



**UNIVERSITY OF COLOMBO, SRI LANKA**  
**FACULTY OF GRADUATE STUDIES**

**Masters in Public Administration & Management**  
**(MPA & M)**

**By-Laws**

**2018**

**UNIVERSITY OF COLOMBO, SRI LANKA**

**FACULTY OF GRADUATE STUDIES**

**Masters in Public Administration & Management (MPA & M)  
SLQF Level 09**

*By-Laws made by the Council of the University of Colombo under section 135 of the Universities Act No. 16 of 1978 and its subsequent amendments*

Whereas the University of Colombo has been conducting the program leading to the Masters in Public Administration & Management since 2012 under its By-Laws made in that year;

Whereas the said By- Laws have been subsequently amended by the University and the said program has been conducted in terms of the said amended By- Laws as amended in 2015 and that students have been registered under the said By- Laws whose registration is still in operation;

Whereas the University Grants Commission has published Sri Lanka Qualifications Framework (SLQF) norms, duration, credit points, etc., of different levels of academic qualifications and has impressed upon the University to revise the existing programs to bring them in line with the requirements in the published Qualifications Framework;

Whereas it has become necessary to revise and revamp the program leading to the Masters in Public Administration & Management to bring it on par with the requirements laid down in the Sri Lanka Qualifications Framework as updated and published by the University Grants Commission in 2015;

Whereas a new batch of students has been admitted to the University under the newly revised curriculum which has already been approved by the Faculty Board of the Faculty of Graduate Studies (FGS), the Senate and the Council of the University of Colombo in terms of which approval the students have been following the said revamped and revised program leading to the Masters in Public Administration & Management; and,

Whereas it has become necessary to enact By- Laws to prescribe the revised and revamped curriculum and other provisions including those relating to procedural and substantive aspects of the program.

The Council of the University of Colombo on the recommendation of the Senate and the Faculty Board of the Faculty of Graduate Studies of the University of Colombo makes the following By-Laws.

## **By- Laws**

1.
  - 1.1. These By-Laws may be cited as the Masters in Public Administration & Management (MPA & M) No.... of 2018.
  - 1.2. These By-Laws shall be deemed to have come into operation with effect from 01<sup>st</sup> October 2018.

### **PART I - GENERAL**

2. Subject to these By-Laws a person may be awarded the degree of Masters in Public Administration & Management (hereinafter referred to as the “MPA & M ” Degree) if she / he has:
  - (a) been duly registered for the MPA & M program for the period prescribed by these By-Laws;
  - (b) pursued the program of study in the University to the satisfaction of the Vice- Chancellor as prescribed by these By- Laws, and other Regulations and Rules of the University;
  - (c) satisfied the examiners on all forms of assessment including continuous assessments (such as assignments, etc.), semester-end examinations and independent study component;
  - (d) paid registration, tuition, supervision, examination, library and other fees and deposits as may be payable by her/him to the University;
  - (e) ensured that the registration continues to be in force; and
  - (f) fulfilled all other requirements prescribed by these By-Laws and the Rules and Regulations of the University.
3.
  - 3.1. Applications for registration for the program leading to the MPA & M shall be invited by notice in the newspapers and/or on the University notice board and/or on-line through the website/internet.
  - 3.2. A person who wishes to follow the program leading to the MPA & M Degree shall make an application through the conventional and/or on-line mode to the Registrar when the said program is advertised.
  - 3.3. The application shall be on the prescribed form providing the information as she/he shall be required to submit, including her/his qualifications for undertaking the program of study.

4. There shall be a Coordinator for the program and she/he shall be appointed by the Dean of the FGS.
5. The relevant Registrar in charge of the subject shall the applications received refer to the Coordinator of the program. The Coordinator, having examined the applications for necessary minimum qualifications, shall call the eligible applicants for a selection test and / or an interview to be conducted by a panel including the Dean, FGS or her/his nominee, and the Program Coordinator on which selections may be made. The list of applicants so selected shall be recommended by the Senate through the Board of Studies of Professional Studies (BSPS) and the Faculty Board of the FGS (hereinafter the Faculty Board).
6. No candidate shall be eligible for admission to the program leading to the MPA & M Degree, unless she/he has the following qualifications as per the SLQF 2015.
  - (i) A Bachelor's degree from a recognized University / Institution in Public Administration; or
  - (ii) Any other Bachelor's Degree, with prior learning / work experience in Public Administration; or
  - (iii) Postgraduate Diploma (SLQF 8) from a recognized University / Institution or an equivalent qualification acceptable to the Faculty Board and the Senate of the University of Colombo with prior learning / work experience in Public Administration; or
  - (iv) Professional qualification in Public Administration from a recognized professional body acceptable to the Faculty Board of the FGS and the Senate of University with prior learning / work experience in Public Administration; or
  - (v) Completion of NVQ level 7 (Equivalent to Bachelor's degree in SLQF) with relevant work experience in Public Administration as determined by the Faculty Board and the Senate of the University.

