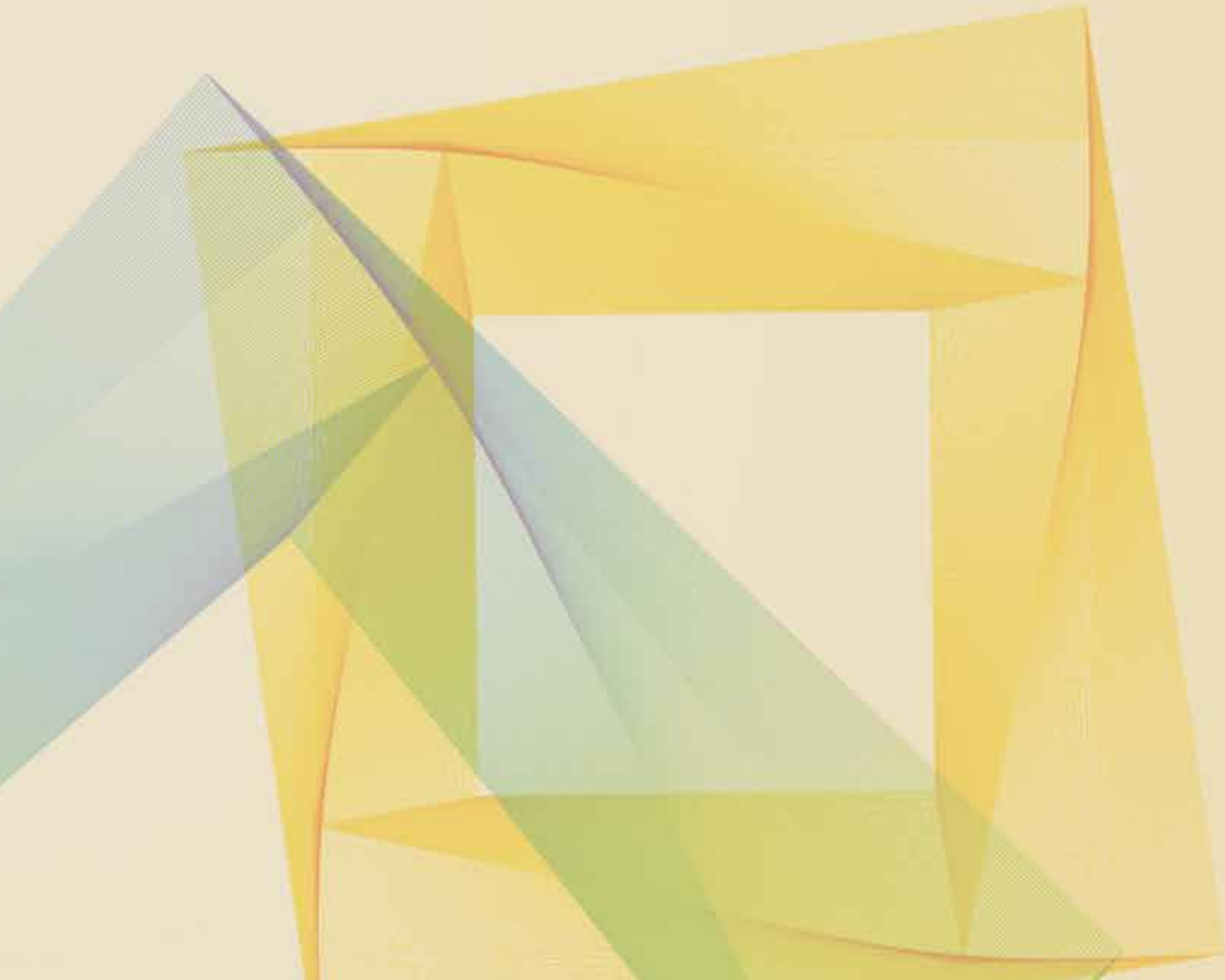


MBA

PROGRAMME HANDBOOK 2022 - 2023



**Postgraduate
Institute of
Management**
University of Sri Jayewardenepura

PIM Vision

To become a centre for management excellence in South Asia.

PIM Mission

We ignite human imagination by developing leaders having global presence with local pulse.

In this endeavour, we pursue innovative teaching, cutting-edge research, enriching partnerships, inspiring sustainability and exemplary governance.

PIM Values

Passion

Enthusiasm and eagerness towards results in showing professionalism in actions.

Key Behavioural Indicators (KBIs)

- Is clear about the tasks associated with the job.
- Is enthusiastic in handling tasks.
- Thinks innovatively in finding new solutions.
- Is conscious of one's contribution to the institutional success.
- Willing to exert extra effort to achieve objectives.

Integrity

Acting in an ethical manner with the best interest of the institution in mind.

Key Behavioural Indicators (KBIs)

- Is honest in conducting oneself.
- Can be trusted in handling confidential matters.
- Conducts oneself fully within the rules and regulations of the institution.
- Cannot be manipulated for unethical actions.
- Keeps the institution's needs ahead of one's interests.

Mindfulness

Paying attention to purpose and actions in doing things with self-awareness.

Key Behavioural Indicators (KBIs)

- Pays attention to detail.
- Is aware of the needed actions at any given moment.
- Looks at situations unbiased with an open mind.
- Has complete focus on tasks at hand.
- Is efficient in utilizing time.

Contents

Message from the Director	02
The Institute and the University	05
Directions of Education and Research	06
Master of Business Administration	08
MBA Curriculum	14
PIM Research Centre	38
PIM Genesis	39
International Cooperation	40
Board of Management & Board of Study	41
PIM Alumni Association	44

MBA

PROGRAMME HANDBOOK 2022 - 2023

Message from the Director

**Standing Tall
against the Rest**



In a world that is becoming increasingly complex, uncertain and overcrowded, winning against all odds is no longer a choice, but a necessity for businesses to survive and grow. This requires mastery. Mastery is achieved when we are able to come up with distinctive solutions to common problems. Problems are everywhere and are common to all, but the attitude and the approach that are taken to solve them is what makes the difference. It's like when it rains all birds go after looking for shelter, but the eagle stands tall by flying above and avoiding the rain.

Our MBA is not just about having an MBA. It's about becoming an MBA by achieving mastery. It is carefully designed, structured and delivered to help our students develop a global mindset, while having a local feel to gain mastery in the disciplines of business they operate. They are trained and developed to do so not only to beat competition, but also to make competition irrelevant. Indeed, they create more value to customers, and thereby create value to other stake holders as well. We set our mission three decades ago to help Sri Lankan managers become masters of the destiny of their organizations which they work direct and manage.

PIM MBA, having brought forward five thousand business leaders in the country, is internationally recognized for its excellence and strong industry-connection. It is flexible, and most up to date in technology to help our students to be ready to make the next step in their careers. Our team is a combination of both academic and industry leaders who bring forward extensive knowledge and experience with the latest business cases from here and abroad, to transform practitioners into professional managers. The result brings out professional managers who do things differently or do different things through the mastery they have achieved and standing tall against the rest.

We are ready to enroll you, enabling to achieve mastery to stand tall against the rest. Are you ready to take up this challenge? Join us with pride.

Dr. Senaka Kelum Gamage

Director and Chairman of the Board of Management



Pix by Kumara Edirisooriya

Entrance to PIM: New knowledge cascading for the good of the community

About PIM

As the pioneer of advanced management education and training in Sri Lanka, the Postgraduate Institute of Management (PIM) has continued to serve the business community and the Nation for over 35 years. As a semi-autonomous body affiliated to the University of Sri Jayewardenepura, it is governed by a Board of Management consisting of representatives from business, professions and the government. The PIM is the only university institution in the country which is self-financed. The PIM's core degree programme, the Master of Business Administration (MBA) attracts hundreds of young managers annually, and provides the most challenging learning opportunity in management in Sri Lanka.



The Institute and the University

The PIM, established in 1986 by Ordinance under the Universities Act of 1978, is one of the seven postgraduate institutes in the university system of Sri Lanka. Though it is relatively young, it has the largest student population among the institutes, and it is the only self-financed higher learning institution in the university system of the country.

The University of Sri Jayewardenepura, to which the PIM is affiliated, is 60 years old. In fact, it is much older if one counts the long years of its history as a seat of learning. The history of this institute dates back more than a century to 1873, when the most Ven. Hikkaduwe Sri Sumangala Nayaka Thero laid the foundation of this distinguished centre of learning as a Pirivena (Institute of Buddhist and Oriental Studies) named Vidyodaya (meaning 'awakening of knowledge').

