



Revised Curriculum

Master of Business Administration

Faculty of Management Studies and Commerce
University of Jaffna, Sri Lanka
2023



Message from the Vice Chancellor

Human beings are best being known to be created on this planet. They are created for a good purpose and that is, to be fulfilled. Fulfillment is made feasible primarily by knowledge cultivation. Human beings are untiringly pursuing in the cultivation of knowledge and pushing the frontier of the knowledge from early primitive stages of evolution. As we recognize the profound significance of this pursuit, I extend a warm welcome to you at the Masters in Business Administration (MBA) programme at the Faculty of Management Studies and Commerce, University of Jaffna- a dynamic space where your aspirations meet boundless possibilities. In the realm of education, MBA offered by the Faculty of Management Studies and Commerce serves as your compass, outlining the comprehensive framework of academic rigor, experiential learning, and leadership development that awaits you.

MBA journey is more than acquiring a degree; it's a long journey encompasses intellectual, physical, social, emotional and universal existences, weaving a tapestry of holistic development. MBA takes you through the curriculum designed to elucidate the entire educational process and to kindle your intellectual existence. This programme provides a transformative experience, fostering critical thinking and decision-making skills crucial for your intellectual existence in the business world and also collaborating with the faculty to cultivate a healthy intellectual foundation. MBA at University of Jaffna promises to ensure your education beyond the conceptual thinking to the tangible aspects of your physical engagement with the programme especially via interactive learning experiences, industrial visits and many more. Recognizing that social existence is the integral part in shaping the impact of one's business and societal context, UoJ thrives to broaden the perspective and build valuable network within the vibrant community via networking events and collaborative projects with other universities and industries. As an MBA student, you would come across many challenges, successes and collaborative experiences which would definitely contribute to your emotional growth. MBA is designed to nurture resilience, and adaptability, acknowledging profound impact of your emotional existence on your personal and professional development. Without a doubt, I would say that MBA would shape your life to elevate to the mode of gentleness and exemplary character which is the ultimate purpose of education.

I extend my heartfelt wishes to each of you for a profoundly memorable journey with the University of Jaffna. May your time at the University of Jaffna be marked not only by academic achievements but also by a myriad of enriching experiences that contribute to your intellectual, physical, social, emotional and universal existences.

All Glories to the Almighty!

Prof.S.Srisatkunarajah
Professor in Mathematics,
Vice Chancellor,
University of Jaffna,
Sri Lanka.



Message from the Dean

It is my great pleasure to extend a resplendent welcome to each of you, our MBA students, as you start off a transformative journey with the Faculty of Management Studies and Commerce at the University of Jaffna. Your choice to pursue the MBA programme with us reflects your commitment to academic excellence and professional growth. Our MBA programme is in high demand because of its innovative new curriculum, emphasis on research, enriching academic environment, and distinguished teaching staff.

As Batch VII, enrolled under the newly revised curriculum, marks a significant shift, promising numerous benefits. The newly revised curriculum, meticulously crafted to align with the dynamic business setting, combines traditional principles with innovative approaches, not only meets the standards of today's employers but propels you into the vanguard of tomorrow's leaders. This innovative approach enhances the learning experience, ensuring our students are well-equipped with contemporary skills and knowledge, positioning them for success in a dynamic professional terrain.

Our MBA programme provides an exceptional emphasis on high-quality research. This commitment to scholarly excellence not only enhances academic rigour but also equips students with a deep understanding of industry trends. Engaging with our faculty's impactful research contributes to a dynamic learning experience, encouraging critical thinking and innovation. By joining us, you become integral contributors to a culture of intellectual curiosity and inquiry.

Our faculty is dedicated to providing an enriching academic environment that stimulates intellectual thirst and fosters a culture of continuous learning. With experienced faculty, modern facilities, and a commitment to excellence, students benefit from a dynamic atmosphere that encourages critical thinking, collaboration, and the pursuit of knowledge. The enriching academic environment goes beyond traditional classroom settings, incorporating diverse learning experiences that prepare students for success in their chosen fields and instill a lifelong passion for learning and exploration.

Our distinguished faculty, comprised of experienced academics and industry experts, brings a wealth of knowledge and practical insights to the classroom. Their commitment to excellence extends beyond traditional teaching, fostering an environment where students engage in meaningful discussions, receive personalized guidance, and gain invaluable insights that go beyond textbooks. The distinguished teaching staff is at the heart of our commitment to providing a high-quality educational experience, ensuring that students are well-prepared for the challenges and opportunities in their academic and professional journeys.

Congratulations on your decision to join our prestigious MBA programme. We are confident that an unparalleled experience where excellence is not just promised but delivered. Once again, welcome to our MBA programme! I look forward to witnessing your growth, success, and contributions.

Professor N.Kengatharan

Dean/Faculty of Management Studies and Commerce



Message from the Coordinator

I am very much privileged to send this message to the handbook of Master of Business Administration (MBA) programme of the Faculty of Management Studies and Commerce, University of Jaffna. An MBA is a postgraduate programme and very prestigious degree programme in the Business world especially for people who already have work experience and wish to gain in-depth knowledge of business practices in the contemporary competitive world. The MBA adds value by helping professionals advance their careers and succeed in their career goals. The MBA programme of the University of Jaffna has been designed to cater the expectation of the business world in the changing and complex environment. This level 10 Master degree programme is designed to satisfy the requirements of Sri Lanka Qualification Framework (SLQF) with required competencies and research capacity. Further, the MBA programme is designed to capture the attributes of Strategic thinking, Management and business knowledge, ethical and social responsibility, innovation and entrepreneurship, communication skills and global perspectives through interactive teaching and learning process. Nevertheless, this programme is designed to deliver the physical mode in the class room, and the programme contains industrial visits to get more practical experiences in the business domain as well.

As the coordinator of the programme, I believe that the learning environment, empowered by the experienced and talented faculty members, and talented members from other Universities makes the education journey inspirational and worthwhile. In addition, you also gain opportunity to access the extensive alumni network. The network connections will give you a great overview of the business world. So, the MBA programme goes beyond the theoretical knowledge.

Last but not least, I would say that Our MBA programme prepares you to handle the challenging situations and drive the success of your organization through intelligent critical thinking and decision-making through a well-designed Curriculum.

I extend my warm wishes you all for the future endeavors with Faculty of Management Studies and Commerce and University of Jaffna.

Dr. A. Saravanabawan

Coordinator,

Master of Business Administration (MBA) programme

Faculty of Management Studies and Commerce

University of Jaffna.

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1.1 Preamble

The University of Jaffna, Sri Lanka which operates under the purview of the University Grants Commission (UGC), is one of the largest Universities in Sri Lanka. It was established in 1974 as the sixth campus of the University of Sri Lanka, known as Jaffna Campus at that time. It gained autonomy and transformed into the independent "University of Jaffna" on January 1, 1979. Since then, the University has evolved into a fully-fledged academic institution with eleven faculties and a thriving undergraduate community of over thirteen thousand students.

The Faculty of Management Studies and Commerce (FMSC) at the University of Jaffna, Sri Lanka, is committed to delivering exceptional education in the fields of management and commerce. Its rich history dates back to 1977 when it first commenced the Bachelor of Commerce degree program under the Department of Economics in the Faculty of Arts. The Department of Commerce was founded in 1983, which was later renamed as the Department of Commerce and Management Studies in 1986. Subsequently, in 1994, the Department was bifurcated into two separate departments: the Department of Commerce and the Department of Management Studies.

The FMSC was established as the fifth Faculty of the University of Jaffna on May 29, 1999, comprising two departments: the Department of Commerce and the Department of Management Studies. The Department of Commerce offered a Bachelor of Commerce with specialisations in Accounting and Marketing, while the Department of Management Studies offered a Bachelor of Business Administration with specialisations in Financial Management and Human Resource Management.

The FMSC underwent a significant restructuring process in 2009, which led to the abolition of the Department of Commerce. Simultaneously, four new departments were established, namely the Departments of Accounting, Financial Management, Human Resource Management, and Marketing, all of which offer a Bachelor of Business Administration. However, the Department of Commerce was re-established in 2012 to offer a Bachelor of Commerce degree program. The FMSC has recently introduced a Bachelor of Business Administration Honours in Tourism and Hospitality Management.

The undergraduate program at the FMSC began with an initial intake of only 90 students. However, over the years, the annual intake of students has steadily increased, reaching over 500. The FMSC now offers two internal degree programs, namely the

Bachelor of Business Administration (BBA) Honours and the Bachelor of Commerce (BCom) Honours, as well as two external Degree programs, namely the Bachelor of Commerce Honours and Bachelor of Business Management (BBM). The FMSC also offers diploma programs, namely the Diploma in Microfinance, Diploma in Human Resource Management, Diploma in Marketing, and the Diploma in Banking and Finance.

The FMSC at the University of Jaffna has continued to expand its academic offerings, commencing the Master of Business Administration (MBA) program in 2014. The MBA program has quickly earned a strong reputation among students and industry professionals for its exceptional academic standards. Since its inception, the program has consistently enrolled six cohorts of students, leading to the graduation of nearly 300 successful students, thereby establishing a remarkable standard for excellence in management and business education.

The FMSC also collaborates with the Faculty of Graduate Studies to offer postgraduate degrees, including the Master of Philosophy and Doctor of Philosophy programs.

The FMSC is making remarkable progress in both the academic and regional/national arenas to strengthen its position. The FMSC remains resolute in its commitment to providing exceptional management and commerce education and consistently revises its programs to keep pace with the rapidly evolving business landscape. Its steadfast commitment to excellence underscores its leadership in the field of management and commerce, ensuring that it will continue to prosper and set benchmarks for years to come.

1.2 Vision, Mission and Values of the FMSC

Vision

To be a leading centre of excellence in teaching, learning, research and scholarship in Management and Commerce.

Mission

To transform the lives of students by developing their academic potential, creativity, employability, global insight and ethical awareness to outperform in a challenging business environment and to make a real difference in the world as an entrepreneur, as an investor, as a manager, and strategic planner.

Values

Excellence: Promoting quality of being extremely good

Integrity: Maintaining the highest academic, professional and ethical standards and practice through trust, honesty and respect

Diffusion: Disseminating knowledge through teaching and learning, research and community engagement

Equity, Equality and Inclusion: Ensuring equity and equality and valuing difference and respect for all our students, staff and partners

Care: Recognising and serving the needs of students, staff and society

Transparency and Accountability: Ensuring freedom of thoughts and expression and accountability in all our activities

Passion: Fostering creativity, ingenuity, and innovation

1.3 Rationale

The FMSC is committed to improving business, management and commerce education through excellence in teaching, research, and community involvement. The introduction of the MBA program in 2014 was a pivotal moment, reflecting a commitment to addressing the changing academic and industry environment. This initiative aimed to produce postgraduates who excel academically and possess the professional skills demanded by the industry. It is not easy to prepare postgraduates for success in a rapidly changing management education scenery.

It is significant for the MBA program to adapt to the ongoing transformations in the business world, ensuring that postgraduates have the skills needed to navigate workplace challenges. It is therefore essential that the MBA program evolves to keep pace with the changing business and management landscape, ensuring that graduates are well-equipped to tackle the challenges of the modern workplace.

FMSC convened stakeholder discussions with FMSC alumni, prospective students, industry experts, and academics, yielding valuable insights that have proven pivotal in shaping this transformation, particularly in identifying strengths and areas for improvement within the MBA curriculum. As a result of the discussions, alumni emphasised the importance of practical skills and adaptability, prospective students endorsed for technical skills, critical thinking, innovation, and ethical values, industry experts suggested in the development of cutting-edge course units, and academics

stressed the importance of a balanced curriculum that integrates theoretical depth with practical relevance. Since the inception of the MBA in 2014, continuous reaction on national and international business trends and discussions has consistently driven the need for program revisions with the aim of equipping postgraduates with the advanced knowledge and skills required to thrive in an ever-changing and intricate business context.

FMSC remains committed to delivering exceptional management and commerce education, continuously adapting and enhancing its programs to meet the evolving needs of the corporate world.

1.4 Scope of the Master of Business Administration

The MBA program is a full-time, two-year degree program that comprises four semesters, with each academic year consisting of two semesters. The program incorporates both theoretical and practical components, and includes continuous assessments, workshops/seminars, report writing/presentations, and research.

The scope of the MBA program is explicitly defined in its program learning outcomes and graduate profile. This comprehensive approach guarantees that students receive a well-rounded education that prepares them for success in the ever-evolving, complex, and competitive business landscape.

1.4.1 Program Learning Outcomes (PLOs)

PLO 01 Demonstrate mastery of management and business functional areas and concepts to effectively manage situations.

PLO 02 Analyse management issues critically to propose effective solutions.

PLO 03 Communicate findings and conclusions effectively in both written and oral formats to stakeholders with varying levels of expertise.

PLO 04 Demonstrate leadership and team work skills in diverse teams.

PLO 05 Apply critical thinking and problem-solving skills in a dynamic business environment.

PLO 06 Use theoretical knowledge and entrepreneurial skills to identify and exploit emerging trends.

PLO 07 Integrate technical knowledge with management discipline to drive organisational success.

PLO08 Promote ethical and sustainable business practices and contribute to well-being society.

PLO09 Make a meaningful difference in addressing management challenges and create stakeholder value.

PLO10 Respond to professional, ethical, and regulatory issues with a deep commitment to ethical conduct.

PLO11 Set and achieve ambitious goals and develop a compelling vision for career and life.

PLO12 Develop lifelong learning strategies and adapt to the evolving business landscape.

1.4.2 Graduate profile

Graduates are expected to possess the following skills and abilities:



1.4.2.1 Specific attributes

Strategic thinking: MBA graduates will be able to demonstrate a deep understanding of strategic thinking and apply strategic principles to develop and implement effective business strategies.

Management and business knowledge: MBA graduates will possess a thorough understanding of management and business functions such as management, commerce, finance, marketing, HRM, IT, and accounting, leveraging this knowledge to develop innovative solutions, make informed decisions, and solve complex business problems that drive organisational success.

