

**By-Laws**  
**MASTERS DEGREE PROGRAMME**  
(Institute of Human Resource Advancement, University of Colombo)

By-Laws made by the Council of the University of Colombo under Section 135 of the Universities Act No. 16 of 1978 as subsequently amended.

- 1. These By-Laws may be cited as the Masters Degree (Institute of Human Resource Advancement) By-Laws No. 1 of 2016.

**Part I – General**

**Award of Masters Degree**

- 2. Subject to these By-Laws, a person may be awarded the Masters Degree, if s/he has:
  - (i) been a registered student of the Institute for the period prescribed by these By-Laws;
  - (ii) thereafter pursued the programme of study as prescribed by these By-Laws and other Regulations and Rules of the Institute and the University;
  - (iii) satisfied the examiners at the prescribed Written Examinations, Classroom Tests, Practical Assignments, Term Papers, Project/Executive Report or the Thesis and the *viva voce* Examination on the Thesis;
  - (iv) paid the library deposit and all the prescribed fees including registration fee, course fee, examination fee and all other dues as may be payable by his/her to the Institute; and
  - (v) Fulfilled all other conditions and requirements prescribed by these By-Laws and other relevant Regulations and Rules of the Institute and the University.

**Administration of the Programme**

- 3. (i) There shall be a Coordinator for each programme appointed by the Director on the recommendation of the relevant Board of Study (hereafter referred to as the "Board") and approved by the Academic Syndicate of the Institute (hereafter referred to as the "Syndicate"). It shall be the duty of the Coordinator to ensure the smooth conduct of Masters degree programme (hereafter referred to as the "programme"). S/he shall discharge his/her functions under the direction and supervision of the Director and s/he shall be responsible to the Director for the due discharge of the functions. S/he shall get the approval of the Director relating to the academic and administrative matters relevant to the respective Programme.
- (ii) The Programmes offered and the relevant Board of Study for each programme offered by IHRA is stated in Schedule 1 of these By-Laws.
- (iii) Each programme constituted under these By-Laws and Regulations shall be offered and administered as an independent programme.

**Eligibility for Admission to the Programme**

- 4. No person shall be eligible to be admitted to a programme leading to the Masters Degree, unless s/he

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- (i) possesses any one or more of the following qualifications:
- (a) Bachelors (Honours) Degree in any field of study with one (01) year work experience in managerial or similar capacity  
OR
  - (b) Bachelors Degree in any field of study with two (02) years work experience in managerial or similar capacity  
OR
  - (c) A professional qualification equivalent to Bachelors Degree or above, or a member of the recognized professional body with two (02) years work experience in managerial or similar capacity  
OR
  - (d) Higher/Executive Diploma with three (03) years working experience in managerial or similar capacity  
OR
  - (e) Completion of qualification at NVQ level 7 with a minimum GPA of 3.0 on a scale of 0.0-4.0 with two (02) years work experience, as determined by the Syndicate and the Senate of the University may be considered for admission  
OR
  - (f) Any qualification and/or experience not mentioned above recommended by a Qualification Assessment Committee and the Syndicate and approved by the Senate  
AND
- (ii) has demonstrated competence in the relevant field and potential for future career development;  
AND
- (iii) has a good working knowledge of language of instruction of the programme.

### Application for Admission

5. (i) Applications for admission to the Programme shall be called by an open advertisement and/or through circular notices by the Deputy Registrar of the Institute.
- (ii) Prospective applicants shall be required to pay to the Institute the application fee for making an application in the prescribed form issued by the Institute.
- (iii) Applications received shall be referred to the Coordinator of the Programme. Having received the applications, the Coordinator may shortlist the applicants and the applicants who have been shortlisted may be called for a selection test and/or interview, if so decided, and the final list of candidates to be enrolled shall be recommended to the Syndicate.
- (iv) The Selection Test assess the applicant in terms of his/her ability to communicate in the language in which the Programme is delivered, analytical skills and Intelligence Quotient (IQ).
- (v) The first Monday of the month coming after the closing date of application should be taken for the calculation of the years of experience and the applicant should have completed his/her qualification on or before closing date of applications.

### Registration for the Programme

6. A person whose application for admission to the Programme is accepted by the relevant Board of Study shall take steps to register for the respective Programme subject to the approval of the Academic Syndicate not later than the prescribed date and shall pay to the Institute, the library deposits and any other deposits and the prescribed fees including the registration fee, course fee,

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examination fee and any other fees as specified by the Syndicate on the recommendation of the relevant Board of Study. However, the approval of the list of candidates should be obtained from the Academic Syndicate before commencing instructions/teaching of the programme.

- 7. (i) On completion of the registration procedure, an applicant shall be registered as a student of the respective Programme.
  - (ii) Such registration shall be valid for Two Academic Years of the respective Programme once. If a student, for any reason, decides to follow or sit for Exantination in a subsequent year or part thereof, then s/he shall renew the registration for that Academic Year.
  - (iii) It shall be the duty of a student to ensure that his/her registration remains in force throughout the duration of the Programme, even in the event that the Programme extends beyond the period of validity of the registration.
  - (iv) A person who has already been registered as an undergraduate or a postgraduate student of this University or any other recognized university shall not register herself/himself concurrently for a Programme conducted under these By-Laws and Regulations. However, such applicants may apply to the programme subject to submission of evidence for the conclusion of ongoing registration before the last date of registration to the programme. The fees already paid by such applicants are not reimbursed.
8. The registration shall be deemed to have lapsed at the end of its period of validity. A student whose registration has so lapsed may renew such registration for a further period by paying the prescribed fees as specified in the Regulations and/or Rules relevant to these By-Laws provided that s/he is still eligible to be registered for the Programme. Any registration after the lapse of first period of registration shall be for a period, at a time, of one Academic Year.
9. The maximum period of candidature of a student of the Programme shall be six (6) years from the initial registration.
10. No person shall be entitled to a refund of any fee paid to the Institute on any ground whatsoever, provided that, if the number of students who have so registered for the Programme is not sufficient for the Programme to be financially viable, the Institute shall refund to such students the fees already received by it on account of the completion of the registration procedure.
11. Notwithstanding anything stated to the contrary, the Institute shall have the right to cancel at any time the registration of a candidate for cause shown.
12. No student shall keep away from classes or any form of activities organized as a part of teaching/learning or leave the Island, or withdraw from examination, a classroom test or any other form of evaluation without prior approval of the Institute.

### Part II - Programme Structure

- 13. The Programme of study leading to the award of the Masters Degree shall extend over from not less than one (01) year to not more than two (02) Years. Academic Years comprises of Taught Courses consisting of Theory, Practical Components and Continuous Assessments and Project/the Executive Report or the Thesis on an approved topic as prescribed by Regulations and/or Rules of the Institute and University. The Programme shall extend continuously over the period from the beginning of the First Academic Year, to the end of the Second Academic Year as the case may be.
- 14. The duration of each Academic Year shall, under normal circumstances, be a continuous period of 52 weeks from its beginning. Each Academic Year shall consist of Trimesters, viz., the First Trimester,

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Second Trimester and Third Trimester. The all components of Continuous Assessment and the End-of-Trimester Examination of each Taught Course offered in a particular Trimester shall be held within the same Trimester. However, under exceptional circumstances, the Institute may declare, on the recommendation of the Board, any Trimester to have a different duration and, if necessary, formulate Regulations or Rules for its implementation.

