

MBS/MBA **STUDENT** **HANDBOOK**

MINISTRY OF HIGHER EDUCATION
AND UGC APPROVED PROGRAMMES

MESSAGE FROM THE VICE CHANCELLOR



It is my great pleasure as the Vice Chancellor to issue this message to the learning partners of the Masters programmes of NSBM Green University Town, the first Green University in Asia. I am proud to mention that we own an unprecedented track record of success achieved within a short period of time. We started as the business studies arm of a state vocational studies institution nearly five years back. The secret behind the fast achievement of success is mainly the relentless engagement in providing quality in its academic programmes. Behind this we have a very young and energetic academic staff with blessings of a set of experienced senior group of academics as well as a very supportive non-academic staff, who are instrumental in making this institution a leading academic institution of the nation.

Today we are catering to nearly 10,000 undergraduate students exceeding the number in some leading state universities in Sri Lanka. We are associating with several leading world class universities from UK and Australia

offering valuable choices for educational aspirations of Sri Lankan students. In addition, we are an institution accredited by the University Grants Commission of Sri Lanka to award postgraduate degrees. Masters programmes come within this space.

Masters may be the most sought after postgraduate qualification today especially by practicing managers in the industry. For this reason it has become an essential qualification to be earned by managers, who have growth prospects. However, we are not interested in offering another mere Masters programme but strive to offer a programme with distinguishing qualities reflecting clear intentions of producing value. The programme is designed to mix academic excellence with industry experience to make our Masters graduates attractive in the employment.

We are capable of providing state of the art facilities for learning. I hope you will really enjoy the comfort of learning throughout your stay in the programme.

I wish you the very best on this rewarding journey.

A handwritten signature in black ink, appearing to read 'E.A. Weerasinghe', followed by a small black dot.

Prof. E.A. Weerasinghe
Vice Chancellor

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01 NSBM GREEN UNIVERSITY



Established in March 2012, National School of Business Management (NSBM) Green University Town is the first of its kind in South Asia. NSBM offers undergraduate and postgraduate degree programmes in the fields of Business, Computing and Engineering. NSBM focuses on producing competent professionals for employment in technologically, ethnically and culturally diverse work environments in an increasingly globalizing world. NSBM is also committed to developing innovative entrepreneurs to the society.

Currently NSBM offers a wide range of study programmes conducted by its own (recognized by University Grants Commission and the Ministry of Higher Education) as well as in affiliation with world class universities such as University College of Dublin, Plymouth University, UK, Victoria University, Australia and University of Western Australia. NSBM produces graduates for gainful employment in the corporate world with their specialization ranging from international business, human resource

management, industrial management, project management, logistics and supply chain management, operations management, hospitality and tourism management, software engineering, web-designing to creative multi-media.

There has been a phenomenal growth in NSBM's operations in terms of the number of study programmes, student enrolments and graduates produced in its relatively short tenure of existence that it took the bold decision to set up a Green University Town in Pitipana, Homagama. Nestling in the greenery and quiet of a rural setting and complete with state-of-the-art facilities and amenities this ultra-modern complex provides the perfect setting for high quality teaching-learning and research. Whilst working to forge further academic partnerships with renowned universities overseas NSBM is also keen to expand its portfolio of products by introducing its own high quality undergraduate level and postgraduate level study programmes.

FACULTY OF POSTGRADUATE STUDIES & PROFESSIONAL ADVANCEMENT

In response to the rising demand for postgraduate degrees and career advancements, NSBM established the Faculty of Postgraduate Studies and Professional Advancement. The faculty's mission is to "become the best postgraduate faculty in Sri Lanka and to be recognized internationally." Three departments make up the faculty: doctoral studies, master's degrees and postgraduate diplomas, and professional advancement. The Doctor of Philosophy in Management program at NSBM, which offers the highest-level academic credentials available anywhere in the globe, is a recent addition. The most popular post graduate degree programs given by NSBM to top-tier professionals in Sri Lankan organizations are the Master of Business Administration and Master of Business Studies. In the near future, we will be able to expand our master's degree programs to include more demanding fields like computer science, data science, and business analytics. Through workshops and seminars, the department of professional advancement seeks to enhance the professional skills needed in the corporate world.

In a world that is rapidly going global, the faculty is committed to educating professionals who are qualified for technologically, ethnically, and culturally diverse workplaces. All of the programs offered by the faculty are specifically created to bring real value to the participant while ensuring advancement in professional conduct.

