

# **Master of Business Administration MBA - HANDBOOK**



**BATCH VI**

**Faculty of Management Studies and Commerce  
University of Jaffna**

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# *University of Jaffna*

The University of Jaffna claims a proud history and it dates back to 1974. The establishment of a fully-fledged University in Jaffna had been a long standing aspiration of the people of Jaffna. This was fulfilled when a Campus of the University of Sri Lanka was established in 1974 by an order made by the Honorable Minister of Education. The Campus became an independent and autonomous University bearing the name University of Jaffna on January 01, 1979.



From a small beginning in the thirty acre Campus of the then Parameswara College premises founded by the veteran philanthropist, Sir Ponnampalam Ramanathan, the University has grown enormously and is today the home of eight faculties with fifty seven academic departments, several service/academic/support units and centers and a Campus at Vavuniya, about 140 Km from Jaffna. In addition a few more Faculties, Departments and Centers are scheduled for development and will, in time, further open the University's door to the public and increase its role, responsibilities and commitments to the region around it.

The student population of the university is about seven thousand. This includes about six thousand two hundred internal students in the main campus, about five hundred postgraduate students and about three hundred and fifty at Vavuniya Campus.



## Our Vision

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

## Our 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



# Faculty of Management Studies and Commerce

The Faculty of Management Studies and Commerce has recorded rapid expansion and development since its birth in 1999. At the beginning, the Bachelor of Commerce Degree course commenced in 1977 under the Department of Economics of the Faculty of Arts. The Department of Commerce was approved by the University Grants Commission on 31<sup>st</sup> of July, 1982 and it began functioning on 18<sup>th</sup> of December 1983. Prof.S.Nithiananthan was appointed as the Head of the Department of Commerce.



The Department of Commerce and Management Studies was established on 1<sup>st</sup> of January 1986 and Prof. S. Rajaratnam was appointed as the Head of this Department, and he relinquished his duties on 11<sup>th</sup> November, 1990. Subsequently Prof.V.P. Sivanathan held the office as Head for a short period. Prof. N. Balakrishnan assumed the office as the Head from 14<sup>th</sup> of March, 1991 to 4<sup>th</sup> of May 1993. From 4<sup>th</sup> May, 1993 Prof.M. Nadarajasundaram succeeded as the Head of the Department.

The Department of Commerce and Management Studies was segregated into two separate Departments viz: the Department of Management Studies and the Department of Commerce on 1<sup>st</sup> of September, 1994. Prof.M. Nadarajasundaram and Prof.K. Thevarajah were the Heads of the Department of Management Studies and the Department of Commerce, respectively.

The Faculty of Management Studies & Commerce was established on 29<sup>th</sup> May 1999 and Prof. M. Nadarajasundaram was elected as the First Dean of the Faculty on the same date and held his office till 30<sup>th</sup> May 2005. Then Prof.K. Thevarajah was elected as the Second Dean of the Faculty from 01<sup>st</sup> June 2005 and continued his service till 12<sup>th</sup> September, 2011. Thereafter Prof.T.Velnampy was elected as the third Dean of the Faculty from 15<sup>th</sup> September, 2011 and has been rendering his service to date.

Faculty restructuring was carried out in 2010. Under the restructuring programme, the Department of Commerce was dispersed and four new departments were established namely Department of Accounting, Department of Financial Management, Department of Human Resource Management and Department of Marketing. The staff of Department of Commerce and Department of Management Studies were reshuffled into the new departments. In 2012, Department of Commerce was reestablished.

We educate students to become intellectually, critically and analytically competitive professionals in the Job Market. The main goal is to produce high quality competitive and creative thinking graduates with theoretical and practical knowledge, positive thinking, entrepreneurial attitudes, innovative and problem solving capacity, and communication and research skills and at the same time possess high ethics, traits, belief goals and values and value judgment to serve to maximize the social benefits of the community at large.

The graduate produced by the University should be flexible, accountable and responsible to social dimensions particularly related to social and cultural harmony. In order to cater the overall community multiculturalism should be taken into their mind in order to cater the overall community.

**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

**Goal**

The goal is to produce high quality competitive and creative thinking graduates with theoretical and practical knowledge, positive thinking, entrepreneurial attitudes, innovative and problem solving capacity, communication and research skills and at the same time possess high ethics, traits, belief goals and values and value judgment to serve to maximize the social benefits of the community at large.



# Facilities and Resources

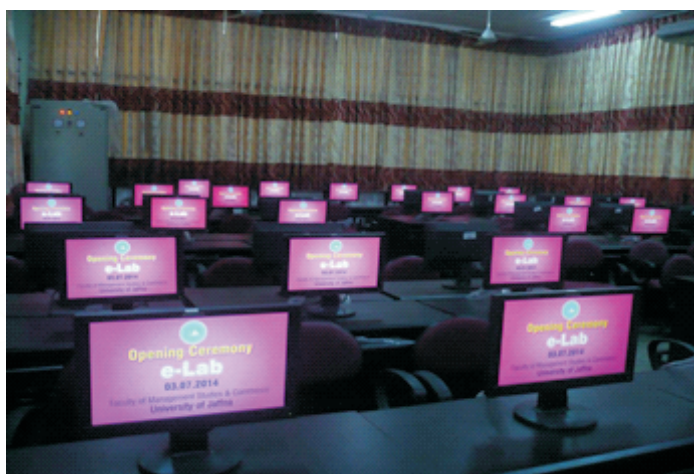
## Library

The Jaffna University Library is the Nucleus of Academic Information Resources Centre for University of Jaffna, Sri Lanka; which promises its teaching and learning supports by organized service of explicit knowledge for empowering tacit knowledge of University community. The university library has four branch libraries at Faculty of Medicine, Faculty of Engineering, Department of Siddha Medicine and Ramanathan Academy of Fine Arts.



