

# MBA

MASTER OF BUSINESS ADMINISTRATION



UNIVERSITY OF COLOMBO



**MBA**



**MBA IN ACCOUNTING &  
INFORMATION MANAGEMENT**



**MBA IN FINANCE**



**MBA IN HUMAN RESOURCE MANAGEMENT**



**MBA IN INTERNATIONAL BUSINESS**



**MBA IN MARKETING**

# STUDENT HANDBOOK 2025/2027

**POSTGRADUATE & MID-CAREER DEVELOPMENT UNIT  
FACULTY OF MANAGEMENT AND FINANCE**

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**Compiled by**

Postgraduate & Mid-career Development Unit  
Faculty of Management & Finance  
University of Colombo

Certain sections of this handbook draw heavily on the materials published by the University of Colombo itself and some of its Faculties. The Faculty of Management and Finance gratefully acknowledges the contribution made by these publications in compiling this handbook.



# Table of Contents

1.	The University of Colombo	01
2.	The Faculty of Management and Finance	03
3.	The Postgraduate & Mid-career Development Unit	05
4.	Teaching Faculty	05
5.	The MBA at the University of Colombo	13
6.	Courses offered	16
7.	By Laws of the MBA Programme	83
8.	Regulations of the MBA Programme	99
9.	Key Personnel and Contacts	114

## 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

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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 advise 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.





Established in May 1994, the Faculty of Management & Finance remains the youngest Faculty of the University of Colombo. Historical development of this 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 materialised 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 2021, the total number of undergraduates regis-

tered in the Faculty exceeded 2500.

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, Management & Organizational Studies, International 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 Marketing, MBA in Human resource management, MBA in Accounting and Information Management, MBA in International Business, EMBA, Doctor of Business Administration (DBA) and M.Phil./PhD Programmes. It also conducts Postgraduate Diploma in Banking & Finance, Executive Diploma in Business Administration (EDBA),

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Higher Diploma in Entrepreneurship and Small Business Management, Diploma in Small Business Management, Diploma in HRM 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.



## 03 THE POSTGRADUATE AND MID-CAREER DEVELOPMENT UNIT

As traditional academic departments are burdened with undergraduate education and other academic activities related to their fields of specialisation, 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, organise and ensure the smooth functioning of postgraduate and mid-career development programmes for executive and managerial staff of modern day organisations 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 Marketing, MBA in Human resource management, MBA in Accounting and Information Manage-

ment, MBA in International Business Executive Master of Business Administration (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 organised by this unit to train the employees of any particular organisation 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.

## 04 TEACHING FACULTY

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 organisational lives.

In addition to this core faculty, the PGMCDU 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 tradition has helped the PGMCDU not only to provide a sound balance between theory and practice, which is one of the core values of the teaching/learning culture at PGMCDU but also to provide an appropriate balance between global management practices and local managerial/ organisational realities.



# Core Faculty

**Senior Professor (Chair) H.D. Karunaratne** [PhD (Nagoya, Japan), MA (Econ) (Nagoya, Japan), MA (Econ) (Col), BA (Econ) (USJP)]

**Senior Professor H. N. P. Jayasinghe** [PhD (NUS), MA (Econ) (Col), BA (Econ) (Col), MPhil (Sydney), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)]

**Senior Professor (Chair) Arosha S. Adikaram** [PhD (Col), MA in Labour Studies (Col), BBA (Col), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)]

**Professor K.A.S.P. Kaluarachchi** [PhD (Japan), MBA (Col), B. Com (SJP), CTHE (Col)]

**Professor D. T. D. Kodagoda** [PhD (Bradford, UK), M. Com (India), BCom (Col)]

**Professor Pavithra Kailasapathy** [PhD (Melbourne, Australia), MSBA (UMass, Amherst), MS in HRM (New School), BBA (Col), Cr. Cert. in OD (New School), CTHE (Col.)]

**Professor K. Dissanayake** [PhD (Meiji, Japan), MBA (Meiji, Japan), BCom (Col)]

**Professor A. A. Azeez** [PhD (YNU, Japan), MBA (Col), BCom (P'deniya)]

**Professor (Chair) Tharusha N. Gooneratne** [PhD (La Trobe, Australia), MPhil (Col), BBA (Col), ACMA (UK), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)]

**Professor B. Nishantha** [PhD (Ryukoku-Japan), MBA (Col), BCom (Col)]

**Professor M. P. P. Dharmadasa** [PhD (Bond, Australia), MBA (Col), BSc (B. Ad.) (USJP), Dip in Packaging (AIP, India), CTHE (Col)]

**Professor K. G. Sampath Kehelwalatenna** [Ph.D. (UBD-Brunei), MBA (Col), BCom (Col.), CTHE (Col)]

**Professor Fazeela Jameel Ahsan** [PhD (Strathclyde-UK), MCom (India), BCom (Jaffna)]

**Professor A. A. C. Abeysinghe** [PhD (Manchester, UK), MPhil (Col), MBA (Slovenia), Bsc (B.Ad.) (USJP)]

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**Professor. R. Senathiraja** [PhD (Madras, India), MSc (Mgt) (USJP), BCom]

**Professor Sashika R. Manoratne** [PhD (AUT, New Zealand), MBA (California), BSc (SJP), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)]

**Professor Maduka Udunuwara** [PhD (Edith Cowen University, Australia), MBA (PIM), BCom (Special, Col), CTHE (Col)]

**Professor S. Buvanendra** [PhD (India), MBA (Col), BBA (Jaffna), CTHE (Col)]

**Professor K. Kajendra** [PhD (India), MBA (India), MCom (Kelaniya), BCom (Jaffna)]

**Professor M. A. Y. D. Madurapperuma** [PhD (Republic of Korea), MSc in MIT (Kelaniya), B.Com (Col), CTHE (Col)]

**Professor G. A. T. R. Perera** [PhD (Wuhan, PRC), MBA (Col), BCom (Sp) (Col)]

**Professor G. S. Pradeep Randiwela** [MCom (Marketing) (Col), BCom (P'deniya), MHRM (UK)]

**Professor D. L. P. M. Rathnasinghe** [PhD (MSU), MBA (Col), BBA (Col), CTHE (Col)]

**Professor H. M. Nihal Hennayake** [PhD (AGU, Japan, MA (Economics) (GRIPS - Tokyo), MCom (Kelaniya), MA (Economics) (Col.), BA (Economics) (Col.), CTHE (Col)]

**Mr. G. Ranaweera** [MCom (India), BCom (USJP)] *Senior Lecturer*

**Mr. R. M. R. B. Rajapakse** [MCom (India), BCom (Col)] *Senior Lecturer*

**Mr. W. A. S. P. Weerathunga** [MA (Econ) (Col), MSc (App. Stat) (Col), BSc (Math Sp) (Col)] *Senior Lecturer*

**Dr. Dinuka T. Wijetunga** [PhD (Melbourne, Australia), MBA (PIM-USJP), BSc. (Marketing Sp) (USJP), Dip. in Mkt. (UK), CTHE (Col)] *Senior Lecturer*

**Dr. W. Pamarathne Gamage** [PhD (Kelaniya), MCom (Kelaniya), PG (Dip) Business Management (Col), BSc. Bus. Adm (SJP), BA in RMSED (Costa Rica)] *Senior Lecturer*

**Dr. W. A. Sajitha Dishanka** [PhD (Tokyo), MBA (Col), B.Com (Col), CTHE (Col)] *Senior Lecturer*

**Dr. A. M. C. P. Atapattu** [PhD (Kelaniya), MBA (Col), BCom (Col), CTHE (Col)] *Senior Lecturer*

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**Mr. S. Sasidaran** [(MEcon (Col), BCom (Col), CTHE (Col))] *Senior Lecturer*

**Dr. N. K. Jayasiri** [PhD (Otago, New Zealand), MBA (Col), BBA (Col), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Dr. Sujeewa Damayanthi** [PhD (PIM-USJP), MBA (Col), BBA (Col), CTHE (Col), SEDA (UK), ] *Senior Lecturer*

**Dr. K Ravinthirakumaran** [PhD (Griffith) (Australia), M.So.Sc (NUS) (Singapore), M.Econ (UOC), BA (Econ) (Jaffna), CTHE (Col)] *Senior Lecturer*

**Dr. M. R. Chandrasekara** [PhD (PIM, SJP), MBA (Col), BBA (Col), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Mr. M. R. Rajasuriya** [MSc (USJP), BSc (Maths), (Col),] *Senior Lecturer*

**Ms. D. K. T. N. Gunadeera** [MBA (Col), BBA (Col), CTHE (Col), SEDA (UK), Reading for PhD (QUT – Brisbane, Australia)] *Senior Lecturer*

**Mr. W. M. G. P. C. B. Wijekoon** [MBA (Col), BBA (Col), reading for PhD (PIM, SJP), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Dr. Mayuri Atapattu** [PhD (UNSW, Australia), MBA (Col), BBA (Col), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA) (UK)] *Senior Lecturer*

**Dr. Rajitha Silva** [PhD (UOK), MBA (Aus), PGDip. (UK),BBA (Col)] *Senior Lecturer*

**Ms. K.G.K Fernando** [MBA in Finance (Col), BBA (Col), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Dr. Tharindu C. Ediriwickrama** [PhD (Col), MBA (ICFAI, India), BSc (Finance Sp, USJ), ACMA (UK), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Dr. H.M.S. Amanda N. Herath** [Phd (Yonsei GSIS, Republic of Korea), Master of Global Economy & Strategy (Yonsei GSIS, Republic of Korea), BBA in Business Economics (Col), CTHE (Peradeniya)] *Senior Lecturer*

**Mr. Rajishtha Y.H. De Alwis Seneviratne** [M.Phil(Col), BBA in Business Economics (Col), ACMA, CGMA, CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Ms. Dhanushanthini Ajanthan**[MBA (Col), B.Com (Jaf), HNDA (SLIATE), CTHE (Col), SEDA (U.K.)] *Senior Lecturer*

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**Dr. Seuwandhi B. Ranasinghe** [PhD (Glasgow, UK), MBA (Col), BBA (Col), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Dr. Gimhani Y. Ekanayake** [PhD (Deakin, Australia), MPhil (Col), B.Sc. Accountancy (SJP), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Ms. Ruwaiha Razik** [Reading for PhD (Colombo), MBA–Waseda: Japan, BBMgt (HRM): Kelaniya, Associate (Chartered Institute of Management Accounting (UK)), Associate (Institute of Bankers (Sri Lanka)), Associate (Association of Professional Bankers (Sri Lanka))] *Senior Lecturer*

**Ms. N.H.M.S.M. Herath** [MBA (Col), BBA (Col), CIMA (Passed Finalist), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Ms. K. K. Kapiyangoda** [MBA (Col), BBA (Col), CIMA (Passed Finalist), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Dr. Kasun Perera** [PhD (Otago, New Zealand), MBA in Finance (Col), BBA (Col), CIMA (Passed Finalist), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Mr. Sahan J. Ferenando** [MBA (Col), BBA (Col), PQHRM (IPM), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA)] *Senior Lecturer*

**Mr. W. M. S. R. Weerasekera** [Reading for PhD (UOK), MBA (Col), BBA (Col), CTHE (Col), Accreditation for Teaching in Higher Education (SEDA), CLSC (Col)] *Senior Lecturer*

## Visiting Faculty -Academic

**Emeritus Professor P. S. M. Gunaratne** [PhD (Tsukuba, Japan), MSc (Tsukuba, Japan), MBA (Col), BSc (B.Ad.) (USJP)]

**Professor D. S. N. P. Senarathna** [PhD (Col), MBA (USJP), BSc (B.Ad.) (USJP)]

**Dr. N. N. J. Navaratne** [BSc (B.Ad.) (USJP), MA (Keio Japan), PhD (Keio Japan)]

**Professor (Chair) M. Vithanapathirana** [PhD (London), MA in Buddhist Studies (Kelaniya), MEd (OUSL), PGDE (OUSL), PGD (Kelaniya), BSc (Zoology) (Col)]

**Professor Y. K. Weerakoon Banda** [PhD (AUEB), MBA (Col), BSc. Bus. Admin. (USJP)]

**Professor P. D. Nimal** [PhD (Japan), MBA (USJP), MBA (Japan), BSc. (USJP)]

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**Professor S. T. W. S. Yapa** [PhD (Sheffield Hallam, UK), MBA (PIM-SJP), BSc. (Hons) (Kelaniya)]

**Professor Nalin Abeysekera** [PhD (Col), MBA (Col), BSc Mkt (Special)(USJP), MCIM (UK), Chartered Marketer (UK), MSLIM, MAA, Dip in CMA]

**Professor Samantha Thelijagoda** [PhD (Gifu University, Japan), M.Eng (Gifu University, Japan), BA (sp) in Statistics (USJP), MIEEE, MIET, MAIS, MCS (SL)]

**Professor K. L. W. Perera** [PhD (Victoria University – Australia), MBA (AIT), B. Com (sp) (USJP)]

**Professor U. P. K. Epa** [PhD (Deakin), BSc (Sp) (Kelaniya)]

**Professor W. M. C. Bandara Wanninayake** [PhD (TBU-Czech Republic), MBA (Col), BSc Mkt Mgmt (Special) (USJP), Dip M (UK)]

**Professor A. Sarwesvaran** [MPhil (Col), MA in International Peace Studies (UPEACE – UN Affiliated University) (Costa Rica), LLB (Col), Attorney-at-Law of the Supreme Court of Sri Lanka]

**Professor Dinesh Samarasinghe** [PhD (Col), MBA in Marketing (Col), BSc Mkt Mgt Hons. (USJP)] *Senior Lecturer*

**Dr. Gamini De Alwis** [Former Associate Professor of UoC, PhD (IAU-UK), MPA (USJP), PG Dip. in Urban Development (Pune, India), BBA (B.Ad) (Vid.)]

**Dr. A. Athukorala** [PhD (UQ, Australia), MSc (UQ, Australia), BSc (Col)] *Senior Lecturer*

**Dr. P. J. Kumarasinghe** [PhD (Japan, MBA (USJP), BSC (Mgt) (USJP)]

**Dr. Chathura J. Warnasuriya** [PhD (Brunel University – UK), LLM (University of Wales), Attorney-at-Law] *Senior Lecturer*

**Dr. Mahesh Edirisinghe** [PhD (Uppsala University-Sweden), B.Sc Hons (Col), CTHE (Col), SEDA (UK)] *Senior Lecturer*

**Dr. Dilina Herath** [PhD (UK), MBA (Australia), BBA (Col), Associate member of ABE-UK] *Senior Lecturer*

**Mr. Rangajeewa Herath** [MBA (PIM-USJP), B.Sc in Accountancy (Sp) (USJP)] *Senior Lecturer*

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**Dr. Prabhashini Wijewantha** [PhD (MSU Malaysia), MBA (Col), B.Sc in HRM (USJP)] *Senior Lecturer*

**Ms. Jeewanthi R. Thisera** [MBA in HRM (UOC), B.Sc in HRM (USJP), Dip in Counselling and Psychology] *Senior Lecturer*

## Visiting Faculty- Industry Experts

**Dr. Sarath Buddadasa** [PhD (IAU-UK), MBA (USJP), (B.Com.) (Peradeniya),]

**Dr. Pramuk Perera** [PhD (Otago, New Zealand), M.Litt – St. Andrews-UK, B.Sc in Marketing Management-USJP]

**Mr. R. De Silva** [MBA (USJP), BA (University of Ceylon), FBIM (UK)]

**Mr. L. Wickremesooriya** [MBA (USJP), PgDip in Strategic Management, PgDip Marketing, FCIM (UK), FABE]

**Mr. Lalith Sumanasiri** [MBA (Col), B.Sc in Marketing (Special), CPM]

**Mr. A. C. Mohamed Naeem** [M. Eng, (AIT), B.Sc. Eng. (Hons)]

**Mr. K. G. H. De Silva** [MBA, M.Econ & BSc (Col), FCA, MIM (SL), Dip. M, ACIM (UK)]

**Mrs. B. A. D. D. Hearth** [MBA (Colombo), BA (Econ)]

**Mr. W. Narayana** [MSc (USJP), MBA (Banking & Finance) (USJP), BSc (B.Ad) (USJP), AIB (Sri Lanka)]

**Mr. Chaminda Hettiarachchi** [MBA (Pakistan), MBA (Germany), BSc (Eng.) (Peradeniya)]

**Mr. Buddika Hewawasam** [MBA (Colombo), BSc (Sp)]

**Mr. Prasad Jayasuriya** [MBA (Colombo), BSc (Eng) (Ranchi, India)]

**Mr. Kanishka Ranaweera** [MBA in HRM (Col), BBA (Col)]

**Mr. Tharaka Dias** [MBA, BBA]

**Mr. I. G. Perera** [MBA, BA, Dip in SCM (Geneva)]

**Mr. Chandana Aluthgama** [MBA, BCom, FCMI]



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**Mr. Sampath Jayasundara** [MBA, BSc]

**Mr. Tharaka Soysa** [MBA (UK), MSc.IT (Colombo), MBCS]

**Mr. Ranga Gamage** [MBA, BSc, PMP, PCS]

**Mr. Sanjeewa Dayarathna** [Msc in Financial Mathematics (Col), MBA (Col), Bsc (Statistics, Col)]

**Mr. Suresh Edirisinghe** [MBA (USJP), BSc (Eng) Hons (University of Moratuwa), ACII (UK)]

**Mr. S.V. Pethangoda** [MBA (USJP), BBA (Sp) Hons, ACIM (UK), ACII (UK)]

**Dr. P. J. S. Fernando** [PhD (Nagoya University, Japan), MEcon (Col), BSc (USJP)]

**Mr. Mangala Perera** [Masters in Financial Economics (Col), B.Sc Hons in Marketing Management – USJP, Fellow of the Australian Sales and Marketing Association]

**Mr. Harsha Samaranayake** [MBA in Marketing, MCIM, CMA]

**Mr. G. P. K. Perera** [MHRM (UoC), PGDip in Counselling (UoC), PGDip in OR (University of Moratuwa), BSc (UoC)]

**Ms. Chamalika Gunawardene** [MBA (University of Wales), BSc in Marketing (Sp)]

**Dr. Dinesh Hamangoda** [MBA (USJP), BSc (Hons), FCIM]

**Dr. Dinuka Pattikirarachchi** [DBA (UoC), MBA (UoC)]

# 5.

## THE MBA AT THE UNIVERSITY OF COLOMBO



The history of the MBA of the University of Colombo runs into more than two decades and it is one of the oldest MBA programmes not only in Sri Lanka but also in South Asia. During these two decades, it has produced a significant number of professional managers who work in different parts of the world. Meanwhile, the MBA of the University of Colombo has been transformed into one of the well-recognised MBAs in the region.

In 2003, the Faculty restructured the MBA Programme to be on par with changing international standards and to meet the diverse needs of MBA candidates. This resulted in many new features, some of them, without doubt, highly innovative and unique. One such feature is to offer MBAs with different areas of specialisation. Students who are enrolled in the MBA Programme have the option of reading for the General MBA catered to general managers or a specialised MBA either in Finance, Marketing, Human Resource Management, Accounting and Information Management, or International Business. Further, students have three options when reading for the MBA Programme: the Coursework

Option, the Business Skill Project Option, and the Thesis Option. The students are advised to choose the most appropriate degree programme and select the most appropriate option taking into consideration their career prospects. The MBA Programme has been designed to facilitate students to customise their learning experience to best suit their career aspirations and learning interests.

The duration of the programme is six (06) trimesters where each trimester runs for four (04) months. The programme runs for two (02) calendar years within which students should earn sixty-one (61) credits from twenty-six (26) courses (if they select the Coursework Option) and a residential workshop. Traditional classroom learning is essentially coupled with off-campus assignments, seminars, field/company visits and residential workshops to augment the learning experience.

The programme demands a high commitment from all learning partners. Hence, prospective applicants should carefully consider their other commitments in the forthcoming years, before applying to the programme. Students

are required to maintain at least 80% participation in formal learning activities (i.e. lecturers in each course) to be eligible to sit for the Trimester-End-

Examination of the respective course. They also have to engage in extensive reading, group discussions and field-work during the course of learning.

## Programme Structure, Options and Curriculum

Students have the option of reading for the traditional MBA, generally catered to general managers or a specialised MBA i.e. MBA in Finance, MBA in HRM, MBA in International Business, MBA in Marketing and MBA in Accounting and

Information Management selecting from among three options i.e. Course Work Option, Business Skill Project Option, and Thesis Option in completing their programme as briefed in Tables 1 and 2.

Table 1: The Programme in a Nutshell: First Year

Trimester I	Trimester II	Trimester III
<b>Accounting for Managers</b> (3 credits)	<b>Contemporary Management Thought</b> (2 credits)	<b>Financial Management</b> (3 credits)
<b>Managerial Economics</b> (3 credits)	<b>Management Information Systems</b> (2 credits)	<b>Human Resource Management</b> (3 credits)
<b>Management Process &amp; Practice</b> (3 credits)	<b>Organisational Behaviour</b> (2 credits)	<b>Operations &amp; Quality Management</b> (3 credits)
<b>Business Statistics</b> (3 credits)	<b>Business Research Methods</b> (2 credits)	<b>Marketing Management</b> (3 credits)
<b>(Total = 12 credits)</b>	<b>(Total = 08 credits)</b>	<b>Residential workshop I</b> (1 credit)
		<b>(Total = 13 credits)</b>
<b>Total No. of credits: 33</b>		

Table 2: The Programme in a Nutshell: Second Year

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>Business Strategy</b> (2 credits)  <b>Business Ethics &amp; Corporate Responsibility</b> (2 credits)  <b>Specialisation compulsory</b> (3 courses x 2 credits)  <b>Total = 10 credits</b>	<b>Specialisation electives</b> (5 courses x 2 credits)     <b>Total = 10 credits</b>	<b>Specialisation electives</b> (4 courses x 2 credits)     <b>Total = 8 credits</b>
<b>Business <sup>1</sup> Skill Project Option</b>	<b>Business Strategy</b> (2 credits)  <b>Business Ethics &amp; Corporate Responsibility</b> (2 credits)  <b>Specialisation compulsory</b> (2 courses x 2 credits)  <b>Writing Project Reports</b> (2 credits)  <b>Total = 10 credits</b>	<b>Specialisation electives</b> (4 courses x 2 credits)  <b>Proposal and Defence of Business Skill Project</b> (1 credit)    <b>Total = 09 credits</b>	<b>Project Report</b> (09 credits)     <b>Total = 09 credits</b>
<b>Thesis Option <sup>2</sup></b>	<b>Business Strategy</b> (2 credits)  <b>Business Ethics &amp; Corporate Responsibility</b> (2 credits)  <b>Specialisation compulsory</b> (1 course x 2 credits)  <b>Research Methodology</b> (2 credits)  <b>Proposal of the Thesis and Defence</b> (1credit)  <b>Total = 09 credits</b>	<b>Seminar on Research</b> (Trimester V: 02 credits)  <b>Thesis</b> (Trimesters V & VI) = 17 credits        <b>Total (Trimesters V &amp; VI) = 19 credits</b>	

<sup>1</sup>The proposals for Business Skill Project to be submitted by the end of the Trimester V.