VISION, MISSION & OBJECTIVES

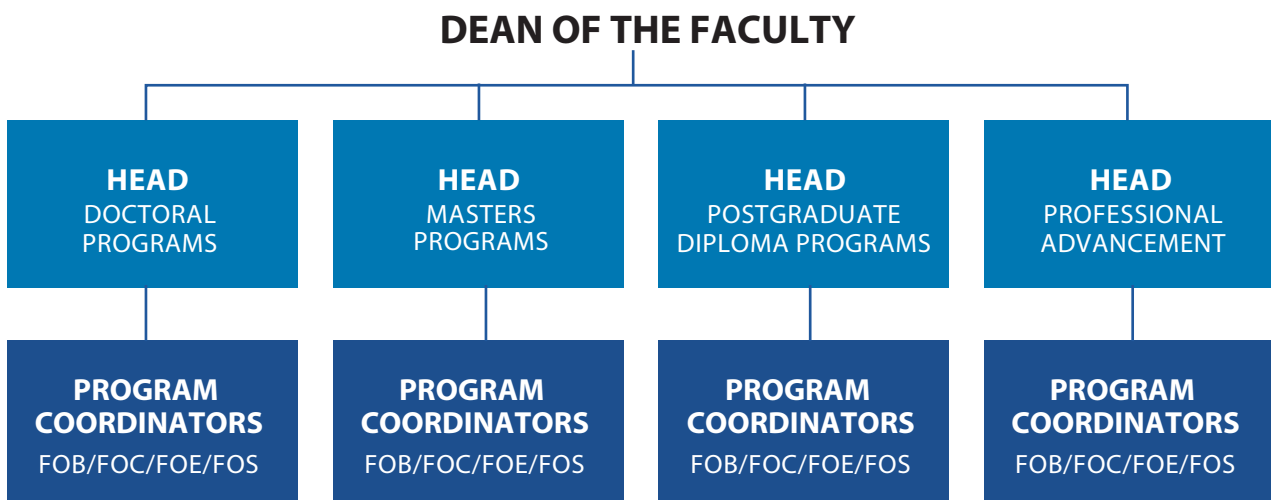
Vision: To be the best postgraduate faculty in Sri Lanka and to be recognized internationally.

Mission: To develop a globally competitive and responsible profile by providing opportunities for high caliber education and research, collectively aiming at heightening the contribution for sustainable development of the nation.

OBJECTIVES:

- ▶ To increase the student enrolment number and to enhance the academic advancement in postgraduate and professional studies.
- ▶ To increase the revenue and to contribute to the operating profitability.
- ▶ To enhance the research contribution and to improve the quality of postgraduate education.
- ▶ To initiate and execute internationalization among international universities and institutions.
- ▶ To maintain integration with public and private sector, and
- ▶ To execute Community Development Programmes with postgraduate students.

PROGRAMME ADMINISTRATION STRUCTURE



RATIONALE OF NSBM MBS/MBA PROGRAMME

The MBS/ MBA programme is designed with a clear idea that this should not be merely another MBS/ MBA but should make a tangible value addition so that the programme produces useful Managers, who are capable of contributing to sustainability of the business, which they are involved in.

Accordingly, the design of the programme emphasizes intended qualities of the graduates it produces ;

- an effective negotiator
- an innovative thinker
- technically an expert in the area of managerial work
- an effective leader

GOING WITH THESE DESIGNED QUALITIES,
THE PROGRAMME OFFERS ITS COURSES IN FIVE DIFFERENT CLUSTERS.

1. Functional foundation cluster - Foundation knowledge for management

The cluster aims at providing basic knowledge required for acquiring specialty managerial competencies. Foundational courses for managerial studies are clustered here.

2. Functional expertise cluster – Expertise in managing business functions

The cluster aims at providing a sound knowledge and competencies in different fields of managerial function. Courses that are required to acquire expert knowledge in different areas of business operations are clustered here.

3. Concentration electives cluster – Expertise in preferred managerial fields

The cluster aims at providing flexibility to the candidate in developing their expertise in preferred areas. Courses are clustered to provide the candidate with expertise in a selected area of managerial operations.

4. Application competency development cluster – Training on applying knowledge in the practice

The cluster aims at making the candidate think rationally using the knowledge and expertise to deal with their day-to-day managerial functions

Efforts made in order to enhance skills in applying the expert knowledge to deal with dynamic business situations are clustered here. Negotiation and researching skills are emphasized in this cluster

5. International exposure

This component of the course aims at making the candidate exposed to international business dynamics.

This includes a foreign field study and researching in order to strengthen the understanding of realities in the global business world.