## IT Facility

An **e-lab** has been established in the Faculty of Management Studies and Commerce in July 2014 with the aim of facilitating the undergraduates as well as the Master's students for their learning purposes.



## **Our Programmes**

**The Following Programmes are offered by the Faculty of Management Studies and Commerce**

### **Degree Programmes**

**Bachelor of Business Administration Degree Programme with the following specialization**

- Accounting
- Financial Management
- Human Resource Management
- Marketing

**Bachelor of Commerce Degree Programme with the following specialization**

- Accounting and Finance
- Business Technology Management
- Bachelor of Commerce (External) Degree Programme
- Bachelor of Business Management Online (External) Degree Programme

### **Post Graduate Programmes**

- Master of Business Administration (MBA)
- M.Phil. in Management-(Under Faculty of Graduate Studies)
- M.Phil. in Commerce -(Under Faculty of Graduate Studies)
- Ph.D. programme -(Under Faculty of Graduate Studies)

### **Diploma Programmes**

- Diploma in Micro finance

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

The MBA is a demanding and broad-based management degree. It enables students to gain core knowledge of subjects fundamental to management, develop analytical skills which are indispensable in problem solving and decision making, understand the process of management and human behavior in organizations, and gain insights into the changing business, economic, social and political environments which affect the commercial world.

The Master of Business Administration degree is designed to those who are interested in management, administration and management consultancy careers in public and private sectors, non-governmental organizations and self-employed owner-managers. The course has a particular emphasis on the development of skills and competencies necessary to manage organizations effectively in both local and global environments. This involves the study of business management related techniques, practices and procedures.

The Master of Business Administration degree program is conducted by the Faculty of Management Studies and Commerce, University of Jaffna, Sri Lanka and it is a self-financing course. Academic staff and technical support are also provided by the faculty.

The Master degree program aims to provide a comprehensive overview of theories and practices related to management of private and government organizations with specific focus on issues related to Sri Lankan context. The MBA degree holders will be able to work more effectively in various organizations in management capacities.

### **The objectives of the program are:**

1. To provide the country a steady stream of competent human resources with necessary knowledge, skills, values and attitudes to occupy positions of management and administration in business, industry, public and private sectors.
2. To impart the students latest and relevant knowledge from the field of management theory and practices.
3. To provide opportunities to the students for developing necessary managerial skills.
4. To impart/ develop the right kind of values and attitude to function effectively in managerial/ administrative positions.



# Program Structure

Terminal award	- Master of Business Administration (MBA)
SLQF level	- Level 9/10
Duration	- Two years (Full time)
Structure	- Credit Valued Semester based Course Unit System
Semester Duration	- Each semester extends for 20 weeks
Medium of Instruction	- English
Total Credit Points	- 64

# Academic Policies

## 1. Entry requirements

- i. A degree from a recognised University / Higher Education Institution

OR

- ii. A Postgraduate Diploma from a recognised University or Higher Education Institution/ Professional Institution with a minimum of one year post qualifying managerial/ relevant experience.

OR

- iii. At least any one of the following professional qualifications with three years managerial/ relevant experience:

- \* Chartered institute of marketing (CIM) UK
- \* Associate member of Chartered Institute of Bankers (ACIB) UK
- \* Associate member of 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
- \* Certified Management Accountant (CMA) Sri Lanka
- \* Institute of Engineers (CIE) UK/Sri Lanka
- \* Institute of Chartered Secretaries and Administrators
- \* At least a three year Higher National Diploma in Accountancy/ Management/ Marketing obtained from Ceylon Technical College/ Advanced Technical Institute/ Advanced Technological Institute, Sri Lanka, etc.
- \* Attorney- at - Law

- iv. Any other academic/professional qualification(s) obtained from a recognised University/ Institute with a minimum of three years of post qualifying experience acceptable to the board of study and the senate of the University of Jaffna.

## 2. Evaluation and Examination Procedures

A course unit except the Thesis/ Project report/ Scholarly paper shall be assessed in terms of: continuous assessment and semester-end examination. The marks shall be proportioned as follows:

Continuous Assessment - 40%  
(Continuous Assessment could be individual/group take-home/  
classroom assignments, individual/group presentation, case analysis,  
mid-term examination, quizzes, classroom exams, etc.)

End Semester Examination - 60%

### 3. Evaluation of the Thesis / Research Report / Scholarly Work:

Report - 100 marks  
(Students should satisfy the Viva voce requirements to complete the course)

### 4. Scheme for Grading Courses and Computation of GPA

#### (i) Grading system

The grading system to evaluate each course unit is shown below

Range of Marks	Grade	Grade Points per Credit
85 and above	A <sup>+</sup>	4.00
80 – 84	A	4.00
75 – 79	A <sup>-</sup>	3.70
70 – 74	B <sup>+</sup>	3.30
65 - 69	B	3.00
60 – 64	B <sup>-</sup>	2.70
50 – 59	C	2.50
00 – 49	F	0.00

- (ii) An overall Grade Point Average (GPA) is the credit-weighted average of the grade point values earned for all credit courses and thesis/ project report/scholarly paper. It can be calculated using the formula given below.

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

Where

- i = a course
- n = Number of courses completed
- c = Number of relevant course credits
- GP = Grade point for the relevant course

## Symbols

<b>I</b>	<b>Incomplete</b>
<b>AB</b>	<b>Absent</b>
<b>NE</b>	<b>Not Eligible</b>

**Incomplete Grade:** If a candidate qualified to sit the semester-end examination is unable to take the examination due to illness or any good cause (i.e. bereavement), “I” shall be given (evidence must be submitted within two weeks from the last date of the examination). Such “I” shall not be considered as an attempt. However, such candidate must get the permission to sit the examination of the particular course unit (s) concerned in the subsequent academic year from the board of study/MBA, the faculty board and the senate.