In 1958, it was reconstituted as the Vidyodaya University of Ceylon by an Act of Parliament. Under the Universities Act of 1978, it was renamed 'University of Sri Jayewardenepura', after the new administrative capital of Sri Lanka. Today, its full-time student population is over 15,000 enrolled in the faculties of Humanities and Social Sciences, Management Studies and Commerce, Applied Sciences, Medical Sciences, Technology and Engineering.



DIRECTION OF EDUCATION AND RESEARCH

Guided by our strategic direction, the Institute consciously adopts a series of Mission-driven strategies, policies and programmes in the key result areas of management education and research:

Higher Degrees

Quality in Output

All our graduates in the corporate sector and public sector management and doctoral programmes are expected to demonstrate high levels of achievement in three areas:

- Distinct operational competencies in a chosen specialization of management;
- Distinct competencies in the generic management skills of interpersonal relations and communication including IT; and
- Distinct competencies in higher order integrative abilities in systems integration, problem solving skills, strategy formulation and leadership.

Relevant Education

Courses of study, areas of specialization and majors, and research priorities in all programmes of study reflect the Institute's response to the priority needs of industry, government and national development as perceived by the Institute. In this process,

the Institute also gives priority to the study of international business and issues of globalization.

Research in Management

Proudly Continuing Our Tradition

The PIM is the leading higher education institution in the country that conducts research in the discipline of management. This is amply reflected in our claim that our MBA is one of the few, and best MBA programmes in the world, where research is an important and essential component of the degree. While many MBA programmes elsewhere have conveniently abandoned the practice of learning of research, we proudly continue to improve upon the quality of our research and research related projects in the MBA programme. We have intellectually contributed continuously for over three decades. Research interests developed at the Master's level are promoted through the doctoral programme of study. The Sri Lankan Journal of Management, a bi-annual journal of the Institute, started in 1996, became the first Sri Lankan journal to be published by EBSCO, a leading global research database. The Professional Manager Magazine, our other bi-annual publication continues to provide a forum for publication and discussion on various emerging and evolving arenas.



The PIM is a member of the AACSB International (The Association to Advance Collegiate Schools of Business), the premier Business School accreditor of the world. Established in 1916, the AACSB International provides its members with a variety of products and services to assist them in the continuous improvement of their business programmes and schools. It is less than 5 percent of the business schools around the world that have been accredited by the AACSB. The PIM is looking forward to obtain this coveted status in the near future.

MASTER OF



BUSINESS ADMINISTRATION

MBA Programme Learning Goals

This module is in direct relevance to the learning goals of the MBA programme. As it is stated, PIM MBA graduates will be able to:

- A. **Recognize** the key knowledge, skills and attitudes at local and global level.
- B. **Reflect** with critical thinking and analysis in solving business – related problems.
- C. **Reach** public and private organizations through team participation.
- D. **Realize** the importance of economic and ecological concerns and the humane aspects of business activities.
- E. **Reinforce** integrity and ethics in being conscious of values when decisions are made.

The above objectives are linked to the learning objectives of each module.

Degree Requirements

The Master of Business Administration (MBA) is the core degree programme of the Institute, the duration of which is two years. Organized into eight academic terms during this two-year period, the programme offers approximately 600 classroom interaction-hours and over 60 hours of faculty consultation on research, skills development, directed study and residential workshops. Since the degree requirements for group work, practical assignments, research and skills projects as well as examinations are comprehensive, the demand on students

in terms of study hours is high. This is in addition to the notional 50 hours per course. Most of the sessions are conducted during evenings and weekends, and part of the work is carried out through day-time workshops and off-campus residential programmes. All degree requirements must be completed within a period of five years of the date of first registration.

A student must earn a total of 60 credits by way of course work, research work and skills demonstration. These credit hours (Cr) are distributed among these components of the regular study programme as follows:

Table 01: Credit structure

Required Core Courses (18)	36 credits
Elective Courses (03)	06 credits
Integrative Course in Management	03 credits
Management Research Project (MRP) or Management Skills Project (MSP) or Management Case Study (MCS) or Entrepreneurship Skills Project (ESP) or Industry Survey Project (ISP)	15 credits
Total	60 Credits

The Management Research Project/ Management Skills Project/Management Case Study/Entrepreneurship Skills Project/ Industry Survey Project is presented by the student before a panel of academic and professional evaluators.

Management Research Thesis (MRT) Option (24 Cr)

Students intending to follow an academically-bent Master's Degree may undertake research leading to a Thesis (24 Cr), in which case the student will not have to do the 15 credit-projects stated above, and the integrative course in Management. Further, the student will have to do only two elective courses. The Management Research Thesis is presented by the student before a viva panel of academic and professional evaluators.

However, to complete 24 credits, the students will have to complete the two compulsory electives totaling to 04 credits, in addition to the thesis (20 credits). This allows students to take the MBA (Research option) with 40% on research work. With this option, students can earn an MBA by selecting the Research option. This meets the criteria for Doctoral work across many universities around the world.

Management Field Study Project (MFP) Option (13 Cr)

The Management Field Study Project option is an extension of the case study, where a student can focus on performance improvement of a division/department linked to a course work. This will be more related to KPIs of the company which essentially become a part of performance of a manager. Students selecting the option of Field Project will need to take one additional elective, which can broaden the knowledge, and allow more specialization in one field while gaining competencies in the particular field. For instance, one can take the additional elective in HR, and take an HR related Field Project. This approach will allow the student to complete the MBA on time, and gain the required competencies in an area of specialization. The Management Field Study

Project is presented by the student before a viva panel of academic and professional evaluators.

Time Tables

The academic year is organized on a term basis. The duration of a term is three months.

- a) **Week-day Option:** Three days per week (5.45 pm - 8.45 pm).
- b) **Week-end Option:** Three, three hour sessions on Sundays (8.00 am – 5.00 pm).

MBA Students

The PIM's MBA attracts executives, practising managers and professionals largely from the private sector. Candidates come from different academic and work backgrounds, namely, engineering, marketing, finance, HR and IT. Every year, there are a few candidates from legal and medical backgrounds as well. Students who come with such adequate preparation, already possessing learning skills, not only enjoy the learning activities better, but also mitigate the stress during the currency of the programme with relative ease. The most valued learning outcomes for students of the MBA Degree include:

- Learning the art and science of providing leadership, including entrepreneurial and strategic thinking for business organizations competing in borderless environments; and applying that knowledge to the given scenario in this VUCA world;
- Developing higher levels of competence in problem solving and policy analysis in marketing, production, financial and organizational aspects of business;

- Mastering the complex processes of decision-making, and application of modern management techniques for productivity and quality enhancement;
- Developing values and skills for working with people, particularly in groups and teams; and
- Sharpening business communication skills for negotiations and executive presentations.

Who Should Apply

Eligibility to apply for admission to the MBA Degree programme is determined according to the following criteria:

1. One of the following qualifications:
 - a) A Bachelor's Degree, from a recognized university with at least a second class (upper division) pass, in business/ public administration/commerce/ management studies.
 - b) A Bachelor's Degree from a recognized university, and at least three years' work experience in a managerial capacity at an organization acceptable to the Institute or teaching/research experience relevant to the programme of study.
 - c) A professional qualification recognized by the Institute as being equivalent to a Bachelor's Degree of a university, and three years' work experience in a managerial capacity at an organization acceptable to the Institute, or teaching/research experience relevant to the programme of study.
 - d) Senior managers, entrepreneurs and researchers whose age is above 35 years, and who have an exceptional and outstanding track record. In this

category, the Institute will adopt special criteria for the determination of eligibility for selection as the number of places allocated for such applicants in the programme is limited. Any candidate applying under the "Mature Student" Category, purely on experience, must submit a separate report not exceeding 1000 words indicating their career achievements, and rationalizing the reasons as to why they deserve to be considered for admission.

2. A good knowledge of English is compulsory.

Assessment of Applicants

Admission to the Institute's programmes of study is competitive. The PIM will assess the level of analytical skills, proficiency of English (both written and spoken), comprehension and intelligence by way of an aptitude test to select the applicants. The PIM welcomes applicants with experience in managing organizations or in research together with qualities of dynamic leadership, and a desire for continuous improvement. In making selection decisions, the admission policy recognizes the relevance of three equally weighted sets of attributes: intellectual capacity, demonstrated professional/research competence and personal characteristics. Since the Institute's courses of study are conducted in the English medium candidates are required to have adequate proficiency in English.

The admission procedure includes three steps of evaluation:

- a) Review and assessment of application and qualifications
- b) Admission test (Aptitude test)
- c) Interview.