And

A good knowledge of English language and satisfactory performance at a selection test and / or an interview.

Each application under clause (iii), (IV) and (V) shall be considered on its merit.

7. If the number of persons who have applied and/or who are registered for the study program in any given academic year is not sufficient, in the opinion of the Faculty Board, to make the conducting of the study program financially viable, the Faculty Board reserves the right not to conduct the program, subject to the University refunding any fees except the application fees, that may have been received from applicants.

8.
  - 8.1. On acceptance of the candidature by the Faculty Board and the Senate, a person shall forthwith register as a postgraduate candidate for MPA & M of the University upon payment of the prescribed registration, tuition, examination, library and other fees and/or deposits.
  - 8.2. Unless otherwise decided by the Faculty Board, the minimum period of registration for the MPA & M program shall be one academic year, and the maximum period shall not exceed three academic years counted from the date of commencement of the program. The initial registration (herein after referred to as first period of registration) shall be valid for an academic year from the date of commencement of the program.
  - 8.3. The registration for MPA & M shall be deemed to have lapsed at the expiry of its period of validity. A candidate whose registration has so lapsed may renew her/his registration for a further period of another academic year, subject to clause 17 (3) provided the BSPS and the Faculty Board consider her/him eligible for such registration. However, no registration shall be renewed after the expiry of two academic years from the end of the first period of registration. Any such candidate may seek registration for the MPA & M program as a fresh candidate if she/he failed to obtain the MPA & M Degree after the expiry of the maximum period of registration (i.e. three years), in competition with new applicants under the regulations and rules in force at the time of seeking such fresh registration.
  - 8.4. Notwithstanding anything stated to the contrary, the University shall have the right to cancel at any time the registration of a candidate for the program after due process and for cause assigned.
  - 8.5. A person who is registered as a candidate for the program shall devote her/his time to her/his studies at the University.
9. No student shall abstain from participating at classes (lectures, discussions, seminars etc.) or leave the island, or withdraw from examination or a classroom test whether conducted through the conventional mode and/or information communication technology driven on-line mode or a combination of multi-modes, without prior approval from the Faculty Board of the FGS.

## **PART II- STRUCTURE OF THE PROGRAM**

10.
  - 10.1. The program leading to the MPA & M, unless otherwise decided by the Senate on the recommendation of the Faculty Board for special reasons, shall be one academic year with eight (08) courses of 30 total credits, and an independent study component of 7000-

8000 words which carries 05 credits, offered in two semesters as prescribed in the Schedule.

- 10.2. The titles of the courses, syllabi, course codes, credit values and other details are those set out in the Schedule and the Senate shall have power, on the recommendation of the Faculty Board of the FGS to amend, add to, delete from or vary the courses, their titles, syllabi, course codes, credit values and other details of the program. Such amendments shall come into effect after due notice.
11. The Program of Study and Examinations leading to the MPA & M shall be conducted in the conventional mode and/or through the information communication technology driven on-line mode or a combination of multi-modes and these By-Laws, and other relevant By-Laws, Rules and Regulations passed by the University shall be so applied and interpreted in order to facilitate the effective conduct of the study program without compromising its integrity and quality.
12. The medium of instruction and examination shall be English.
13. The Senate, on the recommendation of the Faculty Board shall appoint a Board of Examiners to conduct examinations and assess the performance of candidates.

### **PART III**

#### **SCHEME OF EVALUATION AND**

#### **CRITERIA FOR PASS, MERIT, DISTINCTION OR INCOMPLETE**

14.
  - 14.1. Each course shall carry a maximum of 100 marks. The evaluation of a candidate's performance at each of the courses shall take the form of continuous assessments and End-of-Semester written Examinations.
  - 14.2. In each of the taught courses 50 percent of the maximum mark shall be based on continuous assessments which assess the performance of the candidate at assignments, classroom tests, quizzes, reports, discussions, seminars and oral presentations.
  - 14.3. The balance 50 percent of marks shall be used for assessing the performance of the candidates at the end of semester closed book written examination in an examination hall setting.
15.
  - 15.1. The candidates may be evaluated in respect of continuous assessments by the teachers concerned.

