA 623 - OPERATIONS AND QUALITY MANAGEMENT (02 CREDITS)

BUSINESS ENVIRONMENT MODULE (06 CREDITS)

- EMBA 624 - LEGAL AND REGULATORY ENVIRONMENT (02 CREDITS)
- EMBA 625 - FINANCIAL MARKETS AND INSTITUTIONS (02 CREDITS)
- EMBA 626 - SRI LANKAN ECONOMY AND GLOBAL BUSINESS PRACTICE (02 CREDITS)

SEMESTER III

STRATEGIC MANAGEMENT AND LEADERSHIP MODULE (08 CREDITS)

- EMBA 631 - STRATEGIC MARKETING (02 CREDITS)
- EMBA 632 - STRATEGIC CORPORATE FINANCE (02 CREDITS)
- EMBA 633 - CRAFTING BUSINESS STRATEGY AND IMPLEMENTATION (02 CREDITS)
- EMBA 634 - LEADERSHIP FOR ORGANIZATIONAL CHANGE (02 CREDITS)
- EMBA 635 – APPLIED RESEARCH PROJECT (04 CREDITS)
- EMBA 636 – SEMINAR ON CONTEMPORARY MANAGEMENT PRACTICES/ISSUES (05 CREDITS)
- EMBA 637 – FIELD VISIT (05 CREDITS)

Total credits: 48

COURSE DESCRIPTIONS

EMBA 611 – HUMAN BEHAVIOR IN ORGANIZATIONS

As managers have to achieve organizational goals by working through and working with people understanding of human behavior in organizations is crucial. This course aims to provide the required theoretical and practical knowledge and skills in managing people effectively. The course covers nature and determinants of human behavior, cognitive processes and human behavior, strategies of managing human behavior (motivating, communication, team and self management, leadership, performance), and outcomes of managing human behavior (effectiveness & efficiency, stress, conflict).

EMBA 612 - INNOVATION AND CHANGE MANAGEMENT

Organizations need to change constantly to survive in competitive and complex markets. Organizations should be able to identify the need for change, prepare for change and manage change successfully. In addition, organizations need to create new products and services fast in response to markets. This course on Innovation and change management deals with approaches to change and change management, product development and quality management.

EMBA 613 – CROSS CULTURAL MANAGEMENT

The employees of present day organizations are diverse. In addition, managers have the challenge and opportunity to serve in different organizations in different countries with different management styles. This is a crucial challenge for new managers because many culture related factors determine the success or failure of managers. This course aims to provide knowledge, attitudes and skills required to manage a diverse workforce and for working under different cultures. This course covers culture and organizational culture, factors influence in the formation of an organizational culture, cultural differences in western and eastern countries, culture and management, differences in management practices, and sharing management concepts among countries.

EMBA 614 – ECONOMICS FOR MANAGERS

The objective of this course is to provide economic knowledge for business practitioners. This course focuses on basic concepts, principles, theories, and behavior of economic agents such as consumers, producers, institutions and government. The impact of changes in the economic environment on business decision making processes is also covered in the latter part of the course. More specifically it will cover topics such as basic concepts in economics, theory of consumer behavior, theory of the firm and government intervention on the free market.

COURSE DESCRIPTIONS

EMBA 615 – QUANTITATIVE ANALYSIS FOR BUSINESS

Managers in all types of businesses need to make decisions on how the organizations' resources should be allocated. Information to make these decisions will often be quantitative or numerical, and today's managers should be able to appreciate how to assess, analyze and utilize them. The course aims to familiarise participants with some of the methods and techniques which can be usefully applied to quantitative information. The course covers techniques such as compound interest, present value, annuities, amortization of loans and depreciation, descriptive statistics, probability and decision analysis, statistical distributions and hypothesis testing, and correlation, regression and elementary forecasting.

EMBA 616 – EVALUATING BUSINESS ENTERPRISE

The success and longevity of a business depends on many contributors given its competitive dynamic environment. Understanding these contributors is critical and hence, this course will provide participants with a strong theoretical framework that could be applied in real-life to assess their businesses with given objectives. Participants will be able to evaluate their businesses, examine their competitive positions, and determine potential for success before venturing on new initiatives and developing appropriate business plans.

EMBA 617 – RESEARCH METHODS FOR MANAGERS

All participants of EMBA program are required to complete an Applied Research Project successfully and it requires the participants to study a selected managerial or organizational problem scientifically and systematically.

Being scientific/systematic refers not only to way of doing but also the way of thinking. Therefore, this course aims at providing the skills of doing research as well as inculcating the necessary thought process to approach organizational or managerial problems systematically and scientifically. Accordingly, this course covers the establishment of research problem with appropriate facts, deriving the most logical reasoning for the problem from literature, examining the reasoning of the problem empirically and deriving valid conclusions from the analysis, and finally making appropriate and feasible recommendations/solutions to the problem.

COURSE DESCRIPTIONS

EMBA 621 - MANAGEMENT ACCOUNTING

Management accounting provides qualitative and quantitative information to managers of all level in order to make rational economic decisions which are essential for the survival in a competitive business environment. Therefore, the objectives of this course is to discuss different management accounting concepts, their applications in business situations, different management control systems that can be used to effectively run a business, and related issues and problems.

EMBA 622 - MANAGING INFORMATION SYSTEMS

More and more businesses are becoming knowledge intensive/information intensive businesses and thus, the use of information/knowledge systems strategically has become one of the main strategic thrusts for many contemporary businesses. Yet, many corporate leaders world over are found to be less aware about the strategic importance of their information/knowledge systems. Therefore, this course aims at improving the knowledge and competence of participants in aligning information/knowledge systems with their business strategies. Towards this end the course covers the role of managers in managing information system (IS), integrating IS with knowledge management, using IS to obtain and sustain competitive advantages, and issues of managing IS in Sri Lankan organizations.

EMBA 623 - OPERATIONS AND QUALITY MANAGEMENT

Understanding how operations impact on the performance of firm is important for managers regardless of their field, as operations management and quality management are not only concerned with production facilities, but also services activities. Globalization and competition force companies to restructure the configuration value chain activities to leverage their resources diligently for achieving long-lasting competitive advantages. This course aims to provide improvements in business processes, and examine in detail how organizations can render their products and services competitive with a focus on current developments in the business environment.