1.4.2.1 Generic attributes

Ethical and social responsibility: MBA graduates will demonstrate ethical and social responsibility by making socially-responsible decisions aligned with sustainability and cultural sensitivity.

Innovation and entrepreneurship: MBA graduates will possess an entrepreneurial mindset and be able to develop and implement innovative solutions that create value for customers and stakeholders.

Communication skills: MBA graduates will demonstrate excellent communication skills - verbal, written, and interpersonal - enabling effective communication with diverse stakeholders such as customers, employees, investors, and regulators.

Global perspective: MBA graduates will demonstrate a global perspective by adapting to diverse business practices, understanding cultural, political, and economic differences, navigating complex global supply chains, managing teams across borders, and identifying opportunities for international expansion.

1.4.3 Structure of Master of Business Administration

The structure of the MBA program is presented below.

University	University of Jaffna, Sri Lanka
Faculty	Faculty of Management Studies and Commerce
SLQF level	10
Name of the degree	Master of Business Administration
Abbreviation	MBA
Medium	English
Duration	Two years
Number of semesters	Four
Total credit	62 credits

The credit value of Core and Elective course units for the Master of Business Administration Program are shown below.

Year	Semesters	Core	Elective	Total credits
Year 01	Semester I	15	--	15
	Semester II	15	--	15
Year 02	Semester I	11	04	15
	Semester II	17	---	17
Master of Business Administration				62

1.4.4 Admission requirement

A candidate seeking admission to an MBA should possess at least any one of the following qualifications and exhibit a satisfactory level of English proficiency:

A candidate seeking admission to an MBA should possess at least any one of the following qualifications and exhibit a satisfactory level of English proficiency:

- 1) A Bachelor's Degree from a recognised University/ Higher Education Institution in Business/ Public Administration/ Business Management/ Commerce/ Business Administration/ Management Studies
- 2) A Bachelor's Degree from a recognised University/ Higher Education Institution including 30 credits in business/ public administration/ economics/ commerce/ management studies
- 3) A Bachelor's Degree from a recognised University/ Higher Education Institution in any other discipline
and
a Postgraduate Diploma in business/ public administration//business management/ commerce/ business administration/ management studies
- 4) A Bachelor's Degree from a recognised University/ Higher Education Institution in any other discipline
and
a minimum of one-year post qualifying work experience at an organisation acceptable to the Faculty Board and the Senate of the University of Jaffna.
- 5) Having at least one of the approved list of professional qualifications (see the Approved list of qualifications in appendix I), with a minimum of three (03) years post-qualifying work experience at the organisation(s) acceptable to the Faculty Board and the Senate of the University of Jaffna.

- 6) Minimum ten (10) years of executive experience in a position of Senior Management of a Business Enterprise / Public Sector Organisations / Professional at the organisation(s) acceptable to the Faculty Board and the Senate of the University of Jaffna.

1.4.5 Application for admission

The application process for the MBA program commences with interested applicants responding to open advertisements on various platforms, such as local/national printed media, social media, and the FMSC and University websites. Applicants must submit the completed application form and all required documents to FMSC within the specified timeframe to complete the application process. A rigorous selection process that includes an aptitude test and selection interview will be conducted to ensure that only the most qualified and motivated individuals are admitted to the program.

1.4.6 Course units and course code

The MBA program consists of two types of course units: core course units and elective course units.

Core course units: The core course units are required courses that all MBA students must complete throughout the program. These courses are designed to provide students with a solid foundation in key business concepts and management practices.

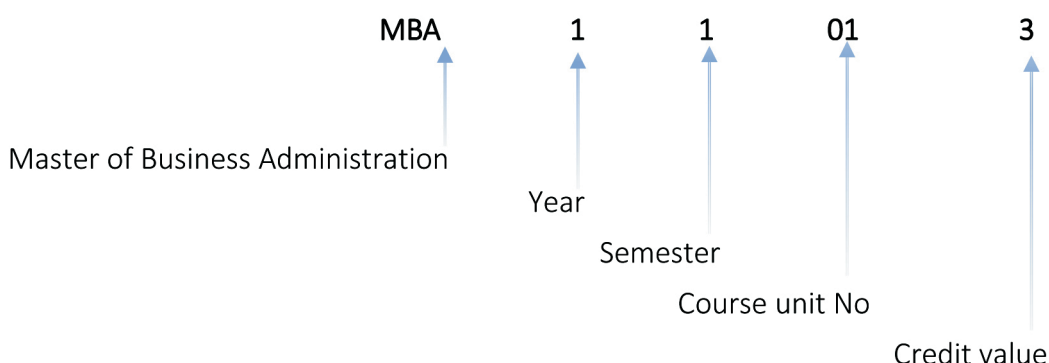
Elective course units: The elective course units are designed to provide students with a more specialised and diverse knowledge base in various subject areas. The elective course units provide students with the opportunity to choose courses based on their personal interests and career goals.

1.4.7 Descriptor of the course code

The course unit is identified by a three-letter prefix followed by a four-digit number.

- The first three letters of the prefix indicate the abbreviation of the program
- The first digit number indicates the year of study
- The second digit number indicates the semester
- The third- and fourth-digit numbers indicate the course unit number
- The last digit number indicates the Credit value of the course unit

Example: The descriptor of the course unit – MBA 11013 is:



1.5 Curriculum layout

The MBA program spans over two academic years and is divided into four semesters, namely Year 01 (Semester I and Semester II), Year 02 (Semester I and Semester II).

The first-year, comprising Semester I and Semester II, is designed to equip students with interdisciplinary knowledge that is essential for thriving in the contemporary business landscape. The first-year of the program consists of 30 credits, which are spread out over Semester I and Semester II.

The first-semester of the first-year comprises five core course units, each with three credits, aimed at providing a strong foundation in management and business fundamentals.

Code	Course unit	Credits	Status
MBA 11013	Management Process and Perspectives	03	Core
MBA 11023	Business Economics	03	Core
MBA 11033	Organisational Behaviour	03	Core
MBA 11043	Accounting for Managers	03	Core
MBA 11053	Statistics for Business	03	Core
		15 Credits	

The second-semester of the first-year is comprised of five core course units, each with three credits, providing students with a deeper understanding of essential management and business concepts and practices.

Code	Course unit	Credits	Status
MBA 12013	Marketing Management	03	Core
MBA 12023	Human Resource Management	03	Core
MBA 12033	Corporate Finance	03	Core
MBA 12043	Customer Relationship Management	03	Core
MBA 12053	Business Research Methods	03	Core
			15 Credits

The second-year, comprising Semester I and Semester II, are designed to equip students with advanced knowledge and skills necessary to meet the evolving demands of the industry. The second-year of the program consists of 32 credits, which are spread out over Semester I and Semester II.

The first-semester of the second-year consists of four course units, each worth three credits, as well as one course unit worth two credits and eleven elective course units, out of which students must choose two. Elective course units will be made available on demand if at least 20 enrolled students in the program express interest. However, this provision can be amended based on the endorsement of the Board of Study (BOS) and the Faculty Board, with due consideration given to the student intake.

Code	Course unit	Credits	Status
MBA 21013	Operations and Supply Chain Management	03	Core
MBA 21023	Strategic Management	03	Core
MBA 21033	Management Information Systems	03	Core
MBA 22042	Analytical Tools for Business Research	02	Core
MBA 21052	Managing Sustainability	02	Elective
MBA 21062	Corporate Governance and Ethics	02	Elective
MBA 21072	Decision Accounting	02	Elective
MBA 21082	Entrepreneurial Skills and Development	02	Elective
MBA 21092	Career Management	02	Elective
MBA 21102	Taxation	02	Elective
MBA 21112	Banking and Insurance	02	Elective
MBA 21122	Employment Law and Employee Relations	02	Elective
MBA 21132	Project Management	02	Elective

MBA 21142	Managerial Skills for Digital Era	02	Elective
MBA 21152	International Business	02	Elective
15 Credits			

The second-semester of the second-year comprises one core course unit valued at two credits, and a dissertation worth 15 credits, collectively enhancing research and academic writing skills while deepening understanding.

Code	Course unit	Credits	Type
MBA 22012	Seminar on Research	02	Core
MBA 220215	Dissertation	15	Core
17 Credits			

The dissertation offers a distinctive chance for students to conduct independent research. Students must submit the research topic to the MBA office by the end of the second-semester of the first-year or earlier. The BOS will then assign a supervisor from the FMSC or a relevant discipline in another faculty to each research student.

Students must present a proposal to an expert panel appointed by the MBA office for the approval of the dissertation title. It is mandatory for students to provide an interim presentation to track progress, which will count towards dissertation marks, before the final submission of the dissertation.

The dissertation must adhere to the guidelines approved by the FMSC, as outlined in Appendix II. Students must submit their dissertation by the specified deadline and appear a viva voce examination, as these are mandatory requirements. Failure to meet the deadline will result in the student being considered a repeat candidate.

1.6 Assessment of a course unit

A student performance in a course unit is evaluated through both formative and summative assessments. The final grade will be a combination of these assessments. Details about the specific assessment criteria for each course can be found in the course specification.

1.6.1 Formative assessment

Formative assessment is an ongoing and well-structured process designed to evaluate a progress of the student in a course unit throughout the semester. A total of 40 marks will be assigned to the formative assessment, which will be distributed among the

different evaluation methods used to track progress of the students throughout the semester except seminar on research and managerial skills course unit.

- i) Formative assessment encompasses a variety of evaluation methods, including quizzes, discussions, practical assignments, forums, take-home assignments, small projects, debates, presentations, and other activities.
- ii) If a student is unable to complete the formative assessment due to a medical or any other good cause, they may request a makeup assignment. The request must be made in writing to the Coordinator of the MBA program within five days of the assignment due date, along with supporting evidence but the formative assessment must be completed before the end of the semester.
- iii) Upgrading formative assessment is not permitted at all.
- iv) Marks obtained for formative assessments will be carried forward to subsequent semesters in which students are repeating the course unit.

1.6.2 Summative assessment

The summative assessment is the final evaluation that takes place at the end of each semester. It includes a comprehensive final examination for all course units, with the duration of the exam varying based on the credit value of each course unit. Typically, a three-credit course unit exam lasts for three hours, while a two-credit course unit exam lasts for two hours. If the semester-end examination embodies more than one assessment component, the students must attend all components of the course unit. If not so, the completed component will be carried forward to the subsequent semesters in which the student repeats the course unit while the student will be treated as a repeat candidate for that course unit. Comprehensive information about the summative assessment, including the specific details of the evaluation methods used for each course unit, is described in the course specification.

1.6.3 Attendance

Students are expected to attend all lectures, tutorials, and practical sessions. Regular attendance is important to the progress of the students in the program, and failure to attend regularly may negatively impact their academic performance. Consistent participation in the program will assist students to develop and enhance their skills and competencies.

1.6.4 Repeating and upgrading the semester-end examination

Students who are absent without a valid reason from the semester-end examination ("AB") will be eligible for a maximum grade of "B-" on the next attempt. The faculty

will not conduct a repeat examination for the semester-end. If a student receives a grade lower than a "B-," he or she may repeat the course unit to upgrade their grade. However, if the student earns a lower grade in the repeat, the better grade will be retained. A maximum of three consecutive attempts (next available opportunities) will be given for repeating/upgrading the course units.

1.6.5 Title of the semester-end examinations

The semester-end examinations conducted for the Degree of MBA shall carry the following titles:

- First Examination in Master of Business Administration (Year) - Semester
- Second Examination in Master of Business Administration (Year) - Semester

The rubric for the exam paper is outlined in Appendix II.

1.6.6 Evaluation blueprint

The blueprint of the question paper for each course unit is described in the relevant course specification. Moreover, the suggestive blueprints of model question papers should be made available for references in the LMS and libraries. The primary aim of the blueprint is to bring clarity about the process of connecting questions to intended learning outcomes and the programme learning outcomes. The structure of question papers, number of questions, choices given, time given for questions and examinations, etc., are included in the blueprints of the respective course units.

1.7 Grading criteria

The grading system for evaluating each course unit is shown below.

Range of marks	Grade	Grade Points per credit
85 and above	A ⁺	4.00
80 – 84	A	4.00
75 – 79	A ⁻	3.70
70 – 74	B ⁺	3.30
65 – 69	B	3.00
60 – 64	B ⁻	2.70
50 – 59	C	2.50
00 – 49	F	0.00

Calculating Grade Point Average (GPA)

The Grade Point Average (GPA) is a numerical representation of a student's overall academic achievement. The GPA is the proportion obtained by dividing the total number of grade points earned by the total number of credit hours in which a student receives a grade. The formula for GPA calculation is given below.

$$\text{GPA} = \frac{\sum_{i=1}^N (\text{Credit Hours}) \times (\text{Grade Point per Credit})}{\sum_{i=1}^N (\text{Credit Hours})}$$

Overall Grade Point Average (OGPA) is defined as the GPA of the student at the completion of the degree program. The calculated OGPA will be rounded to the second decimal place.

Completion of a credit

It is considered "completion" when a student sits for the semester-end examination. If the semester-end examination embodies more than one assessment component, the students must attend all components of the assessment.

The students who did not apply for the semester-end examination shall be considered as "incompletion of the semester" (ICS). The students should submit a request for obtaining approval for taking the semester-end examination in the subsequent semester from the Senate on the recommendation of the Faculty Board. Unless any good cause, the student will be treated as a repeat candidate. A student who is absent for the semester-end examination of any course unit without medical or valid reason shall be given "AB", and the student shall be treated as a repeat candidate. A student, who is absent for the semester-end examination of any course unit on medical grounds or good cause (such as bereavement), shall submit a student appeal with MC endorsed by the University medical officer (medical reasons) or supporting documents (good cause). The appeal must be submitted to the Assistant Registrar / Senior Assistant Registrar of the FMSC within two weeks from the last date of the semester-end examination. The Senate approval will be sought on the recommendation of the faculty Board. The symbol "MC" shall be given and the student will be treated as a "fresh attempt" candidate for the next available semester-end examination. There is no academic penalty.

