

REVISED CURRICULUM
Diploma in Microfinance

Department of Financial Management
Faculty of Management Studies and Commerce
2023

Table of Contents

| | | |
|-------|--|----|
| 1.1 | Preamble | 2 |
| 1.2 | Vision, Mission and Values of the FMSC..... | 3 |
| 1.3 | Rationale | 3 |
| 1.4.3 | Structure of Diploma in Microfinance | 6 |
| 1.4.4 | Admission requirement..... | 6 |
| 1.4.5 | Application for admission | 7 |
| 1.4.7 | Curriculum layout | 7 |
| 1.5 | Assessment of a course unit | 8 |
| 1.5.1 | Formative assessment..... | 8 |
| 1.5.2 | Summative assessment..... | 9 |
| 1.5.3 | Attendance | 9 |
| 1.5.5 | Title of the semester-end examinations | 9 |
| 1.5.6 | Evaluation blueprint | 9 |
| 1.6 | Grading criteria | 10 |
| 1.6.1 | Repeating/upgrading course unit..... | 11 |
| 1.7 | Awarding criteria | 11 |
| 1.8 | Determining the effective date of the degree | 12 |

1.1 Preamble

The University of Jaffna, Sri Lanka which operates under the purview of the University Grants Commission (UGC), is one of the oldest Universities in Sri Lanka. It was established in 1974 as the sixth campus of the University of Sri Lanka, then known as Jaffna Campus. It gained autonomy and was transformed into the independent University of Jaffna on 1 January 1979. Since then, the university has evolved into a full-fledged university with eleven faculties and a flourishing undergraduate community with over 13,000 students.

The Faculty of Management Studies and Commerce (FMSC) was founded on 29 May 1999 as the fifth faculty of the University of Jaffna, comprising two departments: the Department of Commerce and the Department of Management. The Department of Commerce offers a Bachelor of Commerce degree program with a focus on Accounting and Marketing, while the Department of Management Studies offers a Bachelor of Business Administration degree program with a focus on Financial Management and Human Resources Management. The FMSC underwent a significant restructuring process in 2009, which led to the abolition of the Department of Commerce. At the same time, four new departments were established, namely Department of Accounting, Department of Financial Management Department of Human Resources Management and Department of Marketing , which offer a Bachelor of Business Administration program. However, in 2012, the Department of Commerce was re-established to offer a Bachelor of Commerce program. FMSC recently introduced a Bachelor of Commerce Administration with Honours in Tourism and Hospitality Management.

The FMSC now offers two internal degree programs, namely the Bachelor of Business Administration (BBA) Honours and the Bachelor of Commerce (BCom) Honours programs, as well as two external Degree programs, namely the Bachelor of Commerce Honours and Bachelor of Business Management (BBM) programs. 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 Diploma in Microfinance of the FMSC is a highly beneficial program for the microfinance industry and regional economy. It addresses the shortage of skilled professionals in the sector, promotes financial inclusion in Northern Sri Lanka, and provides access to credit, savings, and insurance, thereby strengthening the local economy. Graduates can work in microfinance institutions, empowering underprivileged individuals and driving economic growth. The

curriculum of the program is regularly revised to align with market demands and business trends, equipping students with the latest knowledge and skills necessary for success in the microfinance industry.

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 Diploma in Microfinance program aims to equip students with the necessary skills and knowledge to address the challenges faced by the microfinance industry. However, the ever-changing business environment demands a continuously revised and updated curriculum to

ensure that diploma-holders are equipped with the latest industry-relevant skills and knowledge. Hence, a comprehensive curriculum revision for the Diploma in Microfinance program is imperative, which addresses the gaps identified in the current curriculum and prepares diploma-holders to overcome emerging challenges in the microfinance sector.

A stakeholder consultation was held on February 02, 2022, involving academics, industry experts, and students, to gather insights and feedback on the current curriculum and areas that require improvement. Following recommendations are made in the stakeholders meeting.

- Concept of Financial literacy is essential to the ultimate users of Microfinance. Therefore, that concept should be included in the revised curriculum
- The current curriculum is insufficient to meet the required forty-five hours of lectures, and some contents are overlapping. It is imperative to merge overlapping contents in the curriculum.
- It is essential for a candidate who has completed the diploma programme to possess a strong understanding of basic economics, as well as major areas of management.
- A research project is not required for SLQF level 3.

The revised curriculum can then be developed based on the recommendations from the stakeholder consultation, ensuring that it meets the needs of the industry and society.

Revising the curriculum of the Diploma in Microfinance will equip diploma-holders with up-to-date knowledge and skills necessary for success in the microfinance sector. This will help address the challenges faced by the industry and promote economic progress in the region.

1.4 Scope of the Diploma in Microfinance

The Diploma in Microfinance is a comprehensive one-year program, consisting of two semesters, each comprising five subjects. This program offers a balance between theoretical and practical components, with continuous assessments, workshops/seminars, report writing, and presentations included as essential learning tools.

The scope of the program is well-defined through its program learning outcomes and graduate profiles. This approach ensures that students acquire the knowledge and skills required to succeed in today's ever-changing and highly competitive business environment.