<sup>2</sup>Thesis proposal to be submitted by the end of Trimester IV

# 06 COURSES OFFERED

## TRIMESTER I

Two different types of courses are offered in Trimester I: Preparatory Courses and Core Courses.

### PREPARATORY COURSES

These are non-evaluative, non-credit courses and provide basic knowledge to follow the regular courses in the MBA programme. These courses are offered prior to the commencement of the regular programme of study.

#### **MBAPR 5001 - Basic Statistics**

The objective of this course is to familiarise the students with the basic mathematical and statistical techniques. This course is designed for those who do not have a sufficient background in Basic Statistics. The main topics to discuss are the collection and presentation of data through graphical and numerical methods and the concepts of probability.

#### **MBAPR 5002 - Principles of Economics**

Basic economics concepts such as scarcity, choice, trade-off and opportunity cost, market mechanism: demand, supply and equilibrium, elasticity concepts: price, income and cross-price elasticity of demand, markets in action: government intervention in markets such as price ceiling, price floors, taxes, subsidies, quotas and tariff, a brief introduction to externalities and public goods, basic mathematical tools such as functions, differentiations, maxima, minima, partial differentiation and total differentiation needed for managerial economics, basic macroeconomic concepts.

#### **MBAPR 5003 - Academic Writing**

The objective of this course is to familiarise students with academic documentation, standard practices in academic documentation and ethical conduct in academic writing. The course covers topics such as writing term papers and executive reports, referencing and standard practices in referencing and plagiarism.

#### **MBAPR 5004 - Fundamentals of Accounting**

The objective of this course is to familiarise students who have not been exposed to accounting as a course in their higher education. The main topics discussed in this course are accounting concepts, principles and accounting standards. It also covers preparation of profit and loss account, balance sheet, cash flow statement and ratio analysis.

#### **MBAPR 5005 - Special Topics**

This course code is reserved for any course that could be offered as prerequisite. This course will be offered when there is a request from a sufficient number of students on a special issue or an area of management competencies.

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## COMPULSORY COURSES

The purpose of these courses is twofold: first, these courses facilitate students to develop a holistic picture about the management of a business concern, and the core competencies required to manage a business concern; second, they provide the basic knowledge required to pursue a specialisation in a selected area of discipline. All students who are enrolled in the MBA Programme should earn 33 credits from these Core Courses irrespective of their area of specialisation. These courses are offered in Trimester 1, 2 and 3 of the programme.

### **MBA/MBAAI/MBAFI/MBAHR/MBAIB/MBAMK 5101 Accounting for Managers**

Accounting is central to achieve managerial competence in any field or at any level of an organisation. The aim of this course is broadly to make the students familiar with the nature of the accounting function and its potential uses in operational and strategic managerial decisions. The course covers an extent of knowledge by way of an overview from the understanding of an organisation as a social phenomenon and accounting as an integral part of it, to specific controlling aspects of accounting such as budgeting, performance measurements and achieving strategic survival and growth. The completion of this course makes the student capable of understanding how and why accounting function is associated with their day-to-day controlling decisions.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5102 Managerial Economics**

Indifference curve analysis and their applications in business, demand estimation and forecasting, Theory of production: short-run and long-run, Theory of costs: short-run and long-run, Managerial decision making in various market structures such as perfect competition, monopoly, monopolistic competition and oligopoly, Game theory and strategic behaviour of firms, Decision making with asymmetric information, Pricing practices.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5103 Management Process & Practice**

Achieving world-class quality on a continuous basis, managing increased diversity in the workforce, meeting calls for the ethical conduct of business, etc. are some of the issues/challenges that business organisations face in this rapidly changing environment. Subsequently, sound knowledge on the fundamentals is the key for running a successful business. Therefore, this course introduces concepts, functions, techniques and practices of managing organisations and provides awareness on issues in managing Sri Lankan organisations. By focusing the background and issues above, this course mainly covers an introduction to management and the organisation, planning, decision-making, organising, motivation, leadership, communication, controlling and global management.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5104 Business Statistics**

The objective of this course is provide students a sound understanding of the use of statistical concepts, tools and techniques for day management decisions and for their research work in forthcoming semesters. The course covers probability distributions,



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sampling and sampling distributions, estimation and hypothesis testing, correlation and modelling, and time series forecasting.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5105 Contemporary Management Thought**

Though it is not widely appeared in 'management textbook' during the last several decades, management process and practices which is traditionally taught in MBA has been questioned from many different philosophical perspectives. These critics have helped students to gain new insights into their own organisations and management practices. Therefore, this course has been design in a manner that learning partners have an opportunity to critically reflect on their management thinking and practices from competing/complementary philosophical perspectives. With a brief appreciation of the historical development of organisation theory, the course examines contemporary management practices and issues such as corporate social responsibility and green organisations, consumerism, postcolonial organisations in the global era and introduces critical, structuralist, postmodern perspective organisation and management.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5106 Management Information Systems**

As all or the most of the industries are moving towards information intensive industries, not only management of information systems has become important, but using them for competitive advantage also has become imperative. As a result, managers and specially managers at the strategic level should have to play end-user role of information systems effectively. Therefore, this course aims to provide students with the knowledge and skills required to be effective end-users whilst using IS strategically with sufficient sensitivity towards issues specific to the Sri Lankan context. This course covers topics such as approaches to studying information system management, basic frameworks of IS in organisations, end-users' role in system development and management, organisation for information systems, integrating information systems for knowledge management, redesigning organisations with IS, integrating IS into business strategies and issues of managing IS in Sri Lankan organisations.

### **MBA/MBAAI/MBAFI/MBAHR/ MBAIB/MBAMK 5107 Organizational Behaviour**

People with right set of competencies are critical to the success of business as they are capable of contributing to bring down the cost while reaching quality standards assuring timely delivery of products and services. Modern organisation is believed to practice inspiring and leading people vis-à-vis managing people for producing business results. Ground level realities of organisations suggest that line managers are the ones who could effectively inspire and lead their direct reports for producing collectively well-being of the organisation and that of the individual employees. In doing so, needless to state, that these line managers are required to have gained significant exposure to understanding, predicting, and modifying individual and group/team behaviour in organisations. Every line manager, irrespective of his/her technical/functional expertise, needs this exposure as it could subsequently be related to identifying the relationship between organisational behaviour and people practices of organisations. Thus,

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the objective of this course is to create a platform for understanding complex nature of human behaviour through many other disciplines and utilising such understanding for producing organisational and individual well-being.

### **MBA/MBAAI/ MBAFI/ MBAHR/ MBAIB/MBAMK 5108 Business Research Methods**

This is a compulsory course for all MBA students to obtain an understanding about business research and the systematic processes in which research is conducted. Students will be familiarized with basics of research philosophies behind the methods employed as well as the methods and techniques in conducting a business research. This course aims to provide a foundation for Thesis students who will be subsequently trained to conduct an academic research, and for students opting for Business Skill Project and Course Work option to be introduced the process of conducting research.

### **MBA/MBAAI/ MBAFI/ MBAHR/ MBAIB/MBAMK 5109 Financial Management**

The focus of the financial management course is on the understanding of techniques and concepts and in showing their applications to simple financial decision making situations. The course examines the firm's capital budgeting decision, its dividend decision, and its capital structure decision. Since this is a foundation course in Finance, the knowledge of capital markets, interest rates, time value of money, ratio analysis, funds flow analysis, valuation concepts, and financing alternatives will also be emphasized.

### **MBA/MBAAI/ MBAFI/ MBAHR/ MBAIB/MBAMK 5110 Human Resources Management**

This course attempts to address the core areas of inspiring human resources at work, giving special attention to the core areas from planning to current management approaches such as flexibility, automation, empowerment and contemporary management styles in human resources management. During the course participants endeavour to explore the significance of human resources at work, ways and means of making workforce a "resource" and link between theory and practice in developing and responding to human related issues at work. Typically, areas such as human resources planning, selection and placement, learning and development of employees at work, job analysis and evaluation, employee motivation and compensation, career planning and enhancement, performance management, industrial relation and unionisation will be covered.

### **MBA/MBAAI/ MBAFI/ MBAHR/ MBAIB/MBAMK 5111 Marketing Management**

The objectives of this course is to familiarise students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to make them enables to appreciate the role of marketing as a philosophy and a function in modern business organisations. The course covers creating customer relationships and value through marketing, developing successful marketing strategies (e.g. STP, 4Ps), scanning the marketing environment and ethical and social responsibility in marketing. Further, specialised marketing areas like understanding buyers, services marketing, using social media to connect with consumers, global marketing and postmodern marketing will also be discussed emphasising broadening applications of marketing in the modern/

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postmodern society.

### **MBA/MBAAI/MBAFI/ MBAHR/ MBAIB/MBAMK 5112 Operations and Quality Management**

This course presents a general management perspective on the operations functions of a business. It is concerned with how operational activities in a business can best be designed and managed to support the overall objectives of a business. It covers all the basic areas of managerial decision making in operations, including process choice, capacity and inventory management, production planning, material control, quality management, workforce management and organisation.

### **TRIMESTERS IV, V AND VI**

Both Compulsory and Elective Courses are offered in Trimester IV, V and VI of the MBA Programme under each of the six programmes in order to acquire multi-disciplinary skills and for those who are aspiring to be members of the corporate management team. Students should earn Twenty Eight (28) credits from the Compulsory and Elective Courses offered in Trimester IV, V and VI, together with another Thirty Three (33) credits from the courses offered in Trimester I, II and III as stipulated in the available options in Tables 1 and 2. Students may select Coursework Option, Business Skill Report Option or Thesis Option in earning Twenty Eight (28) credits in Trimester IV, V and VI.

# MBA

MBA is mainly intended for managers who need to acquire multi-disciplinary skills and for those who are aspiring to be members of the corporate management team. Students reading for MBA should earn twenty eight (28) credits from the Compulsory and Elective Courses offered in Trimester 4, 5 and 6 together with another thirty three (33) credits from the courses offered in Trimester 1, 2 and 3 as stipulated in the available options Tables 1 and 2.

**Table: Courses to be completed in Trimester IV, V, VI**

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBA 5242 Business Ethics and Corporate Responsibility MBA 5211 Business Strategy  <b>3 specialisation compulsory courses</b> MBA 5212 Entrepreneurship Development MBA 5213 Organisational Leadership MBA 5214 Managing Business Across Borders	5 elective courses	5 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBA 5242 Business Ethics and Corporate Responsibility MBA 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBA 5212 Entrepreneurship Development MBA 5213 Organisational Leadership MBA 5214 Managing Business Across Borders  And MBA 5202 Writing Project Reports	4 elective courses And MBA 5203 Proposal and Defence of Business Skills Project	MBA 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBA 5242 Business Ethics and Corporate Responsibility MBA 5211 Business Strategy  <b>1 out of the 3 specialisation compulsory courses</b> MBA 5212 Entrepreneurship Development MBA 5213 Organisational Leadership MBA 5214 Managing Business Across Borders  And MBA 5205 Research Methodology MBA 5206 Proposal for the Thesis and Defence	MBA 5209 Seminar on Research	
		MBA 5210 Thesis	

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## TRIMESTER IV

### CORE COURSES

#### **MBA 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of a business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

#### **MBA 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. Main areas covered in this course are the determination of strategic direction and the management of the strategic decision-making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

### SPECIALISATION COMPULSORY COURSES

#### **MBA 5212 Entrepreneurship Development**

The advancement of technology and scientific development has increased the choices and opportunities for firms and individuals to challenge within their competitive business environment today. Private and public entrepreneurship can contribute to economic growth, job creation, and national income. This course aims at providing students with a broader theoretical understanding of entrepreneurship and entrepreneurship development principles, concepts, and techniques and strengthening them with practical applications to form or boost their own businesses. This course will mainly cover prologue to entrepreneurship, the evolution of western entrepreneurship, theories of entrepreneurship, skills and characteristics of successful entrepreneurs, motivations for entrepreneurship, creativity and innovation, corporate social and green entrepreneurship, entrepreneurial culture, born or made debate of entrepreneurship, entrepreneurship development models and strategies, women entrepreneurship development, minority entrepreneurship development, rural entrepreneurship development, strategic entrepreneurial growth, entrepreneurship development programmes in Sri Lanka, cases of successful international and local entrepreneurs.

#### **MBA 5213 Organisational Leadership**

Change must be the priority of most of social institutions in order to realise economic, social and political aspirations. Thus, the development of leaders; more specifically business leaders must be one of the top priorities of programmes, like MBAs, as business organisations play a central role not only in the socio-economic front of our lives

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but also in the political front. Therefore, this course aims at providing participants with the knowledge, skills, and attitudes required to transform themselves into leaders and leading the transformation of their organisations. The course covers topics such as differences between leaders and managers, transformational, charismatic and visionary leadership, follower psychological dynamics, leader psychological dynamics, authentic and inauthentic leadership behaviour, new developments of leadership theories, sustaining the effects of leader, impression management, dramaturgical approach to leadership, transforming organisation through culture and systems, and issues of charismatic leadership and organisational transformation in Sri Lanka.

### **MBA 5214 Managing Business across Borders**

Widely acclaimed for its perceptive insights into the management of organisations operating in a global business environment, the need for understanding managing business across borders has already established itself as a guiding lens for global business managers. Considering this acclamation, this course aims at providing conceptual frameworks and techniques which are helpful for managers doing/willing to do business across borders with the ultimate aim of how to develop a transnational solution in the global marketplace.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.



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## **MBA/MBAAI/MBAFI/MBahr/MBAMK/MBaIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.

## **ELECTIVE COURSES (offered in Trimesters V and VI)**

### **Coursework option**

#### **MBA 5216 Project Management**

Businesses are increasingly moving into project-based organising structures to achieve their objectives, thus the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members in a project team. Accordingly, this course introduces to the students concepts and techniques of project management such as project scope management, project time management, project cost management, project scheduling, resource allocation, the application of project management software, as well as tools and techniques available for implementation and control of a project.

#### **MBA 5217 Legal Aspects of Business/ Business Law**

Most aspects of running a business have some legal consequences since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulations. Within this background and rationale, the course will cover topics such as; introduction to business law, law of contracts, sale of goods, company law, industrial law, and e-business law.

#### **MBA 5218 Seminar: Contemporary Issues in Management**

This course is designed to provide knowledge of current insights in management, and useful skills with the tools and techniques being used by successful organisations. Organisations are undergoing change at an accelerated pace. In this course, participants will gain insights into successful management practices under these conditions. The course broadly covers business processes, supply chains and change management and leadership and other emerging topics.

#### **MBA 5219 Managing Innovation**

Without creativity and innovation organisations cannot be competitive and survive in a dynamic environment. Thus, managers are compelled to change their business practices creatively and innovatively. This course aims at providing students with theoretical and practical knowledge in relation to creativity and innovation in global and local businesses to manage innovations within his/her organisational context for making com-

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petitive advantage in a modern and dynamic environment. This course will cover basic concepts of creativity and innovation, types of innovation, measurements of innovation, technology and innovation, key elements of management and innovations, culture and innovation, economy and innovation, organisational context and innovation, institutional support and innovation in Sri Lanka, strategy and innovation, issues related to innovation in developed and developing countries.

### **MBA 5220 Impression Management and Organizational Politics**

Impression management refers to the activities of controlling information in order to steer others' opinions so as to serve our personal or social goals. Organisational politics involve intentional acts of influence to enhance or protect the self-interest of individuals and/or groups in organisations. Considering this mutual relationship between impression management and politics in organisations, this course aims to provide integrative knowledge to understand the power and political behaviour in organisations by emphasizing how impression management would lead to achieve political goals of the organisational participants. The course will provide the participants with an appropriate modern conceptualisation of organisation and make them aware of the importance of reconceptualizing it as a fluid entity resulting in continuous power struggles among various groups of people within the organisation. It also emphasises the political nature of organisation which probably covered by the masks of legal rationality. The course ends with discussing a range of techniques of impression management and their relationship to the political life of managers in their organisations.

### **MBA 5221 Management Profession in Sri Lanka**

As the country is moving from entrepreneurs to professional managers for managing her organisations, a range of issues related to the management profession seems to evolve and this course aims at developing an understanding about these issues enabling professional managers to address those issues effectively. The course discusses broad issues like the meaning of professionalism and need and difficulties of treating management as a profession as well as country-specific issues such as accreditation, standards, continuous learning, training and development, and code of ethics of managers, and discussing the impact of socio-political environment of Sri Lankan on ethical business practices.

### **MBA 5222 Conflict and Negotiation Management**

All organisations face many conflicts at different levels. Without managing these conflicts effectively, it is very difficult to run an organisation smoothly. There are different opinions about conflicts and methods of conflict handling. In a competitive and complex business environment, managers at all levels should have better negotiation skills to handle these conflicts. This course aims to give knowledge in managing highly conflict-ing situations in both local as well international business environments. This course enables you to identify how to respond to the rising demands of corporations in by focusing on leadership, decision-making, principled negotiating techniques, models in negotiation skills, understanding different cultures and different techniques in negotiating.

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### **MBA 5223 Environmental Management**

Environmental issues continue to be an important matter of people's concern now than ever since they have caused considerable changes in attitudes and practices of the business world. This course attempts to provide students with insight (both conceptually and practically) to capture the ecological environment as an important stakeholder in managing their businesses. The course is designed to cover the importance of incorporating environmental sustainability in strategy at all levels: corporate, business and operational; the role of environmental leadership in organisations, and tools and techniques of proactive environmental strategies as a guide to environmental sustainability in business organisations.

### **MBA 5224 Business in Emerging Markets**

Emerging markets continue to demonstrate growth rates that far exceed those of developed markets and, as a result, many businesses in other markets rapidly move on internationalisation to these markets as their new business strategy in the global market place. These markets provide new challenges for management. In this context, it is needed to understand the unique social, political, environmental, and ethical questions associated with doing business in emerging markets. In this effort, an organisation can localise its market entry strategies, and customer-facing processes while building a strong and scalable foundation of back-end processes that rely on best global practices. By considering these frontiers, this course aims at discussing conceptual frameworks, techniques, and cases that are helpful for managers to conduct business in emerging markets as their new business strategy in the global market place.

### **MBA 5225 Business Analytics**

This introductory course in business analytics will enable the student to broaden their view on how modern data is used to leverage competitive advantage in business. The course's fundamental focus is to describe various data sources, identify the characteristics of each such source, analyse data, visualize data and how to manage such data collected from such sources in an organizational setting. In addition, the course presents real-world applications of business analytics and state-of-the-art techniques and trends in business analytics.

### **MBA 5226 Sustainability and Business**

This course addresses sustainability as a component of ethical business practice. Balancing economic, social, and environmental interactions, business leaders must address ethical principles, environmental and social consequences, and obligations to future generations. Models for sustainable enterprise will build on the decision making and stakeholder frameworks to address specific issues such as responsible investing, sustainable consumption, sustainable production, ecological economics, and sustainable business ethics, environmental management, and risk.

### **MBA 5227 Crisis and Disaster Management**

The course aims to provide students with the research skills, knowledge and management expertise to deal with future crises, emergencies and disasters in the developed and developing world. The course covers a range of subject areas, such as disaster the-

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ory and practice, risk assessment, emergency and disaster planning, the management of natural and environmental disasters, business continuity, management; science and services, humanitarian theory and practice in disasters, development and disaster risk reduction, research design and methods.

### **MBA 5228 Tax Planning and Management**

The objective of the course is to provide a basic knowledge of the imposition of income tax in Sri Lanka, deciding on the residential status, sources of income, ascertainment of profit and income, value added tax, administration of income tax and tax concessions currently prevailing in Sri Lanka including double tax treaties, tax holidays and the impact of e-commerce to taxation. In addition, the course may cover comprehensively the Corporate tax Planning and business decision which includes, concepts, significance and problems of tax planning; tax avoidance and evasion; corporate planning and tax planning; capital structure decision and tax planning; corporate investment and tax planning; tax and profit planning; tax and cash planning; tax and personal remuneration; tax and research and development; tax and marketing decision.

### **MBA 5229 Strategic Management Accounting**

The aim of this course is to provide students with an understanding of the theory and practice of strategic management accounting, by drawing insights from management accounting as well as strategic management areas. It offers an overview of a variety of management tools such as automation and just-in-time (JIT), life cycle costing, lean manufacturing, value chain analysis, bench marking and total quality management (TQM), along with their management accounting implications and their application in strategic decisions pertaining to products, customers, and competitors. The course also covers Japanese management accounting (including target costing) as well as customer profitability analysis and product profitability analysis. It examines how organisations could use strategic management accounting techniques to gain competitive advantage, and the challenges executives face in developing such practices within particular organisational contexts. The course also focuses on the changes in management accounting practice over the years, and provides an opportunity to reflect on how emerging management accounting practices are used in the strategising process in organisations, and offers insights into the future directions of strategic management accounting.

### **MBA 5230 Strategic Information Systems**

Information and Communication Technologies have enabled the availability of timely information for managerial decisions. The global turn in business management practices into a strategic concern that occurred during the early 1980s illuminates the need for strategic information. Consequently, today's managers need to understand technologies of strategically critical information systems and how to benefit from them. This course addresses the fundamental concepts and operational issues surrounding strategic information systems in organisations. It equips students with the necessary basic knowledge and competencies they need to design and utilise strategic information systems effectively and efficiently. The main areas of discussion under this unit include a managerial perspective on strategic information systems, understanding the basics of information technology in a business environment, emerging open standard software

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applications and solutions, methods of analysing strategic IT requirements, procurement and implementation of strategic information systems and setting of organisational goals and strategies in conformity with strategic information systems requirements.