1.8 Awarding criteria

A student who has fulfilled the following requirements may be considered for an award of Master of Business Administration:

- 1) Completion of 62 credits: Semester I (15 credits), Semester II (15 credits), Semester III (15 credits), and Semester IV (17 credits).
- 2) Obtain a minimum grade of "C" in all course units of the program.
- 3) Satisfy all the aforementioned requirements (1-3) within a maximum of four academic years from the initial enrolment in the University, except medical or good cause approved by the Senate of the University.

A student who has satisfied the above requirements for the award of the Master of Business Administration degree within two academic years shall be awarded as specified below.

- a) Distinction: A student must have obtained an overall GPA of not less than 3.70
- b) Commendation: A student must have obtained an overall GPA of not less than 3.30

A student who is unable to fulfil all the requirements for the award of Master of Business Administration may be considered for an award of Postgraduate Diploma in Management if he/she satisfies:

- 1) Completion of 30 credits
- 2) Obtain a minimum grade of "C" in all course units.
- 3) Satisfy all the aforementioned requirements (1-3) within a maximum of four academic years from the initial enrolment in the University, except medical or good cause approved by the Senate of the University.

1.9 Determining the effective date of the degree

The effective date of the Degree shall be determined by the submission date of the dissertation. If a student repeats a course unit after the submission date of the dissertation, the effective date of degree shall be determined by the last date of the repeated course unit. The effective date of for an award of postgraduate diploma shall be the first day of the month after which the Senate of the University has approved the award.

1.10 Completion /postponements/ withdrawal from program

All students should complete their MBA degree program within the stipulated time period from the date of registration. In case of postponement, student should inform the coordinator with documentary proof for leave to be taken and the reasons for postponements of MBA degree program. Any student who has failed to keep the continuity for two consecutive semesters without the BOS approval, or has exceeded the time limit stipulated for the MBA degree program he/she shall be deemed to have voluntarily withdrawn from the MBA program. No Fee shall be refunded under any circumstances of a registered student of the MBA program.

1.11 Detail course units of the program

	Code	Course unit	Credits	Status
1 st -year 1 st -Semester	MBA 11013	Management Process and Perspectives	03	Core
	MBA 11023	Business Economics	03	Core
	MBA 11033	Organisational Behaviour	03	Core
	MBA 11043	Accounting for Managers	03	Core
	MBA 11053	Statistics for Business	03	Core
1 st -year 2 nd -semester	MBA 12013	Marketing Management	03	Core
	MBA 12023	Human Resource Management	03	Core
	MBA 12033	Corporate Finance	03	Core
	MBA 12043	Customer Relationship Management	03	Core
	MBA 12053	Business Research Methods	03	Core
2 nd -year 1 st -semester	MBA 21013	Operations and Supply Chain Management	03	Core
	MBA 21023	Strategic Management	03	Core
	MBA 21033	Management Information Systems	03	Core
	MBA 22042	Analytical Tools for Business Research	02	Core
	MBA 21052	Managing Sustainability	02	Elective
	MBA 21062	Corporate Governance and Ethics	02	Elective
	MBA 21072	Decision Accounting	02	Elective
	MBA 21082	Entrepreneurial Skills and Development	02	Elective
	MBA 21092	Career Management	02	Elective
	MBA 21102	Taxation	02	Elective
	MBA 21112	Banking and Insurance	02	Elective
	MBA 21122	Employment Law and Employee Relations	02	Elective
	MBA 21132	Project Management	02	Elective
	MBA 21142	Managerial Skills for Digital Era	02	Elective
	MBA 21152	International Business	02	Elective
2 nd - year 2 nd -	MBA 22012	Seminar on Research	02	Core
	MBA 220215	Dissertation	15	Core

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First-year First-semester

Course Title	Management Process and Perspectives			
Course Code	MBA 11013			
Credit Value	3			
Status	Year 1 / Semester I /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning
	45	---	20	85
Aim				
The aim of this course unit is to impart knowledge of the fundamental principles of management and their application in the contemporary business landscape.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> – Describe the evolution of the theories of management – Discuss the basics of corporate social responsibility and ethics – Explain the process of planning, its types and challenges – Identify the decision-making models and techniques – Illustrate the types of organisational structures – Propose the leadership style/s for better outcomes in a simulated situation – Explain the communication process in organisations – Discuss the applicability of theories of motivation in the workplace – Discuss the controlling techniques – Suggest the ways of managing workplace diversity – Identify the best management practices across the world 				
Syllabus Content				
<p>Introduction to management: basic concepts of management, levels of management, changing nature of managers' job; Evolution of management thoughts: classical approach, human relations approach, quantitative approach and the modern approaches; Socially conscious management: corporate social responsibility, green management and sustainability, encouraging ethical behaviour, social responsibility and ethics issues in today's world; Planning: basic principles of planning, planning process, contemporary issues in planning; Decision making: decision making models, techniques and processes; Organising: process of organising, types of organisational structure, authority and responsibility, delegation of authority, decentralisation, emerging trends in corporate structure; Leading and directing: approaches to leadership, leadership styles, leadership theories, direction, principles of direction; Interpersonal and organisational communication: process of communication, communication barriers, communication in the internet and social media age, managing communication in a digitally connected world, ethical communication; Motivation: process of motivation, theories of motivation; Controlling: control process, types of control, techniques of control, contemporary issues in control; Managing workforce diversity: types of workplace diversity, challenges in managing diversity, managing in global environment; Contemporary issues in management & best management practices across the world.</p>				
Teaching and Learning Methods/Activities	Lectures, group discussions, participatory learning activities, online learning activities, presentations, individual assignments, case studies, forum and debate.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as 			

	<p>classroom assignments, take-home assignments, presentations, case study, debate, role play.</p> <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration. – Students are expected to answer five questions including the first question (case-study) out of seven questions.
<p>Recommended Readings:</p> <ul style="list-style-type: none"> • Daft, R.L. (2018). <i>Management</i> (13th ed.). USA: Cengage Learning. • Eichhorn, P., & Towers, I. (2018). <i>Principles of management: Efficiency and Effectiveness in the Private and Public Sector</i>. Switzerland: Springer. • Griffin, R. W. (2021). <i>Management</i> (13th ed.). USA: Thomson South-Western • Robbins, S. P. & Coulter, M. A. (2021). <i>Management</i> (15th ed.). USA: Pearson • Schermerhorn, J.R., Davidson, P., Woods, P., Factor, A., Simon, A., McBarron, E., & Junaid, F. (2020). <i>Management</i> (7th ed.). Australia: John Wiley and Sons. 	
Prepared by: Dr.(Ms).T.Raveendran	
Checked by: Prof.J.Robinson	

Course Title	Business Economics			
Course Code	MBA 11023			
Credit Value	3			
Status	Year 1 / Semester I /Compulsory			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	10	95
Aim				
The aim of this course unit is to provide students with an understanding of micro and macroeconomic theories and enable them to apply economic concepts to analyse the sustainable utilisation of scarce resources by firms and government.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Recognise the relevance and uses of micro and macroeconomics • Describe market forces, equilibrium, price elasticity of demand, and their importance in business decision-making • Explain the impact of consumer behaviour in a dynamic market system • Apply the techniques to take decision in terms of optimum level of input • Explain market structures and decision-making for profit maximization with scarce resources • State macroeconomic objectives for sustainable development • Describe national income accounting approaches and importance in an economy • Interpret the aggregate demand and aggregate supply model • Explain the types of unemployment and its consequences in an economy • Explain the relationship between currency appreciation/depreciation and exchange rates • Explain forex market, exchange rate determination, and their impact on economic growth. 				
Syllabus Content				
<p>Introduction to microeconomics, the theory of consumer choices, the Market Mechanism and Price and Output Determination and decision making, Demand and supply Analysis, Elasticity and its applications. Production and Costs of Production: Production function, Costs of Production and Cost –production Relationship and managerial capacity related economies and diseconomies of scale. Market structure: Different market structure: perfect competition, monopoly, monopolistic and oligopoly markets, Government intervention and marketers’ decision making to choose to employ the scarce resources available to them to obtain maximum profit/benefit.</p> <p>Introduction to macroeconomics: : Importance of studying macroeconomics, government’s macroeconomic policy objectives, National income accounting: aspects of national income accounting, three approaches to national income accounting, short-coming in national income accounting measures; Macroeconomic Theory: The Keynesian approach, aggregate demand and supply, business cycle, Inflation and unemployment: causes and consequences of inflation and unemployment, The Philip curve, Macroeconomic policy: fiscal and monetary policies . monetary theory, and instruments; how government can use fiscal policy and monetary policy to stabilize the economy, The foreign exchange market: determinations, influences on exchange rates, government policy on exchange rates, The Balance of payments: The components of BOP, the nature and the role of balance of</p>				

payments, surplus and deficit in the current and capital accounts, rectifying current account deficits.	
Teaching and Learning Methods/Activities	Lectures, discussion, presentations, online learning activities, individual and group assignments, case studies, forums, debates
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play <p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration. – The question paper consists of two parts: <ul style="list-style-type: none"> Part I- Micro economics – four questions Part II- Macroeconomics- four questions – Students are expected to answer five questions selecting at least two questions from each part.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Ahuja, H. L. (2019). <i>Advanced economic theory</i>. New Delhi: S. Chand Publishing. • Davidson, L. S., Hauskrecht, A., & von Hagen, J. (2020). <i>Macroeconomics for Business: The Manager's Way of Understanding the Global Economy</i>. Cambridge University Press. • Schiller, B., & Gebhardt, K. (2018). <i>The Macro Economy Today</i> (15th ed.). New York, NY: McGraw-Hill Irwin. • Koutsoyiannis, A.(1979), <i>Modern Micro Economics</i> (Second Edition). Mcmillan Press Ltd. • Dwivedi, D.N. (2012).<i>Microeconomics: Theory and Applications</i>. Pearson Education India. 	
Prepared by: Dr.A.Saravanabawan	
Checked by: Prof.T.Bhavan	

Course Title	Organisational Behavior			
Course Code	MBA 11033			
Credit Value	3			
Status	Year 1/ Semester I /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of this course unit is to explore the various factors that shape the behavior of individuals within organisations and evaluate their influence on the overall effectiveness of the organisation.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Identify the individual, group and organisational level factors that influence human behaviour in the organisation • Identify the association between value and behaviour • Propose the ways of changing attitudes of employees at work • Discuss the perception process and the ways of eliminating misperception • Describe the personality traits that can predict employee behaviour • Suggest the conflict management strategies • Elaborate the techniques to transform organisational culture for better outcomes • Examine organisational behaviour in a variety of contexts • Describe types of organisational change, including structural, strategic, and cultural changes 				
Syllabus Content				
<p>Introduction to organisational behaviour (OB): historical background of OB, levels of analysis of OB, challenges and opportunities for OB; Learning: meaning, learning theories; Values and attitudes: types of values, components of attitudes, relationship between values, attitudes and emotion, work related attitudes: job satisfaction, commitment, perceived organisational support, engagement, organisational citizenship behaviour; Perception: perceptual process, factors affecting perception, perceptual errors; Personality: objectives of assessment of personality, determinants of personality, big-five traits and other personality characteristics influencing behaviour, assessing personality, personality and individual behaviour; Organisational politics: nature of organisational politics, causes and consequences of organisational politics; Managing conflict: sources of conflict, outcomes of conflict, conflict management; Organisational culture: levels of organisation culture, types of organisational culture, transforming organisational culture, spiritual organisation; Organisational change and development: sources of organisational change, types of change, change management models, organisational development.</p>				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forum, role-playing, debate			
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case 			

	<p>study, debate, role play</p> <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer five questions including the first question (case-study) out of seven questions
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Robbins, S. P., & Judge, T. (2021). Organisational behaviour (18th ed.). USA: Pearson • George, J. M., & Gareth, R. J. (2014). Understanding and managing organisational behaviour: Global edition (6th ed.). London, UK: Pearson • Luthans, F., Luthans, B.C., Luthans, K.W. (2015). Organizational Behavior: An Evidence Based Approach. (13th ed.). USA: Information Age Publishing • Jain, S. (2019). Organisation behaviour in contemporary world. Canada: Arcler Education • Levy, P. E. (2019). Industrial/ Organisational Psychology: Understanding workplace. (6th ed.). UK: Oxford university press 	
Prepared by: Prof.J.Robinson	
Checked by: Dr.(Ms).T.Raveendran	

Course Title	Accounting for Managers			
Course Code	MBA 11043			
Credit Value	3			
Status	Year 1 / Semester I/ Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	---	105
Aim				
The aim of this course unit is to equip students with knowledge and skills to effectively apply accounting principles, make informed decisions based on financial information, and communicate it to stakeholders.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Recognise accounting principles to make informed decisions • Use a conceptual framework for financial statement preparation • Apply relevant accounting standards when preparing financial statements • Prepare financial statements for an organisation • Analyse financial statements while considering stakeholders' need • Identify recent accounting developments to effectively manage the organisation 				
Syllabus Content				
Introductory accounting: prime entries, accounting equation, accounting information for decisions; Conceptual framework: introduction to conceptual framework, purpose of financial statements, qualitative characteristics of financial information, underlying assumption, elements and components of financial statements, measurement, recognition and derecognition; Sri Lanka accounting standard applications: presentation of financial statement, inventory, property, plant and equipment; impairment, provision, contingent liability and contingent assets; Preparation of financial statements: income statement/profit or loss and other comprehensive income, statement of financial position, notes and disclosure; Analysing and interpreting the financial statements: accounting ratios and stakeholders' needs; Recent developments of accounting: corporate social responsibility reporting, integrated reporting, governance and risk management reporting, and sustainability reporting.				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, presentations, individual assignments			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least two assessments for 40 Marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, case study and debate. Summative assessment: 60% <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration. – Students are expected to answer five questions including 			

	the first question out of seven questions.
Recommended Readings: <ul style="list-style-type: none"> • Berman, K., & Knight, J. (2013). Financial intelligence: A manager's guide to knowing what the numbers really mean. Harvard Business Press. • Safa, M.A., & Gunawardena, C.R. (2013). Corporate Financial Reporting in Emerging Economies: A Study of Corporate Financial Reporting Practices in Sri Lanka. • Collier, P. M. (2013). Accounting for managers: Interpreting accounting information for decision making. John Wiley & Sons. • Fields, E. (2011). The essentials of finance and accounting for nonfinancial managers. AMACOM. 	
Prepared by: Prof.P.Pratheepkanth	
Checked by: Prof.T.Velnampy	