15. The Masters Degree with a Thesis of the Institute shall be deemed to be Sixty (60) credits out of which fifteen (15) credits are allocated to the Thesis, full-time two-year Programmes and meets all requirements to considered it as a Degree Programme at the Level 10 of Sri Lanka Qualification Framework (SLQF Level 10). The Masters programmes by coursework of the Institute shall be deemed to be minimum of thirty three (33) credits out of which six (06) credits are allocated to the Executive Report/Project Report, full-time, one year Programmes and meet all requirements to consider it as a Programme at the Level 09 of Sri Lanka Qualification Framework (SLQF Level 09) in spite of the number of credits that a student has to secure in the programme. One credit is equivalent to Fifty (50) notional hours which consist of direct contact hours, field works, laboratory works, self-learning, preparation and carrying out of assignments and assessments.
16. The Programme shall comprise of coursework consisting of the Theory, Practical components and Continuous Assessments and the Project/Executive Report or in case of Programme leading to Masters Degree with a Thesis, also the Thesis and the *viva voce* on Thesis as prescribed by these By-Laws and/or Regulations.
17. The medium of instruction shall be English.
18. A taught course relevant to the Programme shall consist of lectures, tutorials, practical classes and other assignments on courses, as shall be prescribed by the Senate on the recommendation of the Syndicate. The list of courses, the syllabuses and the number of question papers in each course of the Programme shall be those set out under Regulations passed by the Senate from time to time.
19. The Thesis of the Programme, where it is applicable, shall consist of a study and a research towards the preparation and submission of a Thesis based on an approved academic Research Project developing a novel if not an original argument as generally applicable to a Masters Degree of the University and in particular, to such a Degree in relevant field of study of the Programme. Before a student commences his/her Thesis on a Research Project on a selected issue/phenomenon in the relevant area of study, s/he shall submit a proposal for a Research Project to the Institute for approval. No student shall proceed with the research towards the preparation of the Thesis until the Academic Syndicate approves the proposal.
20. The Project/Executive Report of the Programme, where it is applicable, shall consist of preparation and submission of a project Report or an Executive Report, as it is called in the particular Programme, on a study of problem/issue and development of recommendations for the problem/issue under the guidance of a supervisor(s) approved by the Academic Syndicate and directions provided at the Interim Presentations as described in the relevant regulations and rules. No student shall proceed with the Project/Executive Report until the Academic Syndicate approves the proposal.
21. A list of taught course offered in the respective programme, the Trimester in which each course and the Project/Executive Report, and the Thesis offered, credit weights and number of contact hours of each course and the Project/Executive Report and the Thesis are given in relevant regulations. The number of contact hours of courses of a programme may varied from programme to programme to the extent that the course still meets the required notional hours.

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22. The Senate shall have the power to change, amend, add or delete courses, their syllabuses as well as the number, structure and rubric of question papers in courses leading to the award of the Masters Degree on the recommendation of the Syndicate.

**Part III – Evaluation/Examination**

23. The Evaluation leading to the award of the Masters Degree shall consist of End-of-Trimester Examinations and the Project/Executive Report or the Thesis and the *viva voce* Examination of the Thesis as shall be prescribed by Regulations and/or Rules of the Institute and/or the University. Each End-of-Trimester Examination shall consist of one or more than one written paper and such numbers of continuous assessments of each course as prescribed by the Regulations and/or Rules relevant to this Programme.

24. Performance of students in each course and The Project/Executive Report or Thesis, as the case may be) shall be graded and Point Value shall be assigned as given in Table 1.

**Table 1: Grade and Point Value**

Marks	Grade	Grade Point (GP)
85-100	A+	4.00
70-84	A	4.0
65-69	A-	3.7
60-64	B+	3.3
55-59	B	3.0
50-54	B-	2.7
45-49	C+	2.3
40-44	C	2.0
35-39	C-	1.7
30-34	D+	1.3
25-29	D	1.0
00-24	E	0.0

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Transcript shall include Trimester and Cumulative GPAs and the Formula for GPA calculation shall be:

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

Where,  $i = i^{th}$  course,  $n =$  Number of courses completed during the period considered for the GPA calculation,  $C =$  Number of credits for the relevant course, and  $GP =$  Grade Point for the  $i^{th}$  course.

Note: The Cumulative GPA is calculated for the courses completed and GPA for each Trimester is calculated separately.

25. (i) Performance of a candidate at each Taught Course shall be evaluated through a combined system of Continuous Assessment and End-of- Trimester Examinations which shall be held as End-of-Trimester Examinations.

(ii) For the final grading of the Programme, the Continuous Assessment and the End-of- Trimester Examination of each Course shall be marked out of a maximum marks as given below:

End-of- Trimester Examination 50%  
 Continuous Assessment 50%

26. The Proposal for Thesis shall demonstrate that the proposed research project addresses a research issue/phenomenon capable of advancing a novel if not an original argument in the relevant area of

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study as generally applicable to a Masters Degree of the University and in particular, to such a Degree in relevant field of study, and that the proposed methods of research are relevant to the issue/phenomenon and can be feasibly implemented within the time period allowed to complete the project.

27. The Thesis shall demonstrate the student's knowledge of the methods of research, his/her competence to present material systematically and his/her ability to analyse, interpret results/data, and develop a novel if not an original argument that are generally applicable to a Masters Degree of the University and in particular, to such a Degree in the relevant field of study.
28. The Project/Executive Report shall demonstrate the ability of student using the knowledge and skills gained in the programme to explore problem/issue systematically and provide recommendations towards addressing the problem. The student shall demonstrate a his/her ability to communicate orally and in writing the analysis of the problem and the recommendations as expected from a professional that the programme intends to develop.
29. A candidate shall not be permitted to take the examination unless,
  - (i) s/he has followed at least 80 per cent of the classes allotted;
  - (ii) s/he has registered with the Examinations Branch of the Institute for the examination s/he intends to sit;
  - (iii) the Coordinator has certified that s/he has completed the Courses of studies leading to the examination by attending the required proportion of lectures, tutorial classes and other forms of instructions in each course and the prescribed fees have been paid;
  - (iv) his/her student registration continues to be in force: and
  - (v) his/her application for entry to the examination has been accepted.
30.
  - (i) A student in a particular Academic Year of the Programme and registered for particular Courses of a Trimester shall take the Examination for that Trimester on the first occasion on which the Examination is held after the completion of instruction/teaching for that Trimester.
  - (ii) Where a student does not apply for, take the Examination, and/or is not eligible to take examination due to one or more reasons stated in Section 29 of these By-Laws on the first occasion s/he shall be deemed, unless the Senate determines otherwise on the recommendation of the Syndicate, to have taken the Examination on that occasion which shall be taken into account in computing the total number of attempts on which an Examination may be taken by the student.
  - (iii) A student who is excused by the Senate on the recommendation of the Syndicate from taking the Examination on the first occasion shall take the Examination on the very next occasion when it is held and if s/he fails to apply for and/or take the Examination on that occasion s/he shall be deemed, unless the Senate determines otherwise on the recommendation of the Syndicate, to have taken the Examination on that occasion which shall be taken into account in computing the total number of occasions on which an Examination may be taken by a student.
  - (iv) A student shall not take any Examination on more than three (03) occasions and in computing the total number of occasions it shall be taken into account any occasion on which s/he is deemed to have taken the Examination in terms of these By-Laws.
  - (v) All rules relating to the Examination Procedure, Offences and Punishment Regulation No. 1 of 1986 shall *mutatis mutandis* apply to, or in relation to, the Masters Examination conducted under these By-Laws.