1.4.1 Programme Learning Outcomes (PLOs)

The core objective of the programme is to produce diploma holders with a broad knowledge in theories, practices, and management techniques in Microfinance and Microfinance organisations that enable them to bear responsibility in a professional environment.

1.4.1.1 Programme objectives

PLO1: Demonstrate knowledge and understanding of microfinance concepts and methods

PLO2: Communicate effectively about microfinance in oral and written presentations

PLO3: Develop leadership and teamwork skills in microfinance assignments

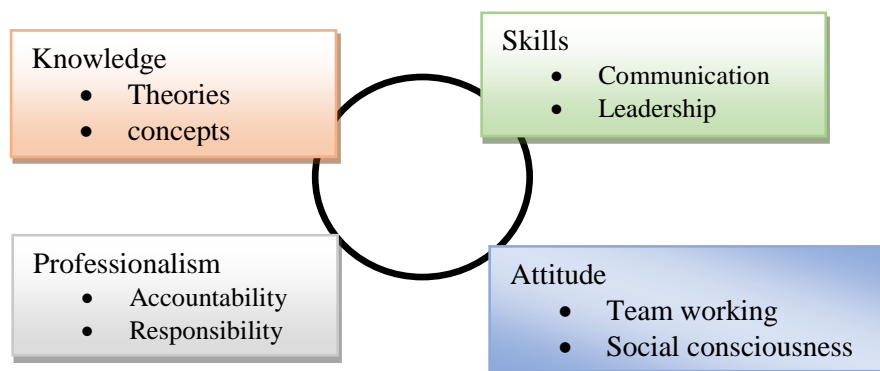
PLO4: Implement best practices and quality management for microfinance operations

PLO5: Improve individuals' microfinance awareness and abilities for career development

PLO6: Provide organizations with microfinance training opportunities for employees

PLO7: Engage responsibly in economic, social, and cultural environments for individual well-being

1.4.1.2 Graduate profile



A Diploma in Microfinance diploma-holders should possess a range of knowledge, skills, attitude, and professionalism to excel in the microfinance industry. This includes:

Specific attributes

Knowledge: A Microfinance diploma holder should be able to understand the concepts and theories of microfinance such as microfinance principles, microfinance products and services, microfinance institutions (MFIs), microinsurance, micro savings, microcredit, microenterprise, and microenterprise development.

Skills: A Microfinance diploma holder should be able demonstrate the communication and leadership skills with the stakeholders of microfinance such as credit analysis, marketing of microfinance products and reporting.

Generic attributes

Attitude: A Microfinance diploma holder should be able demonstrate commitment to social and economic development and belief in the power of microfinance to create positive change such as a customer-focused mindset, with a passion for helping clients achieve their financial goals.

Professionalism: A Microfinance diploma holder should adhere to professional standards, including ethical conduct, confidentiality, and respect for diversity. A willingness to learn and continuously improve knowledge and skills.

1.4.3 Structure of Diploma in Microfinance

The structure of the Diploma in Microfinance programme is presented below;

University : University of Jaffna
Faculty : Faculty of Management Studies and Commerce
SLQF level : 03
Name of the program : Diploma in Microfinance
Duration : 01 Year
No of Semester : 02
Total credit : 30 Credits
Medium : Tamil

The credit value of course units for Diploma in Microfinance Program are shown below.

| | Semesters | Course units | Total credits |
|-------------------------|------------------|---------------------|----------------------|
| Diploma in Microfinance | Semester I | 05 | 15 |
| | Semester II | 05 | 15 |
| Total credits | | | 30 |

1.4.4 Admission requirement

A candidate seeking admission to the Diploma in Microfinance should possess at least any one of the following qualifications:

1) Minimum of three passes in any subject stream of GCE (A/L)

OR

2) Minimum six passes in GCE(O/L) with two years' experience in the field of Microfinance

OR

3) Completion of NVQF Level 4 (equivalent to SLQF level 2)

1.4.5 Application for admission

The application process for the Diploma in Microfinance begins with interested applicants responding to open advertisements on various platforms such as local/national printed media, social media, FMSC, and University websites. The applicants must submit a completed application form along with all required documents to FMSC within the specified timeframe to complete the application process. The selection interview will determine the admission of the most qualified candidates to the Diploma in Microfinance program.

1.4.6 Descriptor of the course code

The course unit is identified by a three-letter prefix followed by a fifth-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 digit number indicates the Credit value of the course unit

The fourth- and fifth-digit numbers indicate the course unit number

Example: The descriptor of the course unit DMF 11301 is:

| | | | | |
|-------------------------|------------|----------------|--------------|------------|
| DMF | 1 | 1 | 3 | 01 |
| Diploma in microfinance | First year | First semester | Credit value | Subject no |

1.4.7 Curriculum layout

The Diploma in Microfinance program is a year-long academic program that is divided into two semesters, Semester I and Semester II.