### **MBA 5231 Strategic Finance**

This course is designed to link financial strategies in organisational strategic planning. A broad range of organisational, business and financial strategies are examined. Particularly, strategic thinking and practice in the financing, investing, managing working capital and distribution of profits and risk management will be discussed during the course. The student will be able to demonstrate the ability to understand the critical views about the strategic finance of their companies. Through a variety of conceptual materials and case studies, students will develop an understanding of how to formulate and implement long-term/short-term financial strategies of their respective organisations in order to achieve corporate goals successfully.

### **MBA 5232 Strategic Human Resources Management**

This course focuses on linking human resource strategies and planning to organisational strategic planning. A broad range of organisational, business, and human resources strategies will be examined. Through a variety of conceptual materials, students will be able to develop an understanding of how to develop and implement strategies. Various planning and development topics will be presented. The emphasis will be on policy and strategic perspectives, providing a conceptual framework and business overview for thinking about major HR decisions.

### **MBA 5233 Strategic Marketing**

This course provides required knowledge and skills of analysing problems confronting managers in planning, implementing and controlling marketing programs. This explores the role of marketing strategies in the overall strategic direction of organisations. The course of strategic marketing covers the introduction and overview of strategic marketing, portfolio analysis (the product life cycle, and portfolio models), analysis of the business enterprise (marketing competencies, and creativity), industry analysis (industry life cycle, and strategic groups), market analysis, analysing the competition, business environment, customer in the market place, market segmentation, targeting, positioning, marketing mix strategy, and marketing.

### **MBA 5234 Organizational Analysis**

Sociology is one of the mainstream field of studies that enables understanding organisations. The primary objective of this course is to introduce sociological perspective for analysing organisations. It will impart the general understanding of sociological perspective of organisations together with specific knowledge on analysing organisations through sociological paradigms to its learning partners. The course broadly covers the introduction to sociological perspective for organisation studies, organisational analysis, sociological paradigms, and metaphors in analysing organisations.

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### **MBA5235 Tourism and Leisure Management**

This course intends to provide a general understanding of the tourism and leisure industry. It also facilitates participants to acquire the skills required to manage hospitality. The participants will also be exposed to current issues, trends, and challenges facing the hospitality industry.

### **MBA 5236 Investment Management**

This course is designed to acquaint the student with the concepts, theories and practices in making decisions in investment and portfolio management. While discussing principles for valuing and managing assets that include equity and fixed-income securities, the course also provides some theoretical background in explaining investor behaviour as well. The course discusses the importance of portfolio investment with the theories and empirical evidence that explain the relationship between risk and return of investments and emphasis will also be made on how the risk of investments be hedged and how the performance of investments be evaluated.

### **MBA 5237 Talent and Performance Management**

This course focuses on linking employees' talent and performance management because strategies of talent management exhibit higher performance to the organisations. Further, research has proven that workforce talent helps to achieve exceptional organisational performance by sustaining competitive advantage. Talented potencies of the employees usually help and encourage success for both individuals and organisations by identifying specific current and future goals and its related knowledge, skills and behaviours. Indeed today, these talented employees are more important to the knowledge driven organisations to get higher performance than their direct competitors and now recognised the success of the organisation is determined by the total talent quality of the workforce because they are the exact value creators in sustaining competitive advantage. This course covers topics including, introduction to talent management, talent attraction and acquisition, talent engagement, performance management, rewarding talent, training, developing and leading talent, and contemporary topics in talent management.

### **MBA 5238 Supply Chain Development and Integration**

Escalating competition and the globalisation of supply markets make it essential that supply professionals keep up to date and broaden their capabilities in key areas such as strategy, ecommerce, sourcing and contracts management. This course is designed to provide an understanding of the leadership in developing a supply chain and its integration with the rest of the business. The course includes elements needed to provide competencies for such leadership such as the process of supply chain management, supply chain and logistics economics, logistics supply chain operations, purchasing management, contract management, sustainability and the environment, lean supply and quality management etc.

### **MBA 5239 Internationalization of Entrepreneurship**

International entrepreneurship comprises both new products and new geographic markets. This course focuses on international corporate entrepreneurship, or the intersec-



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tion of innovation, venturing and strategic renewal by established companies and their efforts to expand globally. This course focus on the skills required to develop business plans for innovation (aimed at adapting to demand/ preferences in foreign markets), international corporate venturing (including organic, cooperative, and competitive growth strategies), and strategic renewal involving internationalization.

#### **MBA 5240 Sri Lankan Business Cases**

Sri Lankan businesses have been practicing western management thought over a long period of time even though there are many repercussions on it. This course aims at equipping students with some tools to develop and analyse business cases in Sri Lanka with hands on experience. It will help them to be aware of the nature of businesses across different industries in Sri Lanka and to realise strengths, weaknesses, opportunities and threats of different Sri Lankan businesses for the purpose of providing solutions to real-world problems and challenges in the Sri Lankan context. This course will primarily cover gist of case study, misconceptions about case studies, types of cases, case study selection process, values in case study writing, different case study development schools in the world, collecting evidence for case studies, case study development process, development of a Sri Lankan case (specially issues related to business and management in Sri Lankan context), analysing case study evidence, suggesting recommendations for problems and challenges in organisations.

#### **MBA 5241 Indigenous Management**

There exists no single management philosophy in the world. Thus, nations believe in their own ideologies in managing people which have been evolved over time. Sri Lanka is no exception. The objective of this course is to enable learning partners understand the diversity of such ideologies and appreciate indigenous management practices in Sri Lanka. The course will cover: an overview of diverse management ideologies in the world, a brief introduction to the evolution of socio-cultural and economic environment in Sri Lanka, practices of managing organisations, people, assets, relationships and affairs, environment, conflicts, and knowledge in ancient Sri Lanka. Further, indigenous management practices will be discoursed through universally accepted functions of management (planning, decision making, organising and leading) while relating them to selected modern management theories and concepts.

#### **MBA 5245 Special Topics**

This code is reserved for a course that could be offered in Trimester 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of management.

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## **Business Skill Project Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5204 Business Skill Project**

Business skill project consist of a relevant study of a managerial/organisational issue of a selected business enterprise or a selected industry related to business, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. The Business Skill Project should demonstrate the student's knowledge of the business/industry selected for the Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, and present material systematically.

## **Thesis Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally complete their thesis successfully.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

# MBA IN ACCOUNTING AND INFORMATION MANAGEMENT

MBA in Accounting and Information Management is intended for accounting professionals, and those who are aspiring to be members of the corporate management team with specialisation in accounting and information management. Student reading for MBA in Accounting and Information Management should earn twenty eight (28) credits from the Compulsory and Elective Courses offered in Trimester 4, 5 and 6 together with another thirty three (33) credits from the courses offered in Trimester 1, 2 and 3 as stipulated in the available options Tables 1 and 2.

**Table: Courses to be completed in Trimester IV, V, VI**

	<b>Trimester IV</b>	<b>Trimester V</b>	<b>Trimester VI</b>
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBAAI 5242 Business Ethics and Corporate Responsibility MBAAI 5211 Business Strategy  <b>3 specialisation compulsory courses</b> MBAAI 5212 Strategic Management Accounting MBAAI 5213 Strategic Information Systems MBA 5214 Advanced Management Accounting	5 elective courses	4 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBAAI 5242 Business Ethics and Corporate Responsibility MBAAI 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAAI 5212 Strategic Management Accounting MBAAI 5213 Strategic Information Systems MBA 5214 Advanced Management Accounting  And MBA 5202 Writing Project Reports	4 elective courses And MBAAI 5203 Proposal and Defence of Business Skills Project	MBAAI 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBAAI 5242 Business Ethics and Corporate Responsibility MBAAI 5211 Business Strategy  <b>1 out of the 3 specialisation compulsory courses</b> MBAAI 5212 Strategic Management Accounting MBAAI 5213 Strategic Information Systems MBA 5214 Advanced Management Accounting  And MBAAI 5205 Research Methodology MBAAI 5206 Proposal for the Thesis and Defence	MBAAI5209 Seminar on Research   MBAAI 5210 Thesis	

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## TRIMESTERS IV, V AND VI

### Trimester IV

#### COMPLUSORY COURSES

##### **MBAAI 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of a business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

##### **MBAAI 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. Main areas covered in this course are the determination of strategic direction and the management of the strategic decision-making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

#### Specialisation Compulsory Courses

##### **MBAAI 5212 Strategic Management Accounting**

The aim of this course is to provide students with an understanding of the theory and practice of strategic management accounting, by drawing insights from management accounting as well as strategic management areas. It offers an overview of a variety of management tools such as automation and just-in-time (JIT), life cycle costing, lean manufacturing, value chain analysis, bench marking and total quality management (TQM), along with their management accounting implications and their application in strategic decisions pertaining to products, customers, and competitors. The course also covers Japanese management accounting (including target costing) as well as customer profitability analysis and product profitability analysis. It examines how organisations could use strategic management accounting techniques to gain competitive advantage, and the challenges executives face in developing such practices within particular organisational contexts. The course also focuses on the changes in management accounting practice over the years, and provides an opportunity to reflect on how emerging management accounting practices such as activity-based costing (ABC) and the balanced scorecard (BSC) are used in the strategising process in organisations, and offers insights into the future directions of strategic management accounting.

##### **MBAAI 5213 Strategic information systems**

Information and Communication Technologies have enabled the availability of timely information for managerial decisions. The global turn in business management practic-

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es into a strategic concern occurred during early 1980s illuminates the need for strategic information. Consequently, today's managers need to understand technologies of strategically critical information systems and how to benefit from them. This course addresses the fundamental concepts and operational issues surrounding strategic information systems in organisations. It equips students with the necessary basic knowledge and competencies they need to design and utilise strategic information systems effectively and efficiently. The main areas of discussion under this unit include a managerial perspective on strategic information systems, Understanding the basics of Information Technology in a business environment, emerging open standard software applications and solutions, methods of analysing strategic IT requirements, procurement and implementation of strategic information systems and setting of organisational goals and strategies in conformity with strategic information systems requirements.

### **MBAAI 5214 Advanced Management Accounting**

Building upon the basic knowledge acquired through the introductory accounting course, this course provides students with in-depth and advanced understanding of theoretical and practical insights on various management accounting tools. The course traces the evolution of management accounting highlighting the developments over time and shows how management accounting information is used for decision making. Using numerical examples, it illustrates cost information for short term decision making, differentiating relevant costs and revenues for make/buy, outsourcing decisions, alternative cost accumulation systems and cost-volume-profit analysis. The course also elaborates on performance measurement and management control issues in decentralised operating units/divisional performance measurement, different compensation systems, behavioural issues in management accounting. It also provides students with an awareness of capital budgeting and organisational pricing decisions. The course also covers the budgetary process, classification and preparation of budgets, their practical use and variance analysis with the aid of descriptive as well as numerical examples.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

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## Thesis Option

### **MBA/MBAAI/MBAFI/MBahr/MBAMK/MBaIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.

### **MBA/MBAAI/MBAFI/MBahr/MBAMK/MBaIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.

## **ELECTIVE COURSES OFFERED IN TRIMESTERS V AND VI**

### **Coursework option**

#### **MBAAI 5216 Project Management**

Business are increasingly moving into project based organising structures to reach their objectives, thus the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members of a project team. Accordingly, this course introduces to the students concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of a project.

#### **MBAAI 5217 Business Law**

Most aspects of running a business have some legal consequences since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

#### **MBAAI 5218 Seminar: Contemporary Issues in Accounting**

The purpose of this course is to update interested candidates with an understanding of the current topics under discussion in the area of accounting. This encompasses issues pertaining to management as well as financial aspects of accounting. The focused

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areas include vibrant issues in accounting being discussed in academia. This kind of study would be much useful for candidates who have intentions of developing their career in researching in accounting. Such areas would be related to corporate reporting, corporate governance, issues related to the accounting profession, convergence with IFRS, accounting and accountability issues, accounting practices in diverse sectors, environmental and sustainability reporting, as well as managerial accounting including strategic moves.

### **MBAAI 5219 Financial Reporting and Regulations**

Financial reporting is the means of providing financial accountability to a business organisation. Being familiar with financial reporting is therefore of paramount importance to any manager in such a business organisation. This course aims at making the successful candidate familiar with financial reporting practices and regulations prevailing in Sri Lanka. Such a candidate is expected to be able to, (1) Understand the process, outcomes and issues of financial reporting in Sri Lanka and (2) Understand the mandatory and regulatory requirements relating to financial reporting in the Sri Lankan context. This course will focus on areas such as, 'An overview of financial reporting, Conceptual and regulatory framework for financial reporting, statutory framework and voluntary disclosures, Financial reporting and Corporate Governance, Globalisation of Financial Reporting, Measurement problems in Financial reporting- Historical cost vs. Fair value accounting and Contemporary Issues and problems of Financial reporting.

### **MBAAI 5220 Management Control Systems**

This course provides students with in-depth understanding of the theory and practice of management control in organisations. It elaborates on the concept of control, strategy, strategic planning and control, and organisational structure and control while examining the processes by which managers influence other members of the organisation to implement organisational strategies. The course focuses on understanding the importance of using information for management control and decision making. It covers management control mechanisms in different organisations (private, public and not-for-profit) as different types of organisations require different control systems. Internal control and internal auditing as management control tools, formal and informal systems of control as well as management control designs are featured in this course.

### **MBAAI 5221 Enterprise Resource Planning (ERP) Systems**

The aim of this course is to introduce enterprise systems, and elaborating how organisations use enterprise systems to perform their operations more efficiently and effectively. Further, this course provides materials to learn about the critical success factors and implementation strategies that lead to enterprise system success and to consider the informational, knowledge, and decision-making opportunities afforded by enterprise systems. Enterprise systems (ES) use a single database to integrate business transactions along and between processes, leading to benefits such as efficient and error-free workflows plus accounting, management reporting and improved decision-making. The course will examine Enterprise Resource Planning Systems (ERPS) which use a single database to integrate business transactions along and between processes, such as manufacturing, supply chain management (SCM), financials, projects, human resource man-



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agement, and customer relationship management (CRM). The course will incorporate a laboratory component using the SAP software.

### **MBAAI 5222 Corporate Governance**

The main objective of this course is to equip students with a knowledge base, which they are able to understand, and to have them participate in general decision-making concerning governance activities in a corporation. In recent years, regulators and legislators have intensified their focus on how businesses are being run. They are endeavoring to create a template for new corporate governance and disclosure measures, which is beneficial for both the stakeholders and controllers. This course covers the principles of corporate governance; various models and mechanisms of corporate governance; rights, responsibilities and duties of the board of directors /shareholder/stakeholder/committees; structure, process and legal obligations of the board of directors; and monitoring and managing performance of executives and compensation of the board and executives. Further, the issues pertaining to the board of directors and management, corporate governance in Sri Lankan context, international corporate governance practices and issues in corporate governance etc. will be discussed through case studies.

### **MBAAI 5223 Performance Management**

Corporate performance is created by the performance of people attached to the organisation. Accounting and information systems help measuring and reporting performance outcomes of members at different levels of the organisation. Performance measurement cannot be detached from performance management. This course provides skills in understanding how performance management systems can effectively be utilised to raise the performance of individuals and teams; skills in measuring performance; and understanding performance management strategies and techniques to enhance performance and motivation in under-performing and high-performing team members. The course is structured with elements including creating and sustaining high-performance teams, the principles of performance management and setting performance measures, and reviewing and assessing performance.

### **MBAAI 5224 Supply Chain Development and Integration**

Escalating competition and the globalisation of supply markets make it essential that supply professionals keep up to date and broaden their capabilities in key areas such as strategy, e-commerce, sourcing and contracts management. The Supply Chain Development and Integration Program is designed to provide an understanding of the leadership in developing the supply chain and its integration with the rest of the business. The course includes elements needed to provide competencies for such leadership such as the process of supply chain management, supply chain and logistics economics, logistics supply chain operations, purchasing management, contract management, sustainability and the environment, lean supply and quality management etc.

### **MBAAI 5225 Operations Control**

Accounting control over the workforce is very much important for managing any type of organisation. Attention to this area of control in the name of operations control mainly addresses maintaining productivity in operations. This course offers skills in monitoring

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productivity using analytical measures. The objectives of this course are to provide an overview of operational level performance measurement issues and new measurement systems for service and manufacturing organisations. This course includes elements such as an introduction to organisational processes and operations, introduction to and importance of productivity management, best practices of managing productivity, framework and elements of a productivity management system, managing productivity growth in manufacturing and service organisations, launching and implementing productivity drives and sustainability and productivity drives.

### **MBAAI 5226 Statistical Performance Measurement**

A process of Statistical Performance Measurement can play a vital role in an organisation in understanding current performance (measures) and establishing intended performance levels (targets). A rational base of measures and targets as official statistics provides assurance that performance levels are being measured and decisions are being made using statistics that are produced to high professional standards. Provision of active support by managers to enable statisticians to fulfill their roles in this regard is essential and that is the rationale behind offering this course in this MBA programme. This course includes areas such as understanding the meaning of performance measurement systems and their features; basic statistics using Excel or any other statistical software as applied to calibration and testing; tools for estimating measurement uncertainty; Statistical Process Control; and making statistical inferences and applying data to calibration interval analysis, monitoring trends and measuring decision risk etc.

### **MBAAI 5227 Business Analytics**

This introductory course in business analytics will enable the student to broaden their view on how modern data is used to leverage competitive advantage in business. The course's fundamental focus is to describe various data sources, identify the characteristics of each such source, analyze data, visualize data and how to manage such data collected from such sources in an organizational setting. In addition, the course presents real-world applications of business analytics and state-of-the-art techniques and trends in business analytics.

### **MBAAI 5228 Organizational Information Assurance**

This course aims at providing students with a deep understanding of the technical, management and organisational aspects of Information Assurance within a holistic legal and social framework. The objective of the course would be to make the manager capable of assessing needs for information assurance in organisations, understanding implications of security decisions on the organisation's information system and understanding principles of writing secure codes, understanding database and network security issues, understanding encryption techniques, and understanding foundations of tools, and techniques in computer forensics and apply knowledge gained to business and technical Information Assurance scenarios. Course content includes access control, application security, business continuity and disaster recovery planning, cryptography, information security and risk management, legal, regulations, compliance and investigations, operations security, physical (Environmental) security, security architecture and design, Network Security and, an appreciation of the commercial, legal and social context in which IT security is implemented.

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### **MBAAI 5229 Human Aspects of Information Management**

We live in a time in which more and more automated systems are providing us with access to enormous quantities of information, through search engines, websites and digital helpdesks etc. This course is designed to address how managers in contemporary business practices could organise for making maximum use of such resources. This course mainly addresses; how is it possible to ensure that people can access exactly the information that they require? how can this be organised? what technology do we have at our disposal to achieve this? how can the demands and wishes of users be catered for best? how can all this be translated into smart information systems? etc. The course elements include; Choice, Judgement and Decision Making, Computer Games, Language, Cognition & Computation, Models of Language Learning, Online Marketing, Social Data Mining, Social Intelligence, Social Signal Processing, The role of information security policies and Challenges in implementing information security policies, etc.

### **MBAAI 5230 Tax Planning and Management**

The objective of the course is to provide a basic knowledge of the imposition of income tax in Sri Lanka, deciding on the residential status, sources of income, ascertainment of profit and income, value added tax, administration of income tax and tax concessions currently prevailing in Sri Lanka including double tax treaties, tax holidays and the impact of e-commerce to taxation. In addition, the course may cover comprehensively the Corporate tax Planning and business decision which includes, concepts, significance and problems of tax planning; tax avoidance and evasion; corporate planning and tax planning; capital structure decision and tax planning; corporate investment and tax planning; tax and profit planning; tax and cash planning; tax and personal remuneration; tax and research and development; tax and marketing decision.

### **MBAAI 5245 Special Topics**

This code is reserved for a course that could be offered in trimesters 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of accounting and information management.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

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**MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5204 Business Skill Project**

Business skill project consist of a relevant study of a managerial/organisational issue of a selected business enterprise or a selected industry related to business, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. The Business Skill Project should demonstrate the student's knowledge of the business/industry selected for the Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, and present material systematically.

**Thesis Option****MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally complete their thesis successfully.

**MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

# MBA IN FINANCE

MBA in Finance is intended for finance managers, fund managers, senior executives of the financial sector and those who are aspiring to be members of the corporate management team with specialisation in finance. Student reading for MBA in Finance should earn twenty eight (28) credits from the Compulsory and Elective Courses offered in Trimester 4, 5 and 6 together with another thirty three (33) credits from the courses offered in Trimester 1, 2 and 3 as stipulated in the available options in Tables 1 and 2.

**Table: Courses to be completed in Trimester IV, V, VI**

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBAFI 5242 Business Ethics and Corporate Responsibility MBAFI 5211 Business Strategy  <b>3 specialisation compulsory courses</b> MBAFI 5212 Advanced Corporate Finance MBAFI 5213 Investment Management MBAFI 5214 Strategic Finance	5 elective courses	4 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBAFI 5242 Business Ethics and Corporate Responsibility MBAFI 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAFI 5212 Advanced Corporate Finance MBAFI 5213 Investment Management MBAFI 5214 Strategic Finance  And MBAFI 5202 Writing Project Reports	4 elective courses And MBAFI 5203 Proposal and Defence of Business Skills Project	MBAFI 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBAFI 5242 Business Ethics and Corporate Responsibility MBAFI 5211 Business Strategy  <b>1 out of the 3 specialisation compulsory courses</b> MBAFI 5212 Advanced Corporate Finance MBAFI 5213 Investment Management MBAFI 5214 Strategic Finance  And MBAFI 5205 Research Methodology MBAFI 5206 Proposal for the Thesis and Defence	MBAFI5209 Seminar on Research   MBAFI 5210 Thesis	

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## TRIMESTERS IV, V AND VI

### COMPULSORY COURSES

#### **MBAFI 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of a business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

#### **MBAFI 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. The main areas covered in this course are the determination of strategic direction and the management of the strategic decision-making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

### **Specialisation Compulsory Courses**

#### **MBAFI 5212 Advanced Corporate Finance**

The objective of this course is to study the major decision-making areas of managerial finance and some selected topics in financial theory. This course serves as a complement and supplement to MBA 5101 Financial Management. The course reviews the theory and empirical evidence related to the investment and financing policies of the firm and attempts to develop decision-making ability in these areas. It also covers leasing, mergers and acquisitions, corporate reorganisations, financial planning and working capital management, and some other selected topics. Finally, the course focuses deeply on investment decision-making under uncertainty, cost of capital, capital structure, and dividend policy.