THE PROGRAMME STRUCTURE

04

Module Code	Module	Credits	
Year 01			
Semester 01			
MBS 5131	Management Theory and Practice	3	
MBS 5132	Business Economics	3	
MBS 5133	Accounting & Finance	3	
MBS 5125	Legal Aspects for Managers	2	
MBS 5116	Business Communication (Residential Workshop)	1	
MBS 5134	Human Resource Management	3	15
Semester 02			
MBS 5231	Quantitative Methods for Management	3	
MBS 5232	Marketing Management	3	
MBS 5233	Managing Operations in Business	3	
MBS 5234	Managing Information system	3	
MBS 5235	Organizational Behaviour	3	15
	Total Credit for Year 1 - MBS		30
Year 02			
Semester 01			
MBA 6131	Research Methodology	3	3
For Speciality in Operation			
MBAOp 6131	Logistics and Supply Chain Management	3	
MBAOp6132	Managing Service operation	3	
MBA 6132	Strategic Management	3	
MBA 6133	Big Data Analytics	3	12
For Speciality in Managing People			
MBAMp 6131	Organizational leadership & Cross Cultural Management	3	
MBAMp 6132	Knowledge Managemnt	3	
MBA 6132	Strategic Management	3	
MBA 6133	Big Data Analytics	3	12
For Speciality in Entrepreneurship			
MBAEn 6131	Innovation and Entrepreneurship	3	
MBAEn 6132	Small Business Management	3	
MBA 6132	Strategic Management	3	
MBA 6133	Big Data Analytics	3	12
For Speciality in Tourism			
MBATo 6131	Tourism Operations & Destination Development	3	
MBATo 6132	Managing Small Scale Enterprises in Tourism	3	
MBA 6132	Strategic Management	3	
MBA 6133	Big Data Analytics Module	3	12
For Speciality in Finance			
MBAFn 6131	Coparate Finance	3	
MBAFn 6132	Strategic Cost Analysis	3	
MBA 6132	Strategic Management	3	
MBA 6133	Big Data Analytics	3	12
Semester 02			
MBA 62121	Final Thesis	12	
MBA 6232	International Business Practice - Case Study	3	15
	Total Credit for year 2		30
	Total credits for MBA		60

COURSE DESCRIPTIONS

CLUSTER: FOUNDATION KNOWLEDGE FOR MANAGEMENT SEMESTER 1

MBS 5131: Management Theory and Practice (3 credits)

This course is designed to provide participants with an overview of the management functions and the role of the manager in organizations. It will encompass basic concepts and theories in management presented in an evolutionary framework and current management practices. The course will prepare participant -mangers to absorb the operations, strategy and leadership aspects in a holistic manner.

MBS 5132: Business Economics (3 credits)

This course provides participants with an understanding of the economic environment organizations are immersed in and interact with. It exposes them to the key micro and macro aspects of Economics that are of relevance to them as managers in organizations.

MBS 5133: Accounting and Finance (3 credits)

The purpose of this course is to expose students to selected aspects of –financial and management accounting and thereby equip them with a tool kit that enables them to make informed organizational decisions and also this module introduces participants to the Finance Strategy of the organization and the concepts, principles and mechanics underlying effective acquiring and use of funds. It connects up with the functional level course accounting for Decision Making. Successful completion of the course will enable participants to take a fearless stance on the matters related to Finance through acquiring of requisite skills.

MBS 5134: Human Resource Management (3 credits)

This builds on the Organizational Behavior course offered previously and makes use of the concepts dealt with. The course gives important insights into managing people in organizations from a modern organization’s point of view. It also imparts selected skills required in managing the human resource function.

MBS 5125: Legal Aspects for Management (2 credits)

The aim of this course is to make participants aware essential legal concepts, methodology and essentials of law that mangers ought to be familiar with. Selected topics from the following areas of law will be covered in the course include the Legal System of Sri Lanka and trade practices; Company Act No. 7 of 2007; labour issues in business place; law relating to banking and financial system of Sri Lanka.

MBS 5116: Residential Workshop (Business Communication) (1 credit)

Communication is one of the most basic functions of management in any organization. Effective communication is required for constructing personal as well as business relationships. The programme plans to provide the business communication skills by way of a Residential Workshop, covering 15 contact hours and the workshop will be held at a venue outside Colombo. The workshop focuses on providing skills in writing and speaking processes, selecting communication choices for effective outcomes, written, visual, and oral presentations, critical and reflective thinking, responding development of exposition and argument, conducting interviews and delivering a ceremonial speech etc.

CLUSTER: EXPERTISE IN MANAGING BUSINESS FUNCTIONS SEMESTER 2

MBS 5231: Quantitative Methods for Management (3 credits)

This course imparts skills on basic statistical techniques and selected management science (operations research) applications that participants could make use of in

managing operations. The course emphasizes use of software for data analysis and interpretation of outputs. Further, it develops up an appropriate backdrop for participants to understand the managing operations.

MBS 5232: Marketing Management (3 credits)

Through this course participants are provided with a philosophical cum theoretical base as well as selected skills in the discipline of marketing. It will introduce them to the concept of marketing, evolution of the marketing thought, role of the marketing manager and selected tools used in the practice of marketing.

MBS 5233: Managing Operations in Business (3 credits)

Being the first course offered in the area of operations, this course primarily deals with the basic concepts and the practice of managing operations in business. While giving an overview it serves as a precursor to advanced studies in operations management. On completion of the course participants will get a holistic understanding and selected skills in the area of operations in their organizations.

MBS 5234: Management Information Systems (3 credits)

A sound knowledge on management information systems is imperative to managers of today who have access to large quanta of information generated owing to advancement of Information Technology. This course on organizational Management Information Systems exposes participants to a wide range of applications of IT in business and provides insights on different uses of information technology and its impact on organizations.

MBS 5235: Organizational Behavior (2 credits)

This course provides participants with an introduction to the theory and practice of Organizational Behavior. It prepares them to understand behavior of people in organizations and deal with them effectively.