COURSE DESCRIPTIONS

EMBA 624 – LEGAL AND REGULATORY ENVIRONMENT

The increased usage of goods and services not only brings profit to a company but it increases the likelihood of suffering the effects of a defective goods and services in the market which ultimately cost heavily and pay compensation to their own customers and clients. This has become a challenge for managers in 21st century workplace. This course is designed to avoid such liability and minimize the company cost by introducing strategic methods to overcome such liabilities before it arise in the industry and to save million of rupees unnecessarily paid as claims in law suits. This unit examines the nature, function and purpose of Business Law; the sources of law and the Common Law Legal System. This unit focuses on the Law related to Business Contracts and E-Contracts, Law of Agency, Law of Negligence, Sale of Goods, Company Law and Intellectual Property. Although the course concentrates on Sri Lankan law, it is based on the principles set under British law and hence is applicable to Asian countries whose laws are based on the British system.

EMBA 625 - FINANCIAL MARKETS AND INSTITUTIONS

The course aims to provide participants with an in-depth knowledge of the functions of financial markets and institutions, and functions of the financial system in the Sri Lankan economy. It also aims to develop a critical awareness of the theoretical and practical problems associated with regulating financial markets. The course covers the financial system and its components, functions and operations of financial markets such as the money market, debt market, equity market and foreign exchange market, functions and operations of financial institutions such as banks and non-bank financial institutions, and managing financial risks such as risks in financial markets and risks in financial intermediation (e.g. interest rate risk, purchasing power, and foreign exchange risk).

EMBA 626 - SRI LANKAN ECONOMY AND GLOBAL BUSINESS PRACTICES

The objective of this course is to broaden participants' knowledge on the Sri Lankan economy and dynamic trends in global business practices. The course covers recent trends and their determinants of macroeconomic variables (e.g. growth and structure of GDP, employment, sources of income, consumption, investment, imports, exports, international financial matters), theories and applications of international trade and finance, global movements in factors production such as labor, capital, entrepreneurship and natural resources and global HR, Marketing, production, accounting, and auditing and environmental practices.

COURSE DESCRIPTIONS

EMBA 631- STRATEGIC MARKETING

The application of marketing concepts, principles and procedures for planning, development, implementation and control of marketing programs in profit and non-profit organizations are of paramount importance. Therefore, this course focuses on integrating marketing elements in a strategic planning process. The course covers corporate strategic areas that have significant implications for dealing with the competitive environment, matching of organization resources and strengths with global marketing opportunities, and strategies of overcoming environmental threats, enabling learning partners get hands on experience in real life marketing decision making.

EMBA 632 – STRATEGIC CORPORATE FINANCE

The objective of this course is to make participants aware of the major decision-making areas of corporate finance and enhance the competence of linking financial strategies organizational strategic planning. The course reviews theory and empirical evidence related to investment and financing policies of the firm, and also covers leasing, mergers and acquisitions, corporate reorganizations, financial planning and working capital management, and some other selected topics. Through a variety of conceptual material and case studies, participants will develop an understanding of how to formulate and implement financial strategies.

EMBA 633 – CRAFTING AND IMPLEMENTING BUSINESS STRATEGY

Today's corporate policies are complex and require an integrative approach to overall business management as well as to the development of functional specializations. The success of an organization is dependent upon the coordination of these specialist areas within the framework of a comprehensive and coherent policy and upon an understanding of business policy principles. In short, these participants are concerned with a firm's theory about how to gain competitive advantage. This course is expected to take practical and theoretical views of how business corporations perform in the real world and how they sustain their competitive edge in dynamic business environment. The purpose of this is enhancing and refining capability of strategic thinking. The focus of the course is on contemporary thinking about business strategy and refining such thinking through consideration of conceptual material and application in case studies.

COURSE DESCRIPTIONS

EMBA 634 - LEADERSHIP FOR ORGANIZATIONAL CHANGE

At present businesses experience rapidly changing markets and severe competition. Thus change has become the norm and the performance beyond expectation has become the necessary condition for the growth and the survival of businesses. Accordingly, this course aims at developing leadership skills needed for top echelon executives who are responsible for organization wide change. After examining the need of leadership for business enterprises, the course facilitates the participants to equip themselves with skills needed for developing and maintaining charisma, visioning and sharing vision, leading and sustaining organizational change and being ethical in leading the business.

EMBA 635 - APPLIED RESEARCH PROJECT

This research project will help participants to demonstrate their ability to apply what they learnt in the EMBA program to their real life management/ organization issues. This is a problem based study that demands the participants to use appropriate research techniques to study a problem and to make appropriate recommendations to address the selected problem. Selection of the problem and the proposal to study the selected problem must be approved by the Faculty Board. A Faculty member will be appointed for each participant, under whom the study is to be conducted. Preparation of an applied research report is required and will also involve an oral defence.

EMBA 636 – SEMINAR ON CONTEMPORARY MANAGEMENT PRACTICES/ISSUES

Business and its environment are subject to constant change; thus issues managers encountered and practices that they need to adopt are also subject to change. This course facilitates the participants to familiarize themselves with contemporary management practices and issues and then to examine the implications of such contemporary practices and issues to their own businesses. Accordingly, this course will cover selected contemporary practices and issues as internal and/or external seminars/workshops.

COURSE DESCRIPTIONS

EMBA 637 – FIELD VISIT

With the globalization of business, opportunity for experiencing the business in countries other than one's own has become a critical element in management development. Accordingly, this course aims to provide a systematic exposure to business in a selected country(s) during the program through field visit. This course will incorporate industry visit, workshops and seminars organized with the help of a university/business school of the visiting country.

EMBA 637 – FIELD VISIT

In addition to the normal course sessions, you will participate in a residential workshop in Sri Lanka and a field visit outside the country, as well as one-day workshops for each course. All this will help you gain more exposure and knowledge allowing you to experience, explore and see things from different perspectives in different contexts.

FREQUENTLY ASKED QUESTIONS



EXAMS

Q HOW WILL I BE GRADED?

A Each module (except EMBA 635, EMBA 636 and EMBA 637) will be evaluated as follows

End-of-module Examination	40%
Continuous Assessment	60%

To pass a particular module a candidate should earn a minimum of 33% of marks for both continuous assessment and the End-of-Module Examination. Failure to obtain this minimum marks for a module will result in the candidate having to sit for a repeat exam.