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- (vi) Without prejudice to the generality of the Regulation No. 1 of 1986 rules relating to the Classroom Tests, etc shall be formulated and implemented by the Coordinator in consultation of the Director and any matters relating to such tests shall be decided by the Syndicate on the recommendation of the Coordinator and the Director.
- (vi) Rules relating to Assignments, the Project/Executive Report and the Thesis shall be announced, from time to time, by the Coordinator in consultation with teacher/s and the Board, and such rules shall not be changed or revoked unless otherwise decided by the Board.
31. (i) A student who obtains a mark which is less than the required GP value for a Taught Course to be qualified for the award of Degree, as prescribed under these By-Laws and Regulations shall re-sit such course as a repeat candidate on the first occasion at which that examination is held for such course. In such cases the marks obtained for the continuous assessment will be carried forward to the repeating Trimester, if s/he has earned 50% or more out of total marks assigned to Continuous Assessment. In those cases, the score of marks for the End-of-Trimester examination in the repeating trimester and the continuous assessment carried forward shall be taken into consideration for the computation of results of the Masters Degree Examination.
- (ii) If a student earned less than 50% out of total marks assigned to Continuous Assessment, s/he may decide to re-do the Continuous Assessment in the repeating Trimester. If so decided, s/he shall be given the opportunity to undertake the Continuous Assessment given for the regular student of his/her repeating Trimester without attending classes. Such student shall make a formal request to the Coordinator to re-do the Continuous Assessment. Such request should be made within the first three weeks of Trimester in which the student shall repeat the Course. In the case of marks allotted for classroom participation, marks shall be carried forward to repeating Trimester, if marks are allotted to classroom participation for the regular student of his/her repeating Trimester.
32. In the case of Thesis, the student shall not be eligible to proceed with the work on the Thesis unless his/her research proposal is approved by the Syndicate during the First Trimester of the second academic year.
33. In the case of the Project/Executive Report, the student shall not be eligible to proceed with the work on the Project/Executive Report unless his/her research proposal is approved by the Academic Syndicate during the Third Trimester of the First academic year.
34. (i) A student who fails at the viva voce Examination of his/her Thesis to satisfy the Board of Examiners shall be deemed to have failed the Examination and such student cannot resubmit Thesis unless, the Board of Examiners recommends that a modified Thesis be submitted after additional work as the case may be. Such a modified Thesis, if undertaken, shall be at the expense of the student.
- (ii) A student who is permitted to submit a revised Thesis to the Institute within the period specified by the Board of Examiners, and shall pay to the Institute, such fees as would be required for the purpose of re-examination of the Thesis and as specified by the Syndicate.
35. (i) A student who secures 50% or above but less than 60% mark at the end of the evaluation process shall be permitted to resubmit revised Project/Executive Report after incorporating "major corrections". Any additional work that is required for such resubmission, if undertaken, shall be at the expense of the student.
- (ii) A student who is permitted to submit a Project/Executive Report to the Institute within the period specified by the Coordinator, and shall pay to the Institute, such fees as would be

required for the purpose of re-examination of the Project/Executive Report and as specified by the Syndicate.

36. It shall be lawful for the Senate to cancel the registration of any student after one warning in writing, if the application to work by such student is unsatisfactory. No refund of any fees shall be payable if and when the registration of such a student is cancelled.

#### Part IV: Award of the Masters Degree

37. No Student shall qualify for the award of the Masters Degree i.e. Masters Degree by Coursework, unless s/he has:

- (i) earned minimum of 27 credits from Taught Courses that are offered in the first academic year and the Trimester I of the Second Academic Year;
- (ii) Earned 06 Credits from Project/Executive Report;
- (iii) earned a GP not less than 3.3 (Grade B+) for any of the courses that is considered under sub-section i of this section and 06 Credits from Project/Executive Report that is considered under sub-section ii of this section; and
- (iv) earned a cumulative GPA of not less than 3.3 for the entire programme.

38. A student may qualify to be awarded the Masters Degree i.e. Masters Degree by Coursework with a Merit Pass if s/he secures a cumulative GPA of not less than 4.0 (Grade A) and qualifies for the award of the Masters Degree as per the Section 37 of these By-Laws at the first attempt or deem to be the first attempt.

39. No student shall qualify for the award of the Master of Science Degree i.e. Masters Degree with Thesis, unless s/he has:

- (i) earned 45 credits from Taught Courses;
- (ii) earned 15 credits from the Thesis;
- (iii) earned a GP not less than 3.3 (Grade B+) for any of the courses that is considered under sub-section i of this section and the Thesis that is considered under sub-section ii of this section; and
- (iv) earned a cumulative GPA of not less than 3.3 for the entire programme.

40. A student may qualify to be awarded the Master of Science Degree with a Merit Pass if s/he secures a cumulative GPA of not less than 4.0 (Grade A) and qualifies for the award of the Master of Science Degree as per the Section 39 of these By-Laws at the first attempt or deem to be the first attempt.

41. A student who initially registered for a Master of Science Degree may opt to obtain Masters Degree i.e. a Masters Degree by coursework as an exit point, if the Institute offers Masters Degree as a point of progression.

42. A student who initially registered for Masters Degree i.e. a Masters Degree by coursework may opt to obtain Master of Science Degree i.e. a Masters Degree with a Thesis as a point of vertical progression, if the Institute offers Master of Science Degree as a point of progression.

43. A student who wish to qualify under section 41 and 42 of these By-Laws shall make such request to the Senior Assistant Registrar/Assistant Registrar (Examination) along with the relevant evidence that s/he has paid all the fees of the Programme for which s/he initially registered for at the commencement of Trimester II of Second Academic Year of the Programme. If the request is to

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progress from Masters Degree to Master of Science Degree, the student shall be requested to pay additional fees as approved by the Syndicate. No student shall be reimbursed any fees paid to the Institute, even if s/he opts to exit from the programme.

44. A student who shall be awarded of the Master Degree shall not proceed to Master of Science Degree.

#### Part V - Transfer of Student from an Existing Programme to a New Programme

45. The Masters Programmes/Diploma Programmes conducted under Masters Degree in Business Management By-Laws No. 04/2014, Masters Degree in Human Resource Management By-Laws No. 03/2014 and Diploma in Service Management/Master of Science in Service Management By-Laws No. 09 of 2015(hereafter referred to as existing programme) or any other Masters or Master of Science Degree Programme conducted by the Institute may be terminated by the year 2017 and only one group of students may be registered for the Programme conducted under respective By-Laws during 2017.
46. The student who is registered under By-Laws stated in Sub-section 45 above and have been granted or shall be granted leave or have absent/failed/not eligible to take examination or shall be absent/failed/ not eligible to take examination from the studies and shall be absorbed into the Programmes offered under these By-Laws (hereafter referred to as new programme) provided that their registration for the existing programme has not expired. The following procedure shall be followed in absorbing student from the existing programme to the new programme.
- (i) If a student has passed the subjects/courses of the Programmes stated in section 45, the student shall be exempt from the course(s) of the new programme as listed in Table 2a, 2b, and 2c of Schedule 02.
  - (ii) Notwithstanding anything stated in subsection (i) of this By-Law, the courses/subjects of the Programmes stated in Sub-section 45 above and listed in table 3a, 3b, and 3c of Schedule 03 and any other course/subjects not mentioned in the sub-section (i) of this By-law shall not be accorded any exemption at the Programmes conducted under these By-Laws:
  - (iii) Grades of a student on a course of the Programmes stated in section 45 shall be transferred to the new Programme.
    - (a) For a subject/course of the Programmes stated in section 45 and listed in Table 2a, 2b and 2d of Schedule 02 of these By-Laws where the number of contact hours (i.e. 45 contact hours) is sufficient to consider them as three Credits course or is assigned 03 Credits, marks obtained for the courses/subjects of the Programmes stated in section 45 shall be transferred to the course in the new programme as is.
    - (b) For any course in the new programme exempted under sub section (i) of this Sub-section 46 above that has the same credit rating as the credit rating of the corresponding subject/course in the Programmes stated in section 45, marks will be transferred as is from the Programmes stated in section 45 to the new programme as is.
    - (c) For subjects/courses of Programmes stated in section 45 above and listed in Table 2a, 2b and 2c of Schedule 02 these By-Laws, where the number of contact hours (i.e. 30 contact hours) is sufficient to consider them as two Credits courses and credit weight of corresponding course of the new programme is 3, the following formula shall be used to convert the marks of the existing programme to the new programme.