**Absent:** If a candidate qualified and sought the permission to sit the semester-end examination fails to take the exam for a course unit (s) without good cause, “AB” shall be given. The board of study has the authority to deem the student to have failed the course unit (s) concerned. Such candidate shall take the semester-end examination of the particular course unit (s) in the subsequent academic year as a repeat candidate.

**Not Eligible:** A candidate not qualified to sit the semester-end examination for a course unit (s) shall be given “NE”. The candidate must satisfy the minimum requirement to sit the semester-end examination of the particular course unit (s) in the subsequent semester.

**Note:** The Overall GPA shall be rounded up to the two decimal points (e.g. 3.578 will be rounded up to 3.58 but 3.574 would be rounded down to 3.57).

## 5. Eligibility to take the Semester-end examination

A student who has satisfied a minimum requirement of 80 percent attendance for a course unit shall become eligible to take the Semester-end examination of the particular course unit. Failure to satisfy the minimum requirement for a course unit, the student should attend the lectures for that course unit with the subsequent academic year.

## **6. Awarding a Degree of Master of Business Administration**

A student who has earned 64 credits and an overall GPA of not less than 2.50 and not less than “C” grade for all course unit(s) shall be considered for the award of a degree of Master of Business Administration (MBA).

### **With distinction**

To be eligible for the degree of Master of Business Administration with distinction, a student must have obtained an overall GPA of not less than 3.70

### **With commendation**

To be eligible for the degree of Master of Business Administration with commendation, a student must have obtained an overall GPA of not less than 3.40

## **7. Postgraduate Diploma in Management**

A student who has earned 30 credits and an overall GPA of not less than 2.50 and not less than “C” grade for all course unit(s) shall be considered for the award of a Postgraduate Diploma in Management – PG Dip (Mgmt). The Postgraduate Diploma shall not be awarded with distinction or commendation. Once a student opted for a Postgraduate Diploma in Management, he/she shall not be eligible to obtain the Master of Business Administration.

## **8. Repeating a course unit**

A student who has obtained a grade of less than “B” for any course unit(s) may repeat the examination. The maximum grade for repeating a course unit shall be “B” and the maximum number of attempts to repeat a course unit is confined to “three”.

The highest grade obtained across all attempts for a course unit repeated will replace the lower grade in respect of the particular course unit. The candidate should pay examination fees for the course unit(s) repeating.

## **9. Effective date of Degree**

The effective date of the Degree shall be the date of (re) submission of the Thesis/ Project report/ Scholarly paper or the date of the last (repeat) examination: whichever is later.

The submission date of the Thesis/ Project report/ Scholarly paper shall be considered the date on which initial submission is made for evaluation unless resubmission (major corrections/resubmit) is required. The submission date for the resubmission of the Thesis/ Project report/ Scholarly paper shall be the date on which the resubmission is made.



3) The late submission of the Thesis/ Project report/ Scholarly paper will be permitted as repeat attempt, and the effective date of the Degree shall be the date of such (re) submission is made.

### 10. Maximum periods for the completion of the degree of Master of Business Administration

A student should complete the degree of Master of Business Administration within **four years** from the date of registration.

### 11. Credits per semester

Year	Semester	Core Courses	Electives	Research Project and courses	Total Credits
Year - 1	Semester 1	15 credits			15
	Semester 2	15 credits			15
Year - 2	Semester 1	12 credits	4 credits		16
	Semester 2	2 credits + (Refer available Options)	(Refer available Options)	16 Credits	18
<b>Total</b>					<b>64</b>

### 12. Options for the Year 2 - Semester 2

Students have the following four options in reading the selected degree programme.

#### (i) Thesis Option

This option is more suitable for academics and professional researchers who need and wish to have a rigorous training in management and business research. Ideally this is appropriate for those who have a plan to read for a higher degree. They can complete their degree following a course on Computer Applications for Research (2 credits), writing a Thesis (16 credits) together with taught courses.

#### (ii) Project Report Option

This option is offered to students who wish to maintain a balance between professional and academic orientation in their Master's Degree. They can complete their degree, following a course on Computer Applications for Research (2 credits), two core courses (3 Credits each) and one elective course (2 credits) and writing a Research Project (8 credits) together with taught courses.

### **(iii) Scholarly Work Option**

This option is offered to students who are interested in reading for a more professionally oriented Master's Degree. They can complete their degree, following a course on Computer Applications for Research (2 credits), three core courses (3 credits each) and one elective course (2 credits) and writing a Scholarly paper (5 credits) together with taught courses.

### **(iv) Course Work Option**

This option is offered to students who are interested in reading for a more professionally oriented Master's Degree. They can complete their degree earning all required credits from taught courses : a course on Computer Applications for Research (2 credits), four core courses (3 credits each) and two electives (2 credits each).



# MBA Curriculum Guide

## Course outline

### Preliminary Courses (optional)

For the benefit of those who are deficient in background knowledge and skills in Business and Management related disciplines, the following preliminary courses will be offered by the faculty before the commencement of the core courses. These courses are non-evaluative, non-credit, and optional and they will be conducted during five (5) weekends.