The first-semester comprises five core course units, each carrying three credits, which are designed to provide students with a comprehensive understanding of the fundamental concepts and practices of microfinance.

| Code | Course unit | Credits |
|-----------|------------------------------|-------------------|
| DMF 11301 | Principles of Microfinance | 03 |
| DMF 11302 | Accounting for MFIs | 03 |
| DMF 11303 | Legal Environment of MFIs | 03 |
| DMF 11304 | Principles of Economics | 03 |
| DMF 11305 | Strategic Marketing for MFIs | 03 |
| | | 15 Credits |

The second semester is composed of five core course units, each carrying three credits, which are designed to equip students with the necessary skills and knowledge to apply the best practices of microfinance.

| Code | Course unit | Credits |
|-----------|--|-------------------|
| DMF 12301 | Human Resource Management | 03 |
| DMF 12302 | Delinquency & Performance Evaluation of MFIs | 03 |
| DMF 12303 | Corporate Governance of MFIs | 03 |
| DMF 12304 | Management Information System for MFIs | 03 |
| DMF 12305 | Business Planning | 03 |
| | | 15 Credits |

1.5 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.

1.5.1 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 30 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.

- 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 Diploma in Microfinance program within five days of the assignment due date, along with supporting evidence
- iii) Marks obtained for formative assessments will be carried forward to subsequent semesters in which students are repeating the course unit.

1.5.2 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. Detailed information about the summative assessment, including the specific details of the evaluation methods used for each course unit, is outlined in the course specification.

1.5.3 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.

1.5.5 Title of the semester-end examinations

The semester-end examinations conducted for the Diploma of Microfinance shall carry the following titles:

- First Semester Examination in Diploma in Microfinance
- Second Semester Examination in Diploma in Microfinance

1.5.6 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.

1.6 Grading criteria

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

| Range of Marks | Grade | Grade Points |
|----------------|-------|--------------|
| 80 and Above | A+ | 4.00 |
| 75 – 79 | A | 4.00 |
| 70 – 74 | A- | 3.70 |
| 65 – 69 | B+ | 3.30 |
| 60 – 64 | B | 3.00 |
| 55 – 59 | B- | 2.70 |
| 50 – 54 | C+ | 2.30 |
| 45 – 49 | C | 2.00 |
| 40 – 44 | C- | 1.70 |
| 35 – 39 | D+ | 1.30 |
| 30 – 34 | D | 1.00 |
| 00 – 29 | E | 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 programme. The calculated OGPA will be rounded to the second decimal place.

Completion of a credit is considered "completion" when a student sits for the semester-end examination.

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.

1.6.1 Repeating/upgrading course unit

Students who are absent from the semester-end examination without a valid reason ("AB") shall repeat the exam for a maximum grade of "B-". If a student receives a grade less than "B-", they can also repeat the course unit to upgrade the grade. However, if the student earns a lower grade in the repeat, the better grade will be retained. Maximum consecutive two attempts (next available opportunities) will be given for repeating/upgrading the course units.

1.7 Awarding criteria

A student who has fulfilled the following requirements may be considered for an award of Diploma in Microfinance:

1. Completion of total of 30 credits: Semester I (15 credits) and Semester II (15 credits)
2. Obtain a minimum overall GPA of 2.00
3. Not possessing less than "C-" grade in more than two course units

4. Satisfy all the aforementioned requirements (1-3) within a maximum of three academic years from the initial enrolment in the University, except for medical or good cause approved by the Senate of the University.

A student who has satisfied the above requirements for the award of the Diploma in Microfinance within a year shall be awarded as specified below.

- Distinction: A student must have obtained an overall GPA of not less than 3.70
- Merit: A student must have obtained an overall GPA of not less than 3.30

1.8 Determining the effective date of the degree

The effective date of the diploma shall be determined by the last date of the stipulated examination for the last semester. If a student repeats a course unit after the completion of the program, the effective date of their diploma will still be determined by the last date of the repeated course unit.

| | | | | |
|---|-----------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Principles of Microfinance | | | |
| Course Code | DMF11301 | | | |
| Credit Value | 3 | | | |
| Status | Semester 1 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit is to provide an understanding of the role that microfinance plays in properly assisting people from less developed sectors who are unable to access financial services from the mainstream banking sector | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Define the term microfinance – Describe the key principles of microfinance – Discuss the evolution of microfinance. – Describe the importance of microfinance – Explain modern banking system and microfinance – Describe the products of microfinance – Identify the functions of market systems – Differentiate the range of microfinance service providers – Explain the rules and supporting functions of microfinance – Describe the fundamental concepts of the time value of money. – Discuss the approaches of microfinance – Define the terms poverty and vulnerability. – Examine the causes and effects of poverty and vulnerability in the rural economy. – Appraise poverty reduction as conceptualised by income poverty and income vulnerability approaches | | | | |