A Board of Admission administers this procedure. Both academic and professional qualifications of applicants will be assessed in order to determine applicants' intellectual capacity and achievements.

Admission Test

Qualified applicants are required to sit the Admission Test conducted by the Institute. This test is designed to assess the candidate's analytical skills, communication skills and proficiency in English.

The admission test will consist of the following three papers:

Paper I: Essay (Duration: 40 minutes; Marks: 40): Write an essay in English on one of the three topics given. Marks will be given for (a) depth of knowledge (b) analytical ability (c) organization of ideas (d) objectivity of writing (e) orderly presentation and (f) grammar. Topics are chosen from management and related areas.

Paper II: English Language & Comprehension (Duration: 30 minutes; Marks: 30): (a) English grammar, including sentence structure, vocabulary and meanings. (b) Understanding passages from an English text on management and related areas.

Paper III: Analytical Skills (Duration: 30 minutes; Marks: 30): The ability to visualize, gather information, articulate, analyze, and solve problems or arrive at sensible decisions based on logical interpretation and information made available. However, there can be minor variations to this paper to be in congruence with the evolving world.

Applications and Fees

A copy of the MBA Programme Hand Book could be obtained from the PIM Office free of charge. This could be downloaded from the PIM website as well.

Applications must be submitted on-line through the PIM Website: www.pim.sjp.ac.lk/apply

Once the on-line application is received, the Institute will evaluate the application and inform the applicant his or her eligibility for the programme.

An application processing and admission test fee of Rs. 1,500 must be paid thereafter.

Payment could be made using one of the methods given below:

- a) Indicate your online application reference number and make the payment (Rs. 1,500) in cash to the finance division of the Institute.
- b) Credit the amount (Rs. 1,500) to any branch of the Bank of Ceylon (Account Name: Postgraduate Institute of Management; Account No.: 192596) and email the scanned image of the deposit slip and your application reference number to admin@pim.sjp.ac.lk
- c) Transfer the fee on-line to the PIM Bank Account (Account Name: Postgraduate Institute of Management, Account No.: 192596, Bank: Bank of Ceylon, Borella, Branch Code: 038) and email the funds transfer statement to admin@pim.sjp.ac.lk indicating your application reference number.

The fee applicable to the MBA 2022-23 programme is Rs. 600,000. This fee could be paid in instalments within the two-year study period.

The fee once paid is not refundable.

Timetables for sessions will vary according to the programme - structure, i.e., whether the programme is full-time, or conducted during evenings or weekends.

Foreign Applicants

Foreign applicants whose medium of educational instruction over a considerable period of time (minimum of three recent years) has been English may seek exemption from the MBA Admission Test by forwarding evidence of competence in the English Language.

Programme Duration and Extensions

The normal period of study (effective from the date of registration) for the MBA is two years under the part-time option, and one year under the full-time option.

Under circumstances acceptable to the Board of Study of the Institute a student may, upon request, be granted extension of registration beyond the normal period of study stipulated for the programme. The maximum period of study for the MBA is five years from the date of first registration in the programme of study. Students receiving extensions must pay a programme fee for the extended period.

Cancellation of Registration

The university registration of those students who cannot complete the postgraduate degree within the stipulated time will be automatically cancelled. If they still wish to obtain the Degree they must reapply for admission.

Student Discipline

In order to secure and maintain professional and ethical standards pertaining to discipline, students are expected to exercise restraint in their conduct both inside and outside the Institute. It is the responsibility of each student to obtain a copy of the PIM Student Handbook, and familiarize himself/herself with the regulations, procedures and guidelines given therein, and adhere to them in pursuing the studies and research prescribed by the Institute.

Residential Workshops

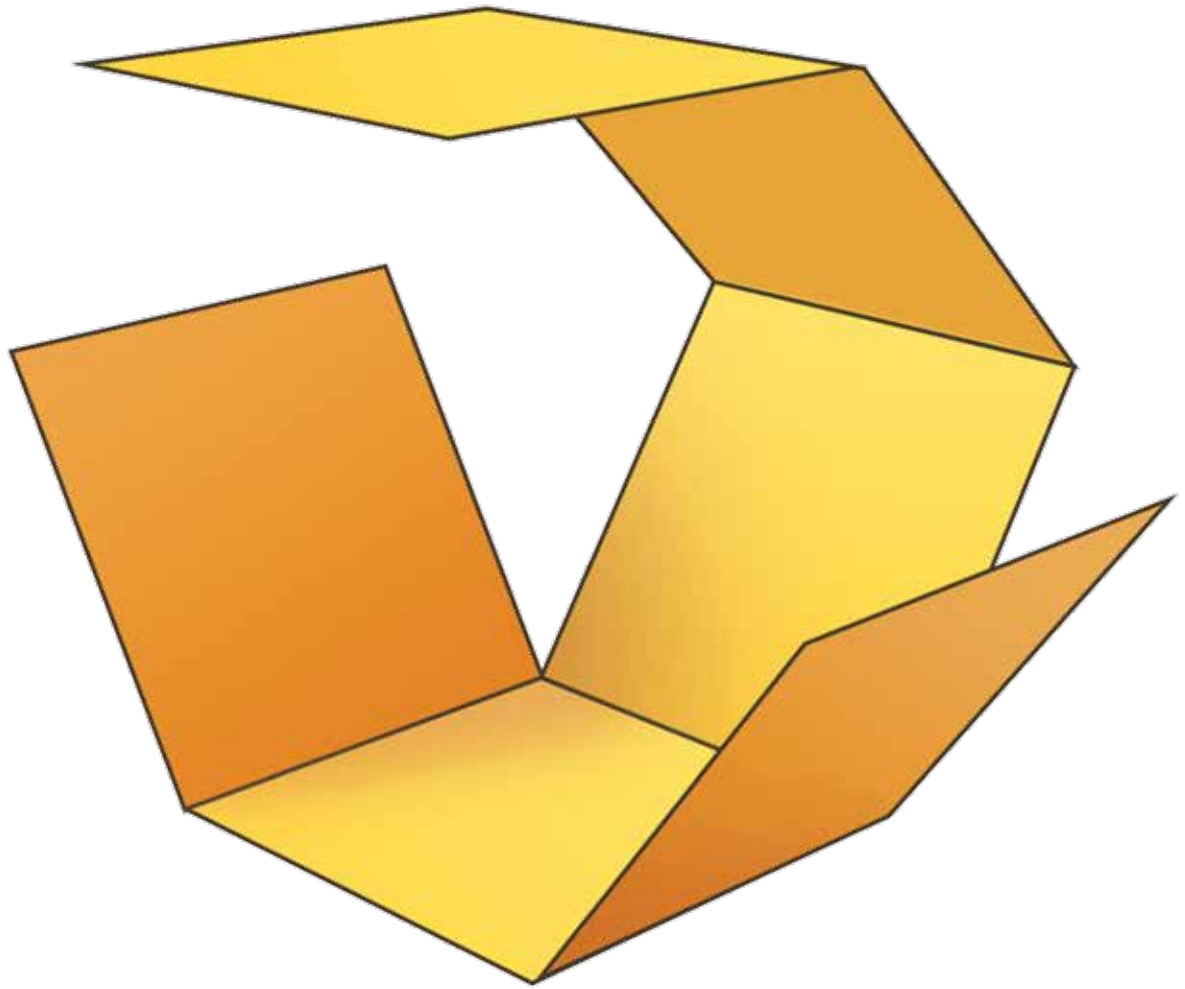
An important feature and a value addition of programme delivery is the residential workshop. Usually, it is held in a hotel away from Colombo. Such a workshop helps students and faculty refresh and reflect in a quiet and reposeful environment that promotes creativity in group settings and also for networking.

Postgraduate Diploma Option

Students who are unable to complete the MBA Degree requirements may obtain a Postgraduate Diploma in Management (PGDM). PGDM may be awarded to those students who successfully complete all requirements except those for research and skill competencies. Likewise, PGDM will also be awarded to those who do not reach the required level of overall academic performance measured by Grade Point Average (GPA).

Further Information for Students

Detailed information regarding all the policies and procedures and regulations governing the programme is given in the Student Handbook, which is given free to registered students. It is the responsibility of the students to understand and follow the information given in this Handbook.



M B A

C U R R I C U L U M

The PIM is privileged to offer its clientele the exposure it has gained both locally and globally to meet the growing needs of managerial competencies and professionalism. The curriculum is structured and designed in congruence with the evolving world around eighteen core courses and a choice of elective courses from a wide range of subject areas. Students are directed to research and skills development projects in each required course, leading to a well-conceived final project in the second year of study.