CLUSTER: EXPERTISE IN PREFERRED MANAGERIAL FIELDS & APPLICATION OF KNOWLEDGE SEMESTER 1

APPLICATION OF KNOWLEDGE

MBA 6131: Research Methodology 1 (3 credit)

The objective of this module is to impart basic skills in research to participants who embark on their research

projects. This module covers the rationale behind the choice of research methodology, identification of research problems/ questions, review of literature, conceptualization and developing hypotheses, data collection and analysis and basic aspects of report writing.

EXPERTISE IN PREFERRED MANAGERIAL FIELDS (CONCENTRATION ELECTIVES) ELECTIVE: MANAGING OPERATIONS

MBAOp 6131: Logistics and Supply Chain Management (3 credits)

The goal of this course is to understand as to how logistical decisions impact on the performance of the firm as well as the entire supply chain. More specifically, it tries to establish links between a firm's supply chain structures and logistical capabilities. The course informs participants of the current best practices in the theory and application of key processes and systems in logistics, operations engineering and global supply chain management

MBAOp 6132: Managing Service Operations (3 credits)

Having received an understanding of managing operations in business in general this course explores into Managing Service Operations in depth. Service operations encompass both service offerings as products as well as service aspects of a manufacturing setting. During the course participants will learn how to design and improve the service offering for sustained excellence as well as how to identify key challenges in the service delivery.

ELECTIVE: MANAGING PEOPLE

MBAMp 6131: Organizational Leadership and Cross Cultural Management (3 credits)

Organizational leadership and culture are two elements in a firm that may work in the same or opposite directions. The nature of the alignment is likely to bring varied consequences for the organization. Further, culture could impact upon leadership and vice versa. Both culture and leadership influence how the company functions and what is achieved. Either culture will determine how leadership functions, or leadership will transform the organizational culture so that the culture supports the organization. Thus, managers and leaders have to be conscious of all these possibilities if they are to drive their organizations to success. This is the essence of this course which will be illustrated by drawing from a series of case studies taken from the global and local context.

In addition to Cross Cultural Management is to provide an understanding of the ways in which culture shapes the decisions and behavior of managers and thereby emphasize on the roles of both culture and globalization

in business. The course delves into aspects of cross-cultural psychology and examines sources of management conflicts due to cultural differences that emerge in the areas of attitudes, values and behavior.

MBA Mp 6132: Knowledge Management (3 credits)

The knowledge society has emerged and come to stay. Organizations are also required to be increasingly knowledge conscious. Knowledge Management is a discipline that promotes an integrated approach to identifying, capturing, sharing and evaluating an enterprise's information and knowledge assets. This course reviews and discusses existing as well as emerging Knowledge Management technologies and practices. These will be presented in the modern context of Internet, data mining, e-commerce, and enterprise computing applications.

ELECTIVE: ENTREPRENEURSHIP

MBAEn 6131: Innovation and Entrepreneurship (3 credits)

This course is designed to make participants realize the importance of innovations for sustainability and growth of business brought about by entrepreneurship. Every nation needs its quota of leader-entrepreneurs. The course will inspire participants to go into action after exposure to case studies and life stories of entrepreneurs. This is the higher order objective of the entire programme.

MBAEn 6132: Small Business Management (3 credits)

In an increasingly globalizing world with investment opportunities and competition running rampage, small businesses do have a role to play in today's economy. The objective of this course is to develop entrepreneur-managers who would like to manage small businesses. The course will examine the comprehensively challenges including start-up and operation of a growing enterprise and ways and means of overcoming them.

ELECTIVE - TOURISM MANAGEMENT

MBATo 6131 Tourism Operations & Destination Development (3 credits)

To understand the influence of nature, characteristics, and components of tourism industry; Tourism products and production system and domestic and international tourism; Interregional and intraregional tourism, Typologies of tourism. At the end of this course, students will be able to Understand the influence of nature, characteristics, and components of tourism industry. Tourism Life Cycle of destination, Inbound, and outbound tourism. Domestic and international tourism; Interregional and intraregional tourism, Typologies of tourism.

MBATo 6132 Managing Small Scale Enterprises in Tourism (3 credits)

To come up with an introduction and insights of SME in Sri Lanka and diagnose the factors of success behind the SME operation and to provide students with skills and knowledge to become entrepreneurs in the future. At the end of this course, students will be able to developing an understanding of the concept of entrepreneurship relevant to SMEs. Ability to diagnose and initiate business concepts on their own and knowledge on different forces that influence the entrepreneurial drive capacity understand how to unlock the fullest potential of a business.

ELECTIVE: FINANCE

MBAEn 6131: Corporate Finance (3 credits)

The Corporate Finance module is designed to deliver the updated knowledge regarding investing, financing, dividends and working capital decisions made by corporates. Both small and large companies must use corporate finance if they are to successfully compete in the international market, implement and evaluate strategies, ensure goal achievement and optimal use of resources. Corporate finance includes many different activities, such as capital budgeting, investment decision, capital structure, shares valuation, valuation of merger and acquisition. Post graduate students will inevitably be addressing corporate finance issues both in their studies

and in practice. Understanding the basic concepts of Corporate Finance is a prerequisite for working with most business-related problems.