Course Title	Statistics for Business			
Course Code	MBA 11053			
Credit Value	3			
Status	Year 1/ Semester I/ Core			
Notional hours	Theory	Practical	Field/Industrial visits	Independent learning hours
	45	---	---	105
Aim				
The aim of the course unit is to enhance the competency and proficiency in utilising statistical techniques to analyse and solve business-related problems.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Explain importance of statistics for business • Calculate measures of central tendencies and dispersions with different methods • Apply descriptive statistics and time series models for data analysis • Calculate correlation coefficient using various methods • Interpret linear regression model components and their values • Express the concept of probability and its features • Apply concept probability in to solve business problem • Explain sampling methods, central limit theorem, and normal distribution concept • Estimate population parameter intervals using sample data • Apply hypothesis testing to test population parameters for one or two samples 				
Syllabus Content				
<p>Basic concepts of statistics: terminologies associated with statistics such as populations and samples, Variables (dependent and independent only), types and sources of data, descriptive and inferential statistics, data processing (editing and coding), Applications of statistics in business and management: describing data and summary measure; central location, and Non-central location, dispersion.; Time series analysis: Analysis, Components, models of time Series Analysis, Additive Model ,Multiplicative Model , Correlations: Types of correlation, different methods of correlation. Simple and multiple regression: Simple linear regression. multiple linear regression, variable selection, residual diagnosis test. Basics of probability: basic concepts, Counting rule, objective and subjective probability, marginal and joint probability, Addition rule, Conditional probability, multiplication rules; Estimation and hypothesis: Concept of estimation, confidence intervals, confidence intervals for means and proportions (one sample case only), Test of significance, p-value approach to hypothesis testing, connection between confidence intervals and hypothesis testing, comparing two means (two sample z and t- test procedures), and comparing two proportions.</p>				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, virtual learning, presentations, individual assignments, case studies, etc.			
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form such as classroom assignments, take-home assignments, presentations, case study, debate, role play. <p>Summative assessment: 60%</p>			

	<ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer any five questions out of seven questions.
Recommended Readings <ul style="list-style-type: none"> • Emilio,G., & Enrique,C.O.(2023). <i>Applied Statistics in Social Sciences</i>. CRC press, Taylor & Francis Group. • Andrew, F., Siegel, Michael R., & Wagner(2022). <i>Practical Business Statistics</i>. Eighth Edition Elsevier Inc. • Levin, R. I (2011). <i>Statistics for Management</i>. New Delhi: Prentice Hall of India • Allbright, S. C., Winston, W., & Zappe, C. J. (2002). <i>Data Analysis and Decision Making with Microsoft Excel</i>. Pacific Grove: Duxubury Press. 	
Prepared by: Dr.(Ms).S.Anandasayanan	
Checked by: Dr.(Ms).J.Thevananth	

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First-year Second-semester

Course Title	Marketing Management			
Course Code	MBA 12013			
Credit Value	3			
Status	Year 1/ Semester II /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of this course unit is to equip students with the knowledge and skills to develop and execute effective marketing strategies to meet customer needs and achieve business objectives.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Recognise the significance of marketing in modern organisations • Explain the interrelationships between marketing and other business function • Explain the role of marketing in society at large • Analyse target markets in various industries • Develop marketing plans and strategies for a chosen product or service • Evaluate market opportunities through analysis of customers, competitors, collaborators, context, organisation strengths and weaknesses • Develop effective marketing strategies to meet organisational objectives • Design a strategy implementation program for increased success • Evaluate future market opportunities and viability • Critique unethical marketing practices that hinder sustainable development goals 				
Syllabus Content				
<p>Introduction: Concept, nature, scope, and importance of marketing; Company orientation toward the marketplace: Emerging trends and challenges of marketing in the twenty-First Century; Marketing mix: product decision related strategies, Concept of a product, Packaging, labeling, new product development, and consumer adoption process, Pricing Decisions: Factors affecting price determination and strategies: Distribution channels and physical distribution decisions: Nature, functions, types of distribution channels, channel management, Promotion decisions: Communication Process, Promotion mix strategies, content marketing media selection; Service marketing: characteristics of services, challenges in service marketing , service gap model, People, process and physical evidences, relationship marketing; Strategic marketing planning: an overview, market analysis, market selection, marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning: STP strategies, perceptual mapping; Buyer behavior: consumer versus organizational buyers; Marketing research: Meaning and scope of marketing research, Marketing research process; Marketing organisation and control: marketing performance measurement, Organising and controlling marketing operations; Issues and developments in marketing: Social, ethical, and legal aspects of marketing, International marketing, Green marketing, Cyber marketing, and other developments of modern marketing.</p>				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forum, role-playing, debate			
Evaluation	Formative assessment (In-course): 40% – At least two assessments for 40 Marks			

	<ul style="list-style-type: none"> – The assessments could take any form, such as classroom assignments, take-home assignments, presentations, case studies, debate, role play <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer five questions including the first question (case-study) out of seven questions
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Philip. Kotler, Kevin Keller, Alexander, Chernev. (2022). <i>Marketing management</i>. 16th Global Edition. Pearson Publication. • Fahy, John; Jobber, David (2022). <i>Foundations of Marketing</i>. 7th edition. McGraw-Hill Education (UK) Ltd Publication. • Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan, (2021). <i>Marketing 5.0</i>. Wiley Publication. • Dawn Iacobucci (2021). <i>Marketing Management</i>. Sixth edition. Cengage Learning Publication. • Blythe, Jim., Martin, Jane. (2019). <i>Essentials of Marketing</i>, 7th edition. Pearson Education Limited. 	
Prepared by: Prof.(Ms).Shivany Shanmugathas	
Checked by: Dr.S.Rajumesh	

Course Title	Human Resource Management			
Course Code	MBA 12023			
Credit Value	3			
Status	Year 1/ Semester II /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of this course unit is to provide the students with depth understanding and practical skills in the core areas of Human Resource Management and to address the issues and challenges in managing people in organisations.				
Intended Learning Outcomes				
<ul style="list-style-type: none">• Discuss the functions of Human Resource Management• Describe the ranges of competencies and roles required of HRM practitioners• Evaluate various HRM theories and frameworks, and HRM practices• Analyse the current and emerging trends in HRM• Discuss the HRM practices in the Sri Lankan organisations• Propose solutions for HR issues in organisations				
Syllabus Content				
Introduction to Human Resource Management (HRM): Importance of HRM, functions of HRM, evolution of HRM, basic concepts of HRM; Strategic Human Resource Management (SHRM): concepts of SHRM, SHRM tools; Equal Employment Opportunity (EEO): Key concepts of EEO, strategies for maintaining EEO in organisations; Human Resource Information System (HRIS): components of HRIS, HRIS in Sri Lankan firms; Human Resource Planning (HRP): Process of HRP, job design, job analysis; Recruitment and Selection: Sources of recruitment, employer branding, selection process, induction; Training and Development (T&D): Needs for T&D, phases in training and development, methods for T&D; Performance Management: purposes of performance appraisal (PA) and management, methods of PA, Performance appraisal in Sri Lankan organisations; Compensation Management and employee benefits: meaning and types of compensation, equity, factors determining compensation, establishing pay plan, concepts of employee benefits; Career Management: Concepts of career management, career planning and development, choosing a career; Employee discipline and grievances management: Industrial relations; Contemporary issues and emerging trends in HRM practices.				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forum, role-playing, debate			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none">– At least Two assessments for 40 Marks– The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play Summative assessment: 60% <ul style="list-style-type: none">– End-of-semester written examination is of three-hour duration– Students are expected to answer five questions including the first question (case-study) out of seven questions.			
Recommended Readings				

- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice* (15th ed.). London: Kogan Page.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). England: Pearson Education.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Fundamentals of Human Resource Management* (9th ed.). New York: McGraw-Hill.
- Opatha, H. H. D. N. P. (2019). *Sustainable Human Resource Management*. Colombo: University of Sri Jayewardenepura.
- Snell, S., & Morris, S. (2019). *Managing Human Resources* (18th ed.). USA: South-Western, Cengage Learning.

Prepared by: Prof.N.Kengatharan & Ms.J.Nirojan

Checked by: Dr.(Ms).T.Raveendran

Course Title	Corporate Finance			
Course Code	MBA 12033			
Credit Value	3			
Status	Year 1/ Semester II/ Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	10	95
Aim				
The aim of this course unit is to equip students with practical knowledge of corporate finance by integrating theory and applications to enable them to make sound financial decisions.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Recognise the basic functions of finance • Perform time-value-based calculations • Analyse essential information in financial statements • Calculate the risk and return for an investment with a single asset and multiple assets • Discuss bond and stock valuation methods and their implications • Analyse the capital structure decisions of firms • Discuss working capital financing and components of working capital management • Apply capital budgeting techniques for investments decision • Evaluate dividend policies and decisions • Discuss types of acquisition strategies and valuation methods • Discuss the fundamentals of cryptocurrency • Analyse contemporary issues in corporate finance 				
Syllabus Content				
Introduction to corporate finance: functions of finance, fundamentals on profit maximization and wealth maximization; Time value of money: present and future valuation techniques; Financial statement analysis: techniques to be used to analyse the financial statements; Risk and return: risk and return of a single asset, risk and return of a portfolio; Valuation of shares and bonds: methods of share valuation and bond valuations; Capital structure decisions: determination of the optimal capital structure, theories for determining optimal capital structure; Working capital management: working capital policies, cash conversion cycle, accounts payables and receivables management, cash management, inventory management; Capital budgeting decisions under risk and uncertainty: traditional and modern capital budgeting theories, comparing projects with varying lives with varying cash flows, various risks associated with projects; Dividend decisions: theories related to dividend policy, forms of dividends; Corporate restructuring: different forms of restructuring, mergers, and acquisitions, financial implications of the changes; Cryptocurrency: meaning of cryptocurrency, its underlying technology, and how it differs from traditional currencies, the impact of cryptocurrency on financial systems, risks and rewards of investing in cryptocurrency; Contemporary issues in corporate finance.				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentations, individual assignments, textbook assignments, library research on topics or problems, open textbook studies, and case study.			
Evaluation	Formative assessment (In-course): 40%			

	<ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form such as classroom assignments, take-home assignments, presentations, case study, debate, role play. <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer five questions including the first question (case-study) out of seven questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Aswath, D. (2015). <i>Applied corporate finance</i> (4th ed.). USA: John Wiley & Sons, Inc. • Berk, J., & DeMarzo, P. (2017). <i>Corporate finance</i> (4th ed.). England: Pearson. • Brealey, R., Myers, S., & Allen, F. (2020). <i>Principles of corporate finance</i> (13th ed.). New York: McGraw-Hill. • McDougall, J., & Boyle, P. (2017). <i>Corporate finance: investment and advisory applications</i>. USA: Create Space Independent Publishing Platform. • Pandey, I. M. (2020). <i>Cases in financial management</i>. India: Vikas Publishing House. • Ross, S., Westerfield, R., & Jordan, B. (2021). <i>Fundamentals of corporate finance</i> (13th ed.). New York: McGraw Hill 	
Prepared by: Prof.(Ms).L.Kengatharan	
Checked by: Prof.(Ms).R.Yogendrarajah	

Course Title	Customer Relationship Management			
Course Code	MBA 12043			
Credit Value	3			
Status	Year 1/ Semester II /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of this course unit is to equip students with the knowledge and skills to cultivate and sustain profitable relationships with customers, resulting in enhanced customer loyalty and organisational success.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Define the terms Customer Relationship Management (CRM) • Identify the need for relationship marketing • Label the operational CRM • Describe Sales Force Automation (SFA) and its performance in sales • Describe the analytical CRM • State the strategic CRM • Classify portfolio purchasing, customer acquisition and retention • Describe the role of customer portfolio management in a business organisation • Compare customer value, company value, and customer lifetime value • Examine marketing automation system and its benefits • Explain data warehousing and data integration • Develop communication skills for effective teamwork in marketing • Explain network and virtual organisations • Describe e-CRM and its scope 				
Syllabus Content				
Introduction to CRM: Nature & Scope of services, Goods & Services Marketing, Emergence & Reasons for growth of service sector in Sri Lanka; Relationship Marketing : Transactional marketing approach to relationship marketing, relationship marketing theory, Planning for relationship marketing, Relationship Marketing (RM) and CRM, The roots of RM and its application, RM and the characteristics of a relationship; Understanding Customers: Concept of CRM, Segmenting, Targeting & positioning various services, a paradigm shift in marketing relations, attracting and retaining customers, developing a Winning Customer Service Strategy; Operational CRM: Sales Force Automation (SFA): SFA, SFA Eco-system, SFA Functionality, SFA Adaption, How SFA changes sales performance; Analytical CRM: Developing and managing customer related databases; Strategic CRM: Customer Portfolio management; CRM Programme measurement and Tools: service quality, customer satisfaction, Retention and Loyalty, CRM customer cycle measures, company 3E Measures, customer value and equity; Marketing automation and communication: Marketing Automation (MA), Benefits of MA, Software application of MA, Developing and managing customer-related databases; IT enabled CRM: customer portfolio management tools.				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forum, role-playing, debate			
Evaluation	Formative assessment (In-course): 40% – At least two assessments for 40 Marks			