Credit Requirements

A two-credit course which is 30 session-hours, is conducted over a period of 10 weeks, and a student will complete three such credit courses in a typical term. Each course will have its own scheme of evaluation, including skills and research-based assignments and group work, and a final course examination. Time tables for sessions vary according to whether the programme is full-time, part-time or conducted during evenings or weekends.

The credit structure of the MBA Programme under different research options is as follows:

MBA with Research Component:

Course Type	No. of Credits
Required Core Courses (18)	36
Elective Courses (03)	06
Integrative Course in Management	03
Management Research/Skills/Case Study/Entrepreneurship Skills/ Industry Survey Project	15
Total	60

MBA with Management Research Thesis (MRT) Component:

Course Type	No. of Credits
Required Core Courses (18)	36
Compulsory Elective Courses (02)	04
Management Research Thesis	20
Total	60

MBA with Management Field Project (MFP) Component:

Course Type	No.of Credits
Required Core Courses (18)	36
Elective Courses (04)	08
Integrative Course in Management	03
Management Field Project Report	13
Total	60

(The above credit structure is in compliance with the Sri Lanka Qualification Framework (SLQF) Exit Level 10 requirements.)

Grading System

The grading system currently applicable in the programme is as follows:

Marking Scale	Grade	Point Scale
00 - 59	F	0
60 - 65	C	2
66 - 70	C+	3
71 - 75	B	4
76 - 80	B+	5
81 - 85	A-	6
86 - 90	A	7
91 - 100	A+	9

The pass mark for each credit course is sixty (60), and the above indicates that the student earns a minimum of 60% for the examination component in order to attain this grade. A minimum of 60% will also apply to all assignments, the aggregate of which would form the total for that module. In order to qualify for the MBA Degree, the level of performance required at the end of Year II is a GPA of 4.0 (71% or above) **or** better on the above scale. Those who obtain an average of less than 71% or who do not complete the final project will be awarded the Postgraduate Diploma in Management (PGDM).

Excellence in Performance

A Merit Pass in the MBA degree is awarded to a candidate who receives a GPA of 7 or better, together with a grade of 'A' or 'A+' for the final project.

Programme Structure

Term	Required Courses	
Term I (Year 1)	MBA 501	Managing Organizations
	MBA 502	Economic Analysis for Business
	MBA 503	Business Communication
Term II (Year 1)	MBA 504	Marketing Management
	MBA 505	Business Law & Corporate Governance
	MBA 506	Information Management
Term III (Year 1)	MBA 507	Organizational Behaviour
	MBA 508	Managerial Finance
	MBA 509	Managing Business Operations
Term IV (Year 1)	MBA 510	Human Resource Management
	MBA 511	Management Research Skills
	MBA 512	Leadership and Business Development
Term I (Year 2)	MBA 513	Strategic Financial Management
	MBA 514	International Business
	MBA 515	Project Management & Sustainability
Term II (Year 2)	MBA 516	Entrepreneurship
	MBA 517	Business Strategy
	MBA 518	Business Analytics
Term III (Year 2)	MBA 519	Integrative Course in Management
		Elective Course I
		Elective Course II
		Elective Course III
		Research Methodology I (Compulsory Elective for Thesis -MBA 640)
		Research Methodology II (Compulsory Elective for Thesis - MBA 641)
	One of the following	
Term IV (Year 2)	MBA 525	Management Research Project (MRP)
	MBA 526	Management Skills Project (MSP)
	MBA 527	Management Case Study (MCS)
	MBA 528	Entrepreneurship Skills Project (ESP)
	MBA 529	Industry Survey Project (ISP)
	MBA 530	Management Field Study Project (MFP)
	MBA 535	Management Research Thesis (MRT)

MBA 501: Managing Organizations

Management is fundamental to most activities we do. This course focuses on fundamentals of managing organizations in the contemporary world. A typical manager works long hours, and faces increased complexities posed by globalization, domestic competition, government regulations and stakeholder pressure. This task is further complicated by rapid changes, restructuring processes, and both minor and major crises. The manager's job is not only unpredictable and fraught with discontinuity and challenges, but it is also filled with opportunities to make a real difference for the benefit of the organization and the people it serves.

Learning Highlights:

1. Recognize the key fundamentals of managing organizations.
2. Reflect on the main challenges associated with managing organizations.
3. Realize the applicability of the basic concepts learnt to the current issues faced by one's workplace.
4. Reinforce the way how one professionally plays the managerial roles in utilizing management skills in one's workplace.

MBA 502: Economic Analysis for Business

Economics is apparently the discipline and foundation subject which has provided valuable inputs to other subjects such as Management, Marketing, and Finance. At the core, its studies revolve around both micro and macroeconomics, and how the key decision makers in an economy viz. individuals, firms and governments, choose to employ the scarce resources available to them to obtain maximum benefit. In addition, this course discusses how the country's economy is linked to the global economy, and the changes in the global environment and policies adopted by foreign governments have inescapable consequences for organizations.

Learning Highlights:

1. Recognize the relevance and uses of micro and macroeconomic concepts, in particular;
Familiarize with economic models and their uses; Use tools of economic analysis and their applications; Develop an understanding of the economic basis of business decision making; and an understanding of macroeconomics, in particular the role of Government, including taxation, interest rates, and other forms of market intervention.

2. Reflect on the concepts of microeconomics and its relevance in understanding market behaviour and economic environment as an interactive dynamic process that works within a macroeconomic framework.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of the concepts learnt in understanding the broad market framework and its applications for policy analysis.
5. Reinforce the way how one professionally makes economic analyses for optimal outcomes within dynamic situations, both in complementary and competing scenarios.

MBA 503: Business Communication

In our total life-span we 'communicate' with people around us. Although it is the most natural thing to do, some of us are better at it, compared to most others. Undoubtedly, 'better communicators' tend to get ahead of others and achieve more with their lives. Within the business context, the importance of 'effective and impactful communication' is a key element of any business executive's success. Effective communicators are also seen as better leaders making their way up the corporate ladder pretty fast. The importance of 'technical competency' cannot be underestimated. However, technical competency coupled with effective communication skills will get one further than what one could achieve mainly with technical competency.

Learning Highlights:

1. Recognize the key aspects of being an effective and persuasive communicator within a business context.
2. Reflect on techniques, tools, best practices and tips that make an exceptional communicator.
3. Reach different groups of people, diverse organizations, industries and situations with self-confidence as a communicator.
4. Realize the applicability of communication concepts learnt to multi-faceted issues faced by one's organization.
5. Reinforce how one professionally plays the role of an effective communicator within business.

MBA 504: Marketing Management

Marketing is a discipline that is an integral as well as one of the pivotal points of management in an organization, be it publicly owned or privately held. Marketing is both a state of mind and a world-view of the individual and the organization, as a whole. It is also a collection of well-honed functions that help attract, retain and grow customers profitably. Marketing as a business philosophy shapes and directs organizational processes, while marketing functions help sense, design and deliver value to customers and exceeding expectations of stakeholders.

Learning Highlights:

1. Recognize the key fundamentals of marketing.
2. Reflect on the marketing implications of the concepts and their utilization in marketing practices.
3. Reach diverse organizations, industries and situations with confidence in developing strategic marketing plans.
4. Realize the particular approaches and techniques of sensing, sizing and seizing market opportunities in marketing management.
5. Reinforce the way how one professionally plays the managerial roles in utilizing marketing management skills in one's workplace.

MBA 505: Business Law & Corporate Governance

This course deals with fundamental concepts of Business Law; sources of law; the legal and court system; forms and procedures in commercial litigation; legal forms of business organizations; sole traders, partnerships, syndicates, joint ventures, agencies and companies; contract law, tort law, property and criminal law in relation to business; intellectual property; the law governing e-Commerce; banking and insurance law; securities in lending, hire purchase, guarantee and indemnity; employment and labour law and dispute settlement; mediation, arbitration, ombudsman schemes and consumer protection. In addition, the exigency of corporate governance has emerged in the contemporary business world. This course, hence, discusses the facets and attributes of governance and compliance from the corporate world, regulators as well as from the legal perspective.

Learning Highlights:

1. Recognize the key fundamentals of business law and the main ways in which business is conducted in Sri Lanka.
2. Reflect on the legal issues faced by business and commerce.
3. Reach diverse organizations, industries and situation with confidence.

4. Realize the applicability of concepts learnt to the current issues faced by one's workplace.
5. Reinforce the way how one professionally plays the managerial roles in utilizing legal skills in one's workplace.