#### **MBAFI 5213 Investment Management**

This course is designed to acquaint the student with the concepts, theories and practices in making decisions in investment and portfolio management. While discussing principles for valuing and managing assets that include equity and fixed-income securities, the course also provides some theoretical background in explaining investor behaviour as well. The course discusses the importance of portfolio investment with the theories and empirical evidence that explain the relationship between risk and return of investments and emphasis will also be made on how the risk of investments be hedged and how the performance of investments be evaluated.

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### **MBAFI 5214 Strategic Finance**

This course is designed to link financial strategies in organisational strategic planning. A broad range of organisational, business and financial strategies are examined. Particularly, Strategic thinking and practice in the financing, investing, managing working capital and distribution of profits and risk management will be discussed during the course. The student will be able to demonstrate the ability to understand the critical views about the strategic finance of their companies. Through a variety of conceptual materials and case studies, students will develop an understanding of how to formulate and implement long-term/short-term financial strategies of their respective organisations in order to achieve corporate goals successfully.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.



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## **ELECTIVE COURSES OFFERED IN TRIMESTERS V AND VI**

### **Coursework option**

#### **MBAFI 5216 Project Management**

Businesses are increasingly moving into project-based organising structures to reach their objectives. Thus, the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members in project team. Accordingly, this course introduces to the student's concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of a project.

#### **MBAFI 5217 Business Law**

Most aspects of running a business have some legal consequences since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

#### **MBAFI 5218 Seminar: Contemporary Issues in Finance**

The course provides an environment that enhances the student's understanding of textbook issues and current business problems by reviewing articles, report writing, oral presentations, and participatory discussions of contemporary issues in finance. By the end of the course, students should have developed an expanded ability to analyse and think about contemporary issues in corporate finance to make a significant contribution to a team or task force setting financial policy in a corporate environment.

#### **MBAFI 5219 Corporate Governance**

This course explores Corporate Governance aspects relating to shareholders, board of directors, management and other stakeholders of corporations. The primary objective is to gain knowledge about corporate governance in depth and its relevance in the business environment. Topics covered include defining corporate governance, the evolution of corporate governance models – Anglo - American model; International codes of best practices; Understanding the legal and ethical responsibilities of shareholders, board of directors, and management of a corporation; Board of Directors: Selection, Compensation, and Removal; The Audit Committee and its composition and responsibilities; Governance of Financial and Other Reporting; Ownership structures –widely held/management controlled and owner-managed/owner controlled; Strategic Planning and Governance of Risk; Analyse the corporate scandals – real-world examples; Corporate Governance in Sri Lanka and its approach with reference to the corporate governance worldwide - Comparison and Implications.

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### **MBAFI 5220 Financial Econometrics**

This course is designed to cover essential tools for working with financial data, including the return forecasting, volatility and econometrics of asset pricing, such as testing the market models. This covers Models with Dummy Variables, Univariate Linear Time Series Models: AR, MA and ARMA, Modeling Long-Run Relationships in Finance: Unit roots, Cointegration and Error Correction, Multivariate Time Series Analysis: VAR and VEC Models, Dynamic Econometric Models: Autoregressive Distributed Lag Models, Simultaneous Equation Models and Instrumental Variables, Panel Data Regression Models, Modeling Volatility: Univariate and Multivariate GARCH Models, Some applications: stock price anomalies, CAPM, multi-factor models.

### **MBAFI 5221 Financial Markets**

This course is designed to provide participants with sound knowledge of the functions of financial markets and institutions, the relationship between the financial system and the economy and the skills required to manage financial risks in business. This course discusses financial markets and systems, interest rates, the role of the Central Bank and monetary policy tools, money markets and bond markets, the stock market, the foreign exchange market, and Securities firms, Investment banks and Mutual funds etc. Special attention would be paid to the Sri Lankan market and prevailing environment.

### **MBAFI 5222 International Financial Management**

This course provides theoretical and practical understanding of issues involved in International financial management from the perspective of a firm engaged in multinational business. With the globalisation of the Sri Lankan economy, the course serves the needs of future managers who would be increasingly required to understand the implications of changes in the international financial scenario and to anticipate changes in the working environment. Theories of international business and recent changes in global finance will be explored in depth including international commercial policy, foreign exchange markets, and financing and investment decisions of a global firm.

### **MBAFI 5223 Risk Management & Insurance**

This course aims to provide an understanding and an appreciation of the principles and practices of risk management and insurance with a view to formulating an optimum strategy for the handling of risk in an organisation. Risk managers have primary responsibility for minimising the effects on the firm of losses from events such as liability lawsuits or natural disasters. The course is designed to provide students with the skills necessary to identify business loss exposures and analyse various risk financing and control techniques. The course offers a comprehensive look at the risk management and insurance process, including ready-to-use approaches for risk planning, identifying and analysing project risk issues, developing risk handling strategies, and monitoring progress in implementing risk handling strategies and the application of insurance concepts, and techniques in risk management.

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### **MBAFI 5224 Bank Management**

Financial institutions are competing in a rapidly changing environment where management decisions are expected to be prudent with minimum errors. This course aims to teach management of bank as a professional function based on theories and practices. This course focuses on decision making and offers a unique approach to understanding bank management. It discusses the financial system stability in Sri Lanka, credit policy, liquidity management, risk management in banks, assets and liability management, analysis of performance in banks and the experiences of management practices in Sri Lankan financial institutions.

### **MBAFI 5225 Financial Derivatives**

Derivatives have become one of the most important tools of modern finance and this course is designed to introduce finance students to the theoretical and practical aspects of financial futures, options, and other derivatives. The course content requires a greater use of quantitative methods and theoretical reasoning making this a challenging and rewarding course. The course introduces the characteristics and pricing of various derivatives (e.g., put options, call options, forward contracts, futures, and swaps) and demonstrates their use in investing and portfolio management.

### **MBAFI 5226 Business Analysis and Valuation**

This course is designed to help managers make the connections between corporate governance, financing, strategy, and the creation of shareholder wealth. The course will enable managers to uncover these key relationships in their company or business and to manage them in ways that drive consistently superior shareholder value. It will focus on how to translate the proven theories about creating corporate value into practical tools and approaches; describe how to create the best measures of business performance and how they relate directly to shareholder value.

### **MBAFI 5227 Business Analytics**

This introductory course in business analytics will enable the student to broaden their view on how modern data is used to leverage competitive advantage in business. The course's fundamental focus is to describe various data sources, identify the characteristics of each such source, analyze data, visualize data and how to manage such data collected from such sources in an organizational setting. In addition, the course presents real-world applications of business analytics and state-of-the-art techniques and trends in business analytics.

### **MBAFI 5228 Tax Planning and Management**

The objective of the course is to provide a basic knowledge of the imposition of income tax in Sri Lanka, deciding on the residential status, sources of income, ascertainment of profit and income, value added tax, administration of income tax and tax concessions currently prevailing in Sri Lanka including double tax treaties, tax holidays and the impact of e-commerce to taxation. In addition to this the course may cover comprehensively the Corporate tax Planning and business decision which includes, Concepts, significance and problems of tax planning; tax avoidance and evasion; corporate planning and tax planning; capital structure decision and tax planning; corporate investment and

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tax planning; tax and profit planning; tax and cash planning; tax and personal remuneration; tax and research and development; tax and marketing decision.

### **MBAFI 5245 Special Topics**

This code is reserved for a course that could be offered in Trimesters 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of Finance.

## **Business Skill Project Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5204 Business Skill Project**

Business skill project consist of a relevant study of a managerial/organisational issue of a selected business enterprise or a selected industry related to business, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. The Business Skill Project should demonstrate the student's knowledge of the business/industry selected for the Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, and present material systematically.

## **Thesis Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally compete their thesis successfully.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

# MBA IN HUMAN RESOURCE MANAGEMENT

MBA in HRM is mainly intended for Human Resource Managers/Managers who are aspiring to be members of the corporate management team with specialisation in HRM competencies. Students reading for MBA in HRM should earn twenty eight (28) credits from the Compulsory and Elective Courses offered in Trimester 4, 5 and 6 together with another thirty three

**Table: Courses to be completed in Trimester IV, V, VI**

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBAHR 5242 Business Ethics and Corporate Responsibility MBAHR 5211 Business Strategy <b>3 specialisation compulsory courses</b> MBAHR 5212 Emerging Labour Markets MBAHR 5213 Organisational Change and Development MBAHR 5214 Strategic Human Resource Management	5 elective courses	4 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBAHR 5242 Business Ethics and Corporate Responsibility MBAHR 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAHR 5212 Emerging Labour Markets MBAHR 5213 Organisational Change and Development MBAHR 5214 Strategic Human Resource Management  And MBAHR 5202 Writing Project Reports	4 elective courses And MBAHR 5203 Proposal and Defence of Business Skills Project	MBAFI 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBAHR 5242 Business Ethics and Corporate Responsibility MBAHR 5211 Business Strategy <b>2 out of the 3 specialisation compulsory courses</b> MBAHR 5212 Emerging Labour Markets MBAHR 5213 Organisational Change and Development MBAHR 5214 Strategic Human Resource Management And  MBAHR 5205 Research Methodology MBAHR 5206 Proposal for the Thesis and Defence	MBAHR5209 Seminar on Research  MBAHR 5210 Thesis	

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## TRIMESTERS IV, V AND VI

### Trimester IV

#### Compulsory Courses

##### **MBAHR 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of a business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

##### **MBAHR 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. The main areas covered in this course are the determination of strategic direction and the management of the strategic decision making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

#### Specialisation Compulsory

##### **MBAHR 5212 Emerging Labour Markets**

Labour market environment, both local and international, within which people managers meet their human capital requirements is becoming increasingly volatile. The emphasis of managers has undergone a paradigm shift from macro geographies to micro geographies particularly resourcing people. The objective of this course is to provide participants with theoretical knowledge and tools for analysing labour markets and understanding changing dynamics of labour markets for re-defining the role of inspiring and leading people for high performance in organisations. Predominantly, the course covers labour market analysis, skill formation systems, technical and vocational education and training (TVET), and international labour migration. The latest developments in each area will be brought into the classroom in form of mini-case studies for discussion.

##### **MBAHR 5213 Organisational Change and Development**

Organisations are subjected to continuous change for growth and survival in the long term. Building and implementing change interventions have become a way of life for organisations irrespective of their domain of operations or ownership. Quintessentially, inspiring and leading individuals and teams through planned change initiatives increase the competitive advantage of organisations. This course is designed to help participants: understand the nature of organisational change and forces of such change in organisational systems, manage individuals and teams for high performance in pre- and post-change eras, and critically examine how individual organisations strategise for managing change.

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### **MBAHR 5214 Strategic Human Resource Management**

This course focuses on linking human resource strategies and planning to organisational strategic planning. A broad range of organisational, business, and human resources strategies will be examined. Through a variety of conceptual materials, students will be able to develop an understanding of how to develop and implement strategies. Various planning and development topics will be presented. The emphasis will be on policy and strategic perspectives, providing a conceptual framework and business overview for thinking about major HR decisions.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.



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## **Elective Courses Offered in Trimesters V and VI**

### **Coursework option**

#### **MBAHR 5216 Project Management**

Business are increasingly moving into project-based organising structures to reach their objectives, thus the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members of a project team. Accordingly, this course introduces to the students concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of a project.

#### **MBAHR 5217 Business Law**

Most aspects of running a business have some legal consequences, since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

#### **MBAHR 5218 Seminar: Contemporary Issues in HRM**

In this capstone course, students will critically review seminal articles in HRM and write a term paper on a chosen topic.

#### **MBAHR 5219 Learning and Development**

The objectives of this course are to emphasise the importance of learning and development in organisations and to share knowledge on how to implement and encourage learning and development at all levels of organisations. Topics such as workplace learning, the learning and development function, the learning organisation and culture, learning theory and learning styles, learning interventions, lifelong learning, apprenticeships and career management, coaching and mentoring, continuous professional development and personal effectiveness, e-learning, induction, management development, talent management, training design and delivery, training evaluation, training needs and training strategy will be covered in this course.

#### **MBAHR 5220 Labour Law and Industrial Relations**

This course aims to increase learning partners' knowledge and confidence in maintaining and improving good industrial relations within their workplaces, through introducing the learning partners to a range of legal, behavioural, and social issues concerning labour law and industrial relations in Sri Lanka. This course will consider the way the legal regulation system in Sri Lanka governs workplace relationships and employment contracts. The course content will mainly revolve around terms and conditions of em-

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ployment as well as the rights and obligations of employers and employees. Attention will also be given to important areas such as discipline management, grievance handling, and managing violence at workplaces. The content of this course will provide learning partners with the knowledge and competency to deal with day-to-day industrial relations and labour law matters and situations confronting them in the workplace, as well as in understanding their own rights and entitlements.

#### **MBAHR 5221 Talent and Performance Management**

This course focuses on linking employees' talent and performance management because strategies of talent management exhibit higher performance to the organisations. Further, research has proven that workforce talent helps to achieve exceptional organisational performance by sustaining competitive advantage. Talented potencies of the employees usually help and encourage success for both individuals and organisations by identifying specific current and future goals and its related knowledge, skills and behaviours. Indeed, today, these talented employees are more important to the knowledge-driven organisations to get higher performance than their direct competitors and now recognised success of the organisation is determined by the total talent quality of the workforce because they are the exact value creators in sustaining competitive advantage.

#### **MBAHR 5222 Compensation Management**

This course familiarises students with the concepts of compensation management within the wider context of Human Resource Management. It provides students with an understanding of the compensation management process which includes pay surveys, job evaluation, different pay structures, the link between compensation and performance management and the design of pay structures based on performance, skills and teams. Further, major compensation issues, role of collective agreements in compensations and new developments in compensation practices are being discussed in the context of current theory, research and real business practices. Students will be aware of the problems related to the compensation system and be able to give suggestions for improvement.

#### **MBAHR 5223 Human Resource Information System**

This course attempts to provide the student with an understanding of Human Resources Information Systems (HRIS) and how it could facilitate effective management in small medium and large-scale organisation in relation to the management of their human resources. Through a series of theoretical (classroom lectures) and hands-on lab-work, students will explore a range of mechanism of a HRIS, to examine how human resources and other related information can be used to augment the HR functions and the steps required to implement appropriate HRIS.

#### **MBAHR 5224 Financial Impact of HRM**

This course focuses on linking utilisation of people in organisation by evaluating in statistical terms. HRM practices and policies are prerequisites of a successful organisation and it needs to identify and manage the employees' attraction, selection, retention, and development as an investment of the people rather than considering the variable

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cost to the organisation. In other words, HR practices and policies of the organisation need to transform the value of HR programs into the language of business- tangible and measurable ways that benefit and direct the managers to take strategic decision making. In this sense, this course evaluates various HR activities in an organisation and explores how it contributes to organisation as an investment by providing the information to strategic decisions and excellent business results.

### **MBAHR 5225 Leadership Skills for Human Resource**

In the recent past, more and more organisations have called their human resources managers to play a strategic role in their organisation. Consequently, the leadership skills of human resources managers have become a critical success factor for any organisation. Therefore, this course aims at providing the necessary knowledge while developing the leadership skills of the learning partners. Consequently, this course covers the leadership theories related to charismatic, transformational and visionary leadership while introducing the students to recent developments of leadership theories such as spiritual leadership and narcissistic leadership. In addition, the course also covers issues in leadership dynamics in contemporary organisations such as leader succession, sustaining the leader positive effects on organisation and ethical issues of leadership.

### **MBAHR 5226 Counselling in Organizations**

The objective of this course is to give students a comprehensive understanding of Workplace Psychology which is an interdisciplinary field combining psychology and Human Resource practices to enhance the behaviour and well-being of people in the workplace. The main attempt of this course is to integrate the psychological theories, tools and methods for dealing with different functions of HRM from recruitment to retirement. Further, it will cover special topics like, stress management, employee counseling and career management for organisational and personal betterment.

### **MBAHR 5227 International HRM**

This module is about Human Resources Management policies and practices for Multi-national Enterprises. Today, the conduct of business is increasingly global in scope and managing human resources has become ever more important in the successful conduct of global business. Therefore, the module develops to provide a professional and academic overview for an understanding of the design and implementation of IHRM policies and practices from the perspective of the parent company or headquarters and management of workforces in subsidiaries, international joint ventures, and global partnerships by getting more relevant examples from many different countries. Further, it also provides increasing attention to other firms of international organisations as well, such as governments, non-profit and non-governmental organisations (NGOs).

### **MBAHR 5228 Conflict and Negotiation Management**

All organisations face many conflicts at different levels. Without managing these conflicts effectively, it is very difficult to run an organisation smoothly. There are different opinions about conflicts and methods of conflict handling. In a competitive and complex business environment managers in all levels should have better negotiation skills to handle these conflicts. This course aims to give good knowledge in managing highly

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conflict situations in both local as well international business environments. Negotiation and Conflict Management enables you to respond to the rising demands of corporations in these important areas by focusing on leadership, decision-making and principled negotiating techniques, models in negotiation skills and understanding different cultures and using different techniques in negotiating.

### **MBAHR 5245 Special Topics**

This code is reserved for a course that could be offered in Trimester 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of Human Resource Management.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

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### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally compete their thesis successfully.

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### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

### **MBAHR 5212 Emerging Labour Markets**

Labour market environment, both local and international, within which people managers meet their human capital requirements is becoming increasingly volatile. The emphasis of managers has undergone a paradigm shift from macro geographies to micro geographies particularly resourcing people. The objective of this course is to provide participants with theoretical knowledge and tools for analysing labour markets and understanding changing dynamics of labour markets for re-defining the role of inspiring and leading people for high performance in organisations. Predominantly, the course covers labour market analysis, skill formation systems, technical and vocational education and training (TVET), and international labour migration. The latest developments in each area will be brought into the classroom in form of mini-case studies for discussion.

### **MBAHR 5213 Organisational Change and Development**

Organisations are subjected to continuous change for growth and survival in the long term. Building and implementing change interventions have become a way of life for organisations irrespective of their domain of operations or ownership. Quintessentially, inspiring and leading individuals and teams through planned change initiatives increase the competitive advantage of organisations. This course is designed to help participants: understand the nature of organisational change and forces of such change in organisational systems, manage individuals and teams for high performance in pre- and post-change eras, and critically examine how individual organisations strategise for managing change.

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## **ELECTIVE COURSES**

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dling, and managing violence at workplaces. The content of this course will provide learning partners with the knowledge and competency to deal with day-to-day industrial relations and labour law matters and situations confronting them in the workplace, as well as in understanding their own rights and entitlements.

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### **MBAHR 5224 Financial Impact of HRM**

This course focuses on linking utilisation of people in organisation by evaluating in statistical terms. HRM practices and policies are prerequisites of a successful organisation and it needs to identify and manage the employees' attraction, selection, retention, and development as an investment of the people rather than considering the variable cost to the organisation. In other words, HR practices and policies of the organisation need to transform the value of HR programs into the language of business- tangible



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and measurable ways that benefit and direct the managers to take strategic decision making. In this sense, this course evaluates various HR activities in an organisation and explores how it contributes to organisation as an investment by providing the information to strategic decisions and excellent business results.

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### **MBAHR 5228 Conflict and Negotiation Management**

All organisations face many conflicts at different levels. Without managing these conflicts effectively, it is very difficult to run an organisation smoothly. There are different opinions about conflicts and methods of conflict handling. In a competitive and complex business environment managers in all levels should have better negotiation skills to handle these conflicts. This course aims to give good knowledge in managing highly conflict situations in both local as well international business environments. Negotiation and Conflict Management enables you to respond to the rising demands of corpo-

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rations in these important areas by focusing on leadership, decision-making and principled negotiating techniques, models in negotiation skills and understanding different cultures and using different techniques in negotiating.

**MBAHR 5245 Special Topics**

This code is reserved for a course that could be offered in Trimester 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of Human Resource Management.

# MBA IN INTERNATIONAL BUSINESS

MBA in International Business is mainly intended for Global Managers/Managers who are undertaking international assignments to provide with international business management competencies. Students reading for MBA in international business should earn twenty eight (28) credits from the Compulsory and Elective Courses offered in Trimester 4, 5 and 6 together with another thirty three (33) credits from the courses offered in Trimester 1, 2 and 3 as stipulated in the available options Tables 1 and 2.

**Table: Courses to be completed in Trimester IV, V, VI**

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBAIB 5242 Business Ethics and Corporate Responsibility MBAIB 5211 Business Strategy <b>3 specialisation compulsory courses</b> MBAIB 5212 International Marketing MBAIB 5213 Cross Cultural Management MBAIB 5214 International Finance and Financial Markets	5 elective courses	4 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBAIB 5242 Business Ethics and Corporate Responsibility MBAIB 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAIB 5212 International Marketing MBAIB 5213 Cross Cultural Management MBAIB 5214 International Finance and Financial Markets  And MBAIB 5202 Writing Project Reports	4 elective courses And MBAIB 5203 Proposal and Defence of Business Skills Project	MBAIB 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBAIB 5242 Business Ethics and Corporate Responsibility MBAIB 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAIB 5212 International Marketing MBAIB 5213 Cross Cultural Management MBAIB 5214 International Finance and Financial Markets  And MBAIB 5205 Research Methodology MBAIB 5206 Proposal for the Thesis and Defence	MBAIB 5209 Seminar on Research  MBAIB 5210 Thesis	

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## TRIMESTERS IV, V AND VI

### Trimester IV

#### COMPULSORY COURSES

##### **MBAIB 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of a business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

##### **MBAIB 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. The main areas covered in this course are the determination of strategic direction and the management of the strategic decision making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

#### **Specialisation Compulsory**

##### **MBAIB 5212 International Marketing**

This course includes various concepts and tools for analysing international marketing strategies and evaluating the marketplace. It mainly focuses on developing, evaluating and implementing international marketing strategies at the corporate, regional and local levels. The course intends to provide an understanding of the scope and function of international marketing theory and practice, increase knowledge and skills to help in developing international market entry strategies, and develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

##### **MBAIB 5213 Cross Cultural Management**

Widely acclaimed for its perceptive insights into the management of organizations operating in a global business environment, the need for understanding managing business across borders has already established itself as a guiding lens for global business managers. Considering this acclamation, this course aims at providing conceptual frameworks and techniques which are helpful for managers doing/willing to do business across borders with the ultimate aim of how to develop a transnational solution in the global marketplace.