MBAFn 6131: Strategic Cost Analysis (3 credits)

Managing costs with a strategic orientation is imperative for sustainability of a firm in bad times and growth in good times. Being within the control domain of the firm a systematic analysis of costs is the precursor to effective cost management via the dual aspects of cost control and cost reduction. This course provides participants with the skills to manage for value, irrespective of the economic climate. In the process they will learn to ensure that their Management Accounting System is a reflection of the economic model of their business.

GENERAL STREAM

MBS 6132: Strategic Management (3 credit)

This course introduces the concept of Business Strategy and proceeds to discuss principles and tools of strategy formulation and implementation to participants. The systematic approach to the subject and the many case examples will induce them to have a greater strategic orientation in their organizations. Being a capstone course it contains knowledge, skills and attitudinal components and will draw from courses covered previously in the study programme.

MBA 6133: Big Data Analytics. (3 credits)

In today's competitive and high tech corporate environment data is becoming an increasingly important commodity which is also turning out to be increasingly affordable. Nevertheless there is a trade-off between the associated costs and benefits. This course is designed to develop managers who can become data scientists capable of working with massive amounts of data to the organizations' advantage.

SEMESTER 4

APPLICATION OF KNOWLEDGE (CONTD)

MBA 62121: Final Thesis (12 credits)

The capstone of the MBA study programme is the Research Report. The preparation of the Research Report will commence at the beginning of the third semester of Year 2 and will involve more than six months of intensive work. Participants, however, are advised to think of a suitable area for study early in the programme (while the courses are being taught) and develop it over time. The Research Report requires

participants to study an organisational problem/issue using appropriate research methodology. During this study period each participant will work under the guidance of a supervisor appointed by NSBM. Prior to undertaking the study it is necessary to obtain formal approval by submitting a study proposal. The Research Workshops will be of use to them in their work. As part of the evaluation participants will be called for a viva voce examination at which they will present their findings before a panel of examiners.

CLUSTER: INTERNATIONAL EXPOSURE

MBA 6232: International Business Practice – Case Study (3 credits)

This is a one week programme that will be conducted in a foreign country on a selected theme of relevance to participants. The study tour will consist of several

components such as interactive workshops, industry visits and meetings with industry leaders. At the end of the study tour participants are required to submit a report on their learning outcomes.

GENERAL INFORMATION

6.1 Programme Regulation

All the matters relating to the conduct of MBS/MBA programme including, selection, administration evaluations and awarding are abide by the MBS/MBA programme By-Laws approved by the Senate. Students of the programme are supposed to read the By-Laws provided in the pages 13 to 19.

6.2 Programme Duration and Extensions

The normal period of study (effective from the day of

registration) for the MBS/MBA is one year. Under circumstances acceptable to the Academic Governing Council of the Institute a student may, upon request, be granted extension of registration beyond the normal period of study stipulated for the period. The maximum period of study for the MBS/MBA is one year from the date of first registration in the programme of study. Students receiving extensions are required to pay a programme fee for the period of extension.



6.3 Registration

Students are required to register themselves separately for the elective courses once they are announced. In situations where class size is limited the rule of first come first served will be applied. NSBM reserves the right to cancel the conduct of an elective course/s if minimum number have not registered for the course.

6.4 Auditing a Course

Under special circumstances, a student may be allowed to audit a course (i.e. register and follow a course without claiming credit) with the permission of the Dean, Faculty of Postgraduate Studies & Professional Advancement and the course instructor concerned.

6.5 Cancellation of Registration

The 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.

6.6 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 NSBM 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. NSBM reserves the right to cancel a student registration if circumstances demand so.

MBS/MBA

07 PROGRAMME BY-LAWS

FACULTY OF POSTGRADUATE STUDIES & PROFESSIONAL ADVANCEMENT

By-Laws – Master of Business Studies (MBS) Master of Business Administration (MBA)

1. These By-Laws may be cited as the Master of Business Studies / Master of Business Administration By- Laws No. 01 of 2017 of the Faculty of Postgraduate Studies & Professional Advancement (hereinafter FOPP) of NSBM Green University (hereinafter NSBM).

PART I – GENERAL

2. Subject to these By-Laws a person may be awarded the Degree of Master of Business Studies (hereinafter MBS) or Master of Business Administration (hereinafter MBA), if the candidate has:
 - (a) been a duly registered student of the MBS/MBA Degree Programmes of the FOPP for the period prescribed by these By-Laws;
 - (b) pursued the Programme of study to the satisfaction of the school as prescribed by these By-Laws, and other Regulations and Rules of the school in respect of all matters including examinations leading to the Degree;
 - (c) satisfied the Examiners at the prescribed Written Examinations, Class Room Tests, Practical Assignments, Term Papers, Internship/Executive Report and at any other Assignments in the Course Units approved by the Faculty Board;
 - (d) paid such registration, tuition, supervision and examination fees and other dues as may be payable by candidate to the faculty; and,
 - (e) fulfilled all other requirements prescribed by these By-Laws and other Regulations and Rules of the faculty.