MBA 506: Information Management

The digital revolution is rapidly transforming the fundamental nature of many companies in a wide range of industries, and general managers and entrepreneurs need to understand the economics, technologies and management practices of technological adoption. This course focuses on the role of new technology and the managerial skills and capabilities needed. An interactive learning approach which includes lectures, presentations, videos and case studies is used as the method of delivery. Assignments are focused on the application of technology to one's organization, giving the opportunity to think critically about current business practices, and making recommendations for a possible digital transformation effort.

Learning Highlights:

1. Recognize the key knowledge and skills and attitudes required to become an effective decision-maker using information.
2. Reflect with critical thinking in applying Information Systems for business related problems.
3. Realize the applicability of new technological advances to the current issues faced at the workplace.
4. Reinforce information ethics and privacy in dealing with organizational information and the protection of digital assets.

MBA 507: Organizational Behaviour

Organizational behaviour (OB) is the study of individuals and their behaviour within the context of the organization in a workplace setting. In other words, it deals with human behaviour in organizations. OB can be regarded as an interdisciplinary field drawing from numerous disciplines including psychology, sociology, economics, organization theory, statistics and many others. This course will offer a range of topics of managerial relevance covering individuals, interactive teams and institutions.

Learning Highlights:

1. Recognize the key fundamentals of organizational behaviour.
2. Reflect on the main behavioural insights related to an individual as well as in interactive teams.

3. Reach individuals, interactive teams and institutions with confidence.
4. Realize the importance of economic and ecological concerns and the humane aspects of business activities.
5. Reinforce integrity and ethics in being conscious about values when decisions are made.

MBA 508: Managerial Finance

Undisputedly “Accounting is the language of business”. This is because accounting is the ‘medium’ through which most of the business performance is measured and communicated to all relevant stakeholders. An appreciation of financial aspects of managing one’s business can be seen as an essential competency-area for any successful entrepreneur or business manager. This is because the prudent and systematic management of one’s finances will yield direct results towards creating shareholder value, as is the expectation of every investor in the modern day business environment. This course aims to equip students with a basic understanding and comprehension of some of the theories and practices involved in accounting and finance. The course includes topics drawn from financial accounting, management accounting as well as financial management and application of such concepts.

Learning Highlights:

1. Recognize the key financial concepts required to be a successful business manager.
2. Reflect with critical analysis on important information presented in financial statements.
3. Reach diverse business environments in terms of understanding some of the common financial implications facing them.
4. Realize the importance of financial stability for a business.
5. Reinforce the importance of ethical financial management practices.

MBA 509: Managing Business Operations

Along with Marketing, Finance and Human Resource Management, Managing Business Operations integrates into the main subsystems of strategic management responsibility. Arising from the increasing complexity of global competition in the past 15 to 20 years, Operations Management has transformed itself from a mundane body of quantitative techniques designed to manage an enterprise efficiently to be a key contributor to corporate strategy. As a subsystem that is responsible for a significant percent of costs, assets and people, effective management of operations is a key success factor in the overall success of an organization. The more successful organizations have recognized the high degree of

interdependence among specialized functions, and therefore, they rely upon operational systems to provide the necessary quality of design, implementation and control. In broad terms, these considerations have shaped the objectives of this course

Learning Highlights:

1. Recognize the importance of managing business operations for productivity and organizational growth.
2. Reflect on one's own ability to identify and continuously improve business operations.
3. Reach one's capability to interact with industries and institutions with confidence when dealing with operational issues.
4. Realize the applicability of the knowledge gained by the course to design and develop work processes.
5. Reinforce the way how one professionally uses the knowledge of operations techniques while promoting productivity.

MBA 510: Human Resource Management

In the competitive world of business, Human Resource Management (HRM) function has a strong bearing upon an organization's corporate strategy formulation and implementation. As organizations move away from the industrial age dominated by factory labour practices to the information age, characterized by the power of the knowledge worker, the HRM -corporate strategy link is receiving greater attention in all aspects of management. In this context, managing people, the most precious resource in an organization, is increasingly becoming important in order to sustain a profitable growth.

Learning Highlights:

1. Recognize the key fundamentals of HRM.
2. Reflect on the main challenges associated with HRM.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of concepts learnt to the current issues faced by one's workplace.
5. Reinforce the way how one professionally applies the key lessons of HRM in playing a people manager role in one's workplace.

MBA 511: Management Research Skills

In the contemporary world making decisions based on the 'gut feeling' would not only destroy companies but also result in having irrevocable consequences. The overall purpose of the course is to guide and impart the knowledge to the students with skills in the different aspects of carrying out a research using accepted research methodologies. This includes skills in identifying a research problem, literature review, conceptualization, designing the study for data collection, and the use of SPSS for data analysis and report writing. This course also gives the opportunity for students to have an idea about the final project.

Learning Highlights:

1. Recognize the importance of identifying a research problem properly.
2. Reflect on the different options, types and the dimensions involved in undertaking each of the research options such as Thesis, Research Paper, Skills Project, Case Study, Industry Survey, and field project.
3. Realize the applicability of concepts and techniques learnt to the current issues faced by one's workplace.
4. Reinforce the outcome and the findings to day to day managerial decisions at the work place.

MBA 512: Leadership and Business Development

This course focuses on the leadership and the development of business through high performance cultures in organizations. The content of the course includes historical, modern and post-modern leadership theories; the development of entrepreneurship and intra-corporate entrepreneurship (intrapreneurship); the ethical dimension of behaviour of exemplary leaders; the development of leaders through leadership processes; the importance of emergent leadership in the face of crises and disasters; business modelling and resultant business plans; the designing of business incubators and strategic business units; and fostering creativity and innovation in organizations.

Learning Highlights:

1. Recognize the evolution of leadership thought, the art of business modelling and business plan writing
2. Reflect on how leaders think in order to develop one's own leadership style.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of concepts learnt to the current issues faced by one's workplace.
5. Reinforce the knowledge gained by the course for developing an ethical business.

MBA 513: Strategic Financial Management

This course is designed to analyze and understand the process of managing key strategic financial decisions. The main objective of this course is to assist the participants understand how modern business organizations gain competitive advantage through finance strategy.

Learning Highlights:

1. Recognize the key fundamentals of strategic financial management in organizations.
2. Reflect on the main challenges associated with strategic management of finances in organizations.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of concepts learnt to the current financial management issues faced by one's workplace.
5. Reinforce the way how one professionally plays the managerial roles in utilizing financial management skills in one's workplace.

MBA 514: International Business

The objectives of this course are fundamentally two dimensional. Firstly, the students are required to understand the basics, issues and outcomes/consequences in the current and evolving world of international business. Hence, fundamentally, knowledge is imparted on globalization, multinationals' behaviour, impact of trading blocks and world trade, strategic and economic interventions, foreign direct investments, behaviour of foreign exchange market and international strategy along with entry modes. Secondly, the participants will apprehend the gaining of skills and applying knowledge in International Business.

Learning Highlights:

1. Recognize the key fundamentals of International Business.
2. Reflect on the main challenges in all facets associated with International Business.
3. Realize the applicability of concepts learnt to the current issues in evolving Global Trade.
4. Reinforce the way how one professionally applies the key lessons of International Business while conducting global trade in day to day activities.

MBA 515: Project Management & Sustainability

The course on Project Management is aimed at preparing MBA students to be successful professionals in managing projects in the future. It attempts to develop specific skills in the areas of planning, initiating, executing, monitoring and controlling, and closure of projects. Strategic Corporate Sustainability prepares future business leaders to be competent and enlightened in the global agenda of sustainable development, and how every business has an opportunity to embed sustainability in corporate strategy by creating sustainable Blue Ocean Market spaces that meet the needs of consumers and businesses in a strategic and sustainable manner.

Learning Highlights:

1. Recognize the key fundamentals of project management.
2. Reflect on the key success factors in delivering a successful project, lessons learnt and how to avoid pitfalls.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of concepts learnt to the current issues faced by one's workplace.
5. Reinforce the way how one professionally plays the managerial roles in utilizing project management skills in one's workplace.

MBA 516: Entrepreneurship

The course aims to provide an appreciation of the scope and issues of entrepreneurship from the perspective of a practising manager. The course will primarily deal with issues relating to entrepreneurship in new venture creation, strategy in business growth and development, and initiating change in uncertainty.