- 15.2. The end of semester written question papers of the courses shall be prepared, as far as possible by the relevant teachers and moderated by an expert of the subject.
- 15.3. The examination of written answer scripts of the End of Semester Examinations and the Independent Study shall be assessed by two independent examiners appointed by the Senate, on the recommendation of the Faculty Board.
16. The End of Semester Examination of each Semester shall be held as far as possible at the end of the relevant Semester, unless the Senate on the recommendation of the Faculty Board decides otherwise.
- 17.
- 17.1. A candidate shall take the End-of-Semester Examination at the very first occasion when it is held for the Semester after the completion of lectures and other forms of instruction.
- 17.2. Any candidate who fails to take the End-of-Semester Examination at the very first occasion when it is held for the Semester after the completion of lectures and other forms of instruction shall, unless excused on medical grounds or any other valid grounds approved by the Senate on recommendation of the Faculty Board, be deemed to have exhausted an attempt at taking the Examination when calculating the total number of attempts at which a candidate can take the Examination.
- 17.3. No candidate shall be eligible to take the End-of-Semester Examination on more than three occasions (attempts) and in calculating the number of occasions (attempts) a candidate is eligible to take the Examination, the deemed attempt as referred to in sub-Clause (2) above shall also be taken into account.
- 18.
- 18.1. A person shall not be permitted to take the End- of Semester Examination unless she/he has:
- (i) been duly registered as a MPA & M candidate from the commencement of the academic year for which the examination is held;
  - (ii) satisfied the attendance requirements at lectures, seminars etc. as prescribed by the Faculty Board;
  - (iii) has ensured that she/he has paid the necessary examination fees and made other payments to the University duly in respect of the entire Examination or those courses which he/she has been required to take, as the case may be;
  - (iv) registered with the Examinations Branch of the University for the Examination she/he intends to sit; and
  - (v) duly applied for the examination in accordance with the prescribed manner.

- 18.2. A candidate shall be issued the relevant admission card by the University to enter the Examination Hall where the End-of-Semester Examination is held once she/he satisfies the requirements mentioned in the Sub-Clause (1) above.
- 18.3. All the rules relating to the examinations and assessments as contained in the Examination Procedure, Offences and Punishment Regulation No. 1 of 1986, and its subsequent amendments shall mutatis mutandis apply to the MPA & M examinations as well.
- 18.4. Without prejudice to the generality of the Regulation No. 1 of 1986, rules relating to the different forms of on-line assessment and Class Room Tests shall be formulated and implemented by the Coordinator and the relevant course teacher.
- 18.5. Any matters relating to such rules shall be decided by the Faculty Board on the recommendation of the Coordinator and the Board of Studies of Professional Studies. Such rules may vary from course to course as well as from year to year. Such rules shall be tabled at the Faculty Board as soon as possible.
- 18.6. No change of these rules can take place without giving adequate notice to the candidates of the program.
- 19.
- 19.1. Rules relating to assignments, presentations, class-room tests and other examinations shall be announced, from time to time, by the program Coordinator in consultation with the teachers concerned and the Dean, FGS with the approval of the BSPS and Faculty Board and such rules shall not be changed or revoked unless otherwise decided by the Faculty Board.
- 19.2. The Senate, on the recommendation of the Faculty Board, shall have the power to set down the rules governing the conduct of examinations and assessments as well as to deal with any situation for which rules have already not been made.
- 20.
- 20.1. Each of the seven (07) taught courses and the independent study component shall carry a maximum Grade Point value of 4.00.
- 20.2. A candidate's performance in each of the courses and the independent study shall be graded according to the following scheme and the calculation of Grade Point Average (GPA) is carried out considering the Grade Point Value for each such course/an independent study and Credits allocated accordingly.



Range of Marks	Grade	Grade Point Value	Pass/ Not completed
90-100	A <sup>+</sup>	4.00	} Distinction
80-89	A	4.00	
75-79	A <sup>-</sup>	3.70	
70-74	B <sup>+</sup>	3.30	} Merit
65-69	B	3.00	
60-64	B <sup>-</sup>	2.70	} Pass
55-59	C <sup>+</sup>	2.30	
50-54	C	2.00	} Not Completed
45-49	C <sup>-</sup>	1.70	
40-44	D <sup>+</sup>	1.30	
30-39	D	1.00	
00-29	E	0.00	

(Source: UGC Circular No. 901)

$$GPA = \frac{\sum_1^n GPV_i C_i}{\sum_1^n C_i}$$

Where  $GPV_i$  and  $C_i$  are the Grade Point Value earned and credit values allocated respectively for the  $n^{\text{th}}$  courses. Any calculated GPA shall be rounded to the second decimal place.

21. A candidate shall be deemed to have been successful at the examination leading to the award of the MPA & M Degree if she/he obtains a GPV 2.70 or more for each of the taught courses and Independent Study component, totally in all 30 credits.
22. A candidate who has been successful at the examination leading to the award of the MPA & M Degree may be awarded a Distinction Pass at the examination if she/he obtains a minimum Grade Point Average (GPA) of 3.70 or more during the first period of registration.
23. A candidate who has been successful at the examination leading to the award of the MPA & M Degree may be awarded a Merit Pass at the examination if she/he obtains GPA score between 3.30 and 3.69 during the first period of registration.

- 24.
- 24.1. A candidate shall be deemed to have an incomplete result in one or more taught courses and independent study of the MPA & M program if she/he obtains a GPV of less than 2.70 in taught courses and/or independent study.
  - 24.2. A candidate who has incomplete result having obtained a GPV of less than 2.70 in any taught courses during a particular semester shall repeat the written examinations of the respective courses at the next available occasion. Such candidates shall be given the option of carrying forward the continuous assessment marks earned for that respective course/s conducted during the particular semester.
  - 24.3. A candidate obtains a GPV of less than 2.70 in the Independent Study shall be considered unsuccessful and incomplete in the Independent Study and shall re-submit the Independent Study within a period of one year.
25. A candidate with incomplete results shall be eligible for two further attempts provided she/he has a valid registration. She/ he shall take the courses in which she/he has incomplete result/s on the very next occasion when the examination is held provided that she/he is eligible to take the examination.
26. The University shall announce through notification the names of candidates who have passed the MPA & M examination and those who have incomplete results in the MPA & M examination after completing the whole examination.