PROGRAMME ADMINISTRATION

3. There shall be a Coordinator for the Programme (herein after Coordinator), who shall be appointed by the Vice Chancellor on the recommendation of the Head/Postgraduate Programmes and Dean of the FOPP (Herein after Dean). The Coordinator and other support staff who are engaged to conduct the Programme shall be remunerated as approved by the Senate Council on the recommendation of the Dean. The Faculty Board shall have authority to vary the remuneration from time to time on the recommendation of the Dean. The Coordinator shall report to the Board of Studies in Postgraduate Programmes of the NSBM (hereinafter Board of Study), which in turn reports to the Board of Management of NSBM.

APPLICATIONS

4. (i) Applications for registration to the Programme shall be invited by a Notice in the newspapers and/or through other forms of Media, including the internet.
 - (ii) A person who wishes to become a candidate to enter the Programme shall make an application to the Programme Office of the Faculty of Postgraduate Studies & Professional Advancement when it is published.
 - (iii) The application shall be on the prescribed form providing the information as she/he may be required to submit, including her/his qualifications for undertaking the Programme of study.

ELIGIBILITY FOR THE PROGRAMME

5. No person shall be registered for the Programme of study leading to the Degree of Master of Business Studies or Master of Business Administration unless candidate possesses any one of the following qualifications:

- (i) A Degree in the field of Commerce, Economics, Management, Business or Accounting or in a related field, awarded by a recognized institution;

Or

- (ii) A Degree in any other field other than those mentioned in (a) above, awarded by any recognized institution and a minimum of one year's executive experience in a field acceptable to the Board of Studies for Postgraduate Programmes.

Or

- (iii) A Postgraduate Diploma in Business Management, which satisfies the criteria for a level 8 programme as specified in the Sri Lanka Qualification Framework, awarded by an institution acceptable to the NSBM and a minimum of two years' experience at executive level in the field of business management in an institution acceptable to the NSBM.

Or

- (iv) Any recognized professional qualification that is acceptable, on a case by case basis, to the Academic Governing Council of the University as an equivalent qualification to any of the above mentioned requirements and a minimum of two years' work experience in a managerial capacity in an institution acceptable to the NSBM.

Or

- (v) Any evidence to prove entrepreneurship.

AND

- (vi) A good working knowledge of English.

6. Registration for the programme

- (i) The applications received by the programme office of the Faculty of Postgraduate Studies & Professional Advancement shall be referred to the Coordinator, who shall go through them for necessary qualifications for eligibility.
- (ii) The Coordinator may call the eligible candidates for an interview to be conducted by a Selection Panel appointed by the Head / Postgraduate Programmes. The selection panel shall be consisted of 2-3 senior academic members. Depending on the number of applications received, the Head / Postgraduate Programmes shall have the authority to constitute more than one Selection Panel.
- (iii) The Selection Panel, in the case of more than one Selection Panel all the Panels jointly, shall provisionally select the candidates who are to be enrolled in the Programme. The Coordinator shall submit the list of names of the provisionally selected candidates to the Senate of the University through the Board of Studies for its approval.
- (iv) The selected candidates shall be individually written to about their selection and be required to make payment of the relevant fees to the NSBM to get them registered for the Programme with the University.
- (v) The Programme Director shall also inform the applicants who have not been selected individually on their non-selection.

7. A person who has been selected to follow the Programme shall, unless otherwise decided by the Board of Studies for any valid reason, be registered as a student of the MBS/MBA Programme on payment of the prescribed fees to the NSBM. Such registration shall be valid for a period of twelve (12) months from the date of registration, except under exceptional circumstances when it could be determined to be valid for a longer or shorter period by the Senate on the recommendation of the Board of Studies.

8. (i) The NSBM shall not repay or refund to any person fees paid to it. Provided, if the number of candidates applied and/or registered for the Programme in a given year is not sufficient for the Programme to be conducted viably, the Senate reserves the right not to conduct the Programme, subject to it repaying any fees already received, except the application fees.
- (ii) A person who wishes to follow the Programme of study for a second time may, at the discretion of the Board of Studies, be permitted to do so if the Programme is offered by the NSBM in the year in which Candidate makes such an application. However, she/he shall have to pay again to the NSBM the prescribed fees, including the tuition fees, those are applicable at the time of making the application.
9. No student shall keep away from classes or leave the Island, or withdraw from examination, a classroom test or any other form of evaluation without prior approval from the Board of Study. The maximum period of candidature of a student of the MBS/MBA programme shall be five years from the initial registration.