Learning Highlights:

1. Recognize the key fundamentals of entrepreneurship, and understand entrepreneurial orientation.
2. Reflect on one's own entrepreneurial orientation in order to develop one's own career.
3. Reach one's capability, and interact with industries and situations with confidence.
4. Realize the applicability of the knowledge gained by the course to develop entrepreneurs.
5. Reinforce the way how one professionally uses the knowledge of entrepreneurship while promoting entrepreneurial behaviour.

MBA 517: Business Strategy

The main aim of this module is to sharpen the participants' understanding of and approach to strategic management, and improve their skills of its practical applications. Fundamentally, the course encapsulates strategy formulation, strategy implementation and strategy evaluation. This course also works as the core subject by integration of knowledge of other courses.

Learning Highlights:

1. Recognize the skills needed to conduct strategic analysis in a variety of industries and competitive situations, and especially, to provide a stronger understanding of the competitive challenges of a global market environment.
2. Reflect on the keys to crafting business strategy, reasoning carefully about strategic options, using "what-if" analysis to evaluate action alternatives, and making sound strategic decisions.
3. Reach the desired capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage.
4. Realize the managerial tasks associated with implementing and executing company strategies, integrating the corporate strategy with business and functional strategies.
5. Reinforce the understanding of implementing strategies through different management techniques.

MBA 518: Business Analytics

This course stresses on key tools in Business Analytics that can impact on the performance of a business. An interactive-on-learning approach is adopted to deliver the course. Topics are presented in a pragmatic manner, making it simple to understand and apply in a corporate environment. Lectures, presentations, case analyses, group presentations, discussions, and videos are used appropriately as methods of delivery. Assignments are given on issues related to local and global organizations. Participants, thereby, get an opportunity to apply the knowledge gained into practical situations.

Learning Highlights:

1. Recognize the key knowledge, skills and attitudes at local and global level.
2. Reflect with critical thinking and in solving business related problems.
3. Reach diverse organizations, industries and situations with confidence.
4. Realize the applicability of concepts learnt to the current issues faced at one's workplace.

MBA 519: Integrative Course in Management

The Integrative Course in Management consists of a series of five seminars. At the end of the seminar series students are required to sit a comprehensive examination of three-hour duration. This examination will also be integrated across other key courses where students will be tested on their overall knowledge and the application of knowledge in key arenas.

MBA 525: Management Research Project (MRP)

Through MRP, the student will demonstrate his/her depth of knowledge, and understanding in a chosen area of study via an extensive study/survey of existing knowledge, innovative formulation of problems and their analysis; collection, analysis and interpretation of data and information, and developing sound conclusions. Students are advised to select a suitable area of study for this purpose early in their study programme, and then use the research exercises given in the required courses to explore and develop their research questions and background literature.

Required: Approval of the research proposal, submission of paper during the last term of study, and oral examination of paper (approximately one hour).

MBA 526: Management Skills Project (MSP)

Through MSP, the student will demonstrate his/her knowledge and understanding in a chosen area of study via a survey of existing knowledge, and identification of a business or management problem requiring solutions in a practical setting, and demonstration of competency in a chosen area(s) by designing a project, implementing it and reporting the results obtained. Selection from a wide range of projects in construction, business, services and management of organizations is permitted. Students are advised to plan for a suitable project early in their study programme, and then use the skills assignments available in the required courses to prepare for the project to be undertaken in the last term of study. Students may search for project sponsors/funding sources to support the project's implementation.

Required: Approval of the management skills proposal, submission of project during the last term of study, and oral examination of project (approximately one hour).

MBA 527: Management Case Study Project (MCS)

Through MCS, the student will demonstrate his/her ability to examine an organization based on an overarching theme.

Evidence, both quantitative and qualitative, will be collected relating to the selected organization in examining the identified theme. The collected information organized in terms of a well-crafted conceptual framework and its underpinning theme will then be narrated in order to develop the case study in the last term of study. Pointed questions will be listed at the end of the case study for the reader to explore.

Required: Approval of the case study proposal, submission during the last term of study, and oral examination of case study (approximately one hour).

MBA 528: Entrepreneurship Skills Project (ESP)

ESP is especially meant for the student who intends to start up his own business, spearhead the startup of a strategic business in an organization, plan a specific aspect of business development, or move into business consultancy for startup entrepreneurs or small businesses. It is an opportunity for the student to demonstrate his/her knowledge and understanding of entrepreneurial strategy. In doing so he/she will make evident his/her competency in identifying an opportunity in the market, developing an idea, crafting strategy for the startup of a business unit for manufacture or service, analyzing operational, market and financial feasibility, and also executing a project using state-of-the-art project management knowledge. As in MBA526 Management Skills Project, students are advised to plan for such a venture early in their study programme by aligning assignment of courses such as Managing Business Operations, Leadership and Business Development, Entrepreneurship, towards this end. Students are also advised to seek sponsors and partners who would facilitate the realization of this project.

Required: Approval of entrepreneurship skills proposal, submission during the last term of study, and oral examination of project (approximately one hour).

MBA 529: Industry Survey Project (ISP) – Option 01

An ISP can be undertaken by a group of students comprising 3-5 teams, each team consisting of 2 students. Based on a common framework for the industry, each team of 2 students will analyze 10% companies in the selected industry which will constitute one project. In total the 3-5 teams would analyze 70% of the industry where the unit of analysis is the company. A sample of a minimum of 8000 respondents is required on the basis of individual responses.

Required: Approval of the sample and methodology in line with the initial design given, submission during the last term of study, and oral examination of the project (approximately one hour).

MBA 529: Industry Survey Project (ISP) –Option 02

An ISP (option 02) can be undertaken by a group of students comprising few students to carry out an industry survey on a specially selected topic. This falls under applied research. The proposal is given by the faculty. Each student can cover one industry with a minimum sample of 1000 for each industry. Based on a common framework for the industry, each student will gather data, analyse data and present data with recommendations based on their findings. Ultimately each student will be assessed individually on their report.

Required: Approval of the sample and methodology in line with the initial design given, submission during the last term of study, and oral examination of the project (approximately one hour).

MBA 530: Management Field Study Project (MFP)

As in an MSP, an MFP addresses either a significant performance issue in a company such as a decline in competitiveness or an attractive opportunity that would enhance current profitability. It offers an excellent opportunity for MBA students to use the knowledge gained from their study programme to analyse an organizational issue and develop recommendations for resolving the issue.

Required: Approval of the field study proposal, submission during the last term of study, and oral examination of project (approximately one hour).

MBA 535: Management Research Thesis (MRT)

Students who intend to follow an academically-bent Master's Degree may undertake research leading to a Thesis (24 Cr), in which case the student will not have to do the 15 credits projects stated above, and the integrative course in Management. Further, the student will have to do only two elective courses. The Management Research Thesis is presented by the student before a viva panel of academic and professional evaluators.

However, to complete 24 credits, the students will have to complete the two compulsory electives totaling to 04 credits, in addition to the thesis (20 credits). This allows students to take the MBA (Research option) with 40% on research work. With this option, students can earn an MBA by selecting the Research option. This meets the criteria for Doctoral work across many universities around the world.

ELECTIVE COURSES

MBA 601: Business Negotiation Skills

This course aims at making participants better negotiators. Firstly, it will increase the awareness of participants on the negotiation process in general, and that of their own negotiating behaviour and the implicit working assumptions. Secondly, the course will provide an operational framework and analytical tools for preparing for and conducting of negotiations. Finally, it will help them improve their skills in negotiation, joint decision-making, and joint problem solving, and help them keep refining those skills.

It is now an established fact that 'employees' are an organisation's most valued asset. However for this statement to be true, an organisation must first understand and then 'know-how', to harness the great human potential that it's human resources possess. Similarly, understanding and delighting one's customers is seen as the key to any organisation's marketing success. A deeper analysis of the subject of marketing, will always reveal that at the core of any marketing/branding strategy is a very psychological approach.

This course will thus provide the student with an appreciation of psychological concepts, theories, models, tools and techniques that will help them better understand two of business' most important stakeholders (viz., employees and customers) from a psychological perspective, and thereby, develop effective strategies, not only to manage them, but also to mindfully harness their true potential in achieving an organisation's success.

MBA 602: Business Psychology

MBA 603: Business Writing Skills

Communication undoubtedly has become one of the main pillars of any organization, irrespective of whether the organization is in the public sector or in the private business sector. Most successful executives in the world of work will be those with highly developed communication skills. Of all the components of communication, writing has assumed a great importance due to its ability to influence the business process significantly. This course will focus on making students become purposeful, economical and reader- oriented in their management or business writing. The contents of this course will cover writing a paragraph with coherence and unity, compiling different types of essays, writing business letters and reports and strategic messages. A reasonably good understanding of English grammar is required for students to benefit from this course.