#### **PART IV - MISCELLANEOUS**

- 27.
- 27.1. The fees for application, tuition, examination and repeat examination, library facilities shall be determined from time to time by the Council of the University. The fees paid shall under no circumstances be refunded, except under section 7 of these By-laws.
  - 27.2. There shall be additional fees charged from repeat candidates as determined by the Faculty Board and the Council depending on the expenses to be incurred by the University to service their repeat attempts in the instruction and examination process.
  - 27.3. The fee payable for a certificate or statement of results or transcripts shall be determined by the Council.
  - 27.4. A fee shall be charged for replacement of a lost student identity card or lost library card at rates determined by the Council.

## **PART V - TRANSITIONAL PROVISIONS**

28.

28.1. Notwithstanding anything contained in these By-Laws, the candidates who have already been registered under the provisions of the By-Laws of Master of Public Administration & Management No.01 of 2012 as amended in 2015 (hereinafter referred to as the 2015 By-Laws) shall be entitled to continue their program under and subject to those provisions. To that extent the provisions of the MPA & M By-Laws of 2015 as amended subsequently shall be operative temporarily.

28.2. Any candidate who has already been registered for the MPA & M program under the 2015 By-Laws shall enjoy a transition period of 3 years within which they shall be governed by those provisions to complete their program according to the requirements of the MPA & M program.

28.3. The candidates who have been registered for the MPA & M program under the 2015 By-Laws and who have not successfully completed the requirements for the award of the MPA & M under those provisions (the MPA & M program) may within a period of one year from these By-Laws come into effect apply to the University that they be considered for transfer to the program under the present By-Laws.

28.4. Provided that the Council reserves the right either to decline such request or to permit such request subject to such conditions as it may deem necessary to impose on the recommendations of the Faculty Board and the Senate.

29.

29.1. The Council, on the recommendation of the Senate and the Faculty Board may consider granting an exemption from following a course/courses and taking the examination of a course subject to such conditions as it may deem fit and proper. This decision shall be made by the Council on a case-by-case basis and its decision shall be final.

29.2. The Council retains the discretion to deny any request made under sub-Clause 29.1 above if it thinks that granting the facility will be prejudicial to the interests of any stake holders.

30. The Vice Chancellor of the University shall have the authority, in consultation with the Dean of the FGS, to take such actions or give such directions not inconsistent with the spirit and principles underlying the provisions of these By-Laws as appears to her/him to be necessary or expedient for the purpose of removing any difficulties that may arise in the interpretation of the provisions or for which there is no provision in these By-Laws or in the case of students who had followed or have been following the MPA & M Program under the earlier arrangements and/or By-Laws.

#### **PART IV- INTERPRETATIONS**

31. In these By-Laws unless the context otherwise requires

“Council” means the Council of the University of Colombo constituted by the University Act. No. 16 of 1978. (as amended).

“Senate” means the Senate of the University of Colombo constituted by the University Act. No. 16 of 1978 (as amended).

“Faculty” means the Faculty of Graduate Studies

“Faculty Board” means the Faculty Board of the Faculty of Graduate Studies

“Registrar” means the Registrar, the Acting Registrar, Deputy Registrar or any other officer authorized to sign for and on behalf of the Registrar of the University of Colombo.

“Application” means an application for registration or for entry to an examination.

“Board of Studies” and “BSPS” means the Board of Study of Professional Studies of the FGS relevant to the above degree course.

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

## Master in Public Administration & Management (MPA & M)

### SLQF Level 09 Program Schedule

The program of study leading to the Masters in Public Administration & Management shall offer the subjects as given below in the academic year (Semester I & II).

Academic year	Code of Courses	Name of Course	Number of credits
<b>Semester I</b>	MPAM 6101	Public Administration and Governance	04
	MPAM 6102	Financial Management	04
	MPAM 6103	Project Management	03
	MPAM 6104	Strategic Management	03
<b>Semester II</b>	MPAM 6205	Public Procurement Management	03
	MPAM 6206	Information System Management	04
	MPAM 6207	Research Methods	04
	MPAM 6208	Independent Study	05
<b>Total Credits</b>			<b>30</b>