	<ul style="list-style-type: none"> – The assessments could take any form, such as classroom assignments, take-home assignments, presentations, case studies, debate, role play <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer five questions including the first question (case-study) out of seven questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Buttle, F., & Maklan, S. (2019). Customer relationship management: concepts and technologies. Is a reader in strategic marketing? (4th ed.). UK: Cranfield School of Management. • Fatouretchi, M. (2019). The art of CRM: proven strategies for modern customer relationship management (1st ed.). UK: Packt Publishing. • Kumar, V., & Reinartz, W. (2018). Customer relationship management: concept, strategy, and tools. (3rd ed.). Springer-Verlag Berlin Heidelberg. • Peelan, E., & Rob, B. (2013). Customer relationship management (2nd ed.). Netherlands: Pearson. • Raab, G., Ajami, R. A., & Goddard, G. J. (2016). Customer relationship management: a global perspective (1st ed.). London: CRC Press. 	
Prepared by: Mr.V.Kumaradeepan	
Checked by: Dr.(Ms).S.Vaikunthavasan	

Course Title	Business Research Methods			
Course Code	MBA 12053			
Credit Value	3			
Status	Year 1/ Semester II /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	-	-	105
Aim:				
The aim of this course unit is to equip students with the knowledge and skills required to identify research issues in the field of business and management and address them using scientific inquiry.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Explain the process in scientific research • Relate the research philosophy in business research • Identify the knowledge gaps with the aid of systematic literature review • Construct a conceptual framework and hypotheses for addressing research issues • Evaluate the components of research design • Apply the sampling process and techniques in business research • Evaluate the quantitative and qualitative methods in business research • Appraise the different methods and techniques of mixed methods research • Relate experimental design and simulation in business research • Discuss the validity concerns in experiments • Manage ethical issues and challenges that may arise during business research • Develop a research proposal 				
Syllabus Content				
<p>Overview of Scientific Investigation: process in scientific research, hallmarks of scientific research, research philosophy; Systematic Literature Review: defining the problem statement, critical review of extant literature, development of conceptual framework and hypotheses; Research Methods: research design, population and sampling, methods of data collection; Quantitative Methods: testing goodness of data, descriptive statistics, univariate analysis, bivariate analysis, multivariate analysis; Qualitative Methods: data reduction, data display, drawing conclusions, reliability and validity in qualitative research, content analysis, narrative analytic induction; Mixed Methods: types of mixed methods, research design, steps in conducting a mixed method study; the challenges of using mixed methods; Experimental design: types of experiments, validity concerns in experiments, experimental design, simulation; Ethics in Business Research: ethical issues related to research and publishing, plagiarism, referencing; Development of Research Proposal : contents and layout of a research proposal, pitching research – knowledge gaps, originality in research / significance of the study, proposed implications for theory and practice.</p>				
Teaching and Learning Methods/Activities	Lectures, virtual learning, tutorials, group discussions, participatory learning activities, individual and group presentations, Group project, individual assignments, problems-based discussions.			

Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, case study, debate, role play. <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration. – Students are expected to answer any five questions out of seven questions.
<p>Recommended Readings:</p> <ul style="list-style-type: none"> ● Bell, E., Bryman, A., & Harley, B. (2022). <i>Business research methods</i> (6th ed.) Oxford university press. ● Hair, J. F., Page, M., & Brunsveld, N. (2019). <i>Essentials of business research methods</i>. Routledge. ● Saunders, M., Lewis, P., & Thornhill, A. (2019). <i>Research methods for business students</i> (6th ed.). Harlow: FT Prentice Hall, Pearson Education. ● Sekaran, U., & Bougie, R. (2020). <i>Research methods for business: a skill building approach</i> (8th ed.). New Delhi: Wiley publishing. ● Tashakkori, A., & Teddlie, C. (2021). <i>Sage handbook of mixed methods in social & behavioral research</i>. SAGE publications 	
Prepared by: Dr.S.Achchuthan	
<p>Checked by:</p> <p>Prof. Chris Patel, Professor in International Accounting, Macquarie University Australia</p> <p>Prof. N. Kengatharan, Professor in Human Resource Management, University of Jaffna</p> <p>Dr. Charles Jebarajakirthy, Senior Lecturer in Marketing, Griffith University Australia</p>	

The background of the page features a complex, abstract pattern of thin, wavy lines. These lines are primarily light blue and purple, creating a sense of movement and depth. The lines are arranged in a way that they seem to flow and curve around the central text area. The overall effect is a modern, artistic design.

Second-year First-semester

Course Title	Operations and Supply Chain Management			
Course Code	MBA 21013			
Credit Value	03			
Status	Year 2 / Semester I/Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of this course unit is to equip students with the knowledge and skills necessary to manage operations and supply chain, regardless of their managerial position.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Identify the current challenges in operation management • Discuss the strategic importance of forecasting • Identify the importance of goods and service design decisions • Examine the role of sustainability in the supply chain • Elaborate on the tools for measuring the quality of both product and services • Discuss the different types of process strategies • List the factors that impact on the selection of location • Differentiate layout types • Explain the role of human resources in the operations • Discuss the objectives of supply chain management • Describe the four types of inventories • Define sales and operations planning • Explain the distinctions between MRP and ERP 				
Syllabus Content				
Operations and productivity: Operations Management (OM) and productivity; Forecasting: the strategic importance of forecasting, forecasting steps and approaches, forecasting in the service sector; Design of goods and services: concepts and issues of goods and services design; Sustainability in the supply chain: sustainability considerations in the supply chain; Managing quality: quality and strategy, tools of quality control; Process strategies: process analysis and design; Location strategies: Analysing the factors that affect location decisions and strategies, Layout strategies: layout decisions and strategies; Supply chain management: the supply chain's strategies, sourcing strategies, risk, logistics management, distribution management, ethics, measuring performance; Inventory management: the managing inventory, inventory models; Aggregate planning and sales and operations planning (S&OP): aggregate planning strategies; Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP): lean operations				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, online learning activities, presentations, individual assignments, case studies, forums, field visits and debates.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play 			

	Summative assessment: 60% <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration – Students are expected to answer five questions including the first question (case-study) out of seven questions.
Recommended Readings: <ul style="list-style-type: none"> ● Jacobs, R., & Chase, R. (2021). <i>Operations and supply chain management</i>. (16th ed.). India: McGraw-Hill. ● Heizer, J., Render, B., Munson, C., & Sachan, A. (2020). <i>Operations management: sustainability and supply chain management</i>. (13th ed.). Pearson: UK. ● Mc-Donough, A. (2019). <i>Operations and Supply Chain management essentials, you always wanted to know</i>. Vibrant Publisher: India. ● Russell, R. S., & Taylor, B. W. (2019). <i>Operations and supply chain management</i>. (10th ed.). John Wiley & Sons: USA ● Stevenson, W. J. (2018). <i>Operations management</i>. (13th ed.). McMcGraw-Hill: New York. 	
Prepared by: Mr.K.Kajenthiran	
Checked by: Dr.S.Rajumesh	

Course Title	Strategic Management			
Course Code	MBA 21023			
Credit Value	3			
Status	Year 2 / Semester I /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	---	20	85
Aim				
The aim of the course unit is to develop a mastery of a body of sound knowledge of strategic management and its application in dealing with strategic issues in organisations.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Discuss the concepts of models of strategic management • Analyse the macro-environment of organisations, industry environment, and internal environment • Evaluate the role of corporate governance, corporate social responsibility, and ethics to strategy • Conduct strategic analysis of organisations by applying strategic management tools • Assess the internationalization drivers and the sources of competitive advantage in international strategy • Discuss the strategy execution and evaluation • Propose solutions for the strategic issues and challenges in organisations 				
Syllabus Content				
Introduction to strategy: defining strategy and strategic management, the essence of strategic management, models of strategic management; Direction of organisations: characteristics of vision, mission, goals and objectives statements and the purpose they serve, developing the statements, strategy statements; Environmental analysis: macro-environment, industry and sector analysis; Strategic capabilities: resources and capabilities, dynamic capabilities, threshold, and distinctive capabilities, value chain analysis, SWOT; Stakeholders and Governance: types of stakeholders, strategic group analysis, corporate governance and strategy, corporate social responsibility and ethics; Strategy at different levels: corporate strategy, business strategy, operational strategy, international strategy, Mergers, acquisitions, and alliance; Strategy execution: strategy-evaluation process, criteria and methods, effective strategy evaluation system.				
Teaching and Learning Methods/Activities	Lectures, tutorials, discussions, online learning activities, presentations, individual assignments, case studies, forums and debates			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play Summative assessment: 60% <ul style="list-style-type: none"> – End-of-semester written examination is of three- 			

	<p>hour duration</p> <ul style="list-style-type: none"> – Students are expected to answer five questions including the first question out of seven questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • David, F. R., & David, F. R. (2017). <i>Strategic Management Concept and Cases</i> (16th ed.). England: Pearson Education Ltd. • Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). <i>Strategic Management: Concepts and Cases: Competitiveness and Globalization</i> (12th ed.). USA: South-Western College Pub. • Lynch, R. (2021). <i>Strategic Management</i> (9th ed.). London: SAGE Publications Ltd. • Thomson, A., Peteraf, M. A., Gamble, J. E., Strickland, A. J. & Jain, A. K. (2020). <i>Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases</i> (22nd ed.). New York: McGraw-Hill Higher Education. • Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2020). <i>Exploring Strategy: Text and Cases</i> (12th ed.). England: Pearson Education Ltd. 	
Prepared by: Prof.N.Kengatharan	
Checked by: Dr.A.Saravanabawan	

Course Title	Management Information Systems			
Course Code	MBA 21033			
Credit Value	3			
Status	Year 2/ Semester I /Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	45	-	10	95
Aim:				
The aim of this course unit is to equip students with a comprehensive understanding of the development, implementation, and management of information systems.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Discuss essential information system knowledge for business professionals • Explain the role of information technology in achieving competitive advantage • Illustrate major strategic applications of information systems • Describe an overview of the internet, telecommunication networks, business applications, trends, and alternatives • Describe the role of information systems in supporting business processes • Appraise the goals and components of CRM, ERP, and SCM • Discuss the components, trends, applications, and issues in e-commerce • Apply information technologies in enhancing business decision-making processes • Evaluate the importance of planning in developing IT/business strategies and implementing them. • Appraise the security threats, defences, societal impacts, and ethical implications of business information systems 				
Syllabus Content				
Foundation concepts: Foundations of information systems in business, competing with information technology; Information technologies: IT infrastructure and emerging technologies, foundations of business intelligence: databases and information management , telecommunications, the internet, and wireless technology , securing information systems ; Business Applications: e-business systems, e-commerce systems, enterprise business systems, managing knowledge , enhancing decision; Development Processes: developing business/IT strategies, developing business/IT solutions; Management Challenges: security and ethical challenges, enterprise and global management of information technology.				
Teaching and Learning Methods/Activities	Lectures, virtual learning, tutorials, group discussions, participatory learning activities, individual and group presentations, Group project, individual assignments, problems-based discussions.			
Evaluation	Formative assessment (In-course): 40% – At least four assessments for 40 Marks			

	<ul style="list-style-type: none"> – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, case study, debate, role play. <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of three-hour duration. – Students are expected to answer five questions including the first question (case-study) out of seven questions.
<p>Recommended Readings:</p> <ul style="list-style-type: none"> ● O'Brien J.A., Marakas G.M., and Behl R. (2010). <i>Management Information Systems</i>, McGraw Hill ● Laudon, K. C., & Laudon, J. P. (2015). <i>Management information system</i>. Pearson Education India. ● Goyal, D. P. (2014). <i>Management Information Systems: Managerial Perspectives</i>. Vikas Publishing House. ● Nirmalya, B. (2010). <i>Management information systems</i>. Vikas Publishing House. ● Mohapatra, S. (2008). <i>Cases in Management Information Systems</i>. PHI Learning Pvt. Ltd. 	
Prepared by: Mr. R.Kajanathan	
<p>Checked by:</p> <p>Dr. Golam Sorwar, Senior Lecturer in Information System, Southern Cross University</p> <p>Dr. S.Achchuthan, Senior Lecturer in commerce, University of Jaffna</p>	

Course Title	Analytical Tools for Business Research			
Course Code	MBA 21042			
Credit Value	2			
Status	Year 2 /Semester I/Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	18	32	---	100
Aim				
The aim of the course unit is to equip students with the necessary analytical tools to effectively address various research issues within the realm of business and effectively communicate the results of the various tools in a structured and concise manner.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Perform statistical analysis using SPSS • Explain Structural Equation Modelling (SEM) basics, assumptions, and model types • Assess the model fit of SEM • Conduct mediation and moderation analysis in SEM • Discuss concepts of panel data analysis • Apply panel regression models, including pooled OLS, fixed effect, and random effect models, to real-world data sets • Diagnose common issues in panel data analysis, such as serial correlation, stationarity, heteroskedasticity, and difference-in-difference models • Explain basics of qualitative data analysis • Create themes in qualitative data analysis • Identify patterns, associations, and refinements in thematic analysis • Communicate findings to diverse stakeholders 				
Syllabus Content				
<p>Discovering statistics through SPSS: Introduction to SPSS, data entry, data cleaning (e.g. handling missing values, handling outliers), checking multivariate assumptions, statistical tools for data presentation, descriptive statistics, bivariate statistics, statistical analysis for comparing groups (i.e. t-test and one-way analysis of variance); Structural Equation Modelling (SEM): Introduction to SEM , types of models (confirmatory factor analysis, path analysis, structural equation models), model fit assessment, mediation analysis and moderation analysis, reporting the results of SEM; Panel Data Analysis: Introduction to panel data analysis, data cleaning for panel data , panel regression models (fixed effect model, random effect model, pooled OLS) and panel data analysis diagnostics (serial correlation test, stationarity test, heteroskedasticity issues and difference – in – difference models), reporting the findings of panel data analysis; Qualitative Data Analysis: Introduction to qualitative data analysis, data importation and coding (creating nodes and coding, analysing data using nodes and coding and exploring associations and patterns in the data), thematic analysis (creating and organising themes, analysing data</p>				

using thematic analysis and refining themes), reporting qualitative research findings.	
Teaching and Learning Methods/Activities	Lectures, practical, virtual learning, tutorials, group discussions, participatory learning activities, individual and group presentations, Group project, individual assignments, problems-based discussions.
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form such as classroom assignments, practical assignments, take-home assignments, presentations, case study, debate, group assignment. <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester practical examination is of two-hour duration – Students are expected to answer two questions out of three questions.
<p>Recommended Readings:</p> <ul style="list-style-type: none"> • Aljandali, A., & Tatahi, M. (2018). <i>Economic and financial modelling with Eviews</i>. Switzerland. London: Springer International Publishing AG. • Bhaumik, S.K. (2015). <i>Principles of econometrics: a modern approach using Eviews</i>. New Delhi: Oxford University Press. • Hair, J. F., Hult, G. T. M., Ringle, C. M. and Sarstedt, M. (2021). <i>A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.)</i>. Thousand Oaks, CA: Sage. • Field, A. (2018). <i>Discovering statistics using IBM SPSS statistics (5th ed.)</i>. London: Sage • Jackson, K., & Bazeley, P. (2019). <i>Qualitative data analysis with NVivo</i>. Sage. • Pallant, J. (2020). <i>SPSS survival manual: A step by step guide to data analysis using IBM SPSS</i>. London: Routledge. 	
Prepared by: Prof.J.Robinson & Dr.S.Achchuthan	
Checked by: Prof.N.Kengatharan & Prof.T.Velnampy	