You will be graded for EMBA 635 (Applied Research Project) for the duly submitted Applied Research Project and the viva voce examinations held. The evaluations are as follows:

Applied Research Project	(50%)
Viva voce Examination	(50%)

There will be no end-of-the module written examination for EMBA 637 (Seminar on Contemporary Management Practices/Issues) and EMBA 637 (Field Visit). These courses will be assessed in terms of participation and oral and written presentations. You should attend a minimum of 80% for the field visits and seminars/workshops organized under these courses to complete the module.

Q WHAT SHOULD I DO IF I FAIL AN EXAM?

A You will have six written end-of-module exams, with one paper each, at the end of each module. Altogether during the course you will sit for 6 exam papers only. One paper will entail questions from all the courses covered during the module.

Q WHAT TYPE OF EXAMS WILL I HAVE TO FACE?

A Your exams can be closed-book or open-book depending on the resource persons' inclination and will be a two hour or three hour paper.

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FREQUENTLY ASKED QUESTIONS



EXAMS

Q WHAT SHOULD I DO IF I CANNOT BE PRESENT FOR AN EXAM?

A Your options in such instance will depend on the reasons for your inability to attend the exam. In instances of illness you will have to submit a letter with a valid medical certificate obtained from a certified medical practitioner prior to/immediately after the exam, to the Coordinator of EMBA programme. Once the Faculty Board accepts the medical certificate, the Exam will then be considered as "MC" in the results sheet. When the module is offered again in the next relevant semester, you can sit for the exam and complete the module.

In an instance where your inability to attend the exam is personal or professional you will have to submit a letter requesting excuse by stating your reasons together with relevant evidence, to the Coordinator of EMBA programme. Higher Degrees Committee and the Faculty Board will decide whether to grant your request or not. Depending on the recommendations of these decision-making bodies, you will have to re-sit for the examination either as the 1st attempt or as a repeat attempt.

Q WHAT HAPPENS IF I AM CAUGHT COPYING IN THE EXAM?

A Copying is a serious misconduct. You will be punished depending on the type of offence and the punishments will be recommended by the Council of the University.

The following may be classified as exam offenses:

- Possession of unauthorised documents or removal of examination stationery;
- Disorderly conduct;
- Copying;
- Obtaining or attempting to obtain improper assistance or cheating or attempting to cheat;
- Impersonation;
- Aiding and abetting the commission of any of these offences;
- Violation of any of the requirements or conditions stipulated in Examination Procedure.

FREQUENTLY ASKED QUESTIONS



Q WHAT SHOULD I DO IF I FAIL AN EXAM?

A It is mandatory to complete all failed courses to obtain the EMBA degree. Hence, if there are any failed courses you will have to repeat the papers in the next exam. You will be able to carry forward your continuous assignment marks if you have obtained more than 33% for the assignment/s (pass marks for assignments in EMBA). If you do not have the minimum marks for the assignment you will have to submit a new assignment with the next batch of EMBA to complete the exam. For all repeat attempts, the required examination fees (in addition to the payments already made at the registration and subsequent payments) must be paid. Leaning partners will have the original attempt and two subsequent attempts for certain module.

Further, unless you successfully complete semesters I and II examinations, you will not be allowed to proceed to the Applied Research Module.

Q HOW WILL I BE ELIGIBLE TO SIT FOR END-OF-MODULE EXAMS?

A You have to register with the Examinations Branch of the University for the examination you intend to sit

You should have followed at least 80 percent of the classes held and the Coordinator should have certified that you have completed the course of studies leading to the examination by attending the required proportion of lectures, tutorial classes and other forms of instructions in each course

Your student registration should be in force

Your application for entry to the examination should have been accepted

CONTINUOUS ASSESSMENT/ ASSIGNMENTS

Q HOW MANY ASSIGNMENTS WILL I HAVE?

A You will have a maximum of two assignments for a course. 60% of marks for each module will be through assignments for the relevant courses of the module. Hence, you will have individual or group assignments or both, for each course you take. The assignments for each course will be stated in the course outlines of the courses and also communicated to you verbally in the class. You can obtain further clarifications about the assignments from the relevant resource persons of the course. It is also important to submit the assignment on time to avoid deductions of marks.

Q WHAT TYPE OF ASSIGNMENTS WILL I HAVE?

A You will have different assignments depending on the requirements of the course and the opinion of the resource persons of courses. The assignments will include individual and/or group assignments, case studies, case developments, quizzes, term papers, executive reports, projects, presentations and mid-semester tests.

FREQUENTLY ASKED QUESTIONS



CONTINUOUS ASSESSMENT/ ASSIGNMENTS

Q WHAT ARE THE MARKS GIVEN FOR ASSIGNMENTS?

A 60% of marks for each module is allocated for continuous assignments given for relevant courses in the module. Overall you should obtain a minimum of 33% for the assignments to pass the courses/module.

Q WHAT IF I WAS UNABLE TO SUBMIT AN ASSIGNMENT?

A Students who have not completed all the required continuous assessments prescribed in the course outline of a course or courses offered in the particular semester will not proceed to next semester.

Alternative assignments will not be given unless in special instances. Such requests for alternative assignments should be requested in writing from the Coordinator of EMBA programme who will forward the request to the Higher Degrees Committee and Faculty Board.

Q WHAT IF I WAS UNABLE TO SUBMIT AN ASSIGNMENT ON TIME?

A The students are permitted to submit their assignments up to five working days after the due date with the penalty of reduced marks. Penalty of late submission will be 1 mark for each working day with the maximum of 5 marks. No assignment submitted after this late submission period will be accepted by the lecturer for marking. If any student requires more than five working days to submit the assignment for a reason acceptable to the Faculty he or she should request for that well in advance from the programme coordinator.

Q WHAT IS I WAS CAUGHT WITH PLAGIARISM?

A Plagiarism is the presentation of another's work and ideas without acknowledging appropriately. Whether one presents another's academic work as one's own intentionally or unintentionally, it is taken as academic misconduct. Not only direct quotation but also paraphrasing should be acknowledged appropriately – i.e., through in-text citation and reference list following the APA style guide. Even with acknowledgement, the portion of presentation of another's work in a given assignment should be limited and the limit may vary from one assignment to another.

Very often reported forms of cheating include copying of another student's work completely or partly, getting someone else to do the assignment completely or partly, inclusion of the name(s) of student(s) who has/have not contributed to the assignment appropriately and reporting fieldwork which the student(s) has/have not carried out.

FREQUENTLY ASKED QUESTIONS



STUDY GROUPS

Q WHAT IS MY STUDY GROUP?

A The students will be grouped into 5 member groups from time to time, to carry out and complete their group assignments.