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### **MBAIB 5214 International Finance and Financial Markets**

This course provides theoretical and practical understanding of issues involved in international financial management from the perspective of a firm engaged in multinational business. With the globalization of the Sri Lankan economy, the course serves the needs of future managers who would be increasingly required to understand the implications of changes in the international financial scenario and to anticipate changes in the working environment. Theories of international business and recent changes in global finance will be explored in depth including international commercial policy, foreign exchange markets, and financing and investment decisions of a global firm. This course is designed to provide participants with sound knowledge of the functions of financial markets and institutions, the relationship between the financial system and the economy and the skills required to manage financial risks in business. This course discusses financial markets and systems, interest rates, the role of the Central Bank and monetary policy tools, money markets and bond markets, the stock market, the foreign exchange market, and securities firms, Investment banks and Mutual funds etc. Special attention would be paid to the Sri Lankan market and the prevailing environment

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.

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## **MBA/MBAAI/MBAFI/MBahr/MBAMK/MBAIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.

## **Elective Courses Offered in Trimesters V and VI**

### **Coursework option**

#### **MBAIB 5216 Project Management**

Businesses are increasingly moving into project based organising structures to reach their objectives, thus the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members of a project team. Accordingly, this course introduces to the students concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of a project.

#### **MBAIB 5217 International Trade Law**

Most aspects of running a business have some legal consequences since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

#### **MBAIB 5218 Seminar: Contemporary Issues in International Business**

In the rapidly changing business environment knowledge also becomes obsolete rapidly. Therefore, marketing practitioners need to develop 'learning skills' in order to update their practical and theoretical knowledge with changes in time and to contextualise knowledge as appropriate. This course is aimed at developing such skills where the students will be required to critically examine seminal and recent research papers of contemporary significance in relation to marketing practices.

#### **MBAIB 5219 Managing innovation**

Without creativity and innovation organizations cannot be competitive and survive in a dynamic environment. Thus, managers are compelled to change their business practices creatively and innovatively. This course aims at providing students with theoretical and practical knowledge in relation to creativity and innovation in global and local businesses to manage innovations within his/her organizational context for making competitive advantage in a modern dynamic environment. This course will cover basic con-

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cepts of creativity and innovation, types of innovation, measurements of innovation, technology and innovation, key elements of management and innovations, culture and innovations, economy and innovation, organizational context and innovation, institutional support and innovation in Sri Lanka, strategy and innovation, issues related to innovation in developed and developing countries.

### **MBAIB 5220 International Trade Theories, Regulations and Practices**

The main objective of this course is to provide theoretical and empirical understanding of international trade. The following topics will be covered in this course: basic concepts, principles, and theories of international trade. In particular, the theory of absolute advantage, comparative advantage, Heckscher-Ohlin-Samuelson model, Leontiff paradox, dependency theories—center periphery theory, international trade and increasing returns to scale, economic integration and multinational corporations, etc. Trends and issues in Sri Lankan international trade and world trade will also be discussed.

### **MBAIB 5221 International Human Resource Management**

This module is about Human Resources Management policies and practices for Multi-national Enterprises. Today, the conduct of business is increasingly global in scope and managing human resources has become ever more important in the successful conduct of global business. Therefore, the module develops to provide a professional and academic overview for an understanding of the design and implementation of IHRM policies and practices from the perspective of the parent company or headquarters and management of workforces in subsidiaries, international joint ventures, and global partnerships by getting more relevant examples from many different countries. Further, it also provides increasing attention to other firms of international organizations as well, such as governments, non-profit and non-governmental organizations (NGOs).

### **MBAIB 5222 Environmental Management**

Environmental issues continue to be an important matter of people's concern now than ever since they have caused considerable changes in attitudes and practices of the business world. This course attempts to provide students with insight (both conceptually and practically) to capture the ecological environment as an important stakeholder in managing their businesses. The course is designed to cover the importance of incorporating environmental sustainability in strategy at all levels: corporate, business and operational; the role of environmental leadership in organizations, tools and techniques of proactive environmental strategies as a guide to environmental sustainability in business organizations.

### **MBAIB 5223 Business in Emerging Markets**

Emerging markets continue to demonstrate growth rates that far exceed those of developed markets and, as a result, many businesses in other markets rapidly move on internationalization to these markets as their new business strategy in the global marketplace. These markets provide new challenges for management. In this context, it is needed to understand the unique social, political, environmental, and ethical questions associated with doing business in emerging markets. In this effort, an organization can localize its market entry strategies, customer-facing processes while building a strong



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and scalable foundation of back-end processes that rely on best global practices. By considering these frontiers, this course aims at discussing conceptual frameworks, techniques, and cases which is helpful for managers doing/willing to do business in emerging markets as their new business strategy in the global marketplace.

#### **MBAIB 5224 Business Analytics**

This introductory course in business analytics will enable the student to broaden their view on how modern data is used to leverage competitive advantage in business. The course's fundamental focus is to describe various data sources, identify the characteristics of each such source, analyze data, visualize data and how to manage such data collected from such sources in an organizational setting. In addition, the course presents real-world applications of business analytics and state-of-the-art techniques and trends in business analytics.

#### **MBAIB 5225 Sustainability and Business**

This course addresses sustainability as a component of ethical business practice. Balancing economic, social, and environmental interactions, business leaders must address ethical principles, environmental and social consequences, and obligations to future generations. Models for sustainable enterprise will build on the decision-making and stakeholder frameworks to address specific issues such as responsible investing, sustainable consumption, sustainable production, ecological economics, and sustainable business ethics, environmental management, and risk.

#### **MBAIB 5226 Crisis and Disaster Management**

The course aims to provide students with knowledge and management expertise to deal with future crises, emergencies and disasters in the developed and developing world. The course covers a range of subject areas, such as: disaster theory and practice, risk assessment, emergency and disaster planning, the management of natural and environmental disasters, business continuity, management; science and services, humanitarian theory and practice in disasters, development and disaster risk reduction.

#### **MBAIB 5227 International Logistics Management**

This course intends to enrich the students with theoretical and practical knowledge of international logistics management and the key elements of international logistics management. The course revolves around the areas such as the importance and role of customer service in international logistics management, inventory management and various models used in inventory management, logistics planning and logistics information systems, the role of transportation and infrastructure in international logistics management, forecasting and its use for demand management, decisions related to warehousing and material handling systems together with their function and objectives, and logistics performance measures and objectives.

#### **MBAIB 5228 Global Economic Trends**

The main objective of this course is to provide an understanding of global level trends and background factors of trade, finance, migration, technology, and new developments in other types of economic integrations. Participants will be able to gain contem-

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porary knowledge on globalization and localization, trading blocs, changing approaches to international economic policies and global level economic institutions such as the World Bank, International Monetary Fund, the World Trade Organization, and International Labour Organization.

### **MBAIB 5229 International Banking and Insurance**

With this course, students will familiarize themselves with and understand the main framework of international banking and insurance. Students will also understand the main characteristics of international banking and insurance operations. Solvency II and Basel III are also discussed in this course. The main areas of discussion are Financial Sector Framework: Intermediation Roles, Structure Subprime Crisis and Prospects; international regulation: Basel I and II, Post-subprime, Credit Risk in Bank Management; Credit Risk Assessment: External Ratings, Internal Credit Risk Models, Severity of Loss, Model validation; Risk: definitions, Chance of loss, Classification, Burden on society, managing Techniques; Insurance: Basic characteristics, an ideally insurable risk, Adverse selection, Types, Benefits to society; Insurance company operations: Types of private insurers, Ratemaking, Underwriting, Production, Claims settlement, Reinsurance; Financial operations of insurers; Regulation of insurance and solvency: Insurance regulation, Technical provisions, Solvency I and II.

### **MBAIB 5230 Global Leadership for Business**

Globalization has brought major changes in the global business environment. Hence, the organizations need to be global players and there is a clear need for leaders who can think and operate globally. Almost every business today is a global business and the managers in those are required to „lead across borders“ and play a central role in formulating and executing strategy on a global scale. These leaders who run global organizations need to operate across international borders managing multi-cultural teams. As such participants will be exposed to the global business environment which demanded and gave birth to “global leadership”, the competencies required by leaders and managing diversity and inclusiveness by handling multi-cultural teams and creating and transferring knowledge. In addition, the course also looks at the degree of involvement of women in global leadership positions, virtualization of leadership, and finally compares the leadership in Asia with other leading continents and countries.

### **MBAIB 5231 Business Ethics and Intellectual Capital**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to contemporary knowledge-based organizations when they utilise knowledge as a production factor. Land, labour and capital were production factors of agricultural and industrial economies. However, knowledge-related intangible assets (IC) gain recognition to be the fourth production factor in the contemporaneous knowledge-based economy. Furthermore, the former production factors are subject to the law of diminishing marginal returns whereas the law of increasing marginal returns applies to the latter. The idiosyncratic nature of IC resources creates competitive advantage and superior performance in a sustainable manner for modern organizations which operate in local as well as international marketplace. Therefore, IC component of this course module expects to

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impart knowledge on strategic importance of IC, valuation of IC, managing IC resources, reporting IC and the importance of IC in the development of a nation.

### **MBAIB 5232 Global Business Cases**

Global businesses have been practicing western management thought over a long period of time even though there are many repercussions of it. This course aims at equipping students with some tools to develop and analyse business cases in the global context with hands-on experience. It will help them to be aware of the nature of businesses across the globe and to realize the strengths, weaknesses, opportunities and threats of different businesses for the purpose of providing solutions to real-world problems and challenges in the global context. This course will primarily cover gist of case study, misconceptions about case studies, types of cases, case study selection process, values in case of study writing, different case study development schools in the world, collecting evidence for case studies, case study development process, development of an international business case, analysing case study evidence, suggesting recommendations for problems and challenges in organizations.

### **MBAIB 5233 Transnational Institutions**

This course aims at familiarizing students with theoretical and practical issues about such concepts and introduce fundamental topics and questions pertaining to the study of transnational institutions. Particularly, the phenomenon of rapid globalization strengthened the emphasis on interdependence among actors and issue areas and increased the impact of intergovernmental and non-governmental organizations. This course provides students with the framework to critically analyse these recent developments in world politics. In this course, students will initially engage with major theoretical themes and approaches in the field of the transnational organization. In addition, the course will focus on international regimes and specific international organizations from the UN to regional organizations. The course will also examine the roles of international institutions in various areas such as security, economy, and human rights. By the end of the course, students are expected to develop an understanding of what global governance is and what role international institutions play in this governance system.

### **MBAIB 5234 Special Topics**

This code is reserved for a course that could be offered in Trimesters IV, V or VI when there is a request by students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialization/research interest, but which is not covered in the other courses offered in the MBA-IB programme.

### **MBAIB 5235 Global Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. Main areas covered in this course are the determination of strategic direction and the management of the strategic decision-making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

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## **Business Skill Project Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5204 Business Skill Project**

Business skill project consist of a relevant study of a managerial/organisational issue of a selected business enterprise or a selected industry related to business, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. The Business Skill Project should demonstrate the student's knowledge of the business/industry selected for the Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, and present material systematically.

## **Thesis Option**

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally complete their thesis successfully.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

### **MBAIB 5212 International Marketing**

This course includes various concepts and tools for analysing international marketing strategies and evaluating the marketplace. It mainly focuses on developing, evaluating and implementing international marketing strategies at the corporate, regional and local levels. The course intends to provide an understanding of the scope and function of international marketing theory and practice, increase knowledge and skills to help in

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developing international market entry strategies, and develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

### **MBAIB 5213 Cross Cultural Management**

Widely acclaimed for its perceptive insights into the management of organizations operating in a global business environment, the need for understanding managing business across borders has already established itself as a guiding lens for global business managers. Considering this acclamation, this course aims at providing conceptual frameworks and techniques which are helpful for managers doing/willing to do business across borders with the ultimate aim of how to develop a transnational solution in the global marketplace.

### **MBAIB 5214 International Finance and Financial Markets**

This course provides theoretical and practical understanding of issues involved in international financial management from the perspective of a firm engaged in multinational business. With the globalization of the Sri Lankan economy, the course serves the needs of future managers who would be increasingly required to understand the implications of changes in the international financial scenario and to anticipate changes in the working environment. Theories of international business and recent changes in global finance will be explored in depth including international commercial policy, foreign exchange markets, and financing and investment decisions of a global firm. This course is designed to provide participants with sound knowledge of the functions of financial markets and institutions, the relationship between the financial system and the economy and the skills required to manage financial risks in business. This course discusses financial markets and systems, interest rates, the role of the Central Bank and monetary policy tools, money markets and bond markets, the stock market, the foreign exchange market, and securities firms, Investment banks and Mutual funds etc. Special attention would be paid to the Sri Lankan market and the prevailing environment

## **ELECTIVE COURSES**

### **MBAIB 5216 Project Management**

Businesses are increasingly moving into project based organising structures to reach their objectives, thus the management of projects successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have the knowledge and skills to act as effective members of a project team. Accordingly, this course introduces to the students concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of a project.

### **MBAIB 5217 International Trade Law**

Most aspects of running a business have some legal consequences since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a

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successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

### **MBAIB 5218 Seminar: Contemporary Issues in International Business**

In the rapidly changing business environment knowledge also becomes obsolete rapidly. Therefore, marketing practitioners need to develop 'learning skills' in order to update their practical and theoretical knowledge with changes in time and to contextualise knowledge as appropriate. This course is aimed at developing such skills where the students will be required to critically examine seminal and recent research papers of contemporary significance in relation to marketing practices.

### **MBAIB 5219 Managing innovation**

Without creativity and innovation organizations cannot be competitive and survive in a dynamic environment. Thus, managers are compelled to change their business practices creatively and innovatively. This course aims at providing students with theoretical and practical knowledge in relation to creativity and innovation in global and local businesses to manage innovations within his/her organizational context for making competitive advantage in a modern dynamic environment. This course will cover basic concepts of creativity and innovation, types of innovation, measurements of innovation, technology and innovation, key elements of management and innovations, culture and innovations, economy and innovation, organizational context and innovation, institutional support and innovation in Sri Lanka, strategy and innovation, issues related to innovation in developed and developing countries.

### **MBAIB 5220 International Trade Theories, Regulations and Practices**

The main objective of this course is to provide theoretical and empirical understanding of international trade. The following topics will be covered in this course: basic concepts, principles, and theories of international trade. In particular, the theory of absolute advantage, comparative advantage, Heckscher-Ohlin-Samuelson model, Leontief paradox, dependency theories—centerperiphery theory, international trade and increasing returns to scale, economic integration and multinational corporations, etc. Trends and issues in Sri Lankan international trade and world trade will also be discussed.

### **MBAIB 5221 International Human Resource Management**

This module is about Human Resources Management policies and practices for Multi-national Enterprises. Today, the conduct of business is increasingly global in scope and managing human resources has become ever more important in the successful conduct of global business. Therefore, the module develops to provide a professional and academic overview for an understanding of the design and implementation of IHRM policies and practices from the perspective of the parent company or headquarters and management of workforces in subsidiaries, international joint ventures, and global partnerships by getting more relevant examples from many different countries. Further, it also provides increasing attention to other firms of international organizations

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as well, such as governments, non-profit and non-governmental organizations (NGOs).

### **MBAIB 5222 Environmental Management**

Environmental issues continue to be an important matter of people's concern now than ever since they have caused considerable changes in attitudes and practices of the business world. This course attempts to provide students with insight (both conceptually and practically) to capture the ecological environment as an important stakeholder in managing their businesses. The course is designed to cover the importance of incorporating environmental sustainability in strategy at all levels: corporate, business and operational; the role of environmental leadership in organizations, tools and techniques of proactive environmental strategies as a guide to environmental sustainability in business organizations.

### **MBAIB 5223 Business in Emerging Markets**

Emerging markets continue to demonstrate growth rates that far exceed those of developed markets and, as a result, many businesses in other markets rapidly move on internationalization to these markets as their new business strategy in the global marketplace. These markets provide new challenges for management. In this context, it is needed to understand the unique social, political, environmental, and ethical questions associated with doing business in emerging markets. In this effort, an organization can localize its market entry strategies, customer-facing processes while building a strong and scalable foundation of back-end processes that rely on best global practices. By considering these frontiers, this course aims at discussing conceptual frameworks, techniques, and cases which is helpful for managers doing/willing to do business in emerging markets as their new business strategy in the global marketplace.

### **MBAIB 5224 Business Analytics**

This introductory course in business analytics will enable the student to broaden their view on how modern data is used to leverage competitive advantage in business. The course's fundamental focus is to describe various data sources, identify the characteristics of each such source, analyze data, visualize data and how to manage such data collected from such sources in an organizational setting. In addition, the course presents real-world applications of business analytics and state-of-the-art techniques and trends in business analytics.

### **MBAIB 5225 Sustainability and Business**

This course addresses sustainability as a component of ethical business practice. Balancing economic, social, and environmental interactions, business leaders must address ethical principles, environmental and social consequences, and obligations to future generations. Models for sustainable enterprise will build on the decision-making and stakeholder frameworks to address specific issues such as responsible investing, sustainable consumption, sustainable production, ecological economics, and sustainable business ethics, environmental management, and risk.



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### **MBAIB 5226 Crisis and Disaster Management**

The course aims to provide students with knowledge and management expertise to deal with future crises, emergencies and disasters in the developed and developing world. The course covers a range of subject areas, such as: disaster theory and practice, risk assessment, emergency and disaster planning, the management of natural and environmental disasters, business continuity, management; science and services, humanitarian theory and practice in disasters, development and disaster risk reduction.

### **MBAIB 5227 International Logistics Management**

This course intends to enrich the students with theoretical and practical knowledge of international logistics management and the key elements of international logistics management. The course revolves around the areas such as the importance and role of customer service in international logistics management, inventory management and various models used in inventory management, logistics planning and logistics information systems, the role of transportation and infrastructure in international logistics management, forecasting and its use for demand management, decisions related to warehousing and material handling systems together with their function and objectives, and logistics performance measures and objectives.

### **MBAIB 5228 Global Economic Trends**

The main objective of this course is to provide an understanding of global level trends and background factors of trade, finance, migration, technology, and new developments in other types of economic integrations. Participants will be able to gain contemporary knowledge on globalization and localization, trading blocs, changing approaches to international economic policies and global level economic institutions such as the World Bank, International Monetary Fund, the World Trade Organization, and International Labour Organization.

### **MBAIB 5229 International Banking and Insurance**

With this course, students will familiarize themselves with and understand the main framework of international banking and insurance. Students will also understand the main characteristics of international banking and insurance operations. Solvency II and Basel III are also discussed in this course. The main areas of discussion are Financial Sector Framework: Intermediation Roles, Structure Subprime Crisis and Prospects; international regulation: Basel I and II, Post-subprime, Credit Risk in Bank Management; Credit Risk Assessment: External Ratings, Internal Credit Risk Models, Severity of Loss, Model validation; Risk: definitions, Chance of loss, Classification, Burden on society, managing Techniques; Insurance: Basic characteristics, an ideally insurable risk, Adverse selection, Types, Benefits to society; Insurance company operations: Types of private insurers, Ratemaking, Underwriting, Production, Claims settlement, Reinsurance; Financial operations of insurers; Regulation of insurance and solvency: Insurance regulation, Technical provisions, Solvency I and II.

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### **MBAIB 5230 Global Leadership for Business**

Globalization has brought major changes in the global business environment. Hence, the organizations need to be global players and there is a clear need for leaders who can think and operate globally. Almost every business today is a global business and the managers in those are required to „lead across borders“ and play a central role in formulating and executing strategy on a global scale. These leaders who run global organizations need to operate across international borders managing multi-cultural teams. As such participants will be exposed to the global business environment which demanded and gave birth to “global leadership”, the competencies required by leaders and managing diversity and inclusiveness by handling multi-cultural teams and creating and transferring knowledge. In addition, the course also looks at the degree of involvement of women in global leadership positions, virtualization of leadership, and finally compares the leadership in Asia with other leading continents and countries.

### **MBAIB 5231 Business Ethics and Intellectual Capital**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to contemporary knowledge-based organizations when they utilise knowledge as a production factor. Land, labour and capital were production factors of agricultural and industrial economies. However, knowledge-related intangible assets (IC) gain recognition to be the fourth production factor in the contemporaneous knowledge-based economy. Furthermore, the former production factors are subject to the law of diminishing marginal returns whereas the law of increasing marginal returns applies to the latter. The idiosyncratic nature of IC resources creates competitive advantage and superior performance in a sustainable manner for modern organizations which operate in local as well as international marketplace. Therefore, IC component of this course module expects to impart knowledge on strategic importance of IC, valuation of IC, managing IC resources, reporting IC and the importance of IC in the development of a nation.

### **MBAIB 5232 Global Business Cases**

Global businesses have been practicing western management thought over a long period of time even though there are many repercussions of it. This course aims at equipping students with some tools to develop and analyse business cases in the global context with hands-on experience. It will help them to be aware of the nature of businesses across the globe and to realize the strengths, weaknesses, opportunities and threats of different businesses for the purpose of providing solutions to real-world problems and challenges in the global context. This course will primarily cover gist of case study, misconceptions about case studies, types of cases, case study selection process, values in case of study writing, different case study development schools in the world, collecting evidence for case studies, case study development process, development of an international business case, analysing case study evidence, suggesting recommendations for problems and challenges in organizations.