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| | <ul style="list-style-type: none"> – Evaluate the influences of microfinance on women empowerment and social capital. – Discuss the role of microfinance in Sri Lankan economy |
| Syllabus Content | |
| <p>Introduction to microfinance: definition, key principles of microfinance, evolution of microfinance, importance of microfinance and modern banking and microfinance; Products of microfinance: savings, credits, insurance, pawning and other financial products and services and needs of financial services; Financial ecosystem: functions of the market system, the range of service providers and rules and supporting functions; Time value of money: Setting a sustainable interest rate, capitalisation rate and effective interest rates; Approaches of microfinance: minimalist approach and credit-plus approach; Poverty, microfinance and economic well-being: defining and measuring poverty and vulnerability, causes and effects of poverty and vulnerability in rural economy, Income-poverty, women empowerment and social capital; Microfinance sector in Sri Lanka: microfinance intervention process in Sri Lanka.</p> | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning and individual assignments etc |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> – Herath, H.M.W.A.(2018). <i>Microfinance: theory and practices</i>. Sri Lanka: S. Godage & Brothers (Pvt) Ltd. – Ledgerwood, J. (2010). <i>Microfinance Handbook: An Institutional and Financial Perspective</i>. US: The World Bank. – Bhaskaran, R. (2017). <i>Microfinance - Perspectives and Operations</i>, (2nd edn.). India: Macmillan Publishers. – Chandrasiri, J.K.M.D., & Bamunuarachchi, B.A.D.S. (2016). <i>Microfinance Institutions in Sri Lanka: Examination of Different Models to Identify Success Factors</i>. Colombo: HKART Institute | |
| Prepared by: Ms.T.Pratheesh | |
| Checked by: Prof.(Ms).R. Yogendrarajah | |

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|---|---|-----------|-------------------------|----------------------------|
| Course Title | Accounting for MFIs | | | |
| Course Code | DMF 11302 | | | |
| Credit Value | 3 | | | |
| Status | Semester 1 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | - | - | 105 |
| Aim | | | | |
| The aim of this course unit is to provide students with basic knowledge of accounting and to apply accounting concepts in microfinance institutions' operations. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> - Describe the overview of the accounting of microfinance institutions - Demonstrate accounting policies in microfinance institutions - Discuss the transactions and accounts of microfinance institutions - Differentiate accrual accounting from cash accounting - Explain the accounting cycle - Discuss the procedures for documenting transactions - Prepare ledger accounts for microfinance institutions - Examine loan loss provision account and written offs - Calculate the depreciation for the noncurrent assets - Discuss the stakeholders' needs of financial information - Prepare financial statements of microfinance institutions - Explain the accounting practices in Sri Lankan MFIs | | | | |
| Detailed Contents | | | | |
| <p>Overview of accounting: introduction, users of accounts, MFIs accounting policies, accounting conventions and accounting cycle; Accounting documents: cash and bank journals, general journal, general ledger, subsidiary ledgers, trail balance, and bank reconciliation; Financial statements and reports: Characteristics of MFI financial statements, stakeholders of financial information, statement of financial position, income and expense statement, cash flow statement, client portfolio reports, operational reports , adjustments and accounting standards and practices of MFIs'</p> | | | | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning and individual assignments etc | | | |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> - At least two assessments for 30 marks. - The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> - The written examination is of three hours long. The question paper contains two parts: - Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. - Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 | | | |

Recommended readings

- Ledgerwood, J. (2010). *Microfinance Handbook: An Institutional and Financial Perspective*. US: The World Bank.
- Bhaskaran, R. (2017). *Microfinance - Perspectives and Operations*, (2nd edn.). India: Macmillan Publishers.
- Microsave (2018). *Basic Financial and Accounting Systems for MFIs*. Handbook The Institute of Chartered Accountants of India (2008). *Accounting for Microfinance Institutions*. India: The Publication Department, ICAI

Prepared by: Mrs.T.Pratheesh, Senior Lecturer in Financial Management.

Checked by: Prof. (Ms). R. Yogendrarajah & Mr.S.Balaputhiran

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|---|----------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Legal Environment of MFIs | | | |
| Course Code | DMF 11303 | | | |
| Credit Value | 3 | | | |
| Status | Semester 1 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit is to provide students with the core knowledge of the regulatory environment of microfinance institutions and enable them to manage a microfinance business under the regular environments. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Explain the regulatory framework – Discuss the purpose of regulation – Describe the approaches of regulatory mechanisms – Discuss the regulatory instruments of MFI – Explain the internal control systems for MFI – Discuss the role of internal policy in regulating MFIs – Describe the Basel recommendations – Discuss the application of MIS to control the operations of the microfinance institution. – Describe the relevant directions, circulars, and guidelines of the Central Bank of Sri Lanka on micro finance. – Explain the relevant provisions in the existing laws governing microfinance. | | | | |
| Detailed Contents | | | | |
| <p>Regulatory framework: introduction, purpose of regulation and approaches in regulatory mechanism; Regulatory instruments: minimum capital requirement, capital adequacy requirements, asset quality, risk concentration, insider lending, reserve and liquidity requirements and ownership concentration; Self-regulation and market discipline: internal control system, internal policy of the MFI, Basel recommendations and effective use of MIS; External regulation: Relevant directions, circulars, and guidelines of the Central Bank of Sri Lanka on micro finance, Direction No. 2 of 2019: Maximum Rate of Interest on Microfinance Loans, Direction No. 1 of 2019: Deposits, Direction No. 2 of 2017: Structural Changes, Rule No. 1 of 2016: Licensing Criteria, Direction No. 4 of 2016: Maintenance of Minimum Liquid Assets Ratio, Direction No. 8 of 2016: Reporting Requirements; Existing law: Microfinance Act No. 6 of</p> | | | | |