Q WHAT DO I DO IN MY STUDY GROUP?

A Group assignments and other group work will be done with your study group. You will have to actively participate in group work and discussions and contribute efficiently and effectively to the group.

Q WHAT IF A TEAM MEMBER DOES NOT CONTRIBUTE SUFFICIENTLY TO GROUP WORK?

A If you and other team members fail to motivate the ineffective team member to participate effectively, you should not include the relevant team member's name in the assignments. You can also discuss the matter with the EMBA coordinator and seek the coordinators assistance in sorting the matter.

ATTENDANCE

Q DO I HAVE TO ATTEND SESSIONS REGULARLY?

A Yes. To gain the maximum benefit of the EMBA courses you should maintain a minimum of 80% attendance. You will not be allowed to sit for the end-of-the module exams if you fail to maintain 80% attendance.

Q WHAT SHOULD I DO IF I NEED TO GO ABROAD?

A You will have to make a request to the Coordinator of EMBA programme with relevant information and documents. You will be granted leave from the program upon the approval of the Higher Degrees Committee and Faculty Board.

Q WHAT HAPPENS IF I DO NOT HAVE REGULAR ATTENDANCE?

A You will not be able to sit for the exams and complete the program successfully.

FREQUENTLY ASKED QUESTIONS



GENERAL

Q WHAT IS THE PASS MARK FOR EACH MODULE?

A A candidate should earn a minimum of 33% of marks for both continuous assessment and the End-of-Module Examination. The allocation of marks for continuous assessment and the End-of-Module Examination are as follows;

End-of-Module Examination	40%
Continuous assessment	60%

Q WHAT ARE THE GENERAL INSTANCES WHERE I WOULD NOT BE ABLE TO COMPLETE THE PROGRAM ON TIME OR SUCCESSFULLY?

- A**
- ▶ If you do not have 80% attendance for all the modules
 - ▶ If you do not submit even a single assignment or if you do not submit the assignment on time
 - ▶ If you fail an end of module examination
 - ▶ If you do not sit for an end-of-module examination for any reason
 - ▶ If you have not earned 48 credits from the Compulsory Courses and the Applied Research Project.
 - ▶ If you have not obtained a cumulative GPA of not less than 2.00 for the entire programme

Q CAN I DEFER THE PROGRAM FOR ANOTHER YEAR?

A You will have to submit a letter with relevant evidence to the Coordinator of EMBA programme with your request. And upon recommendation of the Higher Degree Committee and the Faculty Board, you may be granted such deferment.

FREQUENTLY ASKED QUESTIONS



GENERAL CONDUCT

- ▶ Learning partners should be dressed appropriately. We encourage smart casual for lecture sessions, workshops and field visits.
- ▶ Faculty of Management and Finance is a Smoke prohibited area and you are strictly forbidden from smoking in the premises as well as in outside workshops and field visits of EMBA programme.
- ▶ You are requested to conduct ethically and professionally in all dealings with the PGMCDU.
- ▶ Classrooms are safe learning environment. Hence, healthy debates and discussions are encouraged. However, discussions, debates and comments should not take the form of personal attacks or derogatory comments of others.
- ▶ You are prohibited from posting any derogatory and demeaning comments about the faculty, programs, resource persons, staff and your colleagues on social media or any other public forum. If such conduct was detected, disciplinary action will be taken against you.
- ▶ You are requested to leave the Faculty premises at the prescribed hours.
- ▶ You are expected to conduct yourself in accordance with the law of the country, University rules and regulations and commonly accepted standards of behaviour. Excessive noise, intoxication in the class or in the premises, consumption of alcohol in the Faculty premises, disruptive or combative behaviour within the Faculty premises and during workshops and field visits and harassing behaviour towards staff and other students of the Faculty (graduate and undergraduate) are some of the misconducts that will be met with disciplinary sanctions.
- ▶ You are requested to maintain a good record of attendance and fake signatures in attendance sheets is considered a serious misconduct and will be met with disciplinary sanctions.

DEGREE OF EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

By-Laws made by the Council of the University of Colombo under Section 135 of the Universities Act No. 16 of 1978 as subsequently amended.

By-Laws

1. These By-Laws may be cited as the Executive Master of Business Administration By-Laws No 03 of 2012.

Part 1 – General

Award of Degree

2. Subject to these By-Laws, a person may be awarded the Degree of Executive Master of Business Administration (hereafter referred to as EMBA) if she has:
 - (a) been a registered student of the University for the period prescribed by these By-Laws;
 - (b) thereafter pursued the programme of study in the University to the satisfaction of the Vice Chancellor as prescribed by these By-Laws and other Regulations and Rules of the University;
 - (c) Satisfied the Examiners at the prescribed Written Examinations, Class Room Tests, Practical Assignments, Term Papers, Seminars/Workshops, Field Visits, the Applied Research Project, the *viva voce* examination of the Applied Research Project;
 - (d) paid the library deposit and all the prescribed fees including registration fee, course fee, supervision fee, examination fee and all other dues as may be payable by her to the University; and
 - (e) Fulfilled all other requirements prescribed by these By-Laws and other relevant Regulations and Rules of the University.

Administration of the Programme

3. The Dean of the Faculty of Management and Finance shall appoint a Programme Coordinator for the Degree of Executive Master of Business Administration Programme.

Eligibility for Admission to the Programme

4. No person shall be eligible to be admitted to the EMBA Programme unless she

- (a) Possesses any one or more of the qualifications.

- (i) The Executive Diploma in Business Administration from this University or equivalent qualification not less than 1 year from any recognized University.

And

A minimum of eight (8) years' work experience in managerial capacity of which at least three (03) years' experience at senior management level;

Or

- (ii) Any other equivalent qualification acceptable to Senate to University of Colombo.

And

A minimum of A minimum of eight (8) years' work experience in managerial capacity of which at least five (05) years at senior managerial Level;

And

- (iii) Has demonstrated / potential corporate leadership capability;

And

Has good knowledge of English

Application for Admission

5.
 - (a) Applications for admission of students to the Programme shall be called by open advertisement, through circular notices and/or in response to requests made by one or more business enterprises to conduct the programme to selected managers of their organizations.