The term 'behaviour' includes thinking, feeling and action patterns of consumers in response to value propositions made by organizations. The study of consumer behaviour will help organizations 'get under the skin of the customer', and develop strategies that work in the market place. This course will enable participants to recognize and understand the intra and interpersonal and environmental factors that shape consumer behaviour, and apply the knowledge gathered in the development and adoption of marketing plans.

MBA 604: Consumer Behaviour

MBA 605: Corporate Business Finance

Corporate Business Finance is concerned with the maximization of the financial value of an organization while managing the financial risks it faces. This course is designed to enable the participants to understand the behaviour of the financial environment of the firm, the interrelationships among different drivers therein, and their impact on the decision-making process including behavioural aspects. Emphasis will be placed on practical application of principles, concepts and intuitive understanding of the theory behind salient financial decision models.

Corporate strategy entails a clearly defined and spelt out long-term vision that organizations are expected to set, seeking to create corporate value and motivate its human resources to implement the proper actions to primarily achieve customer satisfaction. It is thus the most essential and broad-ranging strategy level within the overall organizational strategy. It is, in fact, concerned with the overall growth and direction of the total organization. This subject has now been specifically oriented targeting four main components, Viz., Visioning; Objective setting; Allocation of resources and Strategic Trade-offs (i.e., Prioritization).

Corporate Strategy holds an unassailable position in the current organizations and the business-world. Therefore, a key feature of this course will be a simulation where participants are expected to run a company in an industry where there is a specifically set annual growth level. Considering its importance, the simulation will carry 50% of the total course-mark.

MBA 606: Corporate Strategy

**MBA 607:
Cost
Analysis for
Management**

Managing costs, which is largely within the control domain of management, is of prime importance in managing organizations. A systematic analysis of costs is the precursor to effective cost management via cost control and cost reduction. This course offers a scheme for analysis of costs and a choice of methods/ tools of cost control to select from. In addition, the course develops a mind-set inclined towards managing costs. Case studies will be used to illustrate success stories, and also demonstrate analytical and control techniques.

The course is built on the perspective of cross cultural or international management, usually seen from the position of the CEO which is of interest to all levels of management as well as professionals serving in staff and advisory positions. In this context the managers strategically position business in the international markets and understanding the cultural implications is the core of the study. The course aims to give the students the ways to look at international organizations, their missions, goals, and long term prospects based on PESTEE factors, and how they relate and interact with various actors and forces in the international environment in developing successful strategies to gain competitive advantage globally.

**MBA 608:
Cross Cultural
Management**

**MBA 609:
E-Business for
Social Media
Strategies**

The aim of this course is to explain the nature of e-business and social media systems and services in organizations and society. It provides an understanding of skills necessary for modern managers to utilize the power of e-business and social media to improve the performance of their organizations. Further, it discusses the role of e-business and social media in contemporary organizations giving special attention to how e-business and social media can be used to solving business problems while avoiding the risks inherent in the misapplication of technology. At the end of the course students will be able to develop a social media plan for a new or existing product/ service and create advertisements to build an online brand.

The subject of econometric modelling and business forecasting has become one of the essential tools for business leaders and policymakers of the day in quantifying the impact of various policies on their businesses and economies. To tackle practical problems, policymakers and business leaders need to build empirical models for explaining the behaviour of the real economy and the business world. Without having a clear understanding of the effects of the policy decision, it is quite challenging to make effective decisions in any private or public enterprise. This course provides practical illustrations of applied econometrics modelling and forecasting techniques (in a simpler manner) using EViews, which is the worldwide leader in windows based econometric software.

MBA 610: Econometric Modelling and Business Forecasting

MBA 611: Global Marketing

The focus of this course is to examine marketing from a global perspective. It examines the effects of international trade and the political, legal, financial and cultural environment in making marketing decisions. Further, it studies the analysis and design of marketing strategies within the uncertain and dynamic international environment. The course will be enriched with case studies, and will be of benefit to local managers who are required to perform in an intensely globalized environment.

When firms do not have the internal capability to diagnose problems and develop alternative solutions it becomes necessary to seek the assistance of external specialists who perform the role of management consultancy. Hence, there is a growing demand for knowledge and skills of consultants. The purpose of this course is to introduce the subject of management consultancy, and build the relevant skills among the participants through a process of participatory learning. Diverse approaches with relevance and application in the Sri Lankan context are emphasized.

MBA 612: Management Consultancy Skills

MBA 613: Managing for Innovation

This course addresses management and technological innovation with emphasis on the key role of organizations in creating, developing and transferring new knowledge, products and processes. It provides participants with an understanding of innovation dynamics both within and across organizational boundaries. By drawing from state-of-the-art innovation literature as well as extensive use of case study material, the course analyses opportunities and challenges related to creating and sustaining innovation with a specific focus on technology-based organizations.

Risk is considered as a consequence of uncertainty with a continuum of decision making roles. Project risk management includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. The objectives of project risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project. This will help organizations in achieving their goals aligning with their organization's strategy.

This course focuses on the risk management activities and skill sets that projects require. It examines risk in general as applied to the whole range of risks to which a firm is exposed. In this context, this course focuses on the types and sources of risks faced by an organization and how these risks can be managed. Areas covered include qualitative risk analysis using risk management techniques, to improve risk management. In a project environment, uncertainties occur in the project environment affecting project efficiency and success. The course will address how the project team can assess and identify risks, be able to mitigate threats and capitalize on opportunities, and maintain proactive risk communication with stakeholders in order to deliver a successful project. This in turn will prepare the students in managing the risks that might occur during their management field projects.

MBA 614: Risk Management

MBA 615: Service Management

This course is designed to cater to the emerging requirements of designing, executing, managing and sustaining of technology-based service offerings and practices across the globe. Regardless of private or public sector, every level of employees in organizations is required to have a service orientation; but a greater responsibility has shifted to middle and senior level management. Thus, this course will provide knowledge of blending operations, marketing, technology, people, and information to achieve a distinctive competitive advantage in services while providing a foundation for creative entrepreneurial opportunities. Once equipped with this knowledge, students will be able to design services, map and manage service processes/ encounters and technology, capacity and facility planning, service recovery, innovations, manage customer quality/experience etc., in the global landscape of services (such as Ritz Carton experience, with Uber transportation, accommodation at Air B&B and pay through block chains).

With the potent economy and numerous investment opportunities as well as a strong sense of competitive nature in the corporate world, the day to day running of a small business may seem daunting. In this course, topics which include market research techniques, feasibility studies, site analysis, financing alternatives which have already been dealt within the MBA curriculum are integrated into the practical task of facing challenges of small business management including startup and operation of a growing enterprise.

MBA 616: Small Business Management

MBA 617: Strategic Corporate Sustainability

The rising influence of Business on the utilization of limited resources, and the reality of climate change led extreme weather impact supply chains and corporate strategy significantly. Strategic Corporate Sustainability prepares future business leaders to be competent at and enlightened on the global agenda of sustainable development, and how every business has an opportunity to 'Embed Sustainability in Corporate strategy' by creating New Sustainable Blue Ocean Market spaces that meet the needs of consumers and business in a strategic and sustainable manner.

Human Resources Development is a function of an organization that provides opportunities for an individual to improve his/her current and future job performance, while simultaneously making the best use of human capital in order to improve the efficiency of the organization itself. Excellent Human Resource Development Systems are integral to the organization's strategic plan. This course will assist participants to learn how organizations develop competencies in people who work in them so that they will have the ability and urge to achieve beyond the average.

MBA 618: Strategic Human Capital Development

MBA 619: Techniques for Productivity and Quality

In today's competitive and dynamic environment business leaders and managers are faced with the task of providing customers with a quality product/service at the least cost. Can it be achieved through the use of high technology, better systems, and application of tools and techniques or through employee involvement? The course is built around addressing the above issues, and enables the participant to apply productivity and quality improvement techniques to the work environment. It also focuses on the concepts of productivity and quality management.

Training management is the application of knowledge, skills, tools and techniques to training activities to realize the outcome of training in the broader context of Human Resources Development (HRD). HRD is a function in an organization that offers prospects for an individual to develop current and future job performance, while concurrently utilizing human capital in order to improve the effectiveness and the efficiency of the organization itself. The contribution of this course is to facilitate learning as to how organizations could explore practices of training, so that they would be able to make a shift beyond average performance.