Course code	Course Title	Lecture Hours
PGDM(P) 101	Computer Skills Literacy	20
PGDM(P) 102	Accounting for Managers	20
PGDM(P) 103	Fundamentals of Economics	20
PGDM(P) 104	Basic Mathematics and Statistics	20

## Year I

SEMESTER - I			SEMESTER - II		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
PGDM 1131	Contemporary Management	3	PGDM 1231	Operations and Supply Chain Management	3
PGDM 1132	Organizational Dynamics	3	PGDM 1232	Financial Management	3
PGDM 1133	Business Statistics	3	PGDM 1233	Marketing Management	3
PGDM 1134	Decision Accounting	3	PGDM 1234	Managing Human Resource	3
PGDM 1135	Economic Analysis for Business	3	PGDM 1235	Information Strategy	3
<b>Total Credits</b>		<b>15</b>	<b>Total Credits</b>		<b>15</b>

## Year II Semester I

Course Code	Course Title	Credits
MBA 2131	Business Research Methodology	3
MBA 2132	Business Legislations	3
MBA 2133	Strategic Management	3
MBA 2134	Entrepreneurial Skills and Development	3
	2 Courses from Electives (2 credits each)	4
Total Credits		16

Year II Semester II					
Option	Course Code	Course Title			Credits
Core	MBA 2221	Computer Applications for Research			2
			Credits	Credits for option	
Option 1	MBA TS	Thesis		16	
Option 2	MBA RP	<b>Project Report</b>	8		
		<b>Core courses</b>		16	
	MBA 2232	Customer Relationship Management	3		
	MBA 2233	Environmental Management	3		
		<b>1 Elective</b>	2		
Option 3	MBA SW	<b>Scholarly Work</b>	5		
		<b>Core courses</b>		16	
	MBA 2232	Customer Relationship Management	3		
	MBA 2233	Environmental Management	3		
	MBA 2234	Disaster Management	3		
		<b>1 Elective</b>	2		
Option 4	MBA CW	<b>Course Work</b>			
		<b>Core courses</b>		16	
	MBA 2232	Customer Relationship Management	3		
	MBA 2233	Environmental Management	3		
	MBA 2234	Disaster Management	3		
	MBA 2235	Managerial Skill Development	3		
		<b>2 Electives</b>	4		
	<b>Total Credits</b>				18

## *Electives* *Year – II*

SEMESTER - I			SEMESTER - II		
Course Code	Course Title	Credits	Course Code	Course Title	Credits
MBA (E) 2121	Hospitality Management	2	MBA (E) 2221	Banking and finance	2
MBA (E) 2122	Strategic Marketing	2	MBA (E) 2222	Public Financial Management	2
MBA (E) 2123	Financial Reporting and Analysis	2	MBA (E) 2223	Consumer Psychology	2
MBA (E) 2124	International Business	2	MBA (E) 2224	Project Management	2
			MBA (E) 2225	Career Management	2
			MBA (E) 2226	Investment Management	2

## Detailed syllabus

### PRELIMINARY COURSES (OPTIONAL)

		Lecture Hours
<b>PGDM(P) 101</b>	<b>Computer Skills Literacy</b>	<b>20</b>
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>* To express the use of Windows XP /Vista Operating Systems, and the ability to perform necessary configurations.</li> <li>* To demonstrate a basic understanding on the hardware aspects of a computer system.</li> <li>* To exhibit the ability to use electronic documents for reporting and documentation</li> </ul>		
<b>Course Contents:</b> Introduction to Computers, MS Office, Microsoft Internet Explorer, Creating multimedia presentation and Learning Management System		
<b>Course Code</b>	<b>Title</b>	<b>Lecture Hours</b>
<b>PGDM(P) 102</b>	<b>Accounting for Managers</b>	<b>20</b>
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To segregate accounting and finance functions of the business and understand the distinction.</li> <li>x To identify the source of information needed of financial records.</li> <li>x To understand the need for maintaining financial records in an entity.</li> <li>x To prepare a set of financial statements comprising of manufacturing, trading and profit &amp; loss account (income statement) and statement of financial position of a sole proprietorship and analysis of financial statement.</li> </ul>		
<b>Course Contents:</b> Basic principles of Accounting, Accounting concepts and process; Statement of Bank Reconciliation, Adjustments to be incorporated in the preparation of the Financial Statements, Role of Accounting Standards, Ratio analysis		

Course Code	Title	Lecture Hours
PGDM(P) 103	Fundamentals of Economics	20
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To integrate theoretical knowledge with quantitative and qualitative evidence in order to explain past economic events and to formulate predictions on future ones.</li> <li>x To evaluate the consequences of economic activities and institutions for individual and social welfare.</li> <li>x To identify the basic features of alternative representations of human behaviour in economics.</li> </ul>		
<b>Course Contents:</b> Economic issues: Theory of Demand and Supply: Theory of Production: Theory of Cost of Production: Market System: National Income Analysis: the demand for money, the money supply, money market equilibrium. Inflation and unemployment, interest rates and monetary policy, Fiscal policy, ISLM equilibrium and effect of fiscal and monetary policies. Globalization, Foreign exchange, Balance of Payment. Business (trade) cycles.		
Course Code	Title	Lecture Hours
PGDM(P) 104	Basic Mathematics and Statistics	20
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To demonstrate the use of financial mathematics, measures of central tendency/dispersion and indices in business.</li> <li>x To describe information in a graphical/tabular form including frequency distributions etc.</li> <li>x To demonstrate the use of probability and confidence intervals in business.</li> </ul>		
<b>Course Contents:</b> Calculation of interest, Present value and Discounts and Capital Project Evaluation, Permutation and Combinations, Descriptive Statistics, Probability, Probability Distributions and Sampling, Forecasting Techniques and Indices		

## Year 1 - Semester I

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1131	Core	Contemporary Management	3	Lectures and Tutorials	45 Hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To expose the students to the theories of management, organizational theory, and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.</li> <li>x To develop their own framework for analyzing and understanding contemporary issues in management</li> <li>x To develop their own personal philosophy of management.</li> </ul>					
<b>Course Contents:</b> Management : Overview , Evolution of Management, Organization, Global, Social and Ethical environment, Mintzberg's Management Roles, Value Based Management: Creating Shareholder Value, Planning : The meaning and purpose of planning, Steps in Planning, Types of Plans, Management by objectives (MBO), Policies, procedures and methods : nature and type of policies , Decision Making : Decision making process and fundamentals, Types of decisions, Organizing : Meaning and structure, Authority and span of control ,					

Delegation and decentralization, Line and Staff relationship, Leading : Concepts and Theories, Controlling in management : Control Process, Control techniques, Innovation Management, Case studies in General Management.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1132	Core	Organizational Dynamics	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To expose the students to the organizational behavior and the determinant of behaviour at individual level, group level and organizational level.
- x To develop their own framework for analyzing and understanding human behaviour
- x To explore and develop appropriate techniques to manage employees behaviour.

