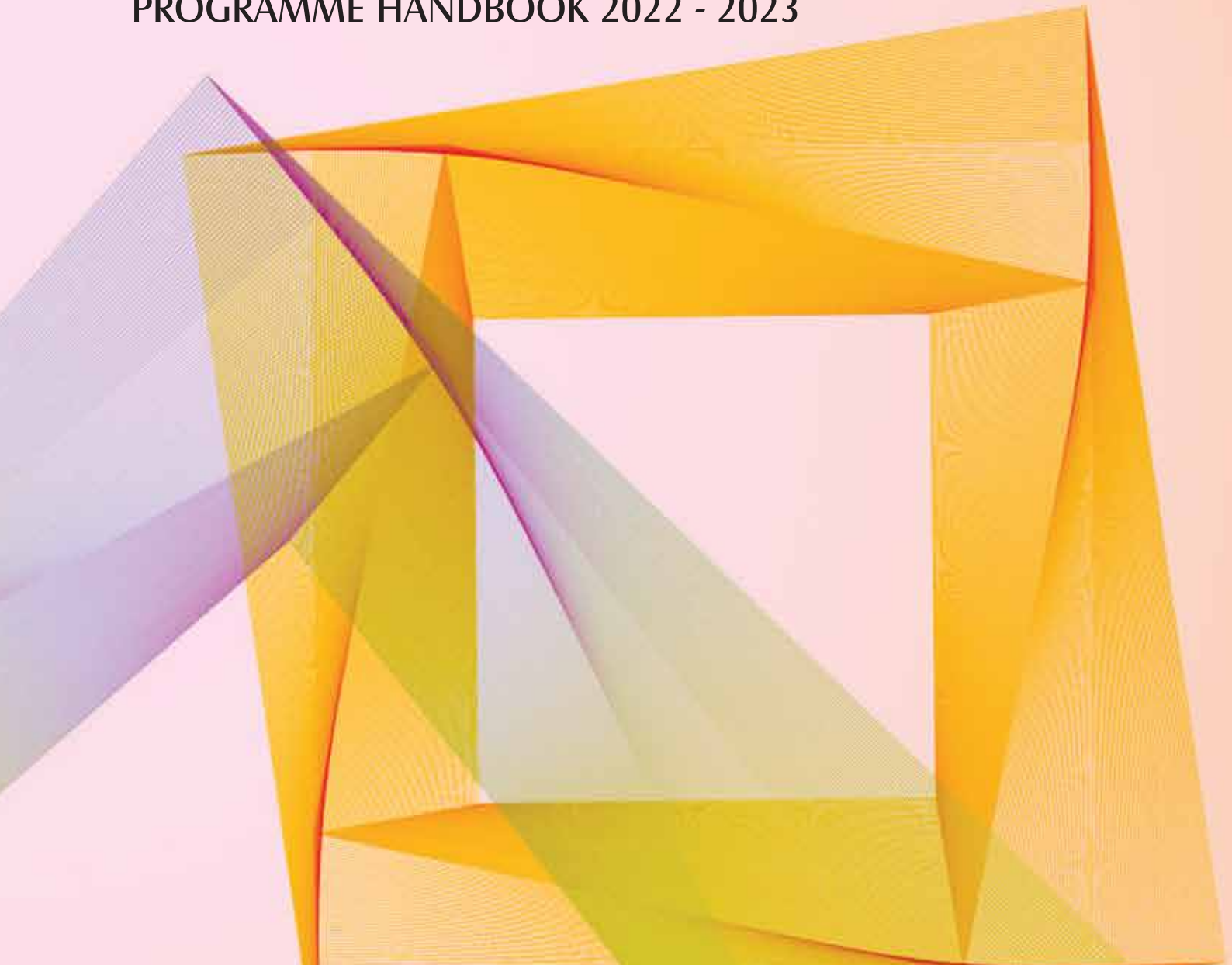


MBA-T

PROGRAMME HANDBOOK 2022 - 2023



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

PIM Vision

To become a centre for management excellence in South Asia.