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### **MBAIB 5233 Transnational Institutions**

This course aims at familiarizing students with theoretical and practical issues about such concepts and introduce fundamental topics and questions pertaining to the study of transnational institutions. Particularly, the phenomenon of rapid globalization strengthened the emphasis on interdependence among actors and issue areas and increased the impact of intergovernmental and non-governmental organizations. This course provides students with the framework to critically analyse these recent developments in world politics. In this course, students will initially engage with major theoretical themes and approaches in the field of the transnational organization. In addition, the course will focus on international regimes and specific international organizations from the UN to regional organizations. The course will also examine the roles of international institutions in various areas such as security, economy, and human rights. By the end of the course, students are expected to develop an understanding of what global governance is and what role international institutions play in this governance system.

### **MBAIB 5234 Special Topics**

This code is reserved for a course that could be offered in Trimesters IV, V or VI when there is a request by students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialization/research interest, but which is not covered in the other courses offered in the MBA-IB programme.

### **MBAIB 5235 Global Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. Main areas covered in this course are the determination of strategic direction and the management of the strategic decision-making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

# MBA IN MARKETING

MBA in Marketing is mainly intended for Marketing Managers/Managers who are aspiring to be members of the corporate management team with specialisation in marketing competencies. Students reading for MBA in Marketing should earn thirty three (33) credits from the Core courses offered in Trimester 1, 2 and 3 together with another twenty eight (28) credits from the compulsory and elective courses offered in Trimesters 4, 5 and 6 as stipulated in the available options Tables 1 and 2.

**Table: Courses to be completed in Trimester IV, V, VI**

	Trimester IV	Trimester V	Trimester VI
<b>Coursework Option</b>	<b>2 compulsory courses</b> MBAMK 5242 Business Ethics and Corporate Responsibility MBAMK 5211 Business Strategy <b>3 specialisation compulsory courses</b> MMBAMK 5212 Marketing Research MBAMK 5213 Consumer Behaviour MBAMK 5214 Strategic Marketing	5 elective courses	4 elective courses
<b>Business Skill Project Option</b>	<b>2 compulsory courses</b> MBAMK 5242 Business Ethics and Corporate Responsibility MBAMK 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAMK 5212 Marketing Research MBAMK 5213 Consumer Behaviour MBAMK 5214 Strategic Marketing  And MBAMK 5202 Writing Project Reports	4 elective courses And MBAMK 5203 Proposal and Defence of Business Skills Project	MBAIB 5204 Business Skills Project
<b>Thesis Option</b>	<b>2 compulsory courses</b> MBAMK 5242 Business Ethics and Corporate Responsibility MBAMK 5211 Business Strategy  <b>2 out of the 3 specialisation compulsory courses</b> MBAMK 5212 Marketing Research MBAMK 5213 Consumer Behaviour MBAMK 5214 Strategic Marketing  And MBAMK 5205 Research Methodology MBAMK 5206 Proposal for the Thesis and Defence	MBAMK 5209 Seminar on Research	
		MBAMK5210 Thesis	

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## TRIMESTERS IV, V AND VI

### Trimester IV

#### Compulsory Courses

##### **MBAMK 5242 Business Ethics and Corporate Responsibility**

This course aims to inculcate an understanding of the underlying concepts and practices of business ethics and corporate social responsibility which are relevant to the contemporary business environment. In particular, it is designed to foster learning partners' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. It also aims to develop a candidate's ability to analyse ethical and corporate social responsibility issues in business.

##### **MBAMK 5211 Business Strategy**

This course examines how the organisation finds and enacts its strategic intentions with a view to optimising the positioning and performance of the firm within its business environment. Main areas covered in this course are the determination of strategic direction and the management of the strategic decision making process. It emphasises the multifaceted nature of the strategic management discipline which deals with the analytical, behavioural and creative aspects of business simultaneously. The course also discusses the contemporary paradigms and emerging trends of strategic management.

#### Specialisation Compulsory

##### **MBAMK 5212 Marketing Research**

Marketing research is an applied marketing discipline which gives critical understanding about markets and customers in order to make better marketing decisions. This course provides an opportunity for acquiring the essential working knowledge of when and how to conduct marketing research and the most effective way to communicate marketing information to enhance marketing decisions. This course is mainly design to give practical knowledge of conducting it from problem definition to the reporting the outcome. Therefore, it emphasises on technical competence and application to real business problems. It consists of both qualitative and quantitative research methods including analytical methods.

##### **MBAMK 5213 Consumer Behaviour**

This course aims at providing the knowledge and skills of analysing how consumers think, feel and act in response to market place offers, as individuals and as players in complex webs of social relations, and translating the understanding into marketing actions. Having explored consumer behaviour and its cognitive, affective and social underpinnings, the course focuses on providing knowledge on translating such understanding into marketing actions such as market segmentation and targeting, positioning, branding, and marketing communications.

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### **MBAMK 5214 Strategic Marketing**

This course provides required knowledge and skills of analysing problem confronting managers in planning, implementing and controlling marketing programs. This explores the role of marketing strategies in the overall strategic direction of organisations. The course of strategic marketing covers the introduction and overview of strategic marketing, portfolio analysis (the product life cycle, and portfolio models), analysis of the business enterprise (marketing competencies, and creativity), industry analysis (industry life cycle, and strategic groups), market analysis, analysing the competition, business environment, customer in the market place, market segmentation, targeting, positioning, marketing mix strategy, and marketing.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5202 Writing Project Reports**

This course imparts knowledge on systematic development and presentation of project reports in order to entice the reader with background information of the study, phenomenon/problem under study, review of relevant literature, methodological concern of the study, presentation of findings and conclusions of the study. Understanding the report writing process and techniques are crucial in all projects and programs. Hence, this course is designed to equip development practitioners with the skills that will ensure that their reports are clear, consistent and interesting to the reader. The course also provides knowledge on selection of problem/phenomenon for the project, review of relevant literature, understand and choose methods of data collection, develop skills on data analysis, organise the structure of the report, write clearly and effective use of language skills.

### **Thesis Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5205 Research Methodology**

This course aims at improving the research skills of students and inculcating the appropriate attitudes and ethics of doing research among students rather than merely improving their knowledge on competing/complementary research methodologies. The course maintains a sound balance between positivistic and anti-positivistic research methods and consists of topics such as identifying and refining research issues/problems, conceptualising, operationalising, data collection, and accepted methods of documentations.

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5206 Proposal for the Thesis and Defence**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the thesis. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the coordinator of the programme/lecturer in charge of the course.

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## ELECTIVE COURSES OFFERED IN TRIMESTERS V AND VI

### Coursework option

#### **MBAMK 5216 Project Management**

Business are increasingly moving into project based organising structure to reach their objectives, thus the management of project successfully has become a key to realising business goals. Consequently, managers at all levels of organisations should have knowledge and skills to act as effective members in project team. Accordingly, this course introduces with the students concepts and techniques of project management such as project scope management, project time management, and project cost management, project scheduling, resource allocation, and the application of project management software as well as tools and techniques available for implementation and control of project.

#### **MBAMK 5217 Business Law**

Most aspects of running a business have some legal consequences, since a business operates within a legal framework. Thus, legal aspects are an indispensable part of a successful business operating within the local as well as the global contexts. This course examines the legal environment of business and provides practical insights into the complexities of business regulation. Within this background and rationale, the course will cover the topics such as; Introduction to Business Law, Law of Contracts, Sale of Goods, Company Law, Industrial Law, and E-Business Law.

#### **MBAMK 5218 Seminar: Contemporary Issues in Marketing**

In the rapidly changing business environment knowledge also becomes obsolete rapidly. Therefore, marketing practitioners need to develop 'learning skills' in order to update their practical and theoretical knowledge with changes in time, and to contextualise knowledge as appropriate. This course is aimed at developing such skills where the students will be required to critically examine seminal and recent research papers of contemporary significance in relation to marketing practices.

#### **MBAMK 5219 Customer Relationship Management**

This course intends to create an awareness of the importance of customer relationship management to any organisation. It focuses on equipping the participants with both philosophical and conceptual foundations of customer relationship management. The key areas covered in this course include customer orientation, customer satisfaction, value creation, customer lifetime value, service quality and complaint management, and data management. With a focus on application of skills necessary for building and managing relationships with customers this course will also discuss new trends in customer relationship management including software solutions.

#### **MBAMK 5220 Contemporary Advertising**

This course will offer learning partners with a broader knowledge on contemporary advertising. It will critically review theories and techniques of contemporary advertising enabling learning partners to review of influential advertising theories, research and



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practice. This course will help the learning partners to gain the knowledge and skills required to carry out a comprehensive review of contemporary issues that broadens the knowledge of the field.

### **MBAMK 5221 Integrated Marketing Communication**

Integrated Marketing Communication (IMC) course will examine the theory and practices applicable to all the major IMC functions such as advertising, sales promotions, public relations, direct marketing and personal selling. It also will provide learning partners with a knowledge base that will allow them to research and evaluate a company's IMC situation/issues and use such information in developing effective IMC strategies and programs.

### **MBAMK 5222 Supply Chain Development and Integration**

The primary objective of this course is to extend the participants knowledge on the basic elements, issues, and problems faced by a firm's supply chain. The course is designed to provide an understanding of the design, implementation, and management of effective and efficient supply chain systems. Key topics include customer service, quality management, supply chain infrastructures, transactions, inventory and manufacturing strategies, and procurement management.

### **MBAMK 5223 Services Marketing**

This course provides learning partners with the required knowledge needed to face unique challenges inherent in marketing services. It covers concepts, tools, and strategies needed to address the distinctive aspects of services marketing. The course includes strategies to attract, satisfy and retain both customers as well as employees in ways that increase profitability of the organisation. Further, it provides experience in applying concepts and methods being used by practitioners to analyse customer requirements; measure service quality; and design, promote, and deliver competitive service products.

### **MBAMK 5224 Critical Marketing**

Conventional marketing thinking takes a managerial perspective without reflecting on the wider societal implications of the effects of marketing activities. However, in the current brand-dominated and rapidly globalising world of business saturated by advertisements, a critical understanding of marketing activities and how they affect businesses and individuals is a requirement for a general management and marketing career as well as for civic participation in the contemporary world. This course will raise the students' awareness of the ethical, social and methodological issues facing contemporary marketing. It will highlight the socially situated nature of theory, nature and practice of contemporary marketing and address critical issues relating to marketing activities and their impact on individuals, organisations, and societies.

This course includes various concepts and tools for analysing international marketing strategies, and evaluating the marketplace. It mainly focuses on developing, evaluating and implementing international marketing strategy at the corporate, regional and local levels. The course intends to provide an understanding of the scope and function of

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international marketing theory and practice, increase knowledge and skills to help in developing international market entry strategies, develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities

### **MBAMK 5226 Business Marketing/B2B Marketing**

The objective of this course is to give the students' knowledge on the issues business marketers face which different from the issues faced by marketers of consumer products. This course will involve the study of an overview of business marketing, marketing strategy and planning, how organisations buy, strategic analysis of an industry, business marketing intelligence, selecting business marketers, business product management, pricing for business marketers, communicating with business customers and business distribution management, discussion of cases and contemporary business related to business market.

### **MBAMK 5227 Advanced Brand Management**

In present business world brands are strategic assets that can provide firms with long-lasting competitive advantage. How to achieve this is the central theme of Brand Management. The aim of the course is to equip students with theoretical and practical knowledge necessary for a successful and efficient management of brands. It provides the framework for the analysis of the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands. This course focuses on the concept of brand equity and its creation and growth through brand positioning, marketing programs, measurement of brand performance and strategies to sustain and build over time.

### **MBAMK 5228 Social & Sustainable Marketing**

Social marketing is the use of commercial marketing concepts and techniques to change people's behaviour for the betterment of society. The objective of the 'social' element of this course is to develop an appreciation of social problems that are inherent in modern and modernising societies and to provide knowledge on the application of marketing concepts and skills to reduce such social problems. Often, marketing is perceived as part of social problems rather than the solution, particularly in relation to issues such as pollution, the depletion of natural resources, over consumption, unhealthy lifestyles and human rights abuse. In this context, the 'sustainable' element of this course aims to invite a re-evaluation of the assumptions that underlie traditional marketing practices and propose a holistic approach that put equal emphasis on environmental, social equity and economic/financial concerns in the development of marketing strategies and tactics.

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### **MBAMK 5229 E-Marketing**

This course aims to equip students with a comprehensive understanding of the field of electronic marketing from both strategic and tactical perspectives. It has designed to explore the use of electronic technology, Internet, the World Wide Web for marketing strategy, consumer behaviour, market segmentation, positioning, and communication strategies and other marketing related functions. It also explores the future uses of the electronic technology for the marketing of goods and service.

### **MBAMK 5230 Tourism Marketing**

This course discusses the key features of tourism marketing and identifies the differences between marketing tourism services and marketing traditional products. The participants of this course will enhance their skills on developing effective tourism marketing plans for enterprises of various scope and destinations.

### **MBAMK 5245 Special Topics**

This code is reserved for a course that could be offered in Trimester 4, 5 or 6, when there is a request by the students on a special issue or topic or when there is faculty/visiting faculty who would like to teach in their area of specialisation/research interest, but which is not covered in the courses offered in the discipline area of Marketing Management.

### **Business Skill Project Option**

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5203 Proposal and defence of Business Skills Project**

The objective of this course is to provide students with the necessary guidance to develop their proposal for the Business Skill Project. The students present their working of the proposal to the panel orally at different stages of the development of the proposal as specified by the Coordinator of the programme/lecture in charge of the course. The proposal for Business Skill Project shall demonstrate that the proposed project addresses an organisation and/or industry specific issue/ problem.

#### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5204 Business Skill Project**

Business skill project consist of a relevant study of a managerial/organisational issue of a selected business enterprise or a selected industry related to business, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. The Business Skill Project should demonstrate the student's knowledge of the business/industry selected for the Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, and present material systematically.

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## Thesis Option

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5209 Seminar on Research**

Seminar on Research is a compulsory two credit course offered in Trimester V to students who have opted for the Thesis option. There will not be an end-of-trimester examination for this course and the students will be evaluated through Continuous Assessments. Hence, this course will be organized as a series of presentations/discussion/workshops over a period of 10 weeks, giving support to Thesis students and assessing their progress at each important juncture of their research (e.g. literature review, data collection, data analysis, theorization etc.) to finally complete their thesis successfully.

### **MBA/MBAAI/MBAFI/MBAHR/MBAMK/MBAIB 5210 Thesis**

The students are expected to produce a thesis which consists of a substantial empirical component to support their thesis during Trimester 6. Students are expected to demonstrate their knowledge of methods of research, their competence in interpreting results/data, and to develop a novel if not original argument while reflecting an authoritative knowledge about the area of study. They are also expected to make a presentation on their progress and finally be subjected to a viva voce examination.

# 07. BY-LAWS OF THE PROGRAM

## DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA) (SLQF 9/10)

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.

01. These By-Laws may be cited as the Master of Business Administration By-Laws No .. of 2020.
- 1.1 These By-Laws shall be deemed to have come into operation with effect from 01.06.2020.

### PART I – GENERAL

#### Award of Degree

02. 01 . Subject to these By-Laws, a person may be awarded the Degree of Master of Business Administration (MBA) 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, Residential Workshop, or the Business Skill Project, or the Thesis, the viva voce examination of Business Skill Project, or Thesis on a topic approved by the Faculty;
  - (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.
02. Subject to the provisions of sub-section (1) above, the MBA Degree may also be awarded in the specialised areas such as MBA in Marketing, MBA in Human Resources Management, MBA in Finance, MBA in Accounting and Information Management, and MBA in International Business etc. as the case may be.

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## Administration of the Programme

03. The Dean of the Faculty of Management and Finance shall appoint a Programme Coordinator for each of the Degrees of Master of Business Administration (MBA) Programme in consultation with the relevant Head of Department and the Unit Coordinator.
04. Each MBA programme (MBA, MBA in Marketing, MBA in Human Resources Management, MBA in Finance, MBA in Accounting and Information Management, and MBA in International Business) shall be offered and administered as an independent programme coordinated by a Programme Coordinator. Each Programme Coordinator will directly report to the Unit Coordinator of the Postgraduate and Mid-career Development Unit in executing the By-Laws and Regulations relevant to their programme.

## Eligibility for Admission to the Programme

05. No person shall be eligible to be admitted to the MBA Programme unless she possesses any one or more of the following qualifications:
  01. (i). A Special Degree with a First Class or Second Class (Upper Division) Honours in any Business or Management related discipline (including Commerce, Economics or Public Administration) from this University or any other recognized University  
OR
  - (ii). A Special Degree in any Business or Management related discipline (including Commerce, Economics or Public Administration) from this University or any other recognized University  
and  
a minimum of one (01) year post qualifying work experience in managerial capacity.  
OR
  - (iii). A Degree with a First Class or Second Class (Upper Division) Honours in any Business or Management related discipline (including Commerce, Economics or Public Administration) from any other recognized University  
and  
a minimum of one (01) year post qualifying work experience in managerial capacity  
OR

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- (iv). A Degree in any discipline and at least a Postgraduate Diploma in any Business or Management related discipline (including Commerce, Economics or Public Administration) from this University or any other recognized University and a minimum of one-year work experience in managerial capacity.
- OR
- (v). A Degree in any discipline from this University or any other recognized University
- AND
- a minimum of two (02) years post qualifying work experience in managerial capacity
- OR
- (vi). Any other qualification acceptable to the Faculty Board and the Senate of the University of Colombo
- OR
- (vii). Any qualification not mentioned in classes (i) to (vi) above recommended by a qualification evaluation committee and approved by the Senate of the University of Colombo
- AND
02. has demonstrated management ability and potential for future career development in management;
- AND
03. has a good knowledge of English.

<sup>3</sup>The list of qualifications acceptable to the Faculty Board and the Senate of the University of Colombo is given in Appendix I



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## Application for Admission

06. 01. Applications for admission of students to the Programme shall be called by open advertisement and/or through circular notices.
02. Applicants for different MBA programmes shall be called independently or jointly.
03. Prospective applicants shall be required to pay to the University the application fee for making an application in the prescribed form issued by the University.
04. Applications received shall be referred to the relevant Coordinator of the Programme. The Programme Coordinator, in consultation with the Dean and the Unit Coordinator, having examined the applications for necessary initial qualifications, may, when necessary, call the qualified candidates for an Admission Test. A person shall obtain a minimum of 40% for the Papers at the Admission Test to be eligible for consideration for admission. Depending on the performance of the candidates and the number of students that can be accommodated in a given year, the cut-off marks for admission will vary from year to year and be decided by the Faculty Board.
05. The candidates who have been deemed successful in the Admission Test may be interviewed, if so decided, and the final list of candidates to be enrolled shall be recommended to the Faculty Board.
06. In the case of applicants holding foreign citizenship applying from outside of Sri Lanka, having resided outside of Sri Lanka for a period of at least one year from the date of applying, the requirement of successful performance at the Admission Test and interview stated in (4) and (5) above may not be applicable. In such cases the score in the English Language Testing System (IELTS) may be accepted in lieu of the Admission Test and Interview. The applicant who has earned an IELTS score not less than that stipulated by the Faculty Board within the last two years from the date of calling applications for the MBA Programme in that year shall be considered eligible to apply for MBA Programme in that year.
07. Applications from a prospective applicant holding foreign citizenship applying from outside of Sri Lanka shall be issued and accepted up to one month after the closing date of applications.

<sup>4</sup>Every applicant seeking admission under paragraph (vii) of sub section (1) of section 5 shall be considered on its individual merits by a Qualification Evaluation Committee (QEC) consisting of the Dean of the Faculty, Unit Coordinator and a minimum of three other teaching faculty members excluding the programme coordinator of the relevant MBA Programme. The QEC shall consider even partial qualification of the qualification considered under paragraphs (i) to (vi) of sub section (1) of section 5. The QEC shall make its recommendations to the Faculty Board and to the Senate which shall make the final decision on such applications. The Faculty Board and Senate have the authority to de-recognise qualification/s or vary the requirements for recognising qualification/s on the basis of recommendations by the QEC.

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## Registration for the Programme

07. A person whose application for admission to the Programme is accepted by the Faculty shall take steps to register for the MBA Programme not later than the prescribed date and shall pay to 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.
08. 01. On completion of the registration procedure, an applicant shall be registered as a student of the MBA Programme.
02. Such registration shall be valid for the First Academic Year of the MBA Programme. If a student, for any reason, decides to follow or sit for the First Academic Year in a subsequent year or part thereof, then she shall register for that Academic Year again.
03. A student who becomes eligible, in terms of these By-Laws, to register for the Second Academic Year shall also register for that year 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 the Second Academic Year once. If a student, for any reason, decides to follow or sit for the Second Academic Year or part thereof in a subsequent year, then she shall register for that Academic Year again.
04. 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.
05. A person who has already been registered as an internal/external undergraduate student of this University shall not register herself concurrently for the MBA Programme.
09. 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 Academic Year.
10. The maximum period of candidature of a student of the MBA Programme shall be six (6) years from the initial registration.

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11. No person shall be entitled to a refund of any fees paid to the University on any ground whatsoever, provided that, if the number of students who have so registered for the Programme is not sufficient for the Programme to be financially viable, the University shall refund to such student the fees already received by it on account of the completion of the registration procedure other than the application fee.
  12. 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.
  13. 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 - PROGRAMME STRUCTURE**

14. The Programme of study leading to the award of the MBA Degree shall extend over two Academic Years comprising Taught Courses consisting of Theory, Practical components and Continuous Assessments, Residential Workshop or work on the Business Skill Project, or the Thesis on an approved topic as prescribed by Regulations and/or Rules of the University. The Programme shall extend continuously over the period from the beginning of the First Academic Year, to the end of the Second Academic Year.
15. The duration of each Academic Year shall, under normal circumstances, be a continuous period of 52 weeks from its beginning. Each Academic Year shall consist of Three Trimesters, viz., Trimester I, II and III. The End-of-Trimester Examination of each Taught Course offered in a particular Trimester shall be held within the same Trimester. However, under exceptional circumstances, the University may declare, on the recommendation of the Faculty, any Trimester to have a different duration and, if necessary, formulate Regulations or Rules for its implementation.
16. The MBA Programme shall be deemed to be a full-time two-year Programme.
17. The Programme shall comprise the Course work consisting of the Theory, Practical components and Continuous Assessment, Residential Workshops, or the Business Skill Project, or the Thesis as it is applicable to the student as specified in Regulations and/or Rules on it, viva voce on Business Skill Project, or Thesis and all examinations prescribed by these By Laws and/or Regulations and/or Rules relevant to this Programme.
18. The medium of instruction shall be English.
19. A Taught Course relevant to the Programme shall consist of lectures, tutorials, 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.