**Course Contents:**

Introduction to Organizational dynamics, Individual level factors influencing organizational dynamics : Perception Process, Impression Management, Personality, Attitudes, Job Satisfaction, Organizational Commitment, Process of Learning, Motivation, Group level factors influencing organizational dynamics: Group Dynamics and Teams, Leadership, Organizational level factors influencing organizational dynamics: Organizational Design, Organizational Climate, Organizational Culture, Organizational Effectiveness, Management of Change , Conflict Management, Stress Management, Total Quality Management.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1133	Core	Business Statistics	3	Lectures and Tutorials	45 hrs

**Learning Objectives :**

- x To enable candidates to develop a knowledge and understanding of some basic statistical techniques
- x To provide ability to apply the knowledge and understanding in solving business problems.
- x To apply statistical tools to a real business problem.

**Course Contents:**

Definition and role of statistics, Application of inferential statistics in managerial decision making, Measures of central tendency, Measures of Dispersion: range, skewness, standard deviation and mean deviation, Time Series : Identification of Trend Variations in Time Series: Secular Variation, Cyclical Variation, Seasonal Variation, and Irregular Variation Methods of Estimating Trend; Index Numbers: Definition; uses; types; Simple Aggregate Method and Weighted Aggregate Method – Laspeyre's, Paasche's, Fisher's and CPI. Construction of Index Numbers and their uses. Correlation, Regression, Theory of Estimation, Testing of Hypothesis, Analysis of Variance – one way, two ways. Techniques of association of Attributes & Testing.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1134	Core	Decision Accounting	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To facilitate understanding of managing the performance of a business
- x To provide the ability to make the appropriate decisions to maximize performance

**Course Contents:**

Specialist cost and management techniques, Decision making techniques, Behavioral aspects of budgeting, Planning and operational variances, corporate performance cards, performance management information system, Strategy driven performance management.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1135	Core	Economic Analysis for Business	3	Lectures and Tutorials	45 hrs



**Learning Objectives**

- x To introduce the student to the fundamentals of micro and macro-economic theory and practice as they are applied to business in a managerial context.
- x To introduce the students with different kinds of markets and the process of decision making in them.
- x To provide the student with the basic analytical skills, insights and managerial decision-making tools required for sound business decisions.

**Course Contents:**

Introduction to microeconomics, the theory of consumer choices, The Market Mechanism and Price and Output Determination, Demand Analysis, Elasticity and Applications, Production Principles and Productivity Measurement and Costs of Production and Cost Relationship, business organization and behavior, perfect competition and monopoly, government interventions in markets, introduction to macroeconomics and national income accounting, aggregate demand, Fiscal policy and foreign trade, monetary policy and the central bank, inflation, macroeconomic policy in an open economy.

**Year 1 - Semester II**

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1231	Core	Operations and Supply Chain Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To explain the difference between production management and operations management.
- x To demonstrate the use of tools and techniques in operations management in the real world organizations.
- x To make decisions using operational research techniques.

**Course Contents:**

Introduction to operations management, forecasting in operations, Designing products, services and processes, operations capacity, locating production and services facilities, layout planning, job designing, production, operations standards and work measurement, supply chain design and decision making through operational research, supply chain strategy.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1232	Core	Financial Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To introduce the students to the fundamentals of corporate finance with special emphasis on corporate financial management and financial markets.
- x To enable the students to understand the current financial management issues faced by business decision makers
- x To build the essential analytical skills necessary for dealing with various financial issues.

**Course Contents:**

An Overview of Corporate Finance, Time Value of Money, Financial Statements and Cash Flow, Analysis of Financial Statements, Risk & Return, Bond Valuation, Stock Valuation, Cost of Capital, Basics of Capital Budgeting: Evaluating Cash Flows, Cash Flow Estimation and Risk Analysis, Leverage, Distributions to Shareholders: Dividends & Repurchases, Working Capital Management.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1233	Core	Marketing Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To facilitate understanding of the conceptual framework of marketing
- x To understand the concepts, theories and other relevant facts governed by marketing management.
- x To apply marketing concepts in decision making under various environmental constraints.

**Course Contents:**

Marketing concept and its evolution, Strategic marketing planning, Market Analysis and Selection, Marketing environment, macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior; Decision making based on Marketing mix, Marketing Research: Meaning and scope of marketing research; Marketing research process, Marketing Organization and Control: Organizing and controlling marketing operations, Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing;

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1234	Core	Managing Human Resources	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resources.
- x To provide the students with the ability of employing, maintaining and promoting a motivated force in an organization.
- x To identify the HR related issues and handle them properly

**Course Contents:**

Introduction to human resource management, Processes involved in human resource management, Job Analysis, Business Process Reengineering and Role of HRM, equal employment opportunity, Human Resource Planning, recruitment, selection, placement and induction process; HR development: Employee training, executive development and career planning & development, performance appraisal; compensation management, managing the employment relationship, workplace safety, employee benefits, managing discipline, and international human resource management, employee separations management, absenteeism & turnover, Quality of work life, health and safety, employee benefits and welfare.