Course Title	Managing Sustainability			
Course Code	MBA 21052			
Credit Value	2			
Status	Year 2/ Semester I /Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---		70
Aim				
The aim of this course unit is to provide students with knowledge and understanding of sustainability management				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Describe the concepts of sustainability and sustainable organisation management • Explain the meaning and dimensions of sustainability • Identify the value and significance of sustainability • Discuss the framework for business sustainability • Explain management system for sustainability • Describe stakeholder engagement • Illustrate sustainability metrics • Explain environmental policy and sustainability management • Discuss the role of political dimensions in organisational management 				
Syllabus Content				
<p>Introduction to the concept of sustainability - meaning and dimensions of sustainability, the value of sustainability, framework for business sustainability, transformation process model; Sustainable organisation management – governance, leadership and sustainable leadership, strategic planning for sustainability, organisational design for sustainability; Management system – sustainability in the Boardroom, CEO and sustainability, ethical management, sustainability executive; Stakeholder engagement – Identifying stakeholders, purpose, the engagement – risk dilemma, principles, process and approaches; Sustainability metrics - Sustainability indicators and metrics (setting metric goals), characteristics of sustainability indicators; Environmental policy and sustainability management- a framework for understanding environmental policy- values dimension, political dimension, science and technology dimension, policy design dimension, and management dimension.</p>				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forum, role-playing, debate			
Evaluation	Formative assessment (In-course): 40% – At least two assessments for 40 Marks			

	<ul style="list-style-type: none"> – The assessments could take any form, such as classroom assignments, take-home assignments, presentations, case studies, debate, role play <p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Jauhari, V. (Ed.). (2014). <i>Managing sustainability in the Hospitality and Tourism Industry: Paradigms and Directions for the Future</i>. CRC Press. • Hahn, R. (2022). <i>Sustainability Management: Global Perspectives on Concepts, Instruments, and Stakeholders</i>. Rüdiger Hahn. • Gutterman, A. S. (2020). <i>Managing sustainability</i>. Routledge. • Laszlo, C., & Cescau, P. (2016). <i>Sustainable Value: How the World's Leading Companies Are Doing Well by Doing Good</i>. Stanford University Press. • Hawken, P. (2010). <i>The Ecology of Commerce: A Declaration of Sustainability</i>. Harper Business. 	
Prepared by: Prof.S.Sivesan	
Checked by: Dr.S.Rajumesh	

Course Title	Corporate Governance and Ethics			
Course Code	MBA 21062			
Credit Value	2			
Status	Year 2/ Semester I/Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	-	-	70
Aim:				
The aim of this course unit is to provide students with an in-depth understanding of corporate governance concepts, principles, theories, and practices while also developing their critical analysis skills to evaluate governance and ethical issues in business contexts.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Describe the terms corporate governance and ethics, and their importance • Explain evolution of corporate governance and the regulatory governance framework • Discuss the code of best practices on corporate governance in Sri Lanka • Describe theories of corporate governance • Discuss mechanisms of corporate governance • Elucidate shareholder rights and responsibilities, and stakeholder activism • Discuss the role of board of directors and subcommittees in corporate governance • Discuss incentive contracts and issues related to executive remuneration • Explain types, sources and scope of ethics, and factors influencing ethics • Analyse corporate governance and ethical issues of current importance 				
Syllabus Content				
<p>Introduction: definitions and importance of corporate governance and ethics, evolution of corporate governance, the regulatory governance framework for Sri Lankan companies, code of best practices on corporate governance, corporate social responsibility; Theories of corporate governance: agency theory, stewardship theory, transaction cost theory, resource dependence theory. Mechanisms of corporate governance: ownership structure, shareholder activism, external governance mechanisms; Shareholders and stakeholders: shareholder rights, responsibilities of shareholders, minority shareholders' protection, stakeholder activism; Board of directors and subcommittees: structure, independence, responsibilities and duties of the board, type of subcommittees; Incentive contracts: meaning of incentive contracts, executive remuneration, elements of executive remuneration; Business Ethics: types of ethics, sources of ethics, ethics and business, ethical performance, scope of ethics and factors influencing ethics, Corporate governance and ethical issues: ethical issues in finance and major scandals.</p>				
Teaching and Learning	Lectures, virtual learning, tutorials, group discussions,			

Methods/Activities	participatory learning activities, presentations, group project, individual assignments, problems-based discussions, open textbook study, forum and case study.
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form such as classroom assignments, take-home assignments, presentations, case study, debate, role play, group assignment. <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration. – Students are expected to answer four questions out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • CA Sri Lanka. (2017). <i>Code of best practice on corporate governance</i>. The Institute of Chartered Accountants of Sri Lanka. Colombo. • Christine, A. M. (2019). <i>Corporate governance</i>, (6th ed.). London, UK: Oxford University Press. • Khanka, S. (2018). <i>Business ethics and corporate governance</i>. New Delhi: S Chand and Company Limited. • Perera, S. (2011). Corporate ownership and control: Corporate governance and economic development in Sri Lanka (Vol. 6). Singapore: World Scientific. • Solomon, J. (2020). <i>Corporate governance and accountability</i> (5th ed.). John Wiley & Sons. • Tricker, R. I. (2015). <i>Corporate governance: Principles, policies, and practices</i>. USA: Oxford University Press. 	
Prepared by: Dr.R.Vijayakumaran	
Checked by: Ms.S.Balagobei	

Course Title	Decision Accounting			
Course Code	MBA 21072			
Credit Value	2			
Status	Year 2 / Semester I /Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	--	70
Aim				
The aim of this course unit is to equip students with the necessary knowledge and skills to make effective operational-level decisions using decision accounting.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Explain accounting information to facilitate decision-making • Determine the cost of a product/job/batch/service as well as the price to be charged • Discuss objectives of budgeting and budgetary process of an organisation • Prepare functional budgets and master budget • Explain the standard costing of an organisation • Compute different types of variances • Explain the concept of relevant costing • Identify relevant costs for specific decision • Apply Cost Volume Profit (CVP) analysis in both simple and complex scenarios • Apply modern management accounting techniques for better decision-making 				
Syllabus Content				
Overview of decision accounting: role of accounting in decision making, managing information, financial decisions in firm, absorption and marginal costing and reconciliation thereof; Costing methods: Job costing, batch costing, service costing and process costing; Budgetary control: Need for budget, budgeting process, budget manual, types of budget, functional budget and master budget; Standard costing: introduction to standard costing, types of standard, standard cost card; Variance analysis: material variance, labour variance, overhead variance and fixed overhead variance; Decision-making techniques: relevant cost analysis, cost volume profit analysis (CVP), limiting factors, pricing decisions, make-or-buy and other short-term decisions; Modern management accounting techniques: activity-based costing, target costing, life-cycle costing, throughput accounting and environmental accounting.				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, presentations, individual assignments			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least two assessments for 40 Marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, 			

	<p>presentations, case study and debate.</p> <p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration. – Students are expected to answer any four questions out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Adams, C., & Sullivan, R. (2018). Sustainability Reporting: Managing for Wealth and Corporate Health. Routledge. • Eccles, R. G., & Krzus, M. P. (2015). Integrated Reporting: Concepts and Cases that Redefine Corporate Accountability. John Wiley & Sons. • Lev, B. (2016). The End of Accounting and the Path Forward for Investors and Managers. John Wiley & Sons. • Young, D., Cohen, J., & Gode, D. (2020). Corporate Financial Reporting and Analysis: A Global Perspective. Cambridge University Press. • Solomon, J., & Solomon, A. (2019). Corporate Governance and Accountability. John Wiley & Sons. 	
Prepared by: Prof.P.Pratheepkanth	
Checked by: Prof.T.Velnampy	

Course Title	Entrepreneurial Skills and Development			
Course Code	MBA 21082			
Credit Value	2			
Status	Year 2/ Semester I /Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	20	50
Aim				
The aim of this course unit is to enhance students' understanding of entrepreneurship and provide them with practical experience in applying entrepreneurial skills to real-world business operations.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Explain the evolution and significance of entrepreneurship • Describe the entrepreneurial mindset, including cognition and career aspects • Discuss common characteristics of successful entrepreneurs • Analyse global opportunities and challenges in entrepreneurship • Evaluate innovative business ideas for new ventures • Explain major components of a business plan • prepare a comprehensive business plan for a new venture 				
Syllabus Content				
<p>Entrepreneurship in the twenty-first century: entrepreneurship evolution and revolution, the entrepreneurial mind-set, cognition and career, entrepreneurship and sustainable development; Social and ethical entrepreneurship: Social entrepreneurship, the mind-set of social entrepreneurs, ecopreneurs, ethics and entrepreneurship; Initiating entrepreneurial ventures: opportunity and the creative pursuit of innovative ideas, entrepreneurial family's succession and continuity and developing entrepreneurship within organizations; Global opportunities for entrepreneurs: become a born-global entrepreneur, entrepreneurship in practice, immigrant and refugee entrepreneurs and find good foreign market research; Growth strategies for entrepreneurial ventures: legal and regulatory challenges for entrepreneurial ventures, entrepreneurship in practice, ways to find bootstrap capital; Developing a sustainable business plan: structure a business plan, entrepreneurship in practice, business planning resources, updating the business plan, common business planning mistakes</p>				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, online, presentations, individual assignments, case studies, forums, etc.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as 			

	<p>classroom assignments, take-home assignments, presentations, case studies, debate, role play</p> <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Peng, M. W. (2022). Global business. Cengage Learning Australia. • Shanku Mahato (2021) Entrepreneurship: Full knowledge of startup to company: Kindle edition • Neck, H. M., Neck, C. P., & Murray, E. L. (2019). Entrepreneurship: the practice and mindset. Sage Publications. • Frederick, H., O'Connor, A., & F. Kuratka, D. (2016). Entrepreneurship: Theory/Process/Practice (4th ed.). Cengage Learning Australia. • Burns, P. (2016). Entrepreneurship and small business. Palgrave Macmillan Limited. • Longenecker, J. G., Petty, J. W., Palich, L. E., & Hoy, F. (2013). Small business management. Nelson Education. • Mariotti, Steve, and Caroline Glackin. (2012). <i>Entrepreneurship and small business management</i>. Pearson Higher Ed. 	
Prepared by: Ms.T.Sivaskaran and Ms.T.Thanushan	
Checked by: Dr.A.Saravanabawan	

Course Title	Career Management			
Course Code	MBA 21092			
Credit Value	2			
Status	Year 2/ Semester I / Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	---	70
Aim				
The aim of the course unit is to assist students to understand present nature of career world, job opportunities in their intended career path and develop strategies to ensure employability.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Explain the evolving nature of the modern career landscape • Describe the key components of a career management model • Explain various career outcomes and their implications for individuals and organisations • Discuss the practical application of career development theories in real-world settings • Develop strategies to address work-life issues and challenges 				
Syllabus Content				
Introduction to career management: Changing landscape of work, job loss, Internationalisation, technology, changing structure of organization, changing nature of the work, culturally diverse workforce, work and family life; Definitions of career management: career, career management, career skills, career anchors, career plateau, career development psychological contracts, career orientation; Perspectives of career Management: individual perspective, organizational perspective; Theories related to career management and their application in real life; Career management model and its applications: career planning, career exploration, career goals, career strategies, guidelines for development of career strategies, career appraisal, guidelines for effective career appraisal; career stages, Issues and the guidelines; Contemporary issues in career management: work life balance, career success, job search techniques.				
Teaching and Learning Methods/Activities	Lectures, classroom discussion, case study presentation, individual and group assignments, case studies, forum, etc.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least Two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play Summative Assessment: 60%			

	<ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
Recommended Readings <ul style="list-style-type: none"> • Callnan, G.A., Godshalk, V.M., Greenhaus, J.H. (2018). <i>Career Management for Life</i>, Routledge. • Greenhaus, J.H., Callnan, G.A. & Godshalk,V.M. (2010). <i>Career management</i>. SAGE publications, Inc. • Iyer, R. (2012). The Career Journey: A book on career management (2nd ed.). USA: CreateSpace Independent Publishing Platform. • Perera H.N., Athanasou J.A. (2019). Introduction: An International Handbook of Career Guidance. In: Athanasou J., Perera H. (eds) International Handbook of Career Guidance (pp. 1-22). Switzerland: Springer. • van Vianen A.E.M., de Pater I.E., Preenen P.T.Y. (2019). Career Success: Employability and the Quality of Work Experiences. In: Athanasou J., Perera H. (eds) International Handbook of Career Guidance (pp. 241-262). Switzerland: Springer. 	
Prepared by: Dr. (Ms).S.M.C. Mahendran Aloysius	
Checked by: Dr.A.Saravanabawan	

Course Title	Taxation			
Course Code	MBA 21102			
Credit Value	2			
Status	Year 2/ Semester I / Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	-	-	70
Aim				
The aim of this course unit is to provide the knowledge on concepts and calculation of resident individual income tax and Value Added Tax (VAT).				
Intended Learning Outcomes				
<ul style="list-style-type: none">• Identify the principles of taxation in the Sri Lankan context• Explain direct and Indirect taxes• Explain the sources of income of a resident individual• Assess the assessable income from different sources of a resident individual• Assess the total assessable income, taxable income of a resident individual• Assess the gross income tax liability and balance taxable liability of a resident• Explain the imposition and registration of Value added Tax (VAT)• Computation of Value added Tax (VAT)				
Syllabus Content				
Introduction of taxation in Sri Lanka: functions and principles of taxation; direct and indirect taxes, current tax system; Total assessable income of an individual : chargeability of income tax; Assessable income from employment , business, investment and any other source; Income tax liability of a resident individual : calculation of total assessable income, basic reliefs and qualifying payments, taxable income, gross income tax payable, balance tax payable amount; Value added tax (VAT) : supplies, VAT rate, output VAT, input VAT, VAT payable.				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, presentations, individual assignments			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none">– At least two assessments for 40 Marks.– The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, case study and debate.			
	Summative Assessment: 60% <ul style="list-style-type: none">– End-of-semester written examination is of two-hour duration.– Students are expected to answer any four questions out of six questions.			
Recommended Readings				

- Companies Act, No.07 of 2007 [Certified on 20th October, 2006].
- Inland Revenue Act, No.10 of 2006 along with the amendments.
- Inland Revenue Act, No.24 of 2017 [Certified on 24th October, 2017] along with the amendments.
- Instructions for the Submission of Statement of Estimated Income Tax Payable, Department of Inland Revenue, Sri Lanka.
- Manual of Inland Revenue Act [Inland Revenue Act No 24 of 2017], Draft, Department of Inland Revenue, Sri Lanka.