Marks of a course of the new Programme =  $- 70 + \sqrt{240X + 4900}$   
Where X = Marks obtained in the present programme for a course

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- (d) For Thesis/project report of Programme stated in section 45 above and listed in Table 2a, 2b, and 2c of Schedule 02 of these By-Laws, where the Credit weight is 06, the following formula shall be used to convert the marks of the Programmes stated in section 45 to the new programme.

$$\text{Marks of a course of the new Programme} = \sqrt{240X + 4900} - 70$$

Where X = Marks obtained in the present programme for a course

- (e) Point value based on the transferred/converted marks of a subject/course shall be assigned to the corresponding course of the new programme which is exempted.
- (iv) Student tuition fee, registration fee, fee for reading material and handouts, library fee, examination fee shall be calculated as follows;
- (a) The following formula shall be used to calculate the tuition fee of the academic year of a student who has obtained the exemptions for a course(s)/subject(s).
- $$\text{Tuition fee for an academic year} = \frac{\text{Total tuition fee of the academic year}}{\text{Number of credits of the academic year}} \times \text{Remaining number of credits required to be taken in the academic year}$$
- (b) If a student has already paid the tuition fee, s/he shall pay the difference between the tuition fee charged in the existing Programme and tuition fee charged in the new programme. If a student has not still paid the tuition fee s/he shall be charged the tuition fee of the new programme.
- (c) If a student has already paid the library fee and/or the registration fee and/or any other fees, s/he shall pay the difference between the library fee and/or the registration fee and/or any other corresponding fees charged in the existing Programme and library fee and/or the registration fee charged in the new programme. If a student has not still paid library fee and/or the registration and/or any other fees s/he shall be charged the library fee and/or the registration the registration fee of the new programme.
- (d) Examination fee of the new Programme shall be considered for the course(s) which are not exempted.
- (v) The schedule 2 shall be used to determine the relevant course/s that a student who failed, differed or deemed to be taken a course/s of the programme stated in section 45 of these By-laws should take if s/he is absorbed into the programme conducted under these By-Laws and the relevant regulations.

### Part VI- Interpretation

47. In these By-Laws as well as in its Part VI, unless the context requires otherwise:

“The Act” means the Universities Act No. 16 of 1978 and its subsequent amendments.

“The University” means the University of Colombo

“The Council” means the Council of the University of Colombo.

“The Senate” means the Senate of the University of Colombo.

“The Institute” means the Institute of Human Resource Advancement of the University of Colombo.

“The Syndicate” means the Academic Syndicate of the Institute of Human Resource Advancement of University of Colombo.

“Board” means Board of Study of Institute of Human Resources Advancement of University of Colombo.

“Director” means the Director of Institute of Human Resource Advancement of University of Colombo.

“Coordinator” means the Coordinator of the programme appointed by the Director on the recommendation of the relevant Board of Study and approved by the Academic Syndicate of the Institute.

“The Deputy Registrar” means Deputy Registrar, Acting Deputy Registrar, Senior Assistant Registrar, Assistant Registrar or any other Officer authorized to sign for and on behalf of the Deputy Registrar of the Institute of Human Resource Management.

“The Degree Programme” means the Degree of Masters of Services Management or Masters of Business Management, Masters of Human Resources Management, Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Masters and Master of Science Degree programmes or any other Masters Degree programme that the Institute shall offers.

“Masters Degree” means Degree of Masters of Services Management or Masters of Business Management, Masters of Human Resources Management, Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Master and Masters of Science Degree programmes that the Institute shall offer.

“Programme” means the Programme of study leading to the award of the Degree of Masters of Services Management or Masters of Business Management or Masters of Human Resources Management Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Masters and Master of Science Degree programmes.

“The Academic Year” means a period of 52 weeks comprising Trimesters.

“The Trimester” means a period of 16 to 18 weeks, from the first day of the commencement of a Trimester till the day prior to the commencement of the next Trimester, and shall include the intervening periods of vacation, study leave, and End-of-Semester Examinations, unless the Syndicate on the recommendation of the Board decides otherwise.

“Work experience in managerial or similar capacity” means the experience gained in a position satisfying two or more of the following:

- a) who engages in directing the work of two or more other employees in her organization;
- b) whose suggestions and recommendations as to the hiring, promoting and/ or firing her subordinates will be given particular weight;
- c) whose rights of exercising discretion and independent judgment is accepted as a necessary aspect of carrying out her duties; and
- d) who performs under only general supervision work along specialized or technical lines requiring special training, experience, or knowledge.

“Qualification Assessment Committee (QAC)” means the committee that considered the suitability of candidates seeking admission under paragraph (f) of sub section (i) of section 4. This committee consists of the Director of the Institute and a minimum of three other teaching faculty members excluding the Coordinator of the respective Masters Programme. The candidates who shall be

considered under this provision shall be considered on its individual merits. The QAC shall consider even partial qualification of the qualification considered under paragraphs (a) to (e) of sub section (i) of section 4, if qualification considered is complemented with other qualification and/or experience. The QAC shall make its recommendations to the Syndicate and to the Senate which shall make the final decision on such applications. The Syndicate and Senate have the authority to de-recognise qualification/s or vary the requirements for recognising qualification/s on the basis of recommendations by the QAC.

48. Any question regarding the interpretation of these By-Laws shall be referred to the Council whose decision thereon shall be final.
49. The Vice-Chancellor shall have authority, in consultation with the Director of the Institute, to take such action or give such direction, not inconsistent with the principles underlying the provisions of these By-Laws, as appears to his/her to be necessary or expedient for the purpose of removing any difficulties that may arise in the interpretation of these provisions or for which there is no provision in these By-Laws or in the case of student who followed Programmes under the By-laws terminated by these By-Laws.

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Schedule 1 – Board of Studies of the Programme

Board of Studies	Programme
Board of Studies on Human Resource Management	Masters in Services Management/Master of Science in Services Management
	Masters of Business Management/Master of Science in Business Management
	Masters of Human Resource Management/Master of Science in Human Resource Management
Board of Study on Extension Programmes	Masters of Science in Disaster Analysis, Management and Mitigation/Master of Science in Disaster Analysis, Management and Mitigation Programme

Schedule 2 - Exemptions of courses of the new programme for the student registered for the Programmes mentioned in sub-section of i 46 of these By-Laws

Table 2a: Masters in Services Management/Master of Science in Services Management

Courses of the Programmes mentioned in section 43 above recognized for exemptions		Exempted courses of the new Programme	
Course Code & Title	No. of Credits	Course Code & Title	No. of Credits
MScSM 03 - Operational Research	03	MSM 5131 - Quantitative Techniques for Services management	03
PGDSM 03 - Accounting for Service Organizations	03	MSM 5231- Accounting for Services	03
MScSM 01 - Organizational Behaviour	03	MSM 5232- Organization, People and Performance in Management	03
MScSM 05 - Management Information Systems or Services	03	MSM 5233- Technology Management in Services	03
PGDSM 06 - Service Marketing Strategy	03	MSM 5331- Service Marketing Strategy	03
MScSM 04 - Research Methodology	03	MSM 6433-Research Methods	02
		MSM 6531 - Seminar on research	01
MScSM 06 - Customer Relationship Management	03	MSM 5333-Costemer relationship Management	03
MScSM 07 - International Business Operations	03	MSM 6432- Globalising of Services	03
PGDSM 01 - Strategic Management for Service Organization	03	MSM 6431-Strategic Services Management	03
MScSM 02 - Advance Business Law	03	MSM 6532 - Business Law	03
PGDSM 08 - Banking & Insurance Hospitality Management Project Management	03	MSM 6533 - Project Management for Services	03
MScSM 08 - Thesis	06	MSM 6600 - Thesis	15

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Schedule 1 – Board of Studies of the Programme

Board of Studies	Programme
Board of Studies on Human Resource Management	Masters in Services Management/Master of Science in Services Management
	Masters of Business Management/Master of Science in Business Management
	Masters of Human Resource Management/Master of Science in Human Resource Management
Board of Study on Extension Programmes	Masters of Science in Disaster Analysis, Management and Mitigation/Master of Science in Disaster Analysis, Management and Mitigation Programme

Schedule 2 - Exemptions of courses of the new programme for the student registered for the Programmes mentioned in sub-section of i 46 of these By-Laws

Table 2a: Masters in Services Management/Master of Science in Services Management