- (b) Prospective applicants shall be required to pay the University the application fee for making an application in the prescribed form issued by the University.
- (c) Applications received shall be referred to the Coordinator of the Programme. The Coordinator, in consultation with the Unit Coordinator of the Postgraduate & Mid-career Development Unit and the Dean of Faculty of Management & Finance, having examined the applications for necessary initial qualifications, shall call the qualified candidates for an Admission Test. A person shall obtain a minimum of 40% for the Paper(s) at the Admission Test to be eligible for consideration for admission. Depending on the number of students that can be accommodated for a given batch, the number of students that shall be called for the Selection Interview shall be decided by the committee comprising Dean, Faculty of Management & Finance and Unit Coordinator, Postgraduate & Mid-career Development Unit, Coordinator, EMBA.
- (d) The applicants who have been deemed successful in the Admission Test shall be interviewed, and the final list of candidates to be enrolled, based on the performance of both the Admission Test and the Selection Interview shall be recommended to the Faculty Board.

Registration for the Programme

- 6. A person whose application for admission to the Programme is accepted by the Faculty shall take steps to register for the EMBA Programme not later than the prescribed date and shall pay the University, the library deposits and other deposits and the prescribed fees including the registration fee, course fee, supervision fee, examination fee and other fees as specified by the Council on the recommendation of the Faculty.
- 7.
 - (a) On completion of the registration procedure, an applicant shall be registered as a student of the EMBA Programme.
 - (b) Such registration shall be valid for the first two semesters, i.e., the First semester and the second semester of the EMBA Programme
 - (c) It shall be the duty of a student to ensure that her registration remains in force throughout the duration of the Programme, in the event that the Programme extends beyond the period of validity of the registration.
 - (d) A student who becomes eligible, in terms of these By-Laws, to register for the third semester shall register for that semester by paying the prescribed fees including the registration fee, course fee, supervision fee, examination fee and other fees as specified by the Council on the recommendation of the Faculty. Such registration shall be valid for Third semester once.

8. The registration shall be deemed to have lapsed at the end of its period of validity. A student whose registration has so lapsed may renew such registration for a further period by paying the prescribed fees as specified in the Regulations and/or Rules relevant to these By-Laws provided that she is still eligible to be registered for the Programme. Any registration after the lapse of first period of registration shall be for a period, at a time, of one semester.
9. No person shall be entitled to a refund of any fees paid to the University on any ground what so ever, provided that, if the number of students who have so registered for the Programme is not sufficient for the Programme to be made viable, the University shall refund to such student the fees already received by it on account of the completion of the registration procedure. However, application fees or any other fees paid for evaluating and/or processing any application shall not be refunded under any circumstances.
10. Notwithstanding anything stated to the contrary, the University shall have the right to cancel at any time the registration of a candidate for cause shown.
11. No student shall keep away from classes or leave the Island, or withdraw from examination, a classroom test or any other form of evaluation without prior approval from the Faculty.

Part II - Course Structure

12. The courses leading to the award of the EMBA Degree shall extend over three semesters of the Programme covering Theory and Practical components, Workshops/Seminars, Field Visits, continuous assessments and work on the Applied Research Project as prescribed by Regulations and/or Rules of the University. The Programme shall extend continuously over the period from the beginning of the First semester to the end of the third semester.
13. The duration of each semester shall, under normal circumstances, be a continuous period of 26 weeks from its beginning. However, Faculty Board upon receiving the request from the Programme Coordinator with the consultation of the Unit Coordinator of the Postgraduate & Mid-career Development Unit, shall decide a semester to have a different duration for a particular batch of students and, if necessary, formulate Regulations or Rules for its implementation. Examination of each module offered in a given semester shall be held at the end of the teaching of the respective module.
14. A student shall not register for more than three modules in any given semester. However, under exceptional circumstances, the Faculty may allow a student to register for a maximum of four modules in any given semester.

15. The Programme shall comprise the course work consisting of the Theory and Practical components, a project leading to developing a Applied Research Project as applicable to the student as specified in Regulations and/or Rules on it, with a *viva voce* on the Applied Research Project, and all examinations prescribed by these By-Laws and/or Regulations and/or Rules relevant to this Programme.
17. The course work relevant to the Programme shall consist of lectures, workshops, seminars, teamwork, tutorials field/industry visits, practical classes and other assignments on courses as shall be prescribed by the Senate on the recommendation of the Faculty. The list of courses, the syllabuses and the number of question papers in each course of the Programme shall be those set out under Regulations passed by the Senate from time to time.
18. The Senate shall have the power to change, amend, add or delete courses, their syllabuses as well as the number, structure and rubric of question papers in courses leading to the award of the EMBA Degree.
20. The Applied Research Project shall consist of the study of a managerial/organizational issue of a selected business enterprise or a selected industry based on an approved proposal for an Applied Research Project. Before a student commences her work leading towards an Applied Research Project, she shall submit a proposal for an Applied Research Project to the Faculty for approval. A student shall not proceed the project until the Faculty approves the proposal.

Part III – Evaluation/Examination

21.
 - (1) Performance of a candidate of the EMBA Programme shall, if otherwise not stated in these By-Laws and Regulations, be evaluated through a combined system of continuous assessment, End-of-Module Examinations and the Applied Research Project.
 - 2) Unless otherwise stated in these by – laws and regulations, the continuous assessment and the End – of – Modules Examination shall be marked out of a maximum mark of hundred (100) separately and a candidate should earn minimum of 33% of marks allocated for each component of assessment i.e. End-of-Module Examination and continuous assessment.
 - (3) For the final grading of the Programme, the Continuous Assessment and the End – of – Course Examination shall be marked out of a maximum mark as given below.

End-of-Module Examination	40%
Continuous assessment	60%

22. Performance of students in each course shall be graded and Point Value shall be assigned as given in Table 1.

Table 1: Grade and Point Value

Range of Marks	Grade	Point Value
95-100	A+	4.00
90-94	A	3.75
85-89	A-	3.50
80-84	B+	3.25
75-79	B	3.00
70-74	B-	2.67
65-69	C+	2.33
60-64	C	2.00
55-59	C-	1.50
50-54	D	1.00
00-49	F	0.00

Transcript shall include semester and Cumulative GPAs and the Formula for GPA calculation shall be:

$$\frac{\sum_{i=1}^n C_i \times (GP)_i}{\sum_{i=1}^n C_i}$$

Where, i = a course, n = Number of courses completed during the period considered for the GPA calculation, c = Number of credits for the relevant course, and GP = Grade Point for the relevant course.

Note: The Cumulative GPA is calculated for the courses completed; GPA for each semester is calculated separately.