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| 2016, Divineguma Act No.. 01 of 2013, Banking Act No 30 of 1988, Companies Act No.7 of 2007, Cooperative societies law and rules, Voluntary Social Service Organisations Act No. 31 of 1980, Finance Leasing Act No. 56 of 2000. | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| <p>Recommended readings</p> <ul style="list-style-type: none"> • Bhaskaran, R. (2017). <i>Microfinance - Perspectives and Operations</i>, (2nd edn.). India: Macmillan Publishers. • Chandrasiri, J.K.M.D., & Bamunuarachchi, B.A.D.S. (2016). <i>Microfinance Institutions in Sri Lanka: Examination of different models to Identify Success Factors</i>. Colombo: HKART Institute. • Seneviratne, D. (2018). Regulation of micro finance: Opportunities and challenges.30th anniversary convention. Sri Lanka • Microfinance Act No. 6 of 2016. Government of Sri Lanka. | |
| Prepared by: Mrs.T.Pratheesh | |
| Checked by : Dr.V.A.Subramanian & Prof.S.Sivesan | |

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|---|--------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Principles of Economics | | | |
| Course Code | DMF 11304 | | | |
| Credit Value | 3 | | | |
| Status | Semester 1 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit is to provide knowledge on principles, concepts, issues, and practises in economics and enable the students to apply relevant principles and approaches in solving economics related issues. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Explain the Fundamental Principles in Economics – Interpret production possibility frontier curves under different circumstances – Compare different economic systems | | | | |

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| <ul style="list-style-type: none"> – Explain the meaning of demand, supply, and elasticity – Discuss the equilibrium of prices – Describe the shortage and surplus – Compute the cost of production – Explain the law of diminishing curve and marginal rate of substitution – Illustrate different market structures using practical scenarios – Define the terms economic growth, inflation, unemployment, poverty, inequality, and discrimination – Explain the concepts of money – Discuss the macroeconomic policy for the country – Explain the foreign exchange market and balance of payments | |
| Detailed Contents | |
| <p>Economic fundamental principles: meaning of economics, scarcity, choice and opportunity cost, micro and macroeconomics, normative and positive statements; Production possibility frontier (PPF): meaning of PPF, producing on and inside the PPF curve, movements along the PPF and shift in the PPF; Economic systems: market capitalist, command socialist, and mixed economy; Demand, supply, elasticity and cost and production: indifference, utility curves, factors determine the demand, supply curve, equilibrium income and price, supply, shortage, surplus, short, long term costs, fixed, variable costs, marginal costs, law of diminishing curve and marginal rate of substitution; Market structures: monopoly, oligopoly, monopolistic and perfect market; Macroeconomic concepts: GDP, components of GDP, GDI, GNP, aggregate demand and supply, multiplier, economic growth, inflation, unemployment, poverty, inequality and discrimination; Money: money creation, money demand and supply; Macroeconomic policies: Fiscal and monetary policy, IS-LM equilibrium; Forex and Balance of Payment: Foreign exchange rate determinants and government intervention, floating and fixed rates, balance of payment, trade balance and current account.</p> | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> • Frank, R. B. H. B. (2022). <i>Principles of Microeconomics</i> (8th Edition, International Edition, Textbook only, ed.). McGrawHill. • Parkin, M. (2018). <i>Microeconomics</i> (13th ed.). Pearson. | |

- Olivo, R. J. (2020). *Economic Growth, Inflation, and Unemployment: The Three Great Macroeconomic Problems*. Independently published.
- Jones, C., I. (2020). *Macroeconomics* (Fifth edn.). W. W. Norton & Company.

Prepared by: Ms.M.Gowthaman

Checked by : Dr.V.A.Subaramaniam

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|---|-------------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Strategic Marketing for MFIs | | | |
| Course Code | DMF 11305 | | | |
| Credit Value | 3 | | | |
| Status | Semester 1 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit to expose students to the important concepts and applications of marketing strategies towards gaining skills, and knowledge to analyse the market and competitors in the microcredit market context. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> - Define the basic concepts of marketing - Describe the importance of marketing in microcredit organisations - Describe the levels of microcredit products. - Evaluate the role of strategic marketing-in microcredit organisations - Deliberate on the strategic marketing framework - Explain the corporate brand strategy - Describe the marketing strategies relevant to micro-credit organisations, - Examine the product delivery and customer service strategy - Apply the basic marketing strategies to micro-credit organizations - Analyse the market and competitors in the micro credit market. | | | | |
| Detailed Contents | | | | |
| <p>Introduction to marketing: definitions, marketing concepts, , the importance of marketing, marketing elements in the micro-credit organisations, levels of Products, marketing effort and factors determining marketing strategy; Strategic marketing framework: 1st tier strategies and 2nd strategies ; Corporate brand strategy: Development of brand attributes & positioning statement, branding internal communication plan, branding external communication plan, corporate identity and corporate communications and public relations; Product strategy: development and differentiation, Brands, taglines, unique selling propositions and benefit statements, pricing strategy, sales strategy and product management ,client reward – retention; Product delivery and customer service strategy: delivery and process development, technology strategy and infrastructure development strategy. Promotional strategies: traditional vs digital methods to promote microcredit products people in micro-credit services: internal marketing, interactive marketing, field staff management, repayment strategies via staff, and capacity building of field staff. service process: defining service specifications, service gap analysis; physical evidence: the modes and content of communication, service personnel, the tangible elements accompanying the service, and the brand analysis market analysis and competitor analysis: SWOT analysis, PEST analysis</p> | | | | |