Courses of the Programmes mentioned in section 43 above recognized for exemptions		Exempted courses of the new Programme	
Course Code & Title	No. of Credits	Course Code & Title	No. of Credits
MScSM 03 - Operational Research	03	MSM 5131 - Quantitative Techniques for Services management	03
PGDSM 03 - Accounting for Service Organizations	03	MSM 5231- Accounting for Services	03
MScSM 01 - Organizational Behaviour	03	MSM 5232- Organization, People and Performance in Management	03
MScSM 05 - Management Information Systems or Services	03	MSM 5233- Technology Management in Services	03
PGDSM 06 - Service Marketing Strategy	03	MSM 5331- Service Marketing Strategy	03
MScSM 04 - Research Methodology	03	MSM 6433-Research Methods	02
		MSM 6531 - Seminar on research	01
MScSM 06 - Customer Relationship Management	03	MSM 5333-Costemer relationship Management	03
MScSM 07 - International Business Operations	03	MSM 6432- Globalising of Services	03
PGDSM 01 - Strategic Management for Service Organization	03	MSM 6431-Strategic Services Management	03
MScSM 02 - Advance Business Law	03	MSM 6532 - Business Law	03
PGDSM 08 - Banking & Insurance Hospitality Management Project Management	03	MSM 6533 - Project Management for Services	03
MScSM 08 - Thesis	06	MSM 6600 - Thesis	15

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**Table 2b: Masters of Business Management/Master of Science in Business Management**

Courses of the Programmes mentioned in section 43 above recognized for exemptions		Exempted courses of the new Programme	
Course Code & Title	No. of Credits	Course Code & Title	No. of Credits
MBM 01 - Principles of Management	03	MBM 5131-Principles and Practice of Management	03
MBM 03 - Management Accounting	03	MBM 5132-Accounting for Managerial Decision Making	03
MBM 07 – Business Communication	03	MBM 5133-Business Communication	03
MBM 04 - Management Environment & Business Law	03	MBM 5231-Commercial (Business) Law	03
MBM 15 - Organizational Behaviour	03	MBM 5232-Organizational Behaviour	03
MBM 08 – Statistic For Management	03	MBM 6533-Statistic for Social Research	03
MBM 05 – Human Resource Management	03	MBM 5331-Human Resources Management	03
MBM 10 – Managerial Economics	03	MBM 6532-Economics for Managers	03
MBM 11- Management Information System	03	MBM 6431-Business Information Systems	03
MBM 06 - Marketing Management	03	MBM 5333- Marketing Management	03
MBM 14 - Financial Management	03	MBM 5233-Financial Management	03
MBM 09 –Production & Operation Management	03	MBM 5332- Operations Management	03
MBM 13 - Strategic Management	03	MBM 6432- Strategic Management	03
MBM 16 (c) –Contemporary Issues In Management	03	MBM 6631-Contemporary Issues in Management	03
MBM 16 – Thesis	09	MBM 6600-Thesis	15

**Table 2c: Masters of Science in Human Resource Management/Master of Science in Human Resource Management**

Courses of the Programmes mentioned in section 43 above recognized for exemptions		Exempted courses of the new Programme	
Course Code & Title	No. of Credits	Course Code & Title	No. of Credits
MHRM 1 - Managing Organization & people	03	MHRM 5131-Principles and Practice of Management	03
MHRM 3 - Scientific Aspect of Human Behavior & Psychology	03	MHRM 6532- Topics in Industrial Psychology	03
MHRM 6 - Organizational Behavior	03	MHRM 5233- Organizational Behaviour	03
MHRM 2 - Labor Law	03	MHRM 5232- Labour Law and Industrial Relations	03
MHRM 5 - Industrial relation & Labor Market Analysis	03		
MHRM 8 - Training & Development	03	MHRM 5332- Human Resources Development	03
MHRM 11 - Human Resource Information System	03	MHRM 5331- Human Resources information Systems	03
MHRM 12(a) - Compensation Management	03	MHRM 5231-Performance and Compensation Management	03

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MHRM 9 - Human Resource Accounting	03	MHRM 6532- Financial Impact of Human Resources Management	03
MHRM 13 - International Human Resource Management	03	MHRM 5333- International Human Resources Management	03
MHRM 7 - Strategic Management	03	MHRM 6431-Strategic Management	03
MHRM 10 - Strategic Human Resource Management	03		
MHRM 15 - Contemporary Issues in Human Resource Management	03	MHRM 6632-Contemporary Issues in Human Resources Management	01
MHRM 12(b) -Thesis	09	MHRM 6600-Thesis	15

**Schedule 3 – Courses/subjects of the programmes stated in sub-section ii of 46 of these By-Laws which are not accorded any exemption at the new Programmes**

**Table 3a: Masters of Service Management**

Subject/Course	Credits
PGDSM 2 – Managerial Economics	03
PGDSM 04 – Advance Communication for Business	03
PGDSM 05 – Human Resource Management	03
PGDSM 07 – Social Psychology & Business Ethics	03
Field Activities in Semester 1, Semester 2 and Semester 3	

**Table 3b: Masters of Business Management**

Subject/Course	Credits
MBM 02 - Business Mathematics	03
MBM 12 -Labor Law	03
Field activities in Semester I and Semester II	03 each
MBM 16 (a) - Project Report and	03
MBM 16 (b) - Taxation	03

**Table 3c: Masters of Science in Human Resource Management**

Subject/Course	Credits	
MHRM 4 - Human Resource Planning	03	
MHRM 14 - Performance Management & Career Development	03	
Field activities in Semester I and Semester II	03 each	
MHRM 16	A. Project Report and	03
	B. Organizational Development or	03
	C. Public administration	

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## Regulations

### MASTERS DEGREE PROGRAMME

(Institute of Human Resource Advancement, University of Colombo)

Regulations made by the Senate of the University of Colombo under Section 136 of the Universities Act No. 16 of 1978. These Regulations may be cited as the Masters Degree (Institute of Human Resource Advancement, University of Colombo) Regulations No..... of 2016.

#### Part I - Structure and Courses

1. The Titles and Course Codes of Preparatory Courses which may be offered for the benefit of those who lack the knowledge with the respective courses are listed in 1a, 1b, 1c and 1d of schedule 1 of these regulations.
2. The Preparatory Courses shall be conducted before the commencement of the relevant Compulsory Courses in the First Academic Year of the Programme. Of these, Academic Writing shall be a non-evaluative, non-credit, compulsory course. A student should attend at least 80% of classes held to be considered as successfully completed the course. Others shall be non-evaluative, non-credit, optional courses. Students may opt for one or both optional courses with the directions of the relevant Coordinator.
3. The titles, course codes, ~~number of credits, and number~~ of hours allocated for lectures, practical classes, laboratory work etc. of the courses that shall be offered in respective Programme are given in Table from 1a to 1d of schedule 1 along the Trimester and Academic year where each Course shall be offered.
4.
  - (i) Before the end of First Trimester of Second Academic Year, each student who opt for Master of Science Degree (Masters Degree with a Thesis which fulfill all the requirements to be considered the Programme as a Programme at SLQF 10) shall complete a Proposal for the Thesis and shall submit it to the Syndicate through the Coordinator for approval. A student whose proposal for the Thesis is not approved shall re-submit a revised version of the proposal to the Syndicate, as a repeat candidate, on or before the date informed by the Coordinator for the re-submission of the proposal for Thesis. No student shall be permitted to re-submit the revised version of the proposal on more than two occasions.
  - (ii) The research issue/problem that shall be the focus of the Thesis shall be in the relevant field of study of the Programme.
  - (iii) A student whose Proposal for the Thesis is approved by the Syndicate shall be assigned a supervisor(s) by the Syndicate with the recommendation of Coordinator.
5.
  - (i) Before the end of Third Trimester of First Academic Year, each student who opt for Masters Degree (Masters Degree by Course Work which fulfills all the requirements to be considered the programme as a Programme at SLQF Level 09) shall complete a Proposal for the Project/Executive Report and shall submit it to the Syndicate through the Coordinator for approval. A student whose proposal for the Project/Executive Report is not approved shall re-submit a revised version of the proposal, as a repeat candidate, to the Syndicate on or before the date informed by the Coordinator for the re-submission of the proposal for the Project/Executive Report. No student shall be permitted to re-submit the revised version of the proposal on more than two occasions.