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20. A Residential Workshop relevant to the Programme shall provide the students with the opportunity to develop knowledge, skills, and attitudes which are not provided in the traditional class-room environment. It shall consist of a CEO Forum, personality/personal development sessions and management skills development sessions. At least two CEOs and/or corporate level managers shall participate for the CEO Forum and discuss issues/topics of timely importance to the business/management community. Personality/personal development sessions shall focus on stress management, anger management, personal health, spiritual development etc. Management skills development sessions shall take the form of management games and/or Outward Bound Training and cover team building, leadership skills, communication skills etc.
  21. The Business Skill Project option of the Programme shall consist of the study of a managerial/organisational issue of a selected business enterprise or a selected industry, and design and implementation of a project addressing the issue leading towards the preparation and submission of a Business Skill Project Report based on the said project. Before a student commences her work leading towards a Business Skill Project, she shall submit a proposal for a Business Skill Project to the Faculty for approval. A student shall not proceed with the project until the Faculty approves the proposal.
  22. The Thesis option of the Programme shall consist of study and research towards the preparation and submission of a Thesis based on an approved academic Research Project developing a novel if not an original argument. Before a student commences her Thesis on a Research Project, she shall submit a Proposal for a Research Project to the Faculty for approval. A student shall not proceed with the research towards the preparation of the Thesis until the Faculty approves the proposal.
  23. 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 MBA Degree.

### **PART III – EVALUATION/EXAMINATION**

24. The Evaluation leading to the award of the MBA Degree shall consist of the First, Second and Third Trimester examinations of both Academic Years; participation in the Residential Workshop; and, for the students who take the Business Skill Project option, or the Thesis option, the Project Report/ Thesis and the Oral Examination for the defence of the Project Report/ Thesis as shall be prescribed by Regulations and/or Rules of the University. Each Trimester Examination shall consist of one or more than one written paper and such numbers of continuous assessments as are prescribed by the Regulations and/or Rules relevant to this Programme. Residential Workshop shall consist of one or more than one assessment activities as are prescribed by the Regulations and/or Rules relevant to this Programme.
25. Performance of students in each component (End-of-Course Examinations, Residential Workshop and, Business Skill Project, or Thesis) shall be graded and Point Value shall be assigned as given in Table 1.

Table 1: Grade and Point Value

Range of Marks	Grade	Grade Point Value
90-100	A+	4.00
80-89	A	4.00
75-79	A-	3.70
70-74	B+	3.30
65-69	B	3.00
60-64	B-	2.70
55-59	C+	2.30
50-54	C	2.00
45-49	C-	1.70
40-44	D+	1.30
30-39	D	1.00
00-29	E	0.00

(Source: UGC Circular No. 901)

$$GPA = \frac{\sum_{i=1}^n GPV_i C_i}{\sum_{i=1}^n C_i}$$

Where  $GPV_i$  and  $C_i$  are the Grade Point Value earned and credit values allocated respectively for the  $i$ th course.

Note: The Cumulative GPA is calculated for the courses/components completed and GPA for each Trimester is calculated separately.

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26. In case of a student who completes more than the required number of elective Taught Courses in a given Trimester, those with higher GPV shall be considered for calculating the GPA of the Trimester and the cumulative GPA. However, the courses not considered for GPA calculation shall be included in the student's transcript as 'audited courses'.
27. 01. Performance of a candidate at each Taught Course shall be evaluated through a combined system of Continuous Assessment and End-of-Course Examinations which will be held as End-of-Trimester Examinations.
02. 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-Course Examination - 50%
- Continuous Assessment - 50%
03. A candidate shall be deemed to have been successful at the examination leading to the award of the MBA degree if she/he obtains a minimum GPV of 2.70 or above in all courses, and have successfully completed the Workshop, Research proposal, Seminar on research, Business Skill Project and Thesis and obtains a total of 61 credit values.
28. Performance of a candidate at the Residential Workshop shall be evaluated in terms of participation in all activities of the different sessions.
29. The Proposal for Business Skill Project shall demonstrate that the proposed Business Skill Project addresses an organisation and/or industry specific issue/problem as generally applicable to a Master's Degree of the University and in particular, to such a Degree in Management, and that the proposed action plan of the Business Skill Project can be feasibly implemented within the time period allowed to complete the project.
30. The proposal for Thesis shall demonstrate that the proposed research project addresses a research problem capable of advancing a novel if not an original argument as generally applicable to a Master's Degree of the University and in particular, to such a Degree in Management, and that the proposed methods of research are relevant to the problem and can be feasibly implemented within the time period allowed to complete the project.
31. The Business Skill Project shall demonstrate the student's knowledge of the business/industry selected for the Business Skill Project, her ability to collect, analyse and interpret data related to a specific issue, her competence to formulate viable actions to address the issue, her ability to implement them, 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.

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32. The Thesis shall demonstrate the student's knowledge of the methods of research, her competence to present material systematically and her ability to analyse, interpret results/data, and develop a novel if not an original argument as are generally applicable to a Master's Degree of the University and in particular, to such a Degree in Management.
33. A candidate shall not be permitted to take the examination unless,
01. A candidate shall not be permitted to take the examination unless,
  02. she has registered with the Examinations Branch of the University for the examination she intends to sit;
  03. the co-ordinator 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;
  04. her student registration continues to be in force: and
  05. her application for entry to the examination has been accepted.
34. 01. A student in a particular Academic Year of the Degree Programme and registered for particular Courses of a Trimester shall take the Examination for that Trimester on the first occasion on which the Examination is held after the completion of instruction for that Trimester.
02. 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.
  03. 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.
  04. A student shall not take any Examination on more than three occasions and in computing the total number of occasions it shall be taken into account any occasion on which she is deemed to have taken the Examination in terms of these By laws.
  05. 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 MBA Examination.



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06. 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 Programme Coordinator and any matters relating to such tests shall be decided by the Faculty Board on the recommendation of the Programme Coordinator, the Unit Coordinator and the Dean of the Faculty.
  07. Rules relating to Assignments, Residential Workshop, the Business Skill Project, and the Thesis shall be announced, from time to time, by the Programme Coordinator in consultation with teacher/s and such rules shall not be changed or revoked unless otherwise decided by the Faculty Board.
35. A student who obtains a mark which is less than the required GPV for a compulsory Taught Course, as prescribed under the By-Laws shall re-sit such course as a repeat candidate on the first occasion at which that examination is held for such course. A student who obtains a mark which is less than the required GPV for an elective course shall take the same course or a different elective course as an alternative to the course in which she obtained a GPV less than the required GPV.
  36. A student who fails in one or more courses of an End-of-Trimester Examination may retake the Examination again without attending lectures, practical or laboratory work etc in the repeating trimester if the student has earned more than half of the allocated marks for the continuous assessment. In such cases the marks obtained for the continuous assessment will be carried forward to the repeating trimester. In those cases, the score of marks for the End-of-Trimester examination in the repeating trimester and the continuous assessment carried forward shall be taken into consideration for the computation of results of the Degree Examination.
37.
    01. A residential Workshop shall be organized during the first academic year of the MBA programme. Students shall participate in this Residential Workshop on the first occasion in which it is offered to them.
    02. Where a student does not participate in the Residential Workshop, she shall be deemed, unless the Senate determines otherwise on the recommendation of the Faculty, to have failed the Residential Workshop component.
    03. A student who is excused by the Senate on the recommendation of the Faculty Board from participating in a Residential Workshop shall attend to another residential workshop which shall be organised for successive batch of students. Alternatively, the students can opt for submission of two Term Papers – one on a topic/issue covered in the CEO Forum of the respective residential workshop and the other on one of the areas covered in the personality/personal development sessions or management development sessions – on or before the date specified by the Programme Coordinator and fall within a month after the respective workshop. Each term paper should be not less than 4000 words and provides his/her insight into the topic/issue as a manager and supported with appropriate literature and theory as an alternative to the Residential Workshop.

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04. A student who fails in residential workshop shall submit two Term Papers – one on the topic/issue of the CEO Forum of the respective residential workshop and the other on one of the areas covered in the personality/ personal development sessions or management development sessions – on or before the date specified by the Programme Coordinator and fall within a month after the respective workshop as a repeat candidate. Each term paper should be not less than 4000 words and provides his/her insight into the topic/issue as a manager and supported with appropriate literature and theory.
38. 01. Students shall be permitted to proceed with the Business Skill Project component, or Thesis component of the Programme regardless she has successfully completed the First Academic Year Examination to the satisfaction of the Board of Examiners.
02. In the case of students who opt for the Thesis option they shall not be eligible to proceed with the work on the Thesis unless their research proposals are approved by the Faculty Board during Trimester IV.
03. A student who fails Research Methodology or/and Proposal of the Thesis and Defence modules offered in Trimester IV may transfer to the Course Work Option in Trimester V. She shall complete additional elective course(s) in Trimester V or/and Trimester VI to earn any credits lost in Trimester IV. A student who fails in the Proposal and Defence of the Business Skill Project module in Trimester V may transfer to the Course Work Option in Trimester VI. She shall complete additional elective courses in Trimester VI to earn the required number of credits lost in Trimester V.
39. A student who fails at the viva voce Examination of her Business Skill Project, or Thesis to satisfy the Board of Examiners shall be deemed to have failed the Examination and such student cannot resubmit the Business Skill Project Report, or Thesis unless, the Board of Examiners recommend that a Revised Business Skill Project Report, or Thesis be submitted after additional work as the case may be. Such a Revised Business Skill Project Report, or Thesis, if undertaken, shall be at the expense of the student.
40. A student who is permitted to submit a Revised Business Skill Project Report, or Thesis shall submit such Revised Business Skill Project Report, or Thesis 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 Business Skill Project Report, or Thesis and as specified by the Council on the recommendation of the Faculty.
41. 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.

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## PART IV: AWARD OF THE DEGREE

42. No student shall qualify for the award of the MBA Degree, unless she has
- 01). earned cumulative 61 credits for the entire programme.
  - 02). earned 42 credits from compulsory courses of Course Work option or 40 credits from compulsory courses of Business Skill option or Thesis option and earned 01 credit from the Residential Workshop.
  - 03). earned 18 credits from elective courses of Course Work option or 20 credits from Business Skill option or Thesis option.
  - 04). earned a cumulative GPA of not less than 2.7 for the entire programme
  - 05). earned a GPV not lower than 2.7 for any of the courses, the Residential Workshop, the Business Skill Project, and the Thesis considered for the calculation of cumulative GPA for the entire programme.
43. A student may qualify to be awarded the Degree of MBA/ MBA in Finance/ MBA in HRM/ MBA in Marketing/ MBA in Accounting and Information Management/ MBA in International Business with a Merit Pass if she secures a cumulative GPA of not less than 3.3 and qualifies for the award of the Degree of the MBA/ MBA in Finance / MBA in HRM/ MBA in Marketing/ MBA in Accounting and Information Management/ and MBA in International Business as the case may be.
44. A student may qualify to be awarded the Degree of MBA/ MBA in Finance/ MBA in HRM/ MBA in Marketing/ MBA in Accounting and Information Management/ MBA in International Business with Distinction Pass if she secures a cumulative GPA of not less than 4.0 and qualifies for the award of the Degree of the MBA/ MBA in Finance / MBA in HRM/ MBA in Marketing/ MBA in Accounting and Information Management/ and MBA in International Business as the case may be.
45. A student who could not complete the second year through course work option, or could not pass the examinations on Business Skill Project, or Thesis option in Trimester VI, could be considered for the award of a Post-graduate Diploma in Business Administration, provided they have satisfied all the requirements for a pass at the Trimester I, II, and III of the programme earning 33 credits.
46. A student registered under the Master of Business Administration By-Laws No 1 of 2019 of the MBA/ MBAAI/MBAFI/MBAMK/MBAHR programme shall be allowed to continue with her registered By-Laws until the validity of her student registration.

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47. A student registered under the Master of Business Administration in International Business (MBAIB) By-Laws No. 07 of 2015 shall be allowed to continue with her registered By-Laws until the validity of her student registration.

## **PART V – INTERPRETATION**

48. In these By-Laws, unless the context requires otherwise:

“The Act” means the Universities Act No. 16 of 1978 and its subsequent amendments.

“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 of Master of Business Administration.

“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 Master of Business Administration/ the Degree of Master of Business Administration in Marketing /the Degree of Master of Business Administration in HRM/ the Degree of Master of Business Administration in Finance/ the Degree of Master of Business Administration in Accounting and Information Management/ the Degree of Master of Business Administration in International Business.

“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 Trimester” means a period of 17 weeks, except in one Trimester each in each Academic Year when one extra week will be included for conducting the Residential work shop, from the first day of the commencement of a Trimester till the day prior to the commencement of the next Trimester, 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 Academic Year” means a period of 52 weeks comprising two Trimesters of 17 weeks and one Trimester of 18 weeks.

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

“The University” means the University of Colombo

49. Any question regarding the interpretation of these By-Laws shall be referred to the Council whose decision thereon shall be final.
50. 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 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 By-laws.

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# Appendix I

Following academic/professional qualifications or membership of institutes with number of years of post-qualifying work experience in managerial capacity mentioned under each category are considered as acceptable qualifications for admission to MBA programmes conducted by the Faculty under paragraph (vi) of sub section (1) of section 5 of MBA By Laws No... of 2020

01. Associate member of The Institute of Chartered Accountants of Sri Lanka (ACA) with two (2) year post-qualifying work experience in managerial capacity
02. Associate member of Institute of Certified Chartered Accountants, UK (ACCA) with two (2) year post-qualifying work experience in managerial capacity
03. Charter holder of Regular member of Chartered Financial Analyst (CFA) Institute with two (2) year post-qualifying work experience in managerial capacity
04. Associate member of The Chartered Institute of Management Accountants, UK (ACMA) with two (2) year post-qualifying work experience in managerial capacity
05. Associate member of the Institute of Engineers (IESL) with two (2) year post-qualifying work experience in managerial capacity
06. Member of Chartered Institute of Marketing, UK (CIM) with two (2) year post-qualifying work experience in managerial capacity
07. Member of Sri Lanka Institute of Marketing (SLIM) with two (2) year post-qualifying work experience in managerial capacity
08. Attorney-at-law with two (2) year post-qualifying work experience in managerial capacity
09. Higher National Diploma in Accounting (HNDA) with two (2) year post-qualifying work experience in managerial capacity
10. Higher National Diploma in Commerce (HNDC) with two (2) year post-qualifying work experience in managerial capacity
11. Higher National Diploma in Engineering (HNDE) with three (3) year post-qualifying work experience in managerial capacity
12. National Diploma in Technology (NDT) with three (3) year post-qualifying work experience in managerial capacity
13. Associate member of Institute of Bankers with three (3) year post-qualifying work experience in managerial capacity
14. Associate member or above and Professional Qualification in Human Resource Management of the Chartered Institute of Personnel Management Sri Lanka Inc (CIPM) with three (3) year post-qualifying work experience in managerial capacity from the date of associate membership.
15. Associate member of the Institute of British Computer Society with three (3) year post-qualifying work experience in managerial capacity

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16. National Diploma in Engineering Science (NDES) with three (3) year post-qualifying work experience in managerial capacity
  17. Associate member of the Institute of Chemistry with three (3) year post-qualifying work experience in managerial capacity
  18. A distinction pass of the Executive Diploma in Business Administration (EDBA) of the University of Colombo with three (3) year post-qualifying work experience in managerial capacity
  19. An ordinary pass of the Executive Diploma in Business Administration (EDBA) of the University of Colombo with four (4) year post-qualifying work experience in managerial capacity
  20. Diploma in Printing Technology & Management offered by Sri Lanka Institute of Printing (SLIOP) with four (4) year post-qualifying work experience in managerial
  21.
    - a. Postgraduate diploma in Banking and Finance from the University of Colombo with Merit pass (For MBA in Finance only)
    - b. Postgraduate diploma in Banking and Finance from the University of Colombo with Normal pass and one (01) year post qualifying work experience (For MBA in Finance only)
  22.
    - a. A Postgraduate Diploma in any Business or Management related discipline (including Commerce, Economics or Public Administration) from the University of Colombo with a Merit pass with one (01) year post qualifying work experience in managerial capacity
    - b. A Postgraduate Diploma in any Business or Management related discipline (including Commerce, Economics or Public Administration) from the University of Colombo with a Normal pass with two (02) years post qualifying work experience in managerial capacity

# 08. REGULATIONS OF THE MBA PROGRAMME

Regulations made by the Senate of the University of Colombo under Section 136 of the Universities Act No. 16 of 1978. These Regulations may be cited as the Degree of Master of Business Administration Regulations No. of 2020.

## PART A: THE STRUCTURE AND COURSES OF THE MBA PROGRAMME

The MBA Programme shall be offered as an MBA Programme or an MBA Programme in particular streams, such as Marketing Stream, Human Resource Management Stream, Finance Stream, Accounting and Information Management Stream and International Business Stream. The Senate shall have the right, on the recommendation of the Faculty Board, to vary, add to, remove or merge these Streams.

01. The Titles and Course Codes of (non-evaluative, non-credit) Preparatory Courses which shall be offered for the benefit of those who have no prior exposure to the relevant subjects are given in (1) of the Schedule.
02. The above-mentioned Courses shall be conducted before the commencement of the relevant Compulsory Courses in the First Academic Year of the MBA Programme. Of these, Academic Writing shall be a compulsory course. All others shall be optional Courses. Students may take any of them in consultation with the relevant Programme Coordinator.
03. Each optional Course shall carry a maximum number of 30 hours and the number of hours for each Course in each Trimester shall be determined by the relevant Programme Coordinator in consultation with the Faculty Board taking into account various aspects including the knowledge-level and number of students seeking to follow a Course in a particular academic programme. The Faculty reserves the right not to offer any of the above Courses in a particular Trimester.
04.
  - a. The titles, course codes, number of credits, and the number of hours allocated for lectures, practical classes, laboratory work etc. of the courses that shall be offered in the First Academic Year of the respective MBA Programmes are given in (2) of the Schedule
  - b. At the examination of the First Academic Year, students shall take all the courses offered by the respective programme (MBA, MBA in Accounting and Information Management, MBA in Finance, MBA in International Business, MBA in Human Resources Management, or MBA in Marketing).
05.
  - a. The titles, course codes, number of credits, and the number of hours allocated for lectures, practical classes, laboratory work etc. of the courses that shall be offered in the Second Academic Year of the respective MBA Programmes are given in (3) of the Schedule. The relevant Programme Coordinator in consultation with the Faculty Board shall decide on the elective courses from the following lists for which lectures, practical classes, laboratory work etc. will be provided in a given year.



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- b. At the Second Academic Year examination, students who select the course work option shall take all the compulsory courses offered by the respective programme (MBA, MBA in Accounting and Information Management, MBA in International Business, MBA in Finance, MBA in Human Resources Management or MBA in Marketing), any nine (09) courses from the elective courses listed under the respective programme in (3) of the Schedule,
- or
- those who select Business Skill Project option shall take any four (04) compulsory courses, any four (04) courses from the elective courses listed under the respective programme in (3) of the Schedule, Writing project reports course, the Project proposal and defence, the Project report on a Business Skill Project on a topic approved by the Faculty Board.
- or
- those who select Thesis option shall take any three (03) compulsory courses listed under the respective programme in (3) of the Schedule, Research methodology, the Proposal of the thesis and defence, Seminar on research, and the Thesis on a research topic approved by the Faculty Board.
- c. Before the end of Trimester V, each student who takes the Business Skill Project option shall complete a proposal for the Business Skill Project and submit it to Faculty Board through the Programme Coordinator for approval. A student whose proposal for the Business Skill Project is not approved shall re-submit a revised version of the proposal on or before the specified date for the re-submission of the proposal for Business Skill Project prescribed by the Programme Coordinator. No student shall be permitted to re-submit a revised version of the proposal on more than two occasions.
- d. Topic of the Business Skill Project shall be in the academic discipline of the respective programme (MBA in Accounting and Information Management, MBA in Finance, MBA in International Business, MBA in Human Resources Management or MBA in Marketing), except for students in the MBA programme who shall have a topic in any business discipline.
- e. A student whose Proposal for the Business Skill Project is approved by the Faculty Board shall be assigned a supervisor by the Faculty Board.
- f. Before the end of Trimester IV, each student who takes the Thesis Option shall complete a Proposal for the Thesis and shall submit it to the Faculty Board through the Programme Coordinator for approval. A student whose proposal for the Thesis is not approved shall re-submit a revised version of the proposal to the Faculty Board on or before the specified date for the re-submission of the proposal for Thesis prescribed by the Programme Coordinator. No student shall be permitted to re-submit revised version of the proposal on more than two occasions.

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- g. Topic of the Thesis shall be in the academic discipline of the respective programme (MBA in Accounting and Information Management, MBA in Finance, MBA in International Business, MBA in Human Resources Management or MBA in Marketing), except for students in the MBA programme who shall have a topic in any business discipline
  - h. A student whose Proposal for the Thesis is approved by the Faculty Board shall be assigned a supervisor by the Faculty Board.

## **PART B: EXAMINATIONS OF THE PROGRAMME**

- 06. The Written Examination and the Continuous Assessment for any Taught Course shall take the following form:
  - a. For each Taught Course there shall be a written open or closed book End-of-Course Examination of 2 or 3 hours' duration consisting of compulsory and/or selective questions as specified in the question paper. The question paper shall carry a maximum score of 100 marks.
  - b. There shall also be a Continuous Assessment which may include individual and/or group mid-trimester tests, quizzes, term papers, executive reports and presentations. 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 Programme Coordinator. The Continuous Assessment shall carry a maximum of 100 marks.
  - c. For the final grading of the Course, the End-of-Trimester Examination and the Continuous Assessment are evaluated as follows:

End-of-Trimester Examination	(50%)
Continuous Assessment	(50%).
- 07. The Residential Workshop shall be assessed in terms of participation in all activities of the different sessions.
- 08. The Proposal and Defence of Business Skill Project/Thesis shall be assessed through a minimum of three interim presentations and the Proposal.
  - a. Each of the interim presentations of the Business Skill Project Report/ Thesis shall be evaluated as follows:
    - i. In the first interim presentation the appropriateness of the problem, objectives and significance of the proposed project shall be assessed.
    - ii. In the second interim presentation the extent of the literature review and appropriateness of the conceptualisation/ framework of the proposed problem shall be assessed.
    - iii. In the third interim presentation the appropriateness and feasibility of proposed research methods of the Thesis or proposed action plan of the Business Skill Project shall be assessed.