Prepared by: Mr.V.Anojan

Checked by: Dr.S.Ramesh

Course Title	Banking and Insurance			
Course Code	MBA 21112			
Credit Value	02			
Status	Year 2 / Semester I / Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30			70
Aim				
The aim of this course unit is to provide knowledge of core concepts, principles, and practices in the banking and insurance industries.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Describe various business models in the banking industry • Explain the principles of banking • Describe the process of credit creation • Identify the functional areas of bank management • State the features of various negotiable instruments • Evaluate the performance of banks • Define the term insurance • Describe the objectives and functions of insurance • Compare life insurance and other general insurance contracts • Explain the principles of insurance • Illustrate the present structure of Sri Lankan insurance industry 				
Syllabus Contents				
Business models in banking: corporate banking, retail banking, off-shore banking, islamic banking, E-banking and SME banking; Principles of banking: principles of liquidity, profitability, solvency, diversity, savings, services, secrecy and efficiency; Credit creation: assumptions and process of credit creation; Bank management: objectives, functional areas, management of deposits, management of loans and advances and investment management; Negotiable instruments: meaning, types and features of negotiable instruments. crossing and endorsement; Performance evaluation of banks: analysis and interpretation of key financial performance indicators and CAMELS; Introduction to insurance: meaning, definition, objective, nature and functions; Types of insurance: objectives and features of life insurance and other general insurance contracts; Principles of insurance: utmost good faith, insurable interest, indemnity, proximate cause, subrogation, contribution and loss minimization; Sri Lankan insurance industry: evolution and present structure.				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, virtual learning, presentations, individual assignments, take home assignments, Library research on topics, use of recordings, open textbook study, forum, debate and field visit.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form such as classroom assignments, take-home assignments, presentations, case study, 			

	<p>debate, role play, group assignment.</p> <p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration. – Students are expected to answer any four questions out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Choudhry, M. (2018). An Introduction to banking: principles, strategy and risk management (2nd ed.). United Kingdom: John Wiley & Sons Ltd. • Hubbard, G., & O'Brien, A. (2018). Money, banking, and the financial system (3rd ed.). New York: Pearson. • Kumar, S. (2017). Banking and Insurance (1st ed.). India: Galgotia Publishing Company. • Chaturvedi, D.D., Mittal, A., & Chaturvedi, S. (2020). Banking and Insurance (2nd ed.). India: Scholar Tech Press. • Rejda, G.E., & Mc Namara, M.J. (2017). Principles of Risk management and Insurance (13th ed.). United Kingdom: Pearson education Limited. 	
<p>Prepared by: Dr.V.A.Subramaniam</p>	
<p>Checked by: Prof. (Ms). L.Kengatharan & Dr. R. Vijayakumaran</p>	

Course Title	Employment Law and Employee Relations			
Course Code	MBA 21122			
Credit Value	2			
Status	Year 2/ Semester I /Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	20	50
Aim				
The aim of this course unit is to equip students in comprehending Sri Lankan employment laws and implementing strategies to enhance employee relations through the legal regulatory framework.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Define the concepts in Employment law • Describe various Laws related to labour and trade unions in Sri Lanka • Identify the importance of maintaining good employee relations in organisations • Evaluate different types of employment prevailing in Sri Lanka • Discuss the different Wages Boards operating in Sri Lanka • Analyse the practical cases related to employment law in Sri Lankan organisations • Explain the general nature of the relationship between trade unions and employers 				
Syllabus Content				
Introduction to Employee Relations: employee relations, labor relations, industrial relations, involvement of relevant parties, the importance of maintaining good employee relations; Types of Employment; Shop and Office Employees Act: objectives, employees covered under Shop and Office Employees Act, main provisions of the Act; Wages Boards Ordinance: formation and operation, objectives, and common provisions; Social security Laws and its important: Maternity Benefits Ordinance: objectives and main provisions of the Act; Employees' Provident Fund: employees covered under the Act, objectives, main provisions of the Act; Employees' Trust Fund: employees covered under the Act, objectives, main provisions of the Act; Payment Of Gratuity Act: employees covered under the Act, objectives, main provisions of the Act; Trade Union: objectives, the relationship between trade unions and employers, why employees join or reject trade unions and legislative framework of trade unions. Case and Critical analysis of employment laws in Sri Lankan context.				
Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, tutorial, presentation, case studies, forums, role-playing, and debate.			
Evaluation	Formative assessment (In-course): 40% <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form, such as classroom assignments, take-home assignments, presentations, case studies, debate, role play 			

	<p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students should answer the first question and any other three questions out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Egalahewa, S. (2020) Labour Law (2nd Edition): Sri Lanka: Stamford Lake Publication, Pannipitiya, Sri Lanka. • Egalahewa, S. (2018) General Guide to Sri Lanka Labour Law. Sri Lanka: Stamford Lake Publication, Pannipitiya, Sri Lanka. • Adikaram, A. S. (2017). Labour Law and Relations (2nd Edition): A Human Resource Management Approach: Stamford Lake Publication, Pannipitiya, Sri Lanka. • Mahinda, G. G. (2015). Some Salient Aspects of Labour Law (Improved and Revised Edition): Stamford Lake Publication, Pannipitiya, Sri Lanka • Ministry of Employment and Labour (2002). Understanding Labour Law: planning, Research and Development Division, Ministry of Employment and Labour, Sri Lanka. 	
Prepared by: Ms.T.Thanushan and Ms.R.Mithulan	
Checked by: Dr.A. Saravanabawan	

Course Title	Project Management			
Course Code	MBA 21132			
Credit Value	2			
Status	Year 2/Semester I/Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	20	50
Aim:				
The aim of this course unit is to equip students with the skills, knowledge, and techniques involved in project management, enabling them to execute projects effectively and achieve specific goals that benefit organisations and society.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Describe the key concepts and scope of project management • Describe project management process groups and project life cycle • Apply appropriate project management approaches in the process • Develop a project schedule • Describe various project appraisal methods • Identify the risk elements of desirable projects • Describe the process to develop an effective project team • Evaluate project cost management and budget baseline and quality parameters • Discuss the project communication management process • Analyse the project stakeholder engagement • Explain process of procurement management in a project • Prepare project feasibility study report • Develop project proposals in various scenarios 				
Syllabus Content				
<p>Key concepts and framework of project management: project management knowledge areas, program and portfolio, project success and failure; Project management process groups and project life cycle: process interaction and project management process mapping, characteristics of project life cycle and project phases; Project planning and scheduling techniques: various planning and scheduling techniques; Project appraisal: various appraisal methods; Project risk management: types of risk, risk management process; Project team development: organizing and staffing the project office and team, essentials of developing an effective team, roles and responsibilities of team; Project cost management: cost management process; Budgeting the project: preparation of budget, work element costing, activity versus program budgeting, budget uncertainty and earned value management, cost control and quality; Project communication management: process, plan, manage and control of project communication management; Procurement management: types of contract, process of project procurement management, procurement documents, non-competitive form of procurements, source selection criteria, proposal evaluation; Project stakeholder engagement: different stakeholders on a project, stakeholder classification models, stakeholder engagement assessment matrix, skills needed to manage stakeholder; Project</p>				

feasibility study: writing feasibility study report and project proposal.	
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, virtual learning, classroom discussions, Library research on topics, open textbook study, use of recordings, presentations, individual assignments, take-home assignments, forum, and case study.
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
Recommended Readings <ul style="list-style-type: none"> • Gupta, A. (2017). <i>Project Appraisal and Finance</i>. New Delhi, India: PHI Learning. • Heagney, J. (2016). <i>Fundamentals of Project Management</i> (5th ed.). New York, USA: AMACOM • Meredith, J.R., Shafer, S.M., & Mantel, J.S.(2017). <i>Project Management in Practice</i> (6th ed.). USA: John Wiley & Sons. • Pinto, J. K. (2013). <i>Project Management: Achieving Competitive Advantage</i> (13th ed.). Harlow, Essex, England : Pearson Education Limited. • Meredith, J.R., & Shafer, S.M. (2020). <i>Project Management in Practice</i> (7th edn.). Hoboken: Wiley • Project Management Institute. (2021). <i>A guide to the Project Management Body of Knowledge (PMBOK guide)</i> (7th ed.). Project Management Institute. 	
Prepared by: Prof.(Ms).R.Yogendrarajah	
Checked by: Prof.(Ms).L.Kengatharan	

Course Title	Managerial Skills for Digital Era			
Course Code	MBA 21142			
Credit Value	2			
Status	Year 2/ Semester I/Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	---	20	50
Aim				
The aim of this course unit is to equip students with the necessary managerial skills needed for better performance in the fast-paced and ever-changing digital workplace.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> – Describe key digital technologies: cloud computing, big data analytics, AI, blockchain, internet of things – Justify the usefulness of digital technologies for business performance – Identify the need for digital technologies to resolve complex business problems – Develop critical thinking skills for creative problem-solving – Apply digital communication skills for effective stakeholder relationships – Utilise visual aids and technology to improve the quality of presentations – Demonstrate time management skills using digital technologies – Develop professional networks with an effective digital networking strategy – Justify the need for leadership skills to inspire people through challenges 				
Syllabus Content				
<p>Introduction to the Digital Age: digital technologies and their impact on business and society, key technologies driving the digital age, including cloud computing, big data analytics, artificial intelligence, blockchain, and the internet of things; Digital Literacy: a comprehensive understanding of the latest digital technologies, tools, and platforms that can be used to enhance business performance and drive innovation; Analytical and Critical Thinking: The ability to apply analytical and critical thinking skills to identify and solve complex business problems using digital technologies; Communication and presentation Skills: The ability to communicate effectively with various stakeholders in a digital environment, including employees, customers, suppliers, and partners, planning and preparing effective presentations, engaging and persuading an audience, using visual aids and technology to enhance presentations; Time Management Skills; Learning how to effectively manage time, including setting priorities, handling interruptions and distractions, delegating tasks, and managing workload using digital technologies; Digital networking: Introduction to digital networking (e.g. social media and professional platforms like LinkedIn), personal branding, building and nurturing online relationships and networking etiquette in the digital age; Leadership skills for influence and impact: adapt various styles to increase leadership influence, manage challenging people, handling criticism, motivate, inspire and empower people, navigate complex challenges and seize opportunities, developing a strategic mindset and promoting digital tools and techniques to formulate and implement effective business strategies.</p>				

Teaching and Learning Methods/Activities	Lecture, problem-based learning, discussion, team-based learning, field visit, presentation, videos, case studies, forum, role-playing, debate
Evaluation	<p>Formative assessment (In-course): 40%</p> <ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any form-such as classroom assignments, take-home assignments, presentations, case studies, debate, role play <p>Summative assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Siebel, T. M. (2019). <i>Digital transformation: survive and thrive in an era of mass extinction</i>. Rosetta Books. • Thompson, K. M., Jaeger, P. T., Taylor, N. G., Subramaniam, M., & Bertot, J. C. (2014). <i>Digital literacy and digital inclusion: Information policy and the public library</i>. Rowman & Littlefield. • Ries, E. (2011). <i>The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses</i>. Currency. • Grenny, J., Patterson, K., McMillan, R., Switzler, A., & Gregory, E. (2022). <i>Crucial conversations: Tools for talking when stakes are high</i>. McGraw-Hill Education. • Schwabish, J. (2016). <i>Better presentations: A guide for scholars, researchers, and wonks</i>. Columbia University Press. 	
Prepared by: Dr.S.Rajumesh & Dr.S.Achchuthan	
Checked by: Prof.S.Sivesan & Prof.N.Kengatharan	