- (ii) The issue/phenomenon which shall be the focus of the Project/Executive Report shall be in the relevant field of study of the Programme.
- (iii) A student whose Proposal for the Project/Executive Report is approved by the Syndicate shall be assigned a supervisor(s) by the Syndicate with the recommendation of Coordinator.

### Part II-Evaluation/Examination

6. The End-of-Trimester Examination and the Continuous Assessment for any Taught Course shall take the following form:

- (i) For each taught course there shall be a written open or closed book End-of-Trimester Examination of 2 or 3 hours duration consisting of compulsory and/or selective questions as specified in the question paper. The question paper will carry a maximum score of 100 marks.
- (ii) There shall also be a Continuous Assessment which may include individual and/or group assignments, mid-trimester tests, quizzes, term papers, executive reports, presentations and etc. The Continuous Assessment of each Course shall be specified in the Course Outline which shall be distributed among the students at the beginning of the Course and shall not be changed without consulting the Coordinator. The Continuous Assessment shall carry a maximum of 100 marks.
- (iii) For the final grading of the course, the End-of-Course Examination and the Continuous Assessment are evaluated as follows:

End-of-Course Examination	50%
Continuous Assessment	50%

7. The assessment of the course of which the focus is providing guidance to students to develop the Proposal for Thesis (i.e. MSM MSM6531 / MBM6531/ MHRM 66531 - Seminar on Research) shall be in the form of assessment of a written Proposal for Thesis and a minimum of two (02) interim presentations. The student shall also submit a draft proposal as specified by the coordinator at or before the each interim presentation.

- (i) Each interim presentation of the Proposal for Thesis shall be evaluated as follows:
  - (a) In the first interim presentation the appropriateness of the problem, objectives, significance, literature review and appropriateness of the conceptualization/theoretical framework/theoretical lens of the Proposed Thesis shall be assessed.
  - (b) In the second interim presentation, the appropriateness and feasibility of proposed research methods and the research design shall be assessed. The problem, objectives, significance, extent of the literature review and conceptualization/theoretical framework/theoretical lens after incorporating the suggestion of examination panel of the first presentation shall also be included.
- (ii) The Panel of the interim presentations shall comprise three (03) members including the Programme Coordinator or his/her nominee from Coordinators of other Masters Programmes of the Institute. The remaining two (02) members of the panel shall comprise Academics who are experts in the area of research and/or proposed methodology of the Thesis.

- (iii) The average of marks awarded in the interim presentations shall be considered as the marks earned for the interim presentations course of which the focus is providing guidance to students to develop the Proposal for Thesis.
- (iv) The written Proposal of the Thesis shall be subjected to the assessment by two independent examiners. The average of marks awarded by the two examiners shall be considered as the marks earned for the proposal.
- (v) The final grading of the course of which the focus is the guiding students to develop the Proposal for Thesis (i.e. MSM MSM6531 / MBM6531/ MHRM 66531 - Seminar on Research) as follows:

Interim Presentations	50%
Proposal	50%

8. The assessment of the Proposal for the Project/Executive Report shall be in the form of assessment of a written Proposal by two (02) Examiners who mark the proposal independently. This assessment shall not be considered for Course Credits, but shall made to obtain the expert opinion of its appropriateness to write a Project/Executive Report.

- (i) Each examiner shall provide his/her comments in sufficient detail along with the marks assigned to each component. The Examiner shall also make his/her recommendation for the acceptance of Proposal for the Project/Executive Report. If the Examiners have a divided opinion on the Proposal, they may discuss and make their recommendation collectively. If no agreement is reached, the Coordinator or his/her nominee can serve as the third examiner.
- (ii) The Coordinator shall provide the comments to student who may consider them in submitting revised Proposal for the Project/Executive Report (in the case of the Proposal which are not recommended for acceptance) or in writing the Project/Executive Report.
- (iii) If the Proposal of a student is not recommended for the submission for approval of the Academic Syndicate, the student shall submit revised or new Proposal for examination. Each resubmission of Proposal shall be counted as a repeat attempt and only maximum of two repeat attempts shall be permitted. If a Proposal for the Project/Executive Report of a student is not recommended by the Examiners, the student shall be considered to not qualify to proceed with Project/Executive Report.

9. With regard to the Examination of the Thesis, the following shall be applicable:

- (i) The date for the submission of the Thesis shall be announced by the Coordinator with the approval of the Syndicate at the beginning of the Third Trimester of the Second Academic Year and shall not exceed more than one month after the completion of the Trimester save in exceptional cases which will be considered by the Syndicate on a case by case basis.
- (ii) The Coordinator shall organize a minimum of two interim presentations during the period which the Thesis being undertaken. The student is expected to discuss and incorporate, if required, suggestions made by the Panel in his/her Thesis after consulting his/her Research Supervisor(s). The Research Supervisor may presence at the interim presentations.
- (iii) The Panel of These Interim Presentations comprises of three (03) members

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including the Programme Coordinator or his/her nominee from Coordinators of other Masters Programmes of the Institute. The remaining two (02) members of the Panel shall comprise Academics who are experts in the area of research and/or proposed methodology of the Thesis.

- (iv) A student shall submit, with the recommendation of the Research Supervisor, two hard copies of the Thesis in spiral binding on or before the Date of Submission to the Examination Division. The student shall submit also soft copy of the Thesis and this copy shall be used to detect the level of plagiarism by the student. The tolerance level of plagiarization is 30% and any Thesis which exceed this level shall not be examined, shall be returned once to resubmit with necessary changes. However, this resubmission shall not be counted as a repeat attempt.
- (v) A student those who so fail without providing a valid reason shall be allowed to submit on a date not later than four (04) months from the date of submission as a late submission. This submission shall be counted as a repeat attempt.
- (vi) The Thesis shall not exceed 40,000 words excluding Tables, Annexures, and Figures etc. and shall be submitted in accordance with the format given by the Coordinator.
- (vii) The Thesis shall carry a maximum mark of 100 each. The minimum mark to be obtained by a student to pass the Thesis is 60% of the total marks allotted to it.
- (viii) The Thesis shall be subjected to assessment by two independent examiners and a *viva voce* examination.
- (ix) *Viva-voce* examination can be held on-line (i.e. video conferencing) when it is needed and appropriate.
  - (a) The Thesis shall be sent for evaluation by the two examiners who would independently assess the Thesis and mark out of 100.
  - (b) A student who fails to secure an average of 50% marks at the evaluation by the two examiners shall be directed to re-submit the Thesis once more within a specified period which shall not exceed six (06) months. Such student shall not be called for *viva voce* examination.
  - (c) There shall be subject to a *viva voce* examination on the Thesis with regard to the student who have secured an average of minimum 50% of marks at the evaluation by the two examiners.
  - (d) The Board for the *viva voce* examination shall comprise the Director of the Institute or his/her nominee, two examiners, Coordinator of the programme, and an expert in the area of the research study. The Supervisor of the Thesis shall also be present at the Examination without any right of decision-making but to assist the Members of the Board if they desire to seek clarification from him/her.
  - (e) The performance of the candidate at the *viva voce* examination shall be marked out of 100 marks.
  - (f) Those who secure at least a combined average of 60% of marks allocated for the evaluation by the two examiners and the *viva voce* examination shall be deemed to have passed the Thesis.