Course Code	Nature	Title	Credits	Teaching Method	
PGDM 1235	Core	Information Strategy	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To explore different types of information systems and the process of developing an effective information strategy for the management of an organization.
- x To provide an understanding of the variety of ways IT can enable and create business opportunities.
- x To equip students with skills to analyze information requirements for managerial decision making.

**Course Contents:**

The role of IT in Business. IT infrastructure, Data communication, Basic Hardware required, Channel features and concept of Distributed Data bases Decision Support System, Information system for strategic advantage: strategic role for information system, breaking business barriers, business process reengineering, improving business qualities, Planning for IS, System Development Methodologies, Conceptual and detailed designs of IS, Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods, System implementation Strategies and process, System Evaluation and Maintenance, Applications – cross – functional MIWS; ERP; CRM; SCM; Transaction Processing Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

**Year 2 - Semester I**

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2131	Core	Business Research Methodology	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**



- x To introduce students a range of research strategies and techniques, this will enable them to tackle practical business problems.
- x To enable the students to make an informed choice about the strategies and to justify methods that are most suitable to their own research projects.
- x To provide skills and knowledge to study business problems and to solve them through research projects.

**Course Contents:**

Philosophy of research designs, the politics of management research, data collection techniques, sampling, quantitative and qualitative research techniques and a range of statistical techniques for analyzing data, Theory of Estimation and Testing of Hypothesis, Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-Square Test. Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). Measurement and Central Tendency, Measure of Dispersion and their Advantages, Interpretation and Report Writing.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2132	Core	Business Legislations	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x Recognize legal system of Sri Lanka
- x Describe the types of business law
- x To provide knowledge to manage the business organizations par with the legal system

**Course Contents:**

Introduction to commercial law, It's scope and coverage, Importance of law to business and commerce, source of law, some fundamental concepts relating to law, different categories of law, the legal system of Sri Lank, contract law, law of torts, property law. Sale of goods, Intellectual property law, Law governing the internet, electronic commerce and computer crime, the financial payment system and regulatory institutions, Law relating to banking, cheques and credit cards, law relating to the insurance, Debt recovery, import and exports and finance of international trade, securities in lending, mortgages, guarantees, indemnities, performance bond and trust receipts.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2133	Core	Strategic Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To describe the relationships between strategic planning and operational execution
- x To understand the factors external and internal to an organization that influence the development and execution of strategy
- x To explain strategic options that organizations can employ in different environments and industries
- x To comprehend the relationships between strategy and organizational culture, change, leadership, followership, ethics, social responsibility, and environmental sustainability

**Course Contents:**

An understanding of the needs, contexts and processes involved in managing strategic changes within organizations, principles underlying approaches towards strategic management, prescriptive and descriptive approaches which draw from observations, analysis of real management issues, corporate planning, external and internal environmental analysis, competitive strategies, and implementation and evaluation and special considerations for developing strategy such as organizational culture, change, leadership, ethics, social responsibility, environmental sustainability, and complementary strategic planning activities.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2134	Core	Entrepreneurial Skills and Development	3	Lectures and Tutorials	45 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To expose you to the skills that will lead you to successful entrepreneurship in the emerging macroeconomic environment.</li> <li>x To enable the students to engage in small group projects</li> <li>x To identify successful business organizations and understand the secret of their success.</li> </ul>					
<b>Course Contents:</b> The nature of Entrepreneurship, Forms of Business Organization, The Nature of Small Business, Critical Success Factors in Entrepreneurship, Identifying business opportunities, Determining business location and layout, Business Layout, The Technical components of a business plan, The strategic and management components of a business plan, The marketing components of a business plan, The financial components of a business plan, Managing manufacturing based operations, Managing service based operations, Raising capital for small business, Accounting records for small business.					

## Year 2 - Semester II

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2221	Core	Computer Applications for Research	2	Lectures and Tutorials Practical	10 hrs 20 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To understand and apply selected software in business research.</li> <li>x To perform statistical analysis and test hypotheses.</li> <li>x To provide the ability to apply statistical analysis techniques for problem identification and solution.</li> </ul>					
<b>Course Contents:</b> Comprehensive and Practical knowledge in application of Selected Statistical Software (MINI TAP, SPSS and E-views). The Course Unit Provides training in statistical thinking and statistical techniques for business Students. Understand and apply statistical analysis techniques, practice a scientific approach to problem formulation and solution, and recognize and remedy defects in statistical analysis by using above statistical software packages.					
Course Code	Nature	Title	Credits	Teaching Method	
MBA 2232	Core-for Option 2, 3& 4	Customer Relationship Management	3	Lectures and Tutorials	45 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To develop an understanding of services and service marketing</li> <li>x To understand the importance of Relationship Marketing</li> <li>x To familiarize the students the necessity of practicing Customer Relationship Management aspects</li> </ul>					
<b>Course Contents:</b> Nature & Scope of services, Goods & Services marketing, Emergence & Reasons for growth of service sector in Sri Lanka, Environment of Service Marketing (Micro as well as Macro), Understanding Customers: Concept of CRM, Relationship management in practice, Segmenting, Targeting & positioning various services, Paradigm shift in marketing: The evolution of marketing theory - 4Ps to 7Ps, Transactional marketing approach to					

relationship marketing philosophy, competitive advantage through Relationship Marketing, Planning for relationship marketing, Relationship Marketing (RM) and Customer Relationship Management (CRM): The roots of RM, Situations when RM is most applicable, RM and the characteristics of a relationship, RM and CRM, Customer lifetime value, Customer life cycle, CRM Programme measurement and Tools, IT enabled RM.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2233	Core-for Option 2, 3& 4	Environmental Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To develop an understanding of environmental problems due to the business practices
- x To create an awareness of environmental ethics and their importance in business management
- x To create an environmental oriented thinking as manager and entrepreneur

**Course Contents:**

Concept of ecology, background to international efforts for environmental protection, Sri Lanka's efforts for environmental protection, public policy, Role of private sector, Environmental management system, Environmental clearance for establishing and operating industries in India, Waste management, Business and environment, Environmental ethics, Environmental friendly business.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2234	Core- for Option 3 & 4	Disaster Management	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To provide comprehensive knowledge to the learners on disaster preparedness, mitigation and rehabilitation.
- x To enable the learners to carry out risk assessment and vulnerability analysis.
- x To generate community awareness, and strengthen institutional mechanism for community mobilization and participation in disaster management.
- x To develop communication skills for disaster preparedness.
- x To create greater awareness about effective disaster response in various emergency situations.