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- b. The examination panel of the interim presentations for Thesis and Business Skill Project shall comprise of three members including the Programme Coordinator or his/her nominee from among the other MBA Programme Coordinators. The remaining two members of the panel shall comprise of two Academics who are experts in the area of research in the case of Thesis, and in the case of Business Skill project a minimum of one industry expert and one Academic who are experts in the relevant area of the skill project.
  - c. The average of marks awarded in the three interim presentations shall be considered as the marks earned by the interim presentations.
  - d. The Proposal of Business Skill Project/Thesis shall be subject to the assessment by two independent examiners. The average of marks awarded by the two examiners shall be considered as the marks earned by the proposal.
  - e. For the final grading of the Proposal and Defence of Business Skill Project/Thesis, the interim presentations and Proposal components are evaluated as follows:

Interim Presentations	(50%)
Proposal	(50%)

- 09. There shall not be an end-of-trimester examination for the course titled Seminar on research. Seminar on research shall be evaluated through Continuous Assessments.
- 10. With regard to the Examination on the Business Skill Project/Thesis the following shall be applicable:
  - a. The date for the submission of the Business Skill Project Report/Thesis shall be announced by the Programme Coordinator with the approval of the Faculty Board at the beginning of Trimester VI and shall not exceed more than one month after the completion of the Trimester 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 Business Skill Project Report/Thesis in spiral binding on or before the appointed date for submission.
  - c. The Thesis shall not exceed 40,000 words and the Business Skill Project Report 20,000 words excluding Tables, Annexes, Figures etc. and shall be submitted in accordance with the format given in the Schedule.
  - d. The Business Skill Project, and Thesis shall carry a maximum mark of 100 each. The minimum mark to be obtained by a student to pass the Business Skill Project or Thesis is 60% of the total mark allotted to it.
  - e. The Business Skill Project, or Thesis shall be subjected to assessment by two independent examiners and a viva voce examination.

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- f. The Business Skill Project Report/Thesis shall be sent for evaluation by the two examiners who would independently assess the Business Skill Project/Thesis and mark out of 100.
  - g. A student who fails to secure an average of 60% marks at the evaluation by the two examiners shall be directed to re-submit the Business Skill Project Report/Thesis once more within a specified period which shall not exceed six months.
  - h. There shall be a viva voce examination on the Business Skill Project/Thesis with regard to students who have secured a minimum of 60% of marks at the evaluation by the two examiners.
  - i. The Board for the viva voce examination shall comprise of the two examiners, Dean of the Faculty, the Unit Coordinator and the Programme Coordinator of the programme. The Supervisor of the Business Skill Project/Thesis 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.
  - j. The performance of the candidate at the viva voce examination shall be marked out of 100 marks.
  - k. 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.
  - l. 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 Business Skill Project/Thesis.
- 11. Any question regarding the interpretation of these Regulations shall be referred to the Council whose decision thereon shall be final.
  - 12. 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 or in the case of students who followed the MBA Programme under the earlier By-laws.

# SCHEDULE

## 1) Preparatory courses of the Programme:

- MBAPR-5001 Basic Statistics
- MBAPR-5002 Principles of Economics
- MBAPR-5003 Academic Writing
- MBAPR-5004 Fundamentals of Accounting
- MBAPR-5005 Special Topics

## 2) Courses offered in the First Academic Year

Title	Course Code	Trimester Offered	No. of Credits	No. of Hours
<b>MBA</b>				
Accounting for Managers	MBA-5101	I	3	45
Managerial Economics	MBA-5102	I	3	45
Management Process and Practice	MBA-5103	I	3	45
Business Statistics	MBA-5104	I	3	45
Contemporary Management Thoughts	MBA-5105	II	2	30
Management Information Systems	MBA-5106	II	2	30
Organisational Behaviour	MBA-5107	II	2	30
Business Research Methods	MBA-5108	II	2	30
Financial Management	MBA-5109	III	3	45
Human Resources Management	MBA-5110	III	3	45
Marketing Management	MBA-5111	III	3	45
Operations and Quality Management	MBA-5112	III	3	45
Residential Workshop	MBA-5115	I	1	15
<b>MBA in Accounting and Information Management</b>				
Accounting for Managers	MBAAI-5101	I	3	45
Managerial Economics	MBAAI-5102	I	3	45
Management Process and Practice	MBAAI-5103	I	3	45
Business Statistics	MBAAI-5104	I	3	45
Contemporary Management Thoughts	MBAAI-5105	II	2	30
Management Information Systems	MBAAI-5106	II	2	30
Organisational Behaviour	MBAAI-5107	II	2	30
Business Research Methods	MBAAI-5108	II	2	30
Financial Management	MBAAI-5109	III	3	45
Human Resources Management	MBAAI-5110	III	3	45
Marketing Management	MBAAI-5111	III	3	45
Operations and Quality Management	MBAAI-5112	III	3	45
Residential Workshop	MBAAI-5115	III	1	15

<b>MBA in Finance</b>				
Accounting for Managers	MBAFI-5101	I	3	45
Managerial Economics	MBAFI-5102	I	3	45
Management Process and Practice	MBAFI-5103	I	3	45
Business Statistics	MBAFI-5104	I	3	45
Contemporary Management Thoughts	MBAFI-5105	II	2	30
Management Information Systems	MBAFI-5106	II	2	30
Organisational Behaviour	MBAFI-5107	II	2	30
Business Research Methods	MBAFI-5108	II	2	30
Financial Management	MBAFI-5109	III	3	45
Human Resources Management	MBAFI-5110	III	3	45
Marketing Management	MBAFI-5111	III	3	45
Operations and Quality Management	MBAFI-5112	III	3	45
Residential Workshop	MBAFI-5115	III	1	15
<b>MBA in Human Resources Management</b>				
Accounting for Managers	MBAHR-5101	I	3	45
Managerial Economics	MBAHR-5102	I	3	45
Management Process and Practice	MBAHR-5103	I	3	45
Business Statistics	MBAHR-5104	I	3	45
Contemporary Management Thoughts	MBAHR-5105	II	2	30
Management Information Systems	MBAHR-5106	II	2	30
Organisational Behaviour	MBAHR-5107	II	2	30
Business Research Methods	MBAHR-5108	II	2	30
Financial Management	MBAHR-5109	III	3	45
Human Resources Management	MBAHR-5110	III	3	45
Marketing Management	MBAHR-5111	III	3	45
Operations and Quality Management	MBAHR-5112	III	3	45
Residential Workshop	MBAHR-5115	III	1	15
<b>MBA in International Business</b>				
Accounting for Managers	MBAIB-5101	I	3	45
Managerial Economics	MBAIB-5102	I	3	45
Management Process and Practice	MBAIB-5103	I	3	45
Business Statistics	MBAIB-5104	I	3	45
Contemporary Management Thoughts	MBAIB-5105	II	2	30
Management Information Systems	MBAIB-5106	II	2	30
Organisational Behaviour	MBAIB-5107	II	2	30
Business Research Methods	MBAIB-5108	II	2	30
Financial Management	MBAIB-5109	III	3	45
Human Resources Management	MBAIB-5110	III	3	45
Marketing Management	MBAIB-5111	III	3	45
Operations and Quality Management	MBAIB-5112	III	3	45
Residential Workshop	MBAIB-5115	III	1	15

<b>MBA in Marketing</b>				
Accounting for Managers	BAMK-5101	I	3	45
Managerial Economics	MBAMK-5102	I	3	45
Management Process and Practice	MBAMK-5103	I	3	45
Business Statistics	MBAMK-5104	I	3	45
Contemporary Management Thoughts	MBAMK-5105	II	2	30
Management Information Systems	MBAMK-5106	II	2	30
Organisational Behaviour	MBAMK-5107	II	2	30
Business Research Methods	MBAMK-5108	II	2	30
Financial Management	MBAMK-5109	III	3	45
Human Resources Management	MBAMK-5110	III	3	45
Marketing Management	MBAMK-5111	III	3	45
Operations and Quality Management	MBAMK-5112	III	3	45
Residential Workshop	MBAMK-5115	III	1	15

### 3) Courses Offered in the Second Academic Year

Title	Course Code	Trimester Offered	No. of Credits	No. of Hours
<b>MBA</b>				
Business Skill Project (Comprises three components as given below)			12	
Writing Project Reports	MBA-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBA-5203	V	1	15
Business Skill Project Report	MBA-5204	VI	9	NA
<b>Thesis</b> (Comprises four components as given below)			22	
Research methodology	MBA-5205	IV	2	30
Proposal of the Thesis and Defence	MBA-5206	IV	1	NA
Seminar on Research	MBA-5209	V	2	30
The Thesis	MBA-5210	VI	17	NA
<b><u>Compulsory Courses</u></b>				
Business Strategy	MBA-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBA- 5242	IV	2	30
Entrepreneurship Development	MBA-5212	IV	2	30
Organizational Leadership	MBA-5213	IV	2	30
Managing Business across Borders	MBA-5214	IV	2	30

<b><u>Elective Courses</u></b>				
Project Management	MBA-5216		2	30
Legal aspects of Business/ Business Law	MBA-5217		2	30
Seminar: Contemporary Issues in Management	MBA-5218		2	30
Managing Innovation	MBA-5219		2	30
Impression Management and Organizational Politics	MBA-5220		2	30
Management Profession in Sri Lanka	MBA-5221		2	30
Conflict and Negotiation Management	MBA-5222		2	30
Environmental Management	MBA-5223		2	30
Business in Emerging Markets	MBA-5224		2	30
Business Analytics	MBA-5225		2	30
Sustainability and Business	MBA-5226	Will be decided by the Programme Coordinator	2	30
Crisis and Disaster Management	MBA-5227		2	30
Tax Planning and Management	MBA-5228		2	30
Strategic Management Accounting	MBA-5229		2	30
Strategic Information Systems	MBA-5230		2	30
Strategic Finance	MBA-5231		2	30
Strategic Human Resources Management	MBA-5232		2	30
Strategic Marketing	MBA-5233		2	30
Organizational Analysis	MBA-5234		2	30
Indigenous Management	MBA-5241		2	30
Tourism and Leisure Management	MBA-5235		2	30
Investment Management	MBA-5236		2	30
Talent and Performance Management	MBA-5237		2	30
Supply Chain Development and Integration	MBA-5238		2	30
Internationalization of Entrepreneurship	MBA-5239		2	30
Sri Lankan Business Cases	MBA-5240		2	30
Special Topics	MBA-5245		2	30
<b>MBA in Accounting and Information Management</b>				
Business Skill Project (Comprises three components as given below)			12	
Writing project reports	MBAAI-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBAAI-5203	V	1	NA
Business Skill Project Report	MBAAI-5204	VI	9	NA
<b>Thesis</b> (Comprises four components as given below)			22	
Research Methodology	MBAAI-5205	IV	2	30
Proposal of the Thesis and Defence	MBAAI-5206	IV	1	NA
Seminar on Research	MBAAI-5209	V	2	30
The Thesis	MBAAI-5210	VI	17	NA



<b><u>Compulsory Courses</u></b>				
Business Strategy	MBAAI-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBAAI-5242	IV	2	30
Strategic Management Accounting	MBAAI-5212	IV	2	30
Strategic Information Systems	MBAAI-5213	IV	2	30
Advanced Management Accounting	MBAAI-5214	IV	2	30
<b><u>Elective Courses</u></b>				
Project Management	MBAAI-5216	Will be decided by the Programme Coordinator	2	30
Business Law	MBAAI-5217		2	30
Seminar: Contemporary Issues in Accounting	MBAAI-5218		2	30
Financial Reporting and Regulations	MBAAI-5219		2	30
Management Control Systems	MBAAI-5220		2	30
ERP Systems	MBAAI-5221		2	30
Corporate Governance	MBAAI-5222		2	30
Performance Management	MBAAI-5223		2	30
Supply Chain Development and Integration	MBAAI-5224		2	30
Operations Control	MBAAI-5225		2	30
Statistical Performance Measurement	MBAAI-5226		2	30
Business Analytics	MBAAI-5227		2	30
Organisational Information Assurance	MBAAI-5228		2	30
Human Aspects of Information Management	MBAAI-5229		2	30
Tax Planning and Management	MBAAI-5230		2	30
Special Topics	MBAAI-5245		2	30
<b><u>MBA in Finance</u></b>				
Business Skill Project (Comprises three components as given below)			12	
Writing Project Reports	MBAFI-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBAFI-5203	V	1	NA
Business Skill Project Report	MBAFI-5204	VI	9	NA
<b><u>Thesis</u></b>				
(Comprises four components as given below)				
Research Methodology	MBAFI-5205	IV	2	30
Proposal of the Thesis and Defence	MBAFI-5206	IV	1	NA
Seminar on Research	MBAFI-5209	V	2	30
The Thesis	MBAFI-5210	VI	17	NA
<b><u>Compulsory Courses</u></b>				
Business Strategy	MBAFI-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBAFI-5242	IV	2	30
Advanced Corporate Finance	MBAFI-5212	IV	2	30
Investment Management	MBAFI-5213	IV	2	30
Strategic Finance	MBAFI-5214	IV	2	30

<b><u>Elective Courses</u></b>				
Project Management	MBAFI-5216	Will be decided by the Programme Coordinator	2	30
Business Law	MBAFI-5217		2	30
Seminar: Contemporary Issues in Finance	MBAFI-5218		2	30
Corporate Governance	MBAFI-5219		2	30
Financial Econometrics	MBAFI-5220		2	30
Financial Markets	MBAFI-5221		2	30
International Financial Management	MBAFI-5222		2	30
Risk Management & Insurance	MBAFI-5223		2	30
Bank Management	MBAFI-5224		2	30
Financial Derivatives	MBAFI-5225		2	30
Business Analysis and Valuation	MBAFI-5226		2	30
Business Analytics	MBAFI-5227		2	30
Tax Planning and Management	MBAFI-5228		2	30
Special Topics	MBAFI-5245		2	30
<b>MBA in Human Resources Management</b>				
Business Skill Project (Comprises three components as given below)			12	
Writing Project Reports	MBAHR-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBAHR-5203	V	1	NA
Business Skill Project Report	MBAHR-5204	VI	9	NA
<b>Thesis</b> (Comprises four components as given below)				
Research Methodology	MBAHR-5205	IV	2	30
Proposal of the Thesis and Defence	MBAHR-5206	IV	1	NA
Seminar on Research	MBAHR-5209	V	2	30
The Thesis	MBAHR-5210	VI	17	NA
<b><u>Compulsory Courses</u></b>				
Business Strategy	MBAHR-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBAHR-5242	IV	2	30
Emerging Labour Markets	MBAHR-5212	IV	2	30
Organisational Change and Development	MBAHR-5213	IV	2	30
Strategic Human Resources Management	MBAHR-5214	IV	2	30
<b><u>Elective Courses</u></b>				
Project Management	MBAHR-5216	Will be decided by the Programme Coordinator	2	30
Business Law	MBAHR-5217		2	30
Seminar: Contemporary Issues in HRM	MBAHR-5218		2	30
Learning and Development	MBAHR-5219		2	30
Labour Law and Industrial Relations	MBAHR-5220		2	30
Talent and Performance Management	MBAHR-5221		2	30
Compensation Management	MBAHR-5222		2	30
Human Resource Information System	MBAHR-5223		2	30
Financial Impact of HRM	MBAHR-5224		2	30
Leadership Skills for Human Resource	MBAHR-5225		2	30

Counselling in Organizations	MBAHR-5226		2	30
International HRM	MBAHR-5227		2	30
Conflict and Negotiation Management	MBAHR-5228		2	30
Special Topics	MBAHR-5245		2	30
<b>MBA in Marketing</b>				
Business Skill Project (Comprises three components as given below)			12	
Writing Project Reports	MBAMK-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBAMK-5203	V	1	NA
Business Skill Project Report	MBAMK-5204	VI	9	NA
<b>Thesis</b> (Comprises four components as given below)				
Research Methodology	MBAMK-5205	IV	2	30
Proposal of the Thesis and Defence	MBAMK-5206	IV	1	NA
Seminar on Research	MBAMK-5209	V	2	30
The Thesis	MBAMK-5210	VI	17	NA
<b><u>Compulsory Courses</u></b>				
Business Strategy	MBAMK-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBAMK-5242	IV	2	30
Marketing Research	MBAMK-5212	IV	2	30
Consumer Behaviour	MBAMK-5213	IV	2	30
Strategic Marketing	MBAMK-5214	IV	2	30
<b><u>Elective Courses</u></b>				
Project Management	MBAMK-5216		2	30
Business Law	MBAMK-5217		2	30
Seminar: Contemporary Issues in Marketing	MBAMK-5218		2	30
Customer Relationship Management	MBAMK-5219	Will be decided by the Programme Coordinator	2	30
Contemporary Advertising	MBAMK-5220		2	30
Integrated Marketing Communication	MBAMK-5221		2	30
Supply Chain Development & Integration	MBAMK-5222		2	30
Services Marketing	MBAMK-5223		2	30
Critical Marketing	MBAMK-5224		2	30
Global Marketing	MBAMK-5225		2	30
Business Marketing/B2B Marketing	MBAMK-5226		2	30
Advanced Brand Management	MBAMK-5227		2	30
Social & Sustainable Marketing	MBAMK-5228		2	30
E-Marketing	MBAMK-5229		2	30
Tourism Marketing	MBAMK-5230		2	30
Special Topics	MBAMK-5245		2	30

<b>MBA in International Business</b>				
Business Skill Project (Comprises three components as given below)			12	
Writing Project Reports	MBAIB-5202	IV	2	30
Proposal and Defence of Business Skill Project	MBAIB-5203	V	1	NA
Business Skill Project Report	MBAIB-5204	VI	9	NA
<b>Thesis</b> (Comprises four components as given below)			22	
Research Methodology	MBAIB-5205	IV	2	30
Proposal of the Thesis and Defence	MBAIB-5206	IV	1	NA
Seminar on Research	MBAIB-5209	V	2	30
The Thesis	MBAIB-5210	VI	17	NA
<b><u>Compulsory Courses</u></b>				
Business Strategy	MBAIB-5211	IV	2	30
Business Ethics & Corporate Responsibility	MBAIB-5201	IV	2	30
International Marketing	MBAIB-5212	IV	2	30
Cross Cultural Management	MBAIB-5213	IV	2	30
International Finance and Financial Markets	MBAIB-5214	IV	2	30
<b><u>Elective Courses</u></b>				
Project Management	MBAIB-5216		2	30
International Trade Law	MBAIB-5217		2	30
Seminar: Contemporary Issues in International Business	MBAIB-5218		2	30
Managing Innovation	MBAIB-5219		2	30
International Trade Theories Regulations and Practice	MBAIB-5220		2	30
International Human Resource Management	MBAIB-5221	Will be decided by the Programme Coordinator	2	30
Environmental Management	MBAIB-5222		2	30
Business in Emerging Markets	MBAIB-5223		2	30
Business Analytics	MBAIB-5224		2	30
Sustainability and Business	MBAIB-5225		2	30
Crisis and Disaster Management	MBAIB-5226		2	30
International Logistics Management	MBAIB-5227		2	30
Global Economic Trends	MBAIB-5228		2	30
International Banking and Insurance	MBAIB-5229		2	30
Global Leadership for Business	MBAIB-5230		2	30
Business Ethics and Intellectual Capital	MBAIB-5231		2	30
Global Business Cases	MBAIB-5232		2	30
Transnational Institutions	MBAIB-5233		2	30
Special Topics Global Business Strategy	MBAIB-5234		2	30
	MBAIB-5235		2	30

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04. The format of the final version of each Business Skill Project Report/Thesis to be submitted as a partial fulfilment of the MBA Programme of the Faculty of Management and Finance, unless otherwise required by the Faculty, shall be in A4 (8.27" X 11.69") size paper 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 three copies to be submitted to the Deputy Registrar/ Senior Assistant Registrar/ Assistant Registrar in charge of the subject of Examinations shall include original copy and the first two clear and fair photocopies.

The Business Skill Project Report/Thesis shall incorporate in the following order:

- (a) a title page giving the title of the Business Skill Project/Thesis, 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 Business Skill Project Report/Thesis 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 Business Skill Project Report/Thesis to the Faculty;
- (d) an acknowledgement by the candidate of assistance rendered or work done by any other person or organization;
- (e) an abstract in the case of Thesis or an executive summary in the case of Business Skill Project Report;
- (f) a list of contents;
- (g) a list of tables and figures
- (h) the main text;
- (i) references;
- (j) bibliography; and
- (k) appendices, if any;

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Other than these guidelines, students shall follow the American Psychological Association (APA) guidelines in the preparation of the Business Skill Project Report/Thesis/.

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

The Business Skill Project Report/Thesis shall be sewn, trimmed, bound and covered with dark cloth, leather or Rexene, preferably blue for Thesis and black for Business Skill Project Report.

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

When published papers are submitted as additional evidence they shall be bound at the back of the Thesis as an appendix.

## Medical Submission for Examinations and Lectures

If a candidate fails to attend an examination or lectures due to ill health, a medical certificate should be submitted to the Postgraduate and Mid-Career Development Unit within 14 days from the date of the specific examination and or the missed lecture.

## Course Fee Refund Policy

- 1. Students who have registered for the programme up to two weeks but have not participated in any lecture:**  
Course fee will be refunded after retaining 10% as administration cost.
- 2. Students who have registered for the programme and participated in lectures for up to one month:**  
Course fee will be refunded after retaining 20% as administration cost.
- 3. Students who have registered for the programme and participated in lectures for more than one month:**  
Course fee will not be refunded.
- 4. Students who request to withdraws due to special circumstances:**  
The refund requests will be evaluated on a case-by-case basis.

All requests must be approved by the Faculty Board and forward to the Finance Committee for recommendation to the Council for its approval.

## 09. Key Personnel and Contacts

Name	Designation	Contact
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