- (g) The student whose Thesis is accepted or recommended for minor corrections should be submitted two copies of the corrected version within three months following the guidelines of formatting given in Schedule 2 of these By-Laws. The Examination Division may return one of the copy to the student with the date stamp of the Examination Division.
- (h) A student whose Thesis are recommended for major corrections should be submitted the corrected version once within six (06) months from the viva voce examination or the date of submission of Thesis for the next immediate batch of students, whichever comes first. This shall be considered as a resubmission and counted as a repeat attempt.
- (x) If a student fails to submit the Thesis on or before the date of submission after corrections without providing a reason acceptable to the Institute in advance, she deems to fail the Thesis. The student those who so fail shall be allowed to submit the Thesis along with the students of the next immediate batch as a repeat candidate.
10. With regard to the Examination of the Project/Executive Report, the following shall be applicable:
- (i) The assessment of the Project/Executive Report shall be in the form of assessment of the written Project/Executive Report and its interim presentations (minimum two presentations). The student may also submit a draft according to the guidelines provided by the Coordinator at or before the each interim presentation.
- (ii) Each of the interim presentations of the Project/Executive Report shall be evaluated as follows:
- (a) In the first interim presentation the problem, objectives, significance and the rigor of the establishment of problem/issue of the Project/Executive Report shall be assessed.
- (b) In the second interim presentation design of the study and the results shall be assessed.
- (c) The coordinator may decide to have more than two interim presentations and if so decided he/she shall inform the candidate the format of interim presentations including allocation of marks at the beginning of the Second Trimester.
- (iii) Each interim presentation of the Project/Executive Report shall be assessed and mark out of 100.  
The average of marks awarded in all the interim presentations shall be considered as the marks earned for the interim presentations which will be calculated out of 100.
- (iv) The Panel of the interim presentations shall comprise three (03) members including the Programme Coordinator or his/her nominee from Teachers of the relevant Masters Programme. The remaining two (02) members of the panel shall comprise Academics/Practitioners who are experts in the relevant field of studies of the Project Report/the Executive Report.
- (v) The date for the submission of the Project/Executive Report shall be announced by the Coordinator with the approval of the Syndicate at the beginning of the Second

Trimester of the First Academic Year of the Programme and shall not exceed more than one month after the completion of the First Trimester of the Second Academic Year of the programme save in exceptional cases which will be considered by the Syndicate on a case by case basis.

- (vi) A student shall submit, with the recommendation of the Supervisor, three copies of the Project/Executive Report in spiral binding on or before the date of submission. The Examination Branch shall return one copy with the date stamp of the Examination Branch to the student. The student shall submit also soft copy of the Project/Executive Report and this copy shall be used to detect the level of plagiarism by the student. The tolerance level of plagiarization is 30% and any the Project/Executive Report which exceed this level shall not be examined shall be returned once to resubmit with necessary changes. However, this resubmission shall not be counted as a repeat attempt.
  - (vii) The student who fails to submit the Project/Executive Report shall be allowed to submit the Project/Executive Report once on or before the date which does not exceed the submission date of Project/Executive Report for the next immediate batch of students as a repeat candidate.
  - (viii) The Project/Executive Report shall not exceed 10,000 words excluding Tables, Annexures, and Figures etc. and shall be submitted in accordance with the format provided by the Coordinator.
  - (ix) The Project/Executive Report shall carry a maximum mark of 100 each.
  - (x)
    - (a) The Project/Executive Report shall be sent for the evaluation by the two examiners who would independently assess the Project/Executive Report and mark out of 100 and then average for final grading.
    - (b) Each examiner shall provide his/her comments in sufficient detail along with the marks assigned to each component.
    - (c) The final grading of the Project/Executive Report as follows:  
Interim Presentations 40%  
Evaluation of Project/Executive Report 60%
  - (xi) The minimum mark to be obtained by a student to pass the Project/Executive Report is 60% of the total marks allotted to it. However, a student who earns 50% or above but less than 60% for the Project/Executive Report, such report shall be considered as "pass with major corrections" and shall be allowed to resubmit after incorporating suggested corrections.
  - (xii) The Project/Executive Report which shall be considered as "pass with major corrections" shall be resubmitted after incorporating comments of the examiners once on or before the date of resubmission which does not exceed the date of submission of the Project/Executive Report of the next immediate batch. If the student fail to secure minimum of 60% for the Project/Executive Report which is resubmitted, the student shall be considered to fail.
11. Unless otherwise stated in these By-laws and Regulations, a student shall be allowed maximum of two attempts to resubmit the Proposal for the Thesis, Proposal for the Project/Executive Report, The Thesis and the project/Executive Report as a repeat candidate.

**Part III- Interpretation**

12. In these Regulations as well as in its Part III, unless the context requires otherwise:  
“The Act” means the Universities Act No. 16 of 1978 and its subsequent amendments.

“The University” means the University of Colombo

“The Council” means the Council of the University of Colombo.

“The Senate” means the Senate of the University of Colombo.

“The Institute” means the Institute of Human Resource Advancement of the University of Colombo.

“The Syndicate” means the Academic Syndicate of the Institute of Human Resource Advancement of University of Colombo.

“Board” means Board of Study of Institute of Human Resources Advancement of University of Colombo.

“Director” means the Director of Institute of Human Resource Advancement of University of Colombo.

“Coordinator” means the Coordinator of the programme appointed by the Director on the recommendation of the relevant Board of Study and approved by the Academic Syndicate of the Institute.

“The Deputy Registrar” means Deputy Registrar, Acting Deputy Registrar, Senior Assistant Registrar, Assistant Registrar or any other Officer authorized to sign for and on behalf of the Deputy Registrar of the Institute of Human Resource Management.

“The Degree Programme” means the Degree of Masters of Services Management or Masters of Business Management, Masters of Human Resources Management, Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Masters and Master of Science Degree programmes or any other Masters Degree programme that the Institute shall offers.

“Masters Degree” means Degree of Masters of Services Management or Masters of Business Management, Masters of Human Resources Management, Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Master and Masters of Science Degree programmes that the Institute shall offer.

“Programme” means the Programme of study leading to the award of the Degree of Masters of Services Management or Masters of Business Management or Masters of Human Resources Management Master of Science in Disaster Management and Mitigation, Master of Science in Geoinformatics or any other Masters and Master of Science Degree programmes.

“The Academic Year” means a period of 52 weeks comprising Trimesters.

“The Trimester” means a period of 16 to 18 weeks, from the first day of the commencement of a Trimester till the day prior to the commencement of the next Trimester, and shall include the intervening periods of vacation, study leave, and End-of-Semester Examinations, unless the Syndicate on the recommendation of the Board decides

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otherwise.

13. Any question regarding the interpretation of these Regulations shall be referred to the Senate whose decision thereon shall be final.
14. The Vice-Chancellor shall have authority, in consultation with the Director of the Institute, to take such action or give such direction, not inconsistent with the principles underlying the provisions of these Regulations, as appears to him/her to be necessary or expedient for the purpose of removing any difficulties that may arise in the interpretation of these provisions or for which there is no provision in these Regulations or in the case of students who followed Programmes under the By-laws terminated by these regulations.

### Part IV-Schedule

#### Schedule 1

**Table 1a: Courses offered in the Masters of Service Management/Master of Science in Service Management Programme**

Course Code	Course Title	Trimester Offered	No. of Credits	No. of Contact Hours
<b>Preparatory Courses</b>				
MSMPR 5001	Basic Statistics		0	12
MSMPR 5002	Principles of Economics		0	12
MSMPR 5003	Academic Writing		0	12
<b>Courses offered in the First Academic Year</b>				
MSM 5131	Quantitative Techniques for Services Management	1	03	45
MSM 5132	Services Management	1	03	45
MSM 5133	Management Process	1	03	45
MSM 5231	Accounting for Services	2	03	45
MSM 5232	Organisation, People and Performance in Management	2	03	45
MSM 5233	Technology Management in Services	2	03	45
MSM 5331	Service Marketing Strategy	3	03	45
MSM 5332	Services Supply Chain Management	3	03	45
MSM 5333	Customer relationship Management	3	03	45
<b>Courses offered in the Second Academic Year</b>				
MSM 6400	Executive Report	04	06	NA
MSM 6431	Strategic Service Management*	4	03	45
MSM 6432	Globalising of Services*	4	03	45



MSM 6433	Research Methods	4	02	30
MSM 6531	Seminar on Research	5	01	15
MSM 6532	Business Law	5	03	45
MSM 6533	Project Management for Services	5	03	45
MSM 6631	Contemporary Issues in Service Management	6	03	45
MSM 6600	Thesis	6	15	NA
* The student reading for Masters of Service management may opt for these Course as a non-credit Course and the result of the Course shall be given in the transcript.				