23. The Examination leading to the award of the EMBA Degree shall consist of End-of-Module Examinations, Applied Research Project and *Viva Voce* examination of Applied Research Project. Each End-of-Module Examination shall consist of a written paper and such number of continuous assessments as is prescribed by the Regulations and/or Rules relevant to this Programme.
24. The Applied Research Project shall demonstrate the student's knowledge of the business/industry selected for the Applied Research Project, her ability to collect, analyse and interpret results/data, her competence to formulate viable strategies, and present material systematically, as are generally applicable to a Master's Degree of the University and, in particular, to such a Degree in Management.

25. A candidate shall not be permitted to take the examination unless,
- (a) she has followed at least 80 percent of the classes held;
 - (b) she has registered with the Examinations Branch of the University for the examination she intends to sit;
 - (c) the Coordinator has certified that she has completed the course of studies leading to the examination by attending the required proportion of lectures, tutorial classes and other forms of instructions in each course;
 - (d) her student registration continues to be in force: and
 - (e) her application for entry to the examination has been accepted.
26. (a) A student in a particular semester of the Degree Programme and registered for particular courses of the semester shall take the Examination for that Semester on the first occasion on which the Examination is held after the completion of instruction for that semester.
- (b) Where a student does not apply for and/or take the Examination on the first occasion she shall be deemed, unless the Senate determines otherwise on the recommendation of the Faculty, to have taken the Examination on that occasion which shall be taken into account in computing the total number of occasions on which an Examination may be taken by a student.
 - (c) A student who is excused by the Senate on the recommendation of the Faculty Board from taking the Examination on the first occasion shall take the Examination on the very next occasion when it is held and if she fails to apply for and/or take the Examination on that occasion she shall be deemed, unless the Senate determines otherwise on the recommendation of the Faculty Board, to have taken the Examination on that occasion which shall be taken into account in computing the total number of occasions on which an Examination may be taken by a student.
 - (d) A student who has not completed all the required continuous assessments prescribed in the course outline of a course or courses offered in the particular semester shall not proceed to next semester. However, if a student has not completed End-of-Module Examination only, then she shall proceed to next semester.
 - (e) A student shall not take any of the Examinations on more than three occasions and in computing the total number of occasions there it be taken into account any occasion on which she is deemed to have taken the Examination in terms of these By-Laws.

- (f) All rules relating to the Examination Procedure, Offences and Punishment Regulation No. 1 of 1986 shall be *mutatis mutandis* apply to, or in relation to, the EMBA Examination.
 - (g) Without prejudice to the generality of the Regulation No. 1 of 1986 rules relating to the Class Room Tests etc., shall be formulated and implemented by the Coordinator and any matters relating to such tests shall be decided by the Faculty Board on the recommendation of the Coordinator and the Dean of the Faculty.
 - (h) Rules relating to Assignments and the Applied Research Project shall be announced, from time to time, by the Coordinator in consultation with the Unit Coordinator of Postgraduate & Mid-career Development Unit and such rules shall not be changed or revoked unless otherwise decided by the Faculty Board.
27. A student shall not be eligible to proceed with the work on Applied Research Project unless their proposals for the Applied Research Projects are approved by the Faculty Board.
28. A student who fails to satisfy the Board of Examiners at the *viva voce* Examination of her Applied Research Project shall be deemed to have failed the Examination and such student cannot resubmit the Applied Research Project unless the Board of Examiners recommend that a Applied Research Project be submitted after additional work as the case may be. Such a Modified Applied Research Project, if undertaken, shall be at the expense of the student.
29. A student who is permitted to re-submit a Applied Research Project shall submit such Modified Applied Research Project to the Faculty within the period specified by the Board of Examiners, and shall pay to the University, such fees as would be required for the purpose of re-examination of the Applied Research Project and as specified by the Council on the recommendation of the Faculty.
30. It shall be lawful for the Faculty to terminate the registration of any student after one warning in writing, if the application to work by such student is unsatisfactory. No refund of any fees shall be payable if and when the registration of such a student is terminated.
31. A student who obtains a mark of less than the pass mark for a module, as prescribed under the Regulations, shall be entitled to attend any lectures, practical or laboratory work relating to such module. The tuition fee for such module is computed as follows:

$$\frac{\text{Total tuition fee of the academic year}}{\text{Number of credits of the academic year}} \times \text{Number of credits of the paper}$$

32. In case of student who obtains a mark which is less than the pass mark for a module as prescribed under the By-Laws, the student shall re-sit such module as a repeat candidate on the first occasion at which that Examination is held for such module. No repeat candidate shall be permitted to repeat more than two times a module.
33. (a) A student who fails in one or more module of an End-of-Module Examination may retake the Examination again without attending lectures, practical or laboratory work etc in the repeating semester if the student has earned more than 50% of the allocated marks for the continuous assessment. The marks obtained for the continuous assessment shall be carried forward to the repeating semester. In those cases, the marks of the End-of-Module Examination in the repeating semester and the marks of continuous assessment carried forward shall be taken into consideration for the computation of results of the Degree Examination.
- (b) A student who fails in one or more module of an End-of-Module Examination and who fails to secure at least 50% of the allocated marks for the continuous assessments may retake the Examination again only after attending the lecturers, practical or laboratory work etc in the repeating semester (and shall take the same continuous assessments that are given for the other students). In those cases, both the marks of the End-of-Module Examination and the marks of continuous assessment in the repeating semester shall be taken into consideration for the computation of results of the Degree Examination.
- (c) If a student who fails in one or more modules of an End-of-Module Examination and who has earned more than 50% of the allocated marks for the continuous assessments wishes to redo the continuous assessments in the repeating semester may do so after informing the Coordinator in writing not later than two weeks after the commencement of semester in which the student repeats the module and after attending or without attending the lecturers, practical or laboratory work etc in the repeating semester. In those cases, the marks of the End-of-Module Examination and the marks of continuous assessment in the repeating semester shall be taken into consideration for the computation of results of the Degree Examination. The repeat candidate shall take the same continuous assessments that are given for the other students. If marks are allocated in the repeating semester for participation in the classroom activities, that shall be disregard for the repeating candidates in computing their marks of Continuous assessment unless the repeating candidate otherwise requests.

Part IV: Award of the Degree

34. No student shall qualify for the award of the EMBA Degree, unless she has
- (a) Earned 48 credits from Compulsory Courses and the Applied Research Project by obtaining a GP of at least 2.00 for each course and the Applied Research Project.
 - (b) A cumulative GPA of not less than 2.00 for the entire programme
35. A student may qualify to be awarded the Degree of EMBA with Merit Pass if she secures a cumulative GPA of not less than 3.25 and qualifies for the award of the Degree of the EMBA.