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| Teaching and Learning Methods/Activities | Lecture by the teacher, recitation, group discussion, student report by individual or groups, library research, drama, role-playing, making of posters by students, problem solving of cases studies etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – Two assessments each carries 15 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> • Bhargavi, R., (2016). <i>Rural marketing strategies-The role of Micro Finance: With special reference to HUL Shakti.</i> • Chernev, A. (2018). Strategic marketing management. Cerebellum Press • Graham A.N.W.,David,C., Leonard, M., and Hudson,R.(2005). Strategic Marketing for Microfinance Institutions. MicroSave: Africa • Wright, G. A., Cracknell, D., Mutesasira, L., & Hudson, R. (2003). Strategic marketing for microfinance institutions. <i>MicroSave–Market-led solutions for financial services, Nairobi</i>, 2-31. | |
| Prepared by: Ms.K.Sentheeran | |
| Checked by: Dr.(Ms).S.Anandasayan & Prof.(Ms).S.Shanmugathas | |

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|--|----------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Human Resource Management | | | |
| Course Code | DMF 12301 | | | |
| Credit Value | 3 | | | |
| Status | Semester 2 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit is to provide knowledge of basic concepts, principles, and approaches of human resource management for microfinance institutions. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Define the term human resource management – List out the functions of HRM – Explain the HRM models for MFIs – Identify Human Resources (HR) policies of MFIs – Explain the concept of equal employment opportunity – Elaborate the types of discrimination in organisations – Describe the process of job analysis | | | | |

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| <ul style="list-style-type: none"> – Explain the process of human resource planning – Discuss the recruitment process and the criteria for making the best selection. – Describe the importance of training and development and its process. – Analyse the different methods of performance appraisal – Design a performance management system – Describe the types of compensation and factors determining compensation – Explain employee discipline procedure and approaches to discipline. – Examine the challenges faced by an MFI when implementing HR policies. – Propose solutions for the HR issues in MFIs | |
| Detailed Contents | |
| <p>Introduction to Human Resource Management and its Importance for MFIs (HRM): definition, HRM models for Microfinance Institutions (MFIs) and contributions of HRM to MFIs success; Human Resource (HR) policies: HR policies of MFIs, needs of HR policies, challenges of implementing HR policies, HR procedures, and corporate policies; Introduction to Human Resource Management (HRM): basics of HRM, functions of HRM, evolution of HRM, approaches to HRM; line and staff aspects of HRM, changing role of HRM; Equal Employment Opportunity (EEO): concept of EEO, discrimination, managing diversity, affirmative action; Job Analysis: process of job analysis, job description, job specification, job design; Human Resource Planning (HRP): concept of HRP, process of HRP, outsourcing; Recruitment and Selection: definitions, methods and sources of recruitment, employer branding, selection process, induction; Training and Development (T&D): basics of T&D, stages of training, methods for T&D; Performance management: meaning of staff performance management, purpose, benefits, challenges of performance management, appraisal methods, appraisal errors. Compensation Management: meaning and types of compensation, equity, factors determining compensation, establishing pay plan; Employee discipline: Types of discipline problems, positive approach to discipline, progressive discipline procedure. Contemporary issues and emerging trends in HRM, HRM practices in MFIs.</p> | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> • Dessler, G. (2020). <i>Human Resource Management</i> (16th edn.). England: Pearson Education. • Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). <i>Fundamentals of Human Resource Management</i> (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: Ms.T.Pratheesh

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

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|--|--|-----------|-------------------------|----------------------------|
| Course Title | Delinquency & Performance Evaluation of MFIs | | | |
| Course Code | DMF 12302 | | | |
| Credit Value | 3 | | | |
| Status | Semester 2 | | | |
| 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 necessary knowledge and skills to effectively manage delinquency, evaluate performance, and oversee the operations of MFIs. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Define delinquency and delinquency management. – Explain classification and causes of delinquency. – Analyse the cost of delinquency and the effects of delinquency on the profitability of MFIs. – Measure the delinquency of MFIs using relevant indicators. – Describe the provisions of delinquency and write-off procedures. – Discuss preventive measures for controlling delinquency and uncontrollable causes of delinquency. – Develop a delinquent management plan – Evaluate the performance of MFIs using performance measurement indicators – Apply tools and techniques for MFI performance management. – Discuss the risks related to asset and liability management of MFIs | | | | |
| Detailed Contents | | | | |
| <p>Introduction to Delinquency: Definition of delinquency, classification, and causes of delinquency; Analysis of cost of delinquency: Effects of delinquency, costs of delinquency; Measurement of delinquency: Introduction of delinquency indicators; Provisions for delinquency and write-off: effects of delinquency on financial statements, write-off procedures; Delinquency control: Preventive measures and uncontrollable causes of delinquency, international experiences, introduction of sample portfolio report; Formulation of delinquency management plan: Methodologies to minimize delinquency; Performance indicators: Portfolio quality ratios, productivity and efficiency ratios, financial viability ratios, profitability ratios, leverage and capital adequacy ratios, scale and depth of outreach indicators, performance standards and variations; Performance management: productivity and efficiency management, assets and liability management, operating risk management, gap analysis. Risk in assets and liability management: liquidity risk, interest rate risk,, foreign exchange rate risk and operational risk.</p> | | | | |