## Course outlines

Course Title	Public Administration & Governance		
Course Code	MPAM 6101	Notional Hours	200 Hours Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
No. of Credits	4.0 Credits		
Pre-requisites Course Codes	None		
Course Type	Compulsory		
<b>Course Description:</b>			
<p>This course aims to introduce students to the academic literature on public administration &amp; governance in par with basic knowledge of working in/with public organizations. It also covers the complex and (often) confounding values that distinguish work in the public sector.</p>			
<b>Learning Objectives</b>			
<ol style="list-style-type: none"> <li>1. To examine the role of the public sector in contemporary societies.</li> <li>2. Distinguish between public administration and business administration.</li> <li>3. Discuss the broad issues included/involved in the public administration &amp; governance</li> <li>4. Provide in-depth understanding of how to balance cognitive learning with behavioral practices i.e. to strike a balance between theoretical knowledge and its practical manifestation.</li> </ol>			
<b>Learning Outcomes</b>			
<p>At the end of the course unit, the participants will be able to;</p> <ol style="list-style-type: none"> <li>1. Apply the concepts learned about the modern public administration &amp; governance to professional life.</li> <li>2. Critically evaluate issues in relation to Sri Lankan public administration &amp; governance.</li> <li>3. Demonstrate the skills to become effective public administrators</li> <li>4. Design the improvements needed for the public administration system in Sri Lanka</li> </ol>			
<b>Course Contents</b>			<b>Aligned Learning Outcomes</b>
Definition and Characteristics of Public Administration, Politics-			1,2,3,4

Administration Dichotomy. Environment/Context of Public Administration, Similarities and Differences between Public Sector, Private Organizations and NGO administration. Bureaucracy and its iMPA & M cts on public administration. Decentralization, federalism and inter-governmental relations, Administration and leadership, Groups dynamics in Organizations. Personnel in Public Administration, Public sector pay systems, Decision Making in Organizations, The Budget Process, Communication in Organizations, Public administration culture, Ethics and Public Administration, introduction to ethics, understanding ethics.	
<b>Assessment Methods</b>	
<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	60%
<b>Prescribed Text(s):</b>	
<p>Hentry, Nicholas, 2007, Public Administration and Public affairs, Prentice Hall, India.</p> <p>Lane, Jan-Erik, (ed), 1987, Bureaucracy and Public Choice, Sage Publication</p> <p>Eliassen, Kjell A. And Stter, Nick, 2008, Understanding Public management, Sage.</p> <p>Godbole, Madhav, 2014, Good Governance – Never on India’s Radar, Rupa.</p> <p>United nations, 2007, Public Administration and Democratic Governance,</p>	

<b>Course Title</b>	<b>Financial Management</b>		
<b>Course Code</b>	6102	Notional Hours	200 Hours Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
<b>No. of Credits</b>	4.0 Credits		
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	Compulsory		
<b>Course Description:</b>			
<p>The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions–financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to</p>			

maximize the value of the organization.

**Learning Objectives**

1. To acquire knowledge of basic principles of Financial Management
2. To understand financial planning cycles of government and other public sector organizations affects policy decision-making
3. To understand Elements of financial accountability both within public sector organization and outward to the public.

**Learning Outcomes**

1. Participants will be able to practice financial planning and control financial forecasting and cash budgeting tools in planning for the firm’s short term financial requirements.
2. Participant will be able to practice working capital management, different techniques that managers can use to manage various aspects of working capital cash and liquidity, credit and receivables, inventories, etc.
3. Participants will be able to apply different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the firm’s capital structure.

<b>Course Contents</b>	<b>Aligned Learning Outcomes</b>
Overview of financial management: Introduction to financial management, objectivity differences of public and private financial management and underlying principles; integrated financial management: Investment appraisal and portfolio management; Public finance, public expenditure and revenue management; Government budgeting process, deficit financing and consequences. Financial management functions: Different budgeting systems and financial planning; Different accounting systems and their implications; Financial reporting and analysis of financial statements; Performance management, performance measurement and performance reporting; Costing methods and public sector costing. Audit & accountability: Corporate Governance; Public accountability; Role of Auditor General; Internal control and internal auditing; International Financial Reporting Standards (IFRSs) and International Public Sector Accounting Standards (IPSASs) and Sri Lanka Public Sector Accounting Standards (SLPASA); value for money audit and financial audit.	1,2,3

**Assessment Methods**

<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	60%



**Prescribed Text(s):**

Brealey, Richard A., Stewart C. Myers, and Franklin Allen, 2008, Principles of Corporate Finance, New York: McGraw-Hill/Irwin.

<b>Course Title</b>	<b>Project Management</b>		
<b>Course Code</b>	6103	Notional Hours	150 Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
<b>No. of Credits</b>	3.0 Credits		
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	Compulsory		

**Course Description:**

This course provides a comprehensive view of Project Management with a special focus on project management tools and techniques. Project Management has become an effective Instrument of management in managing a variety tasks. The students would be familiarizing themselves with different stages of project management and will also learn different tools and technique used in managing projects. In addition, the course will cover the topics such as Project Planning Processes, Build - Operated and managed propositions, Build own systems, Owned and operated systems.