Part V - Interpretation

36. In these By-Laws as well as in its Part VI, unless the context requires otherwise:

“The Act” means the Universities Act No. 16 of 1978 as last amended by Universities (Amendment) Act No. 1 of 1995.

“The Council” means the Council of the University of Colombo.

“The Degree Programme” means the Programme of study leading to the award of the Degree.

“The Faculty” means the Faculty of Management and Finance of the University of Colombo.

“The Faculty Board” means the Faculty Board of the Faculty of Management and Finance of the University of Colombo.

“Programme” means the Programme of study leading to the award of the Degree of Executive Master of Business Administration.

“The Registrar” means the Registrar, Acting Registrar, Deputy Registrar, Senior Assistant Registrar, Assistant Registrar or any other Officer authorized to sign for and on behalf of the Registrar of the University of Colombo.

“The semester” means a period of 26 weeks from the first day of the commencement of a semester till the day prior to the commencement of the next semester and shall include the intervening periods of vacation, study leave and written examinations, unless the Senate, on the recommendation of the Faculty Board decides otherwise.

“The Senate” means the Senate of the University of Colombo.

“The University” means the University of Colombo

37. Any question regarding the interpretation of these By-Laws shall be referred to the Council whose decision thereon shall be final.
38. The Vice-Chancellor shall have authority, in consultation with the Dean of the Faculty, to take such action or give such direction, not inconsistent with the principles underlying the provisions of these By-Laws, as appears to her to be necessary or expedient for the purpose of removing any difficulties that may arise in the interpretation of these provisions or for which there is no provision in these By-laws.

**DEGREE OF EXECUTIVE MASTER OF BUSINESS
ADMINISTRATION**

Regulations made by the Senate of the University of Colombo under Section 136 of the Universities Act No. 16 of 1978.

Regulations

1. These Regulations may be cited as the Degree of Executive Master of Business Administration Regulations No..... .. of 2010.

Part I - The Structure and Courses of the EMBA Programme

The EMBA is a three-semester Degree Programme which shall be completed within and eighteen-month period.

3. (a) The titles and course codes of the seven (07) compulsory courses that shall be offered in the first semester of the EMBA Programme are as follows:

Management Module

EMBA 611 - Human Behaviour in Organizations

EMBA 612 - Innovation and Change Management

EMBA 613 - Cross Cultural Management

Decision Making Module

EMBA 614 - Economics for Managers

EMBA 615 - Quantitative Analysis for Business

EMBA 616 - Evaluating Business Enterprise

Applied Research Module (Part I)

EMBA 617 - Research Methods for Managers

- (b) Students reading for EMBA shall take examination of each module/a part of a module offered in semester I at the end of the teaching of each module/a part of a module listed in 3 (a).
 - (c) The number of hours allotted for lectures, workshops, seminars, practical classes and laboratory work etc. in each of the above courses shall be about 30 hours.
4. (a) The titles and course codes of the five (05) compulsory courses that shall be offered in the second semester of the EMBA Programme are as follows:

Functional Management Module

EMBA 621 - Management Accounting

EMBA 622 - Managing Information Systems

EMBA 623 - Operations and Quality Management

Business Environment Module

EMBA 624 - Legal and Regulatory Environment

EMBA 625 - Financial Markets and Institutions

EMBA 626 - Sri Lankan Economy and Global Business Practices

- (b) Students reading for EMBA shall take examination of each module offered in the Semester II at the end of the teaching of each module listed in 4 (a).
 - (c) The number of hours allotted for lectures, workshops, seminars, practical classes and laboratory work etc in each of the above courses shall be about 30 hours.
5. (a) The titles and course codes of the Four (04) compulsory courses that shall be offered in the third semester of the EMBA Programme are as follows:

Strategic Management and Leadership Module

EMBA 631 - Strategic Marketing

EMBA 632 - Strategic Corporate Finance

EMBA 633 - Crafting and Implementing Business Strategy

EMBA 634 - Leadership for Organizational Change

- (b) Students reading for EMBA shall take examination of the module offered in the Semester III at the end of the teaching of the module in 5 (a).
 - (c) The number of hours allotted for lectures, workshops, seminars, practical classes and laboratory work etc in each of the above courses shall be about 30 hours.
6. (a) Student reading for EMBA shall submit the EMBA 635 – Applied Research Project which is Part II of Applied Research Module at the end of Semester III.
- (b) At the beginning of Semester III, as communicated by the Programme Coordinator, each student shall complete the proposal for EMBA 635 – Applied Research Project and shall submit it to the Faculty Board through the Coordinator for approval. A student whose proposal for the EMBA 635 – Applied Research Project is not approved shall re-submit a revised version of the proposal to the Faculty Board on or before the re-submission date specified by the Coordinator. No student shall be granted to re-submit revised version of the proposal on more than two occasions.
7. (a) EMBA 635 – Applied Research Project is the project a student shall complete based on a selected organization/industry under the guidance of the supervisor and a Board of Advisers; both assigned by the Coordinator and shall submit to the Faculty at the end of Semester III.
- (b) The Board of Advisers shall comprise a senior manager/a senior consultant in the area of business/industry within which the particular Applied Research Project is undertaken, a senior lecturer specialized in the area of study of the Applied Research Project, the supervisor assigned to the respective candidate

and the Programme Coordinator. The dean of the Faculty shall be the chairman of the Board of Advisors.

- (c) The candidate will present the work-in-progress of the Applied Research Project orally to the Board of Advisors at least two occasions as specified by the Programme Coordinator. The candidate shall be required to adhere to the guidance of the Board of Advisors in preparation of the Applied Research Project.
8. (a) Students reading for EMBA shall take EMBA 636 – Seminar on Contemporary Management Practices/Issues and EMBA 637 – Field Visit and each module carries five (05) credits. These two modules run throughout the programme and shall not have an End-of-Module Examination.
- (b) EMBA 636 – Seminar on Contemporary Management Practices/Issues is offered as internal and/or external workshops on selected contemporary management issues/practices. A student should attend minimum of 80% seminars/workshops organized under this module to complete the module.
- (c) EMBA 637 – Field Visit will be offered as study tours to industrial cities and business enterprises outside Sri Lanka. The course will incorporate industry visit, workshops and seminars organized with the help of a university/business school of the visiting country. A student should attend minimum of 80% activities organized under this module to complete the module.