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| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> • Ledgerwood, J. (1998). <i>Microfinance Handbook: An Institutional and Financial Perspective</i>. Washington, DC: World Bank. • Ledgerwood, J. (2013). <i>The New Microfinance Handbook: A Financial Market System Perspective</i>. Washington, DC: World Bank. • Gueyié, J., Manos, R., & Yaron, J. (2013). <i>Microfinance in developing countries: issues, policies, and performance evaluation</i>. • Soalisu, S.(2013). <i>Portfolio And Delinquency Management In Microfinance Institutions</i>.UK: LAP LAMBERT Academic Publishing | |
| Prepared by : Ms. J. S. Dimon Ford | |
| Checked by: Prof.(Ms). Lingesiya Kengatharan | |

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|---|-------------------------------------|-----------|-------------------------|----------------------------|
| Course Title | Corporate Governance of MFIs | | | |
| Course Code | DMF 12033 | | | |
| Credit Value | 3 | | | |
| Status | Semester 2 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of the course unit is to provide knowledge on underlying concepts, principles, and theories of corporate governance and develop skills to critically analyse governance issues of MFIs. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Define the terms governance and good governance – Describe corporate governance, its importance and evolution – Explain theories of corporate governance – State the responsibilities of the board of directors and board chair – Explain the size and composition of the board – Discuss the board member recruitment, period of appointment, rotation, and | | | | |

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| | <p>compensation of the board members</p> <ul style="list-style-type: none"> – Discuss the effective board processes including the subcommittees – Elucidate the implications of governance on MFI legal structures – Discuss the unique governance issues in MFIs – Explain key board responsibilities and decisions – Elucidate the role of the board in crisis – Discuss corporate governance in Sri Lanka and its approach |
| Detailed Contents | |
| <p>Introduction to governance: definition of governance and good governance, importance and elements of good governance, key players in the governance process; Corporate governance: definitions, importance and evolution of corporate governance; Theories of corporate governance: agency theory, stewardship theory, resource dependency theory; Structuring an effective board: board size, composition of the board, recruitment, appointment period, rotation, board member compensation, conflict of interest policy, responsibilities of the board of directors and board chair; Effective board processes: board meetings, sub committees, information and disclosure; Governance implications of MFI legal structures: regulation, privately held ownership and formal documentation; Unique governance issues in MFIs: double bottom line, in transition, responsible exits and etc., Key board responsibilities and decisions: major strategic directions, risk strategy and management, oversight and compensation, succession planning, board disputes and board role in crisis; Corporate governance in Sri Lanka and its approach with reference to corporate governance worldwide - comparison and implications.</p> | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80 |
| Recommended readings | |
| <ul style="list-style-type: none"> • CA Sri Lanka. (2017). <i>Code of best practice on corporate governance</i>. Colombo: The Institute of Chartered Accountants of Sri Lanka. • Angualia Daniel. <i>Compliance with best practises in corporate governance best practices by MFIs in Uganda</i>. lap lambert academic publishing • IFAD (2006). <i>Handbook for the analysis of the governance of microfinance institutions</i> • Council of Microfinance Equity Funds (2012). <i>The Practice of Corporate Governance in Microfinance Institutions’ handbook</i> | |
| Prepared by: Ms.K.Sentheeran | |
| Checked by: Ms.S.Balagobei | |

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|--|---|-----------|-------------------------|----------------------------|
| Course Title | Management Information System for MFIs | | | |
| Course Code | DMF 12043 | | | |
| Credit Value | 3 | | | |
| Status | Semester 2 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of this course unit is to provide knowledge of basic concepts, features, and approaches of the Management Information System for microfinance institutions. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Define the term Management Information System (MIS) – Explain the importance of MIS – Discuss the characteristics and difficulties in adopting MIS – Examine the information system used by microfinance institutions – Discuss the demerits of manual system – Analyse the benefits of computerized MIS to microfinance institutions – Explain the subsystems of management information systems – Describe the uses of MIS – Explain the concept of integration and consolidation – Define the concept of database and its relevant software application of MIS – Discuss other key factors related to information technology systems. – Describe the fraud in MIS – Discuss ways to mitigate frauds in MIS – Evaluate the challenges faced by microfinance institutions using MIS | | | | |
| Detailed Contents | | | | |
| <p>Introduction: Definition, importance of MIS,, characteristics of MIS and challenges in adopting MIS. Information system used by MFI: manual system, semi-automated system, fully automated system disadvantages of manual system and benefits of computerised MIS to MFI. MIS subsystems: accounting system, portfolio management system, deposit tracking system, human resource management system, customer information systems and reporting system. Uses of MIS: business impact analysis, electronic banking system, and mobile banking system. Integration and consolidation: Back office MIS concept, developing database, entities, relationship, normalized data and relevant software. Other Key deciding factors in IT system: physical architecture, network, hardware, database and application. Fraud: chances of fraud, mitigation of fraud. Challenges faced by MFIs.</p> | | | | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation, individual assignments etc. | | | |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: | | | |