PIM Mission

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

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

PIM Values

Passion

Enthusiasm and eagerness towards results in showing professionalism in actions.

Key Behavioural Indicators (KBIs)

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

Integrity

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

Key Behavioural Indicators (KBIs)

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

Mindfulness

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

Key Behavioural Indicators (KBIs)

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

Contents

Message from the Director	01
The Institute and the University	03
Directions of Education and Research	04
Master in Business Administration - Taxation (MBA-T)	06
Programme Structure - (MBA-T)	10
MBA-T Curriculum	11
Centre for Quality Assurance and Accreditation	26
PIM Research Centre	27
PIM Genesis	28
International Cooperation	29
Board of Management and Board of Study	30
PIM Alumni Association	31

Message from the Director

Be a Master in Your Selected Career

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

Our Master of Business Administration in Taxation (MBAT) is not just about having an MBA. It's about becoming an MBAT by achieving mastery. In fact, it was the first specialized MBA in Taxation in South Asia. Having successfully concluded the training of four batches of officers of the Department of Inland Revenue (IRD), and one batch from the general public, we are presently in the midst of training the sixth batch of professionals.

MBA in Taxation is carefully designed, structured and delivered to help our learning partners develop a global mindset, while having a local feel to gain mastery in the disciplines of business they operate. They are trained and developed to do so not only to beat competition, but also to make



competition irrelevant. Thus they create more value to customers as well as to other stakeholders.

We set our mission three decades ago to help Sri Lankan Finance leaders become masters of the destiny of their organizations in which they work direct and manage. It is flexible and most up-to-date in technology to help our learning partners to be ready to take the next step in their careers. Our team is a fine-blend of both academic and industry leaders who bring forth extensive knowledge and experience. The result is moulding a set of professional managers who do things differently or do different things through the mastery they have achieved, while standing tall against the rest.

We are ready to enroll you, to be a professional in the world that demands a career in Taxation. Are you ready to take up this challenge? Join us with pride.

Dr. Senaka Kelum Gamage

Director, Postgraduate Institute of Management



About PIM

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

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



The Institute and the University

The PIM, established in 1986 by an Ordinance under the Universities Act No. 16 of 1978, is one of the seven postgraduate institutes in the university system of Sri Lanka. Though it is relatively young, it has the largest student population among the institutes, and it is the only self-financing higher learning institution in the university system of the country.

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

In 1958, it was reconstituted as the Vidyodaya University of Ceylon by an Act of Parliament. Under the Universities Act No. 16 of 1978, it was renamed 'University of Sri Jaywardenepura', after the new administrative capital of Sri Lanka. Today, its full-time student population is over 15,000 enrolled in the faculties of Humanities and Social Sciences, Management Studies and Commerce, Applied Sciences, Medical Sciences, Technology, Engineering and Allied Health Sciences.



DIRECTIONS OF EDUCATION AND RESEARCH

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

Higher Degrees

Quality in Output

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

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

Relevant Education

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

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

Research in Management

Proudly Continuing Our Tradition

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



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

MASTER OF BUSINESS ADMINISTRATION IN TAXATION (MBA-T)

MBA in Taxation Learning Goals

This programme is in direct relevance to the following Learning Goals (LG). In other words on completion of the programme, MBA (Taxation) graduates of the PIM will be able to:

- A. **Recognise** the key knowledge, skills and attitudes at local and global levels, and demonstrate critical awareness of current issues in the fiscal context.
- B. **Reflect** problem identification with critical and logical thinking and in-depth analysis using appropriate techniques to solve fiscal problems in the country with sound judgments.
- C. **Reach** relevant public and private organisations locally and globally, through networking, and communicate decisions clearly to relevant specialist and non-specialist groups.
- D. **Realise** the importance of economic, social and political concerns and the humane aspects of business and fiscal activities, and demonstrate self-direction and originality in tackling and solving problems as thought leaders.
- E. **Reinforce** professionalism, integrity and ethics in being conscious of values when decisions are made in the fiscal context.

The programme will focus on four key areas of study:

- Foundation
- Management
- Taxation
- Final Project

The recipients must earn a total of 