**Table 1b: Courses offered in the Masters of Business Management/Master of Science in Business Management Programme**

Course Code	Course Title	Trimester Offered	No. of Credits	No. of Contact Hours
<b>Preparatory Courses</b>				
MBMPR 5001	Basic Statistics		0	12
MBMPR 5002	Principles of Economics		0	12
MBMPR 5003	Academic Writing		0	12
<b>Courses offered in the First Academic Year</b>				
MBM 5131	Principles and Practice of Management	1	03	45
MBM 5132	Accounting for Managerial Decision Making	1	03	45
MBM 5133	Business Communication	1	03	45
MBM 5231	Commercial (Business) Law	2	03	45
MBM 5232	Organizational Behaviour	2	03	45
MBM 5233	Financial Management	2	03	45
MBM 5331	Human Resources Management	3	03	45
MBM 5332	Operations Management	3	03	45
MBM 5333	Marketing Management	3	03	45
<b>Courses offered in the Second Academic Year</b>				
MBM 6400	Executive Report	04	06	NA
MBM 6431	Business Information Systems*	4	03	45
MBM 6432	Strategic Management*	4	03	45
MBM 6433	Research Methods	4	02	30

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MBM 6531	Seminar on research	5	01	15
MBM 6532	Economics for Managers	5	03	45
MBM 6533	Statistics for Social Research	5	03	45
MBM 6631	Contemporary Issues in Management	6	03	45
MBM 6600	Thesis	6	15	NA
* The student reading for Masters of Service management may opt for these Course as a non-credit Course and the result of the Course shall be given in the transcript.				

**Table 1c: Courses offered in the Masters of Human Resource Management/Master of Science in Human Resource Management Programme**

Course Code	Course Title	Trimester Offered	No. of Credits	No. of Contact Hours
<b>Preparatory Courses</b>				
MHRMPR 5001	Basic Statistics		0	12
MHRMPR 5002	Principles of Economics		0	12
MHRMPR 5003	Academic Writing		0	12
<b>Courses offered in the First Academic Year</b>				
MHRM5131	Principles and Practice of Management	1	03	45
MHRM5132	Human Resource Management	1	03	45
MHRM 5133	Business Economics	1	03	45
MHRM 5231	Performance and Compensation Management	2	03	45
MHRM 5232	Labour Law and Industrial Relations	2	03	45
MHRM 5233	Organizational Behavior	2	03	45
MHRM 5331	Human Resources information Systems	3	03	45
MHRM 5332	Human Resources Development	3	03	45
MHRM 5333	International Human Resources Management	3	03	45
<b>Courses offered in the Second Academic Year</b>				
MHRM6400	Executive Report	04	06	NA
MHRM6431	Strategic Management*	4	03	45
MHRM6432	Financial impact of Human Research Management*	4	03	45
MHRM 6433	Research Methods	4	02	30
MHRM 6531	Seminar on Research	5	01	15

MDM 5522	Meteorological Hazards	5	2	30
MDM 5513	Climate Change: Adaptation and Mitigation	5	1	30
MDM 5524	Post-disaster Rehabilitation and disaster resilience	5	2	30
MDM 5525	Community health, Finance and Insurance in Disaster Management	5	2	30
MBM 5526	Research Methods	6	15	
MDM 6600	Thesis (submission in Semester VI)			

\* The student reading for Masters of Service management may opt for these Course as a non-credit Course and the result of the Course shall be given in the transcript.

### Schedule 2

#### Essential guidelines of formatting the Thesis

The format of the final version of each Thesis to be submitted as a partial fulfilment of the Masters Degree of the Institute of Human Resource Advancement, unless otherwise required by the institute, shall be in A4 (8.27"×11.69") size paper and typewritten on one side of the paper only, double spaced and with margins of at least 1 ¼" on the left side and 1" on the right side and 1" at the top and bottom of each page.

The three copies to be submitted to the Senior Assistant Registrar/Assistant Registrar in charge of the subject of Examinations shall include original copy and clear and fair photocopies.

The Thesis shall incorporate in the following order:

- (a) a title page giving the title of the Thesis, the degree for which it is submitted, with the name of the institute and the University, the full name of the author and the date of submission for the degree;
- (b) a list of contents;
- (c) a list of tables and figures;
- (d) the following declaration, signed by the candidate:  

"I certify that this Thesis does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any University, and to the best of my knowledge and belief it does not contain any material previously published or written by another person or myself except where due reference is made in the text."
- (e) certification of the supervisor(s) to submit the Thesis to the Faculty;
- (f) an acknowledgement by the candidate of assistance rendered or work done by any other person or organization;
- (g) an abstract of Thesis;
- (h) the main text;
- (i) references;

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MIIRM 6532	Topics in Industrial Psychology	5	03	45
MHRM 6533	Statistic for Managers	5	03	45
MHRM 6631	Contemporary Issues in Human Resources Management	6	03	45
MHRM 6600	Thesis	6	15	NA

\* The student reading for Masters of Service management may opt for these Course as a non-credit Course and the result of the Course shall be given in the transcript.

**Table 1d: Courses offered in the Masters of Science in Disaster Analysis, Management and Mitigation Programme**

Course	Course Title	Trimester Offered	No. of Credits	No. of Contact Hours
<b>Courses offered in the First Academic Year</b>				
MDM 5121	Introduction to Climatic Science, Geo-science and Disasters	1	2	30
MDM 5122	Leadership Development and Administrative Skills	1	2	30
MDM 5123	Disaster Resilience leadership	1	2	30
MDM 5124	Geo-informatics for Disaster Management	1	2	30
MDM 5221	Hazard Assessment	1	2	30
MDM 5222	Vulnerability Assessment	2	2	30
MDM 5223	Disaster Preparedness and Emergency Management	2	2	30
MDM 5224	Disaster Management and Mitigation	2	2	30
MDM 5225	Legal framework and Incident Command Systems (ICS)	2	2	30
MDM 5331	Participatory Disaster Monitoring	2	2	30
MDM 5322	Quantitative Techniques for Disaster Management	3	3	45
MDM 5323	Space Technology for Disaster Management	3	2	30
MDM 5324	Technological and Chemical Disaster	3	2	30
MDM 5324	Agricultural and Ecological Disaster	3	2	30
<b>Courses offered in the Second Academic Year</b>				
MDM 5421	Risk Assessment and Cost benefit analysis*	4	2	30
MDM 5422	Landslide Risk Assessment and Mitigation*	4	2	30
MDM 5423	Coastal Risk Assessment and Mitigation*	4	2	30
MDM 5424	Field Disaster Risk Assessment*	4	2	30
MDM 6400	Project Report	04	06	NA
MDM 5521	Seismic and Flood risk assessment	5	2	30

(j) bibliography; and

(k) appendices, if any;

Other than these guidelines, students shall follow the American Psychological Association (APA) guidelines in the preparation of Thesis.

Wherever possible, tables shall be inserted in the proper place in the text, but comprehensive tables shall appear as appendix/appendices.

Thesis shall be sewn, trimmed, bound and covered with dark cloth, leather or Rexene, preferably black.

On the spine of the Thesis there shall be given in lettering of suitable size, the surname of the candidate and the title of the Thesis, abbreviated if necessary. If the lettering will not fit across the spine it shall run along the spine reading from top to bottom.

When published papers are submitted as additional evidence they shall be bound at the back of the Thesis as an appendix.

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