**Course Contents:**

Disaster Management terminologies, trend of disaster at world, National, Regional & Community level, Historical & remarkable Disasters in the world, & Regional events, type of Disaster, Define disaster Management, Disaster Management cycle, Preparedness, mitigation, Emergency response, Recovery, & Relief, Risk Assessment, Institutional arrangement in the Disaster Management, Early Warning Coordination Mechanism & Dissemination methods awareness, Information technology & Media in Disaster Management.

Course Code	Nature	Title	Credits	Teaching Method	
MBA 2235	Core-for Option 4	Managerial Skill Development	3	Lectures and Tutorials	45 hrs

**Learning Objectives:**

- x To provide knowledge of managerial skills needed for managing an organization
- x To facilitate personality and leadership development of students.
- x To enable the students to apply the appropriate skills to analyze and solve practical business issues

**Course Contents:**

Management skills: managerial roles in organization, Personality development, Team dynamics and team development, Strategies for managing time, Leadership skills, Problem solving techniques, relationship management, ability to manage human resources, managing self and managing emotions, Conflict and Negotiation skills, Communication skills, business etiquettes, business dining, understanding different cultures and adjust to cultures, Managing customer care, Counseling skills for managers.

## Electives

### Year 2 - Semester I

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2121	Elective	Hospitality Management	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To provide an educational foundation for a range of administrative and management careers in the hospitality industry.</li> <li>x To develop the ability to think logically, communicate clearly develop an eye for detail, cost consciousness and optimum utilization of time, energy and materials</li> <li>x To equip the student with a thorough understanding of the administrative production skills required, managing discipline, neat &amp; pleasant appearance, and high level of personal and job hygiene.</li> </ul>					
<b>Course Contents</b> Hospitality management, Hospitality facility overview, Facility design and construction, Maintaining hospitality facilities, sustainability in hospitality, safety and security system, managing customer, and maintain customer loyalty.					
Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2122	Elective	Strategic Marketing	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To create strategic ideas in marketing</li> <li>x To provide understanding what to do and how to react any market related problems / competition</li> <li>x To develop an understanding on how to handle some market related activities to sustain in the market.</li> </ul>					
<b>Course Contents</b> Overview of Marketing Strategy, Strategic Marketing analysis, Segmentation, Targeting and positioning principles, Product & Industry Life Cycle, Marketing strategy formulation across PLC stages, New product development and introduction strategies, Speeding new product development, Offensive and defensive competitive strategies, Competing through superior service and customer relationships, The three 'S's of customer service, Providing superior service, Measuring and monitoring customer satisfaction, Competing through e-Marketing, Integration of Marketing Strategies, Application to different business sectors, Industrial, & Services, Constraints in marketing strategy implementation.					
Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2123	Elective	Financial Reporting and Analysis	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To provide a framework within which students can develop an understanding of the determinants and uses of financial accounting data.</li> <li>x To understand a set of powerful analytical tools to understand the environment in which financial reporting choices are made, what the options are, how financial data are used for various types of decisions.</li> <li>x To analyzing financial statements for making decisions to the stakeholders</li> <li>x To enable the students to develop the ability to advise on corporate performance.</li> </ul>					
<b>Course Contents:</b> The fundamentals of financial statements, Financial statements and how they are constructed and link together, A framework for financial reporting, Cash flow statements and financial measurement systems, Cash flow statements, The importance of accounting policies and the notes to the financial statements, Cash versus accruals accounting, Corporate governance and accountability: Conceptual framework for financial reporting, Ethics for accountants, Interpreting results, Financial statement analysis, Ratio analysis, Introduction to trend analysis, Interpretative analysis, Earnings per share (EPS), Consolidated accounts, Accounting for groups at the date of acquisition, Preparation of consolidated balance sheets after the date of acquisition, Preparation of consolidated income statements and consolidated statements of changes in equity.					

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2124	Elective	International Business	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To introduce the central concepts of international trade theory, regional trade agreements and economic integration in developing countries.</li> <li>x To enable the students to understand various legal, political, economic, and cultural systems that affect business attitudes and behavior.</li> <li>x To introduce the students with theories of international trade, foreign direct investment and its impact on host country, comparative advantage to product life cycle theory, role of government intervention on trade and industry.</li> </ul>					
<b>Course Contents:</b> Multidisciplinary course, which considers the political, legal and social issues currently affecting the international business community. Topics include Globalization, Cross -Cultural Business, Politics, Law, and Business Ethics, Business Government Trade Relations, Foreign Direct Investment, Regional Economic Integration, Regional Economic Integration, International Strategy and Organization and Analyzing International Opportunities and theories of international trade, foreign direct investment and its impact on host country, comparative advantage to product life cycle theory, role of government intervention on trade and industry, business.					