Course Title	International Business			
Course Code	MBA 21152			
Credit Value	02			
Status	Year 2 / Semester I / Elective			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	--	--	70
Aim				
The aim of this course unit is to equip students with knowledge of concepts, principles, theories, and practices in international business.				
Intended Learning Outcomes				
<ul style="list-style-type: none"> • Differentiate international business from domestic business • Explain various theories of international trade • Discuss the role of various environmental factors in international business • Describe the benefits of regional economic integration • Explain various modes of entering the international business • Discuss the costs and benefits of foreign direct investment • Explain the marketing, financial, and human resource management practices of global businesses • State the factors influencing production location decisions • Elucidate the components of international logistics • Describe the features of various global strategic approaches 				
Syllabus Content				
<p>Overview of international business: evolution of international business, drivers of globalization, differences between domestic and international business, international business approaches; Theories of international trade: Theories on absolute cost advantage, comparative cost advantage, relative factor endowment, country similarity and product life cycle; International business environment: social and cultural, technological, economic and political environment, national and international regulation of international business, regional economic integration; Modes of entering international business: exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, foreign direct investment, mergers and acquisitions, joint ventures; Foreign direct investment (FDI): factors influencing FDI, costs and benefits of FDI, trends in FDI, FDI in Sri Lanka; Management of global businesses: marketing, financial and human resource management of global businesses; International production and logistics management: generic strategies of the international business, acquisition of resources, location decisions, international logistics management; Global strategic management: peculiarities of global strategic management, value creation, global strategic approaches, global strategic management process, collaborative strategies.</p>				
Teaching and Learning Methods/Activities	Lectures, tutorials, group discussions, participatory learning activities, virtual learning, presentations, individual assignments, take-home assignments, Library research on topics, use of recordings, open textbook study, forum, debate, and field visit.			
Evaluation	Formative assessment (In-course): 40%			

	<ul style="list-style-type: none"> – At least two assessments for 40 Marks – The assessments could take any forms such as classroom assignments, take-home assignments, presentations, case study, debate, role play <p>Summative Assessment: 60%</p> <ul style="list-style-type: none"> – End-of-semester written examination is of two-hour duration – Students are expected to answer four questions including the first question out of six questions.
<p>Recommended Readings</p> <ul style="list-style-type: none"> • Czinkota, M.R., Ronkainen, I.A., & Gupta, S. (2021). International Business (9th ed.). New York: Cambridge University press. • Feenstra, R.C., & Taylor, A.M. (2021). International Trade (5th ed.). New York: Worth Publishers • Hill, C.W.L. (2021). International Business: Competing in the Global Marketplace (13th ed.). New York: Mc Graw Hill. • Krugman, P.R., Obstfeld, M., & Melitz, M.J. (2018). International Trade: Theory and Policy (12th ed.). United Kingdom: Pearson education Limited. • Verbeke, A., & Lee, I.H.I. (2022). International Business Strategy (3rd ed.). New York: Cambridge University press. 	
Prepared by: Dr.V.A.Subramaniam	
Checked by: Prof.(Ms).L.Kengatharan	

The background of the page features a complex, abstract pattern of thin, wavy lines. These lines are primarily light blue and purple, creating a sense of movement and depth. The lines are arranged in a way that they appear to flow and swirl around the central text area. The overall effect is a modern, artistic design that complements the academic nature of the document.

Second-year Second-semester

Course Title	Seminar on Research			
Course Code	MBA 22012			
Credit Value	2			
Status	Year 2 /Semester II/Core			
Notional hours	Theory	Practical	Field/industrial visits	Independent learning hours
	30	20	---	50
Aim				
The aim of the course unit is to empower students with the essential knowledge and skills required to effectively conduct research and aptly prepare for the dissertation.				
Intended Learning Outcomes				
<ul style="list-style-type: none">• Develop focused research titles• Appraise research critically including literature reviews• Apply mastery of research methods, theory, and result presentation cohesively• Exhibit proficiency in adhering to research ethics and referencing				
Syllabus Content				
The course unit covers a range of topics related to research, including researching a topic, modern sources of information, finding a theory, preparing a literature review and the writing process, conceptual and theoretical frameworks, choosing a research method, writing results and findings, research ethics and referencing, developing and making a presentation, setting dissertation up in Ms word, examining dissertation				
Teaching and Learning Methods/Activities	Seminar, workshops, guest lectures, experience sharing session, training programs, discussion and presentation.			
Evaluation	Formative assessment (In-course): 100% <ul style="list-style-type: none">– Critique of published journal articles - 50 Marks– Presentation- 50 Marks– Attendance at all seminars and workshops is essential for students.			
Recommended Readings:				
<ul style="list-style-type: none">• Audrey, P., David, L., William, J., MacIntosh, R., & Kevin, D. (2020). <i>Research methods for business</i>. India: GMS.• Kumar, R. (2011). <i>Research Methodology: A step-by-step guide for beginners</i> (3rd ed.). London, UK: TJ International Ltd, Padstow, Cornwall.• Dencombes, M. (2010). <i>The good research guide: for a small-scale social research projects</i>: Maiden-read: Open University Press.• Malcolm, S. (2019). <i>Research methods in business</i> (5 ed.). USA: Sage.				
Prepared by: Prof.P.Pratheepkanth				
Checked by: Dr.A.Saravanabawan				

Course Title	Dissertation
Course Code	MBA 220215 (The last two digits indicate the credit value of the dissertation)
Credit Value	15
Status	Year 2 / Semester II / Core
Aim	
The aim of this course unit is to enable students to conduct independent research on relevant topics under the guidance of an academic supervisor assigned by the FMSC.	
Syllabus Content	
The course unit covers a range of topics related to dissertation, including identifying research problems through evaluation of relevant literature, developing effective research design, collecting and analysing data, interpreting findings, citing sources appropriately, considering ethical implications, and supporting conclusions with evidence.	
Evaluation	<p>This course unit requires students to submit a dissertation that adheres to the guidelines approved by the FMSC and present it during a viva-voce examination. The assessment comprises three components, each with the following weightages:</p> <ul style="list-style-type: none"> – Interim presentation: 10% – The dissertation: 70% – The viva-voce examination: 20%
Prepared by:	Dr.A.Saravanabawan
Checked by:	Prof.T.Velnampy

Program Mapping: Master of Business Administration														
	Code	Course unit	Program Learning outcomes											
			1	2	3	4	5	6	7	8	9	10	11	12
1 st -year 2 nd -Semester	MBA 11013	Management Process and Perspectives	x	x			x			x		x	x	
	MBA 11023	Business Economics	x		x	x	x		x		x	x	x	x
	MBA 11033	Organisational Behaviour		x	x		x	x		x				
	MBA 11043	Accounting for Managers	x		x	x			x		x			x
	MBA 11053	Statistics for Business	x				x	x			x		x	
1 st -year 2 nd - semester	MBA 12013	Marketing Management	x		x	x	x		x		x	x	x	x
	MBA 12023	Human Resource Management	x			x		x	x	x				
	MBA 12033	Corporate Finance	x		x						x	x		x
	MBA 12043	Customer Relationship Management	x	x	x		x				x			x
	MBA 12053	Business Research Methods	x		x	x	x			x		x	x	x
2 nd -year 1 st -semester	MBA 21013	Operations and Supply Chain Management		x	x	x			x	x	x			
	MBA 21023	Strategic Management			x		x				x		x	
	MBA 21033	Management Information Systems				x				x				x
	MBA 21042	Analytical Tools for Business Research		x			x			x				x
	MBA 21052	Managing Sustainability												
	MBA 21062	Corporate Governance and Ethics		x				x	x					x
	MBA 21072	Decision Accounting	x		x		x	x		x			x	
	MBA 21082	Entrepreneurial Skills and Development	x			x			x			x		x
	MBA 21092	Career Management	x			x			x			x	x	x
	MBA 21102	Taxation	x		x					x				
	MBA 21112	Banking and Insurance	x		x			x				x		
	MBA 21122	Employment Law and Employee Relations		x		x				x				x
	MBA 21132	Project Management		x		x				x			x	
	MBA 21142	Managerial Skills for Digital Era		x		x		x	x			x		x

	MBA 21152	International Business		x	x	x		x	x	x		x	x
Year 2 nd Semester	MBA 22012	Seminar on Research		x		x		x		x		x	x
	MBA 220215	Dissertation		x	x	x		x		x		x	

Appendix I:

Admission requirement number 06 specifies the following list of approved qualifications:

- Chartered Institute of Marketing (CIM) UK
- Chartered Institute of Bankers (ACIB) UK
- Chartered Institute of Bankers (AIB) Sri Lanka
- Chartered Institute of Management Accountants (CIMA)
- Chartered Institute of Personnel and Development (CIPD)
- Association of Chartered & Certified Accountants (ACCA)
- Chartered Accountants (CA) Sri Lanka
- Chartered Institute of Engineers (CIE) UK/Sri Lanka
- Certified Management Accountant (CMA) Sri Lanka
- Institute of Engineers (CIE) UK/Sri Lanka
- Institute of Chartered Secretaries and Administrators
- Higher National Diploma in Accountancy/ Management/ Marketing
obtained from Ceylon Technical College/ Advanced Technical Institute/
Advanced Technological Institute
- Sri Lanka Institute of Marketing (SLIM)
- Institute of Personal Management (IPM)
- Attorney-at-Law

Appendix II

Dissertation Guidelines for Master of Business Administration

A dissertation is a long piece of academic writing based on original research submitted as part of Master of Business Administration. These guidelines outline the recommended practices that should be followed when writing a dissertation.

Constituent	Requirements/Inclusion
Language	Dissertation should be written in English.
Title page	Title of the dissertation in full [Centered, Bold, Title Case]; Full name of the student; Index number and Registration Number; Faculty and University; The month and year on which dissertation is submitted (See pro forma)
Acknowledgements	Acknowledgements are typically no longer than one page and are usually left to the student's discretion as to whom to include.
Declaration	To be signed and dated by student (See pro forma)
Abstract	Abstract should be between 400 to 600 words long. It should be written in a single paragraph but longer than one page. It mainly includes the aim of the research, research design, major findings and implications.
Table of Contents	Include List sections, chapters and main headings with page numbers.
List of Figures	Include figure numbers, captions and page numbers
List of Tables	Include table numbers, titles and page numbers
List of Abbreviations	Include abbreviations that are likely to be unknown to the reader
Chapter One	Introduction This chapter may include the background to the study, the area of research enquiry, research problem, objectives of the research, motivation/significance of the study and a summary of the chapter
Chapter Two	Literature Review Critical discussion on the relevant theory and literature to identify lacunae left by earlier studies and to formulate hypotheses based on visual presentation of the model (conceptual framework), and a summary of the chapter
Chapter Three	Methodology Philosophical assumptions, research approach, research strategies, research site, sample and population, measures, tools for analysing data and a summary of the chapter
Chapter Four	Data Presentation and Analysis Detailed description of the data (study's respondents), data

	analysis and hypothesis testing if any, and a summary of the chapter
Chapter Five	<p>Discussion and conclusion</p> <p>Discussion on major findings, answering to the research questions, theoretical and practical implications, limitations and suggestions for future directions and a conclusion</p>
References	References should follow the APA (7th edition) citation style.
Appendices	Supporting files/documents including questionnaire
General Text	<p><i>Type size and appearance</i></p> <p>The preferred typescripts are Times New Roman 12; Paper size-A4; Margins- 2.54cm/1 inch</p>
	<p>Heading Levels</p> <p>Level 1 [Centered, Bold, Title Case]</p> <p>Level 2 [Left-Aligned, Bold]</p> <p>Level 3 [Left-Aligned, Bold Italic]</p> <p>Level 4 [Indented .5 inches, Bold].</p> <p>Level 5 [Indented .5 inches, Bold Italic]</p>
	All the headings should be numbered consecutively throughout the document using Arabic numerals
	<p><i>Line and paragraph spacing</i></p> <p>Line spacing should be set to 1.5.</p>
	<p><i>Page numbering</i></p> <p>The preliminary pages should be numbered in a single sequence (beginning with the title page) using lower-case roman numerals (i, ii, iii, iv...); The main text should be numbered in a single sequence (beginning with the first page of the main text and continuing through to the final page) using Arabic numerals (1, 2, 3, 4...).</p>
	<p><i>Table and Figure</i></p> <p>Tables and Figures should be numbered consecutively throughout the document using Arabic numerals preceded by the word 'Table' 'Figure'.</p>
Plagiarism	<p><i>Length</i></p> <p>Preferred word length is 15,000 excluding tables, references and appendices</p>
	Plagiarism is an act of producing and presenting a work as if it is one's own when it is actually the work of someone else (UGC Sri Lanka, 2014). Plagiarism represents academic dishonesty and cheating, a conduct unbecoming of any higher educational institution worthy of its name. It is an academic theft and ethically and morally unacceptable (UGC Sri Lanka, 2014). Similarity index should not be exceeded 25% (excluding quotations and references)
Binding	Students are required to submit the dissertation on a temporary binding for the evaluation purposes. Having incorporated the examiners' comments, the final dissertation

(two copies) should be submitted with the permanent binding which will be made of sewing with full cloth stiff covers.

TITLE

FULL NAME

Reg. No.:

Index No.:

This dissertation submitted to the Faculty of Management Studies and Commerce, University of Jaffna, Sri Lanka in partial fulfillment of the requirements of the Master of Business Administration in XXX

Faculty of Management Studies and Commerce

University of Jaffna, Sri Lanka

Month, Year

Letter of Declaration

I certify that this dissertation does not incorporate without acknowledgement, any material previously submitted for a degree/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, except when due reference is made in the text.

Pro forma

Signature:

Surname with initial:

Date:

This is to certify that the Dissertation on

TITLE

FULL NAME

Reg. No.:

has been submitted to the Faculty of Management Studies and Commerce, University of Jaffna, in partial fulfillment of the degree requirements of the Master of Business Administration in

.....
Supervisor
(Date)

.....
Coordinator
(Date)

.....
Dean
(Date)



UNIVERSITY OF JAFFNA – SRI LANKA
Faculty of Management Studies and Commerce

First Examination in Master of Business Administration – 20...

First Semester

(Held in April, 2023)

MBA 11043: Accounting for Managers ▶

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Instructions to Candidates:

- The duration of the paper is three (03) hours.
- This question paper has seven (07) questions in six (06) pages.
- Five (05), including Question No. 01, should be attempted.
- Begin the answer for each question on a fresh page.
- Show calculations and workings clearly.

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