PART II – COURSE DETAILS

Programme Duration

10. (i) The Programme of study the Degree of Master of Business Studies (MBS) shall be of twelve (12) months' duration. The Examinations leading to the MBS Degree shall be held during the course of the Programme of study and/or within a reasonable period of completion of the Programme of study. However, the Board of Study shall, in exceptional circumstances, vary this schedule with the approval of the Senate.
- (ii) Those who wish to study for another academic year shall pursue necessary courses required to obtain the Degree of Master of Business Administration (MBA). Thus, anybody who completes necessary courses and evaluations specified for two academic years shall be awarded with MBA.
- (iii) Anybody who departs from the programme obtaining MBS, can re-join the programme for MBA on a later date. However, the candidate should be able to finish the studies within the five years from the initial registration. For no reason, any individual may obtain both MBS and MBA certificates from this programme.
- (iv) The Course Units, their syllabuses and the number of question papers to be taken by candidates at the Examinations shall be those set out in Annex I. However, the Senate shall have the power, on the recommendation of the Board of Studies, to amend, vary, alter, reduce or add to the Course Units, the syllabuses, and the number of question papers to be taken by the candidates at the Examinations in a given term/ semester and/or year.
- (v) The mode of instruction of the Programme shall be in English medium and in the form of lectures, discussions, seminars, tutorial classes, guest-lectures, workshops, and field trips and the approach may be issue-oriented. The mode of delivery may be conventional face-to-face and/or multi-mode, including on-line/e learning/m learning methods.

PART III – EVALUATION OF PROGRESS & FINAL PERFORMANCE

12. No student shall be permitted to take the Examinations leading to the MBS Degree unless the Coordinator shall have certified that she/he has completed the Programme of study by attending 70% of lectures, tutorial classes, discussions, seminars and other forms of instruction in the Course Units. The Board of Study shall have the authority to vary this requirement from time to time.
13. (i) A Board of Examiners shall be appointed by the Academic Governing Council, on the recommendation of the Board of Studies, for the conduct of the of the programme.
- (ii) The Examinations of the programme leading to MBS and MBA shall consist of Semester-End Written Papers and In-Course Continuous Assessment which may take the form of Class Room Tests, Take Home Assignments, Practical Assignments, Term Papers, Internship/Executive Report, individual or group Presentations, Oral Examinations and/or any other form of Assessments.

- 14.** The progress of students is evaluated on a continuous and regular basis as well as on a Term/Semester-End-Written Examination basis, and marks obtained therein are counted to the final mark. Individual or group presentations/classroom tests/ take- home assignments, among others, may be applied for Continuous Assessment when and where necessary.
- 15.** Each course module or element shall be evaluated out of 100 final marks. In case, where the evaluation of a course module or a course element involves an examination, 50% out of the final marks of the course shall be allocated for the term/semester examination and the balance shall be for continuous assessments including attendance. The proportions of marks shall be decided by the Board of Study upon the recommendation of the Coordinator.
- 16.** The Senate shall, on the recommendation of the Board of Study, decides the scheme or schemes of Assessment for the Semester-End Examination in a given Semester/Year.
- 17.** A student shall take the Examinations for the MBS/MBA Degrees on the first occasion on which the respective Examinations are held after the completion of, or during the course of, the Programme of study unless
- (a) She/he submits a medical certificate, which is acceptable to the Senate; or
 - (b) She/he has established to the satisfaction of the Senate that there is adequate reason for being allowed to postpone sitting for the examination.
- 17.**
- (i) Where a student does not take the Examination on the first occasion on which the Examination is held after the completion of, or during the course of, the Programme of study, s/he shall be deemed, unless the Senate determines otherwise, to have taken the Examination on that first occasion which shall be taken into account in computing the total number of occasions in which a candidate is entitled to take the Examination.
 - (ii) A student shall thereafter take the Examination at the very next occasion when it is held and irrespective of her/his failure to take the Examination on such an occasion, it shall be deemed, unless the Senate determines otherwise, to be an occasion which shall be considered in computing the total number of occasions in which a candidate is entitled to take the Examination.
 - (iii) A candidate who fails in any course unit(s) other than the Independent Study in case of MBS or the Research Project in case of MBA, may carry forward his/her continuous assessment marks to the next occasion when he/she sits the examinations
- 18.** A candidate who fails in any Course Unit/s of the Examination shall take that Course Unit/s in the immediately ensuing year, provided she/he has not exhausted the total number of occasions in which a candidate is entitled to take the Examination.
- 19.** A candidate shall not take the Examination leading to MBS or MBA for more than three occasions, and in computing the total number of occasions there shall be considered any occasions on which she/he is deemed to have taken the Examination in terms of section 15 above.
- 20.** A candidate shall obtain a minimum grade point of 2.30 or more to pass (GP 2.30) in each taught course module.