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| | <ul style="list-style-type: none"> – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions out of six questions that may include several parts. Total marks for this part is 80. |
| Recommended readings | |
| <ul style="list-style-type: none"> • Ledgerwood, J. (2010). <i>Microfinance Handbook: An Institutional and Financial Perspective</i>. US: The World Bank. • Bhaskaran, R. (2017). <i>Microfinance - Perspectives and Operations</i>, (2nd ed.). India: Macmillan Publishers. • Arvind, A. (2014). <i>Management Information Systems for Microfinance: Catalysing Social Innovation</i>. UK: Cambridge Scholars Publishing • Arvind, A., Bryan, B., Karl, D., and Godfrey, S. (2015). <i>Management Information Systems for Microfinance: Catalysing Social Innovation for Competitive Advantage</i>. UK: Cambridge Scholars Publishing | |
| Prepared by : Ms.T.Pratheesh | |
| Checked by Dr.(Ms.)J.Thevananth | |

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|--|--------------------------|-----------|-------------------------|----------------------------|
| Course Title | Business Planning | | | |
| Course Code | DMF 12305 | | | |
| Credit Value | 3 | | | |
| Status | Semester 2 | | | |
| Notional hours | Theory | Practical | Field/industrial visits | Independent learning hours |
| | 45 | | | 105 |
| Aim | | | | |
| The aim of the course unit is to provide students with integrated knowledge in the concepts, theories, and techniques of business planning and to develop a business plan for a microfinance institution. | | | | |
| Intended Learning Outcomes | | | | |
| <ul style="list-style-type: none"> – Explain the purpose and elements of business planning – Discuss the process of business planning – Analyse the stakeholders of business planning – Formulate the vision , mission and objectives of the business – Discuss the exit strategy of the business – Examine the internal and external environmental factors of a business – Discuss the resource-based view of the firm – Perform Value, Rarity, Imitability, and Organization (VRIO)analysis – Demonstrate the organisational core competencies and configuration of resources – Explain the resource audit – Analyse the competitive environment of a business – Explain the product and portfolio of a business – Discuss market forecasting techniques – Examine the practical scenario of a business case | | | | |

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| Detailed Contents | |
| <p>Introduction to business planning: purpose and element of business planning and business planning; Strategic planning: analysis of stakeholders, vision, mission, objectives and exit strategy;. Analysing the environment: PEST analysis, scenario planning, and SWOT analysis; Analysing the firm: resource-based view of the firm, VRIO analysis, organisational core competencies, configuration of resources and resource audit; Industry and competitor analysis: industry life cycle, forces driving industry competition, and analysing competitors; Product and portfolio analysis: product life cycle, growth-share matrix, directional policy matrix, industry attractiveness screen, and HOFER matrix; Market forecasting techniques: time series methods, regression analysis, and qualitative and technological methods; Case study analysis .</p> | |
| Teaching and Learning Methods/Activities | Lectures, tutorials, group discussions, class discussions, participatory learning activities, virtual learning, presentation and individual assignments, etc. |
| Evaluation | <p>Formative assessment (in-course): 30%</p> <ul style="list-style-type: none"> – At least two assessments for 30 marks. – The assessments could take any forms such as classroom assignment, take-home assignment, quiz, presentations, etc. <p>Summative Assessment: 70%</p> <ul style="list-style-type: none"> – The written examination is of three hours long. The question paper contains two parts: – Part I: It is compulsory. It contains 20 multiple choice questions for 20 marks. – Part II: Students are expected to answer four questions from six questions that may include several parts. Total marks for this part is 80 |
| <p>Recommended readings</p> <ul style="list-style-type: none"> • Ledgerwood, J. (2010). <i>Microfinance Handbook: An Institutional and Financial Perspective</i>. US: The World Bank. • Graham, F. and Stefan, Z.(2014). <i>Guide to business planning</i>.UK: Profile Books Ltd • Tony, S. and Charles, W.(1998). <i>Handbook: Business Planning and Financial Modeling for Microfinance Institutions</i>.US: The World Bank • Chandrasiri, J.K.M.D., & Bamunuarachchi, B.A.D.S. (2016). <i>Microfinance Institutions in Sri Lanka: Examination of Different Models to Identify Success Factors</i>. Colombo: HKART Institute. | |
| Prepared by: Ms.T.Pratheesh | |
| Checked by: Dr.R.Vijayakumaran | |