MBA 620: Training Management

MBA 640: Research Methodology 1 (Proposal Development)

The aim of the course is to provide students with knowledge, skills and experience of research that will enable them to conduct high quality business and management research either as practitioners or as academics. The course is designed to enable students to develop competencies across the spectrum of research methods, balancing the acquisition of specialist knowledge with the ability to apply research techniques in practice. Thus, this course will provide a knowledge of identification of performance gap, empirical gap and theoretical gap, basic understanding of sociology of research, review literature and research design.

The intent of Research Methodology II course is to provide knowledge and skills to quantitative and qualitative business-oriented research methods. Emerging intercultural and interdisciplinary business problems are multi-faceted. Thus, crafting an appropriate research design to determine and then adopt appropriate data collection method leading to analysis is vital to get trustworthy answers to the identified research issues. This course also provides analytical skills with the exposure of sophisticated data analysis packages in different research domains. Finally, students will be able to translate and communicate complex research findings into business practice.

MBA 641: Research Methodology II (Research Design and Analysis)

PIM RESEARCH CENTRE

The PIM Research Centre was set up in May 1998. In addition to administering the Institute's doctoral programme, it organizes, directs and promotes interdisciplinary studies and research in the various issue areas of the discipline of management, with a focus on cross-cultural management and communication.

The primary objective of the Centre's work is to add significantly to the understanding of the best management practices in the country and the rest of Asia. The approach is interdisciplinary, and an attempt is made to integrate, or benefit from the perspectives of culture, religion, language, history, sociology, political science, economics and philosophy for the purpose of understanding key issues in management in South and South-East Asia.

International cooperation in these efforts is expected to result in a wide range of benefits in other areas of national importance such as international cooperation in education, international business and trade and intercultural cooperation. The current programme of research emphasizes the following areas of concern:

- a) General management: e.g., best management practices in Sri Lanka and the Asian region.
- b) Comparison of cultural value themes of the predominant Asian societies: e.g., contributions to cross-cultural studies such as the Hofstede's framework of value dimensions.
- c) Examination of the cultural context of management practices in Sri Lanka with an emphasis on work values and human motivation, innovation, adaptation and dealing with risk and uncertainty, interpersonal behaviour such as coping, asserting and supporting, decision making, and use of information, communication and business negotiation, productivity and similar issues.
- d) Industry-specific studies: e.g., strategic directions of investments in a selected industry category.
- e) Policy-directed studies: e.g., study of specific public policies in selected areas of national interest such as energy, transportation, fiscal policy and administration.

Activities

The PIM's research studies fall into four categories:

- a) Faculty research,
- b) Research projects funded by the Institute, and
- c) Student research resulting from their theses, research papers, policy reports and field projects. They are published through Research Papers, Case Studies, Research Abstracts and the Institute's *Sri Lankan Journal of Management*. Conferences and workshops held periodically provide an opportunity to discuss research findings. All students' research reports are available for reference in the PIM Library. Lists of research titles are available on line.
- d) Industry surveys under applied research.

PIM GENESIS

GENESIS: THE BUSINESS INCUBATOR OF THE POSTGRADUATE INSTITUTE OF MANAGEMENT (PIM)

Among the wide range of initiatives of the Postgraduate Institute of Management aimed at stimulating and supporting entrepreneurship, 'Genesis', its business incubator is established for the Institute's MBA students who, in their final project, are pursuing the option of starting up a business through an Entrepreneurship Skills Project.

The PIM realizes its responsibility to provide opportunities for creating independent and self-made careerists, and popularizing and supporting entrepreneurs as one sure way of meeting this objective. However, due to the numerous constraints any budding entrepreneur has to face, the 'Genesis' is designed to assist them by providing the required coaching and mentoring as well as educating them on lean startup methodologies, ably supported by the Institute's competent academic staff and the alumni with their well-spread linkages and networks.

As a facility housed in the PIM, the Genesis provides the following specific services to MBA students.

- Providing space for them to meet with coaches, mentors, business partners and customers in order to clarify issues and discuss the progress of their startups.
- Advising on Project documentation as well as supervising and guiding them with the assistance of academics and industry specialists.
- Project monitoring and providing feedback by skilled facilitators.
- Coaching through a series of in-house workshops.

Further, incubatees are provided opportunities to participate in two key-events during the process, namely, 'Entrepreneur Live' (an in-house conference with presentations by prominent alumni entrepreneurs), and 'Innobiz' (the joint launching of startups of the incubatees).

The Genesis also partners with local universities, who through their specialization of fundamental research intend commercialization of innovations (like the Centre for Bio-Medical Innovation of the University of Moratuwa). The Genesis has also developed links with a number of growing industry-linked incubators.

INTERNATIONAL COOPERATION

Cooperation with foreign universities and foreign management institutes has been a principal means by which the groundwork for the PIM has been laid over the past three decades. The PIM gives high priority to the development of links with reputed educational institutions abroad. The desire to develop expertise and promote disciplined development in the international context is the driving force behind the quest for cooperation.

The policy of the Institute is to cooperate with centres of higher learning worldwide. In particular, the PIM looks forward to forge links with centres of excellence in the Asia-Pacific Region, the South Asian Association for Regional Cooperation (SAARC), the Indian Institute of Management (IIM) and Universities elsewhere.

The Postgraduate Institute of Management has established research collaboration with the School of Business, University of New South Wales (UNSW), Canberra. The two institutions will collaborate in research activities in business, economics, management, and public policy. The School of Business (SBU) is one of the four Schools at the UNSW, Canberra. While only 5% of business programmes worldwide are accredited by the Association to Advance Collegiate Schools of Business (AACSB), the SBU is the only AACSB-accredited business school in the Australian Capital Territory Region. The SBU conducts active research programmes in Governance and Public Sector Accounting, Econometrics and Economic Analysis, Human Resource Management, Entrepreneurship and Innovation, Logistics and Big Data Analytics, Leadership, and Change management, Public Sector Management and Marketing.

The UNSW is a founder member of the Group of Eight and one of Australia's leading research intensive universities. It was ranked 48th in the 2014 QS World University Rankings. The UNSW was recognized in the '2012 Excellence in Research for Australia Report', which assessed the University's performance in all broad fields of research as "at, above or well above" world standard. UNSW research strengths span a broad and diverse range of disciplines. The UNSW and the PIM undertake joint academic research projects in areas of mutual interest, exchange of faculty and promotion of PhD Programme of the PIM, Master Graduates and PIM students, and Faculty Members to undertake PhD Programme at the UNSW, Canberra. The UNSW awards scholarships to outstanding students.

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PIM ALUMNI ASSOCIATION



PIM Graduates are expected to join the PIM Alumni Association. This Association provides opportunities for all PIM graduates to meet, learn, socialize, and network. There is an admission fee and an annual membership fee to be paid. The PIMA is active in providing its members with opportunities for continuing education, and it is a forum for the PIM graduates to develop their professional careers. Some of the important activities that have been initiated to meet its objectives are,

- **Continuous Professional Development (CPD)** programmes for its members.
- **A Series of Public Interest Programmes (PIP)** to address issues of interest that are topical and significant to Management.
- A series of programmes titled **'Developing Managers for the Future'**.

- Presentation of **'National Management Award'** in order to recognize outstanding achievers among the members of the PIMA.

The Vision and Mission of the PIMA are as follows:

Vision

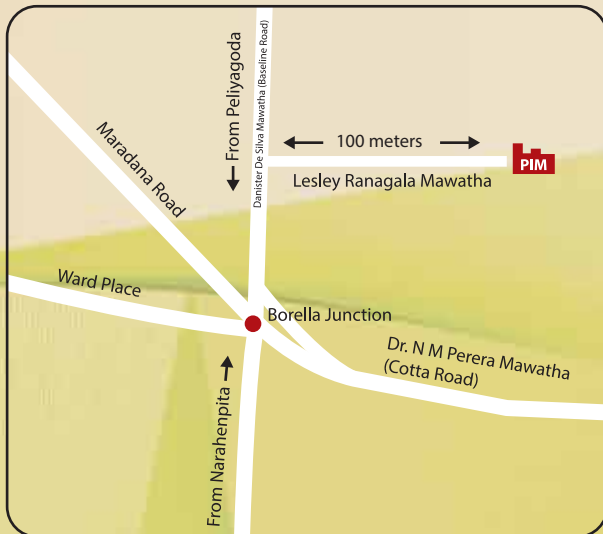
To transform PIM Alumni into a community of Thought Leaders that will shape the nation's socio-economic fabric.

Mission

To bring together and develop PIM Alumni through unique continuous professional development programmes to forge links with the country's Business and public sector communities through unique Public Interest programmes.







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