Part II - Examinations of the Programme

9. The written examination and the continuous assessment for any course shall take the following form:
- (a) For each module and Applied Research Module (Part I), if it is not otherwise mentioned in these by-laws and regulations, there shall be a written open or closed book End-of-module Examination of 2 or 3 hours duration consisting of compulsory and/or selective questions as specified in the question paper. The question paper will carry a maximum score of 100 marks.
 - (b) Each Course of the Programme, except where otherwise stated, shall carry a value of two credits each.
 - (c) There shall also be a continuous assessment which may include individual and/or group assignments, case studies, case developments, quizzes, term papers, executive reports, projects, presentations and mid-semester tests. The Continuous Assessment of each Course shall be specified in the Course Outline which shall be distributed among the students at the beginning of the Course and shall not be changed without consulting the Coordinator. The Continuous Assessment shall carry a maximum of 100 marks.
 - (d) For the final grading of the module, unless otherwise stated in these by-laws and regulations, the end-of-module examination and the continuous assessment are evaluated as follows:

End-of-module Examination	40%
Continuous Assessment	60%
 - (e) A candidate, if not otherwise stated elsewhere in these by-laws and regulations, should earn minimum of 33% of marks allocated for each component of assessment i.e. end-of-module examination and continuous assessment of each course of a module.

10. With regard to the examination on the EMBA 636 – Applied Research Project, the following shall be applicable:
- (a) The date for the submission of the Applied Research Project shall be announced by the Coordinator with the approval of the Faculty Board at the beginning of the Semester III and shall not exceed more than one month after the final paper of the Semester III examination save in exceptional cases which will be considered by the Faculty Board on a case by case basis.
 - (b) The students shall submit, with the recommendation of the appointed Supervisor, three copies of the Applied Research Project in spiral binding on or before the stipulated date for submission.
 - (c) The Applied Research Project shall not exceed 15,000 words excluding Tables, appendices, and figures etc and shall be submitted in accordance with the format given in the Schedule.
 - (d) The Applied Research Project shall carry a maximum mark of 100 and a weightage of 4 Credits. The minimum mark to be obtained by a student to pass the Applied Research Project is 60% of the total marks allotted to it.
 - (e) The Applied Research Project shall be subjected to assessment by two independent examiners and a *viva voce* examination and the following procedure shall be applied in the assessment.
 - (i) The Applied Research Project shall be sent for evaluation by the two examiners who would independently assess the Applied Research Project and mark out of 100.

(ii) A student who fails to secure 60% marks at the evaluation by the two examiners shall be directed to re-submit the Applied Research Project once more within a specified period which shall not exceed six months.

(iii) There shall be a *viva voce* examination on the Applied Research Project with regard to students who have secured a minimum of 60% of marks at the evaluation by the two examiners.

(iv) The Board for the *viva voce* examination shall consist of the two examiners, dean of the faculty, unit coordinator of the Postgraduate and Mid-Career Development Unit, coordinator of the programme, an expert in research methodology, and a senior manager in the area of the business/industry for which the Applied Research Project has been prepared. The supervisor of the Applied Research Project shall also be present at the examination without any right of decision-making but to assist the Members of the Board if they desire to seek clarification from her/him.

(v) The performance of the candidate at the *viva voce* examination shall be marked out of 100 marks.

(vi) A student who fails to secure at least 60% of marks allocated for the *viva voce* examination shall be directed for a second presentation and a third presentation as a repeat candidate.

(vii) Those who secure at least a combined average of 60% of marks allocated for the evaluation by the two examiners and the *viva voce* examination shall be deemed to have passed the EMBA – 636 Applied Research Project.

(viii) For the final grading of EMBA 636 - Applied Research Project, the Applied Research Project and the *viva voce* examination are evaluated as follows:

Applied Research Project (50%)

Viva voce Examination (50%).

11. The students' performance of EMBA 636 – Seminar on Contemporary Management Practices/Issues shall be assessed in terms of participation and oral and written presentation on the management issues/practices discussed in the workshops. A student should attend minimum of 80% seminars/workshops organized under this module to complete the module.
12. The students' performance of EMBA 637 – Field Visit shall be assessed in terms of participation, oral and written presentations made based on the study tours attended. A student should attend minimum of 80% field tours organized under this module to complete the module.
13. Any question regarding the interpretation of these Regulations shall be referred to the Council whose decision thereon shall be final.
14. The Vice-Chancellor shall have authority, in consultation with the Dean of the Faculty, to take such action or give such direction, not inconsistent with the principles underlying the provisions of these Regulations, as appears to him/her to be necessary or expedient for the purpose of removing any difficulties that may arise in the interpretation of these provisions or for which there is no provision in these Regulations.

Schedule

The format of the final version of the Applied Research Project to be submitted as a partial fulfilment of the EMBA Programme of the Faculty of Management and Finance, unless otherwise required by the Faculty, shall be in A4 (8.27”×11.69”) size papers and typewritten on one side of the paper only, double spaced and with margins of at least 1 ¼” on the left side and 1” on the right side and 1” at the top and bottom of each page.

The two copies to be submitted to the Assistant Registrar in charge of the subject of Examinations shall include original copy and a clear and fair photocopy.

The Applied Research Project shall incorporate in the following order;

- (a) a title page giving the title of the Applied Research Project , the degree for which it is submitted, with the name of the Faculty, the full name of the author and the date of submission for the degree;
- (b) The following declaration, signed by the candidate:

“I certify that this Applied Research Project does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any University, and to the best of my knowledge and belief it does not contain any material previously published or written by another person or myself except where due reference is made in the text.”
- (c) certification of the supervisor(s) to submit the Applied Research Project to the Faculty;
- (d) an acknowledgement by the candidate of assistance rendered or work done by any other person or organization;
- (e) an executive summery;
- (f) a table of contents;
- (g) a list of tables and figures;
- (h) the main text;

- (i) references if any;
- (j) appendices, if any;

Wherever possible, tables shall be inserted in the proper place in the text, but comprehensive tables shall appear as appendices.

The Applied Research Project shall be sewn, trimmed, bound and covered with dark cloth, leather or rexene, preferably brown.

On the spine of the Report there shall be given in lettering of suitable size, the surname of the candidate and the title of the Applied Research Project, abbreviated if necessary. If the lettering will not fit across the spine it shall run along the spine reading from top to bottom.