**Learning Objectives**

1. To understand effective ways of integrating project management and general business management in an organization.
2. To understand ways to effectively integrate a project across an entire enterprise to reduce the iMPA & M ct of change.
3. To examine how ethics, integrity, and objectivity affect project management.
4. To discuss ways of effectively communicating throughout the Project Lifecycle.
5. To determine stakeholders and how they affect the project.

**Learning Outcomes**

1. Participants will acquire skills on Project Formation and Appraisal
2. Participants will be gained skills on Project Planning and Scheduling

3. Participants will able to Implement and Control Projects:	
<b>Course Contents</b>	<b>Aligned Learning Outcomes</b>
Introduction to the course and Project Management; Project Selection and its strategic relevance; Project Management Phases; Project Initiation / Definition; The project planning phase i; The work break down structures; The project planning phase ii; Human Recourse Issues costing Risk analysis project partnering and outsourcing; The project planning phase iii scheduling project activities; Project Implementation including Project Leadership, Communication and Teams; Project evaluation, monitoring and Control; Project Closure / Termination etc.	1,2,3
<b>Assessment Methods</b>	
<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	60%
<b>Prescribed Text(s):</b> Ray, Clifford. Larson, Erik. Project Management the managerial Process, 3rd addition	

<b>Course Title</b>	<b>Strategic Management</b>		
<b>Course Code</b>	6104	Notional Hours	150 Hours
<b>No. of Credits</b>	3.0 Credits		Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>			
<b>Course Description:</b>			
<p>To provide an integrative framework that will allow students to synthesize knowledge from other business courses into a comprehensive understanding of competitive advantage. To provide a basic understanding of the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations. To encourage students to think critically and strategically and to develop in them the ability to identify strategic issues and design appropriate courses of action.</p>			
<b>Learning Objectives</b>			
<ul style="list-style-type: none"> <li>• To deepen understanding of the manager's role as planner, decision-maker and leader. Students will enhance ability to apply diagnostic reasoning to their role as a manager.</li> <li>• To improve communication skills, to ensure clear articulation of goals and how to achieve them.</li> <li>• To introduce specific tools, processes, and frameworks that serve to analyze short- and long term issues confronting an organization and to develop strategic plans and management systems that produce results.</li> </ul>			
<b>Learning Outcomes</b>			
<ol style="list-style-type: none"> <li>1. Participants will be able to articulate a vision that gives meaning to all the firm's stakeholders of the firm's objectives</li> <li>2. Participants will be able to formulate a strategic plan that operationalizes the goals and objectives of the firm;</li> <li>3. Participants will identify the resource endowments specific to the firm and those that are homogeneous to industry participants.</li> <li>4. Participants will be able to implement a strategic plan that takes into account the functional areas of business;</li> </ol>			

5. Evaluate and revise programs and procedures in order to achieve organizational goals	
<b>Course Contents</b>	<b>Aligned Learning Outcomes</b>
Introductions about strategic management related concepts, Mission, Vision and Strategy, Management and Leadership, Models of Strategy Formation ,Growth Strategies ,Retrenchment/Stability Strategies Collaborative Strategies ,Implementing the Strategic Plan	1,2,3,4,5
<b>Assessment Methods</b>	
<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	60%
<b>Prescribed Text(s): Recommended Readings</b>	
David, F. R. (2011). <i>Strategic Management: Concept and cases</i> (13th ed.). New Delhi: PHL Learning Private Limited.	
Gerr Johnson, Kevan Scholes, & Richard Whittington, (2011), <i>Exploring Corporate Strategy</i> , FT Prentice Hall, 7 <sup>th</sup> edition	
Wheelen, T. L., & Hunger, J. D. (2010). <i>Concepts in Strategic Management and Business Policys</i> .	

<b>Course Title</b>	<b>Public Procurement Management</b>		
<b>Course Code</b>	6205	Notional Hours	150 Hours Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
<b>No. of Credits</b>	3.0 Credits		
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	Compulsory		
<b>Course Description:</b>			
This module provides sufficient knowledge on concepts of procurement; procurement processes in the public sector; procurement policies; role of legislations; tendering committees; ethical and professional values in procurement; the political, social and economic constraints on			

procurement; problems, commitments and process of public sector purchasing, ethical considerations, political and public policy constraints, iMPA & M ct of public purchasing on economic regeneration and small medium enterprises, environmentalism and green purchasing policies, corruption in procurement.

**Learning Objectives**

- Acquire knowledge of basic principles of Public Procurement Management

**Learning Outcomes**

1. Explain project procurement management processes.
2. Develop project procurement plan. Identify criteria of the bidder evaluation and selection.
3. Classify contract types and negotiation strategies.
4. Evaluate procurement risks. Determine how to control and monitor procurement projects. Assess contract closure procedures.

<b>Course Contents</b>	<b>Aligned Learning Outcomes</b>
Procurement Policy and Planning: Introduction to Public Procurement and Procumbent Principles; Salient features of the Government Procurement Policy; Public Procurement cycle and functions; Strategic Procurement Planning; Private Public Partnership procurement policy. Procurement Process: Bid opening & Bid Evaluation and Evaluation Reports; Criteria and Principles of Bid Evaluation, Case Studies; Preparation of bidding documents and specification;, Preparation of EOI, TOR & RFP documents; Process of selection of Consultants; Preparation of Pre-qualification documents. Contract Administration Process: Introduction to Contract Administration, Issues & preparation of Contract Administration Plans; Inspection and quality Test; Contract Monitoring Modification and Contract Variations; Contract close-out and termination; Procurement Audit.	1,2,3,4

**Assessment Methods**

<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	50%

**Prescribed Text(s):** , Teaming. Quentin W. Fleming (2003)Project Procurement Management, Contracting, Subcontracting. Publisher: FMC Press,

<b>Course Title</b>	<b>Information Systems Management</b>		
<b>Course Code</b>	6206	<b>Notional Hours</b>	200 Hours Lectures, Class discussions, Tutorials, Guided/ Self-learning, and related evaluation
<b>No. of Credits</b>	4.0 Credits		
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	Compulsory		
<b>Course Description:</b>			
<p>This course aims to develop an appreciation of the nature of managerial information systems and their applications in organizations. Issues associated with the development of these systems and their applications in business are introduced, along with some of the underlying mathematical modeling techniques that provide management information systems with a problem solving capability. There is a particular emphasis on the individual and organizational work-practices required to support the implementation of information systems facilitated solutions in a business context. Parallel to this specific business communication skills and decision support skills are developed.</p>			
<b>Learning Objectives</b>			
<p>At the end of the course , a student will be able to:</p> <ol style="list-style-type: none"> <li>1. Examine the nature of management information systems and their applications in business</li> <li>2. Appreciate the difference between various kinds of management information systems and their specific roles in organizations</li> <li>3. Use information management processes for business value</li> <li>4. Develop skills in creating professional documentation, digitally transmitted communications and other technology supported communications</li> </ol>			
<b>Learning Outcomes</b>			
<p>By the end of the course, students will be able to</p> <ol style="list-style-type: none"> <li>1. Design and create an Excel solution to a business problem;</li> <li>2. Document and communicate solutions in a professional manner;</li> <li>3. Utilize a broad range of end-user tools;</li> <li>4. Propose effective approaches to delivering management information systems value, using information and building IT capabilities in specific situations</li> </ol>			
<b>Course Contents</b>			<b>Aligned Learning</b>

	<b>Outcomes</b>
Introduction to Information Systems ,Productivity, Innovation, and Strategy, Database and Content Management, Decision Making and Business Intelligence, Competitive Advantage and Business Processes, Hardware and Software, Networks and Collaboration, E-commerce, Social Networking, and Web 2.0,Acquiring Information Systems Through Projects, Structure, Governance, and Ethics, Managing Information Security and Privacy	1,2,3,4
<b>Assessment Methods</b>	
<b>Assessment Method</b>	<b>Weight</b>
Continuous assessments	40%
End semester examination	60%
<b>Prescribed Text(s):</b> Alice Shobeoff, Pail C Brophy, A guide to Career in Community Development, Macmillan Publishers, latest Edition.	

<b>Course Title</b>		<b>Research Methodology</b>	
<b>Course Code</b>	MPA & M 6207	Notional Hours	200 Hours
<b>No. of Credits</b>	04		Lectures, Discussions, Guided Reading, Independent Study, Evaluation preparation, Evaluation
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	<i>Core</i>		
<b>Course Description:</b>			
The course will introduce students to the methodological foundations of social science and humanities research and enable them to prepare themselves for their research projects.			
<b>Learning Objectives</b>			
To make students committed to rigorous scholarly research. <ol style="list-style-type: none"> <li>To enable students to be familiar with the theoretical, methodological and philosophical foundations of research.</li> <li>To build the capacity of students to make informed and defensible decisions in their individual research programmes and choices in method, theory and approaches in research.</li> </ol>			
<b>Learning Outcomes</b>			
By the end of the course, students will: <ol style="list-style-type: none"> <li>Be able to grasp the philosophical and methodological foundations of research in the social sciences and humanities.</li> <li>Develop better theoretical and methodological choices in research.</li> <li>Formulate the basic framework of a research proposal with a research theme, a topic, a research problem, research questions, and methods.</li> </ol>			
<b>Course Contents</b>			<b>Aligned Learning Outcomes</b>
<p>What is research? Research as a scientific endeavor in knowledge creation.</p> <p>Diversity in the traditions and practices in research: Brief introduction to different paradigms: positivist, post-positivist (constructivist, interpretivist), Feminist, Marxist, Post-modernist. Questions of Method and Methodology and their differentiation. Historical evolution of methods through methodological/philosophical debates: Empiricism and scientific method. Influence of natural science method in social sciences and positivism; critique and responses to positivism in social sciences (phenomenology, hermeneutics, ethnomethodology, Marxism, Feminism). Contemporary approaches to methodological pluralism, beyond qualitative-quantitative etc. dualisms, Method: Why method? Available choices in Method. Methodological justifications of choices in method for research. Approaches: What is Approach? Available choices in approach. Making choices in approach and justifications for research. Why theory? What is theory? Making choices in theory for research. Preparing for research: Thinking about the choices in topic, research problem, research questions, and methodological choices.</p>			1,2,3
<b>Methods of Teaching and Learning</b>			



Lectures, Discussions, Case Studies and Guided Reading.	
<b>Assessment Methods</b>	
<b>Assessment Methods</b>	<b>Weight</b>
Continuous Assessments	40%
End Semester Examination	60%
<b>Prescribed Text(s):</b>	
<ul style="list-style-type: none"> <li>• Alvesson, Matts and Kaj Skjoldberg, 2009. <i>Reflexive Methodology: New Vistas for Qualitative Research</i>, London: SAGE.</li> <li>• Gowan, Peter, 2009. ed. <i>Research Methods in International Relations: A Guide for Students</i>. London: Routledge.</li> <li>• Harvey, Frank P. and Michael Brecher, eds. 2002. <i>Evaluating Methodology in International Studies</i>. Michigan, MI: University of Michigan Press</li> </ul>	

<b>Course Title</b>	<b>Independent Study</b>		
<b>Course Code</b>	MBA6208	Notional Hours	Lectures, Class discussion, Tutorials, Self-learning, Guided readings, and related evaluation
<b>No of Credits</b>	7		
<b>Pre-requisites Course Codes</b>	None		
<b>Course Type</b>	Compulsory		
<b>Course Description:</b>			
The independent study is a research study undertaken by the student after following research methods course having developed a research proposal at the end of that course. The student will select an appropriate relevant topic (to the subject/discipline of the study). Using the knowledge gained from the pre requisite course demonstration of investigative skills, high level of theoretical engagement supported by literature, applicable methodology will be used in the independent study.			
<b>Learning Objectives</b>			
<ol style="list-style-type: none"> <li>1. To demonstrate thorough understanding of theoretical knowledge</li> <li>2. To be able to display critical awareness of their subject area</li> <li>3. To be able to deal with complex issues systematically and creatively</li> </ol>			
<b>Learning Outcomes</b>			
<ol style="list-style-type: none"> <li>1. Able to demonstrate self-direction and originality in tackling and solving problems</li> <li>2. Make sound judgments and communicate decisions clearly to others</li> <li>3. Be able to plan and implement tasks at professional level</li> </ol>			
<b>Course Contents</b>			<b>Aligned Learning Outcomes</b>
Selection of suitable research topic, Research Proposal/Introduction Writing of the Literature Review, Research Methods and theoretical underpinning, Discussion/Analysis, Conclusion			1,2,3
<b>Assessment Methods: By two independent examiners approved by the Senate</b>			
			<b>Weight</b>
			100%
<b>Major reading:</b>			
<p>Gregory G. Colomb, Joseph M. Williams, and Wayne C. Booth (1995) <i>The Craft of Research</i>  Scott R. Matkovich <i>APA Made Easy</i> (3<sup>rd</sup> edition) 2013</p> <ul style="list-style-type: none"> <li>▶ <a href="https://writingcenter.fas.harvard.edu/pages/developing-thesis">https://writingcenter.fas.harvard.edu/pages/developing-thesis</a></li> <li>▶ <b>ROBERT WOOD JOHNSON FOUNDATION</b></li> <li>▶ <b>QUALITATIVE RESEARCH GUIDELINES PROJECT</b></li> <li>▶ <a href="http://www.qualres.org/">http://www.qualres.org/</a></li> <li>▶ <b>Grand Canyon University: Arizona</b></li> <li>▶ <a href="https://cirt.gcu.edu/research/developmentresources/research_ready/qualitative/approaches">https://cirt.gcu.edu/research/developmentresources/research_ready/qualitative/approaches</a></li> <li>▶ Literature on qualitative methods <a href="http://www.unicef-irc.org/publications/pdf.iwp_2009_05.pdf">http://www.unicef-irc.org/publications/pdf.iwp_2009_05.pdf</a></li> </ul>			

- Lamont, Christopher. 2015. *Research Methods in International Relations*. Los Angeles, CA: Sage

#### Publications

- Patton, Michael Quinn. 2002. *A guide to using Qualitative Research Methodology: Qualitative Research & Evaluation Methods*. 3rd Edition. Thousand Oaks, CA: Sage Publications, Available at <file:///H:/MSWP%202016/MAIR%202016/Syllabuses/qualitative-research-methodology.pdf>
- Sprinz, Detlef F., and Yael Wolinsky-Nahmias, eds. 2004. *Models, Numbers, and Cases: Methods for Studying International Relations*. Ann Arbor, MI: University of Michigan Press.
- Uyangoda, Jayadeva, 2015, *Social Research: Philosophical and Methodological Foundations*, Colombo: Social Scientists' Association.
- Williams, Malcolm and Paul Vogt, eds. *SAGE Handbook of Innovations in Research Methods*