## Electives

### Year 2 - Semester II

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2221	Elective	Banking and finance	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To define the fundamental functions of Banking</li> <li>x To identify key properties that any good that functions as money must possess</li> <li>x To explain official definitions of the quantity of money in circulation</li> </ul>					
<b>Course Contents:</b> Money: Financial System, Banking Practices, Relationship between interest rates and bonds, interest rate structure in Sri Lanka, interest rate theories, interest based services, various types of deposits and advance, fee base services, lending consultancy services, fund management custody and deposit services, fund transport, various types of payment methods, Electronic Banking, SLIP system, credit cards, and its impact on the quality of service, exchange rate system – spot and forward markets for foreign exchange and swap arrangements, commercial banks balance sheets structure, Tier <sub>1</sub> and Tier <sub>2</sub> – asset and liability management, capital and liquidity requirements, the protection of depositors funds, control over lending and deposit insurance scheme.					
Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2222	Elective	Public Financial Management	2	Lectures and Tutorials	30 hrs
<b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>x To develop an understanding of public sector financial resources</li> <li>x To develop the ability to analyze financial data and reports and to interpret/connect this information in the context of public policy and management decisions.</li> <li>x To provide understanding of the principles of finance, budgeting, and accounting as they are needed in the practical application of financial policy and management decisions.</li> </ul>					



**Course Contents:**

Legal frame work governing public finance in Sri Lanka, Public finance act and Fiscal responsibility act, Parliamentary control on Public finance, Management of special funds and Government budgetary procedure, Role of treasury and Treasury accounting, Effective delegation of financial authority, Revenue accounting, Public expenditure management and government asset management, Techniques of monitoring and controlling of public expenditure, Value for money auditing, Procurement management, Good governance, corporate governance and local governance, Public accountability, Financial reengineering, Social / environmental accounting, International public sector accounting standard.

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2223	Elective	Consumer Psychology	2	Lectures and Tutorials	30 hrs

**Learning Objectives:**

- x To acquire an understanding of the psychological processes that underlies the effectiveness of marketing strategy in terms of impact on consumer behavior.
- x To acquire a knowledge base that enables critical assessment of current and future metrics, research technologies, and research data output.
- x To acquire a “toolbox” of psychological principles applicable to marketing strategy.

**Course Contents:**

Introduction to general psychology, Consumerism a force in today's market: Consumerism in perception. Reasons for studying consumer psychology, Business marketing and business buying behaviour, The consumer buying process, Consumer decision making: A simple consumer – buyer behaviour model, Consumer motivation. Personality, Perception, Consumer learning, Consumer a thrillers, Marketing and society: Social critics of marketing. Power bases in marketing. Marketing and consumer welfare, Remarking and social responsibility, Marketing and the quality of life, consumer research, consumer motivation, and consumer personality.

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2224	Elective	Project Management	2	Lectures and Tutorials	30 hrs

**Learning Objectives:**

- x Define and explain Project Management and Project Leadership.
- x Define the role of Project Managers, Team members, and Effectively communicate with the project teams, clients and customer.
- x Understand and apply the sequential steps of the Project Management framework.

**Course Contents:**

The nature and context of project management, Strategy and project management, Project proposal writing, process of project formulation, identification of project attributes, identification of project outcomes, cost calculations, methods of appraisal and monitoring, and project feasibility studies, Management and leadership in project environments, Control of projects, Problem-solving and decision-making. Working capital management, Cash flow forecasts, Cash management, Accounts receivable management, Accounts payable management.

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2225	Elective	Career Management	2	Lectures and Tutorials	30 hrs

**Learning Objectives:**

- x To develop skills in generating and using personal data in making career decisions and self-development plans.
- x To develop a conceptual picture of the job search process and a plan for managing it for yourself and others.
- x To increase understanding of current career related issues facing individuals and organizations.
- x To develop essential managerial skill, inductive logic or the ability to reach conclusions from large pools of data under conditions of uncertainty and high personal investment.

**Course Contents:**

Understanding competencies, skills, values; two pillars of career management, What is your profession, Your profession and competencies expected in it, Gap analysis, professional goals, The role of values and ethics in career management, Field work and interviewing skills, Resumes and Correspondence Campaigns, Resonance and Dreams, Career Anchors and Career Concepts, Career stages, Interpersonal Style, Life Styles (24 Hour Diary and Diagrams), Leadership Style, Strong Interest Inventory, The Job Search Process, Building a Career Strategy, Managing Job Search and Negotiating and Deciding, Choosing a Job or a Career, Mentoring and Career Management, Workaholics and Balancing Life, Setting Career Policies.

Course Code	Nature	Title	Credits	Teaching Method	
MBA (E) 2226	Elective	Investment Management	2	Lectures and Tutorials	30 hrs

**Learning Objectives:**

- x To provide training that is important in understanding the investment process—the “buy side” of the financial world.
- x To provide understanding of theories and ways of using financial markets data to test some of these theories
- x To understand different investment management approaches and identify and adapt to current investment trends

**Course Contents:**

The Basic Theory and Practice of Portfolio Choice, A general coverage of how investors view risk and return of securities and portfolios, both in theory and in practice. Also, empirical evidence on the efficiency of stock markets, as well as some discussion of the new field of behavioral finance, Equilibrium Pricing Models and their Implications for Efficient Portfolios, The CAPM and factor models, Derivative Pricing Models, The Black-Scholes model, binomial pricing models, swaps, Fixed-Income Pricing Models, Bootstrapping the term structure, pricing using the term structure, portfolio choice in fixed-income markets, etc.



## **Resource Persons for MBA Programme**

### **Internal Resource Persons**

Prof.B.Nimalathan B.Com (Hons), HNDA, PGDM (RUSL), Ph.D (Chittagong)  
Professor in Accounting, Head/Department of Accounting Dean/ Faculty of  
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Senior Lecturer Gr I

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### **External Resource Persons**

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