(iii) The Research Project Report

- (a) The student shall decide whether the research project is carried out for a thesis or a problem based project and accordingly the Research Project Report, hereinafter known as 'Report' may take the form of a Thesis or a Project Report.
- (b) The proposal for the research project shall be submitted by the candidate when the Coordinator announces the date to do so.
- (c) Once the project proposal is approved by the Board of Studies, an academic supervisor, approved by the Faculty Board upon the recommendation of the Board of Studies, shall be appointed to each candidate.
- (d) Progress review sessions shall be organised by the Coordinator from time to time at least quarterly and the feedback shall be given to the candidate in writing.
- (e) Two examiners per each report shall be appointed by the Academic Advisory Council upon the recommendation of the Board of Studies as nominated by the Coordinator with the consent of the Dean.
- (f) Two copies of the report, in temporary bound form, should be submitted with the recommendation of the supervisors to the Coordinator, who will day-stamp the receipt.
- (g) A Viva-Voce examination shall be held for each candidate for the report submitted and those who are successful at the Viva-Voce examination, shall submit the final hard-bound report in three copies incorporating all improvements suggested by the examination board, who conducted the Viva-Voce examination.
- (h) The examination board shall be consisted of the Dean, who will chair the viva voce examination, Head / Postgraduate Programmes, Coordinator , two examiners, the academic supervisor (as an observer) and an expert in the subject of the report recommended by the Coordinator and appointed by the Dean from the faculty or outside the faculty.

(iii) A candidate's performance in the taught course modules and the Independent study and Research Project shall be graded according to the following scheme and the calculation of Grade Point Average (GPA) and is carried out considering the grade point for each such course modules and credits allocated accordingly.

$$GP = \frac{\sum \text{Grade Points} * (\text{Credits})}{\sum \text{Credits}}$$

(iv) A candidate shall be deemed to have been successful at the examination leading to the award of the MBS if s/he obtains;

- (a) 30 credits from all the taught course modules.
- (b) Grade Point of 2.30 or above in each of the course modules and the independent Study Report

(v) A candidate shall be deemed to have been successful at the examination leading to the award of the MBA if s/he obtains;

- (a) 60 credits from all the taught course modules including 04 credits from residential and other workshops, 03 credits from International Business Practice Case Study and 15 credits from the Research Project, and
- (b) Grade Point of 2.30 or above in each of the course modules and other elements mentioned in (a) above.

(vi) A candidate who has incomplete result having obtained a GP of less than 2.30 in any of the taught course modules during a Semester shall repeat those course modules at the next available occasion. Such candidates shall be given the option of carrying forward the continuous assessment marks they earned during that particular semester. A candidate who re-sits a module/s shall be deemed to have passed in the module/s if s/he receives a grade point 2.30. Candidate who obtained more than grade point 2.30 for re-sit attempt will be given maximum grade point 2.30. A candidate who has been referred in the Independent Study Report must resubmit.

Grade	Range of Marks	Grade point
A+	90 - 100	4.00
A	85 - 89	4.00
A-	80 - 84	3.70
B+	75 - 79	3.30
B	70 - 74	3.00
B-	65 - 69	2.70
C+	60 - 64	2.30
C	55 - 59	2.00
C-	50 - 54	1.70
D+	40 - 49	1.30
D	30 - 39	1.00
E	00 - 29	0.00

(vii) A candidate, who has incomplete results having obtained a GP of less than 2.30 in the independent study report or the research project shall resubmit the reports only once again and get completed.

- 21.** A candidate who has been successful at the examination leading to the award of the MBS or MBA may be awarded a distinction pass at the examination if s/he obtains an overall Grade Point Average of 3.70 for all the taught course modules and the Independent Report in case of MBS and Research Project in case of MBA during the first period of registration.
- 22.** A candidate who has been successful at the examination leading to the award of the MBS may be awarded a merit pass at the examination if s/he obtains an overall Grade Point Average of 3.30 for all the course modules including the Independent Study Report in case of MBS and Independent Study report and Research Report in case of MBA during the first period of registration.
- 23.** A candidate shall be eligible for the award of a Distinction Pass or a Merit Pass only where she/he has taken the Examinations leading to the MBS or MBA Degree on the first occasion in which she/he was qualified to take that Examination unless the Senate determines that she/he is eligible for the award although she/he took the Examinations on a subsequent occasion.

PART IV – INTERPRETATION

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

‘Senate’ means the Faculty of Postgraduate Studies & Professional Advancement of NSBM Green University

‘Dean’ means the Dean of the Faculty of Postgraduate Studies & Professional Advancement, NSBM Green University;

‘Board of Studies in Postgraduate Programmes’ means the Board of Studies for Postgraduate Studies of the, NSBM Green University;

- 25.** Any question regarding the interpretation of these By-Laws shall be referred to the Senate of the NSBM Green University whose decision thereon shall be final.
- 26.** If any difficulty arises in the conduct of the MBS/MBA Degree Programmes for which there seems to be no provision in these By-Laws, or where there arises any inconsistency or difficulty in reconciling the provisions of these By-Laws, the Vice-Chancellor may, on the recommendation of the Board of Study, take such suitable and appropriate decision or action, in furtherance of the spirit of these By-Laws to deal with such difficulty without compromising on the quality and integrity of the Programme.
- 27.** Refer to the examination unit web page (via NSPOT at the NSBM official website) for further information regarding the examination procedures. E.g how to submit an extenuating circumstances form in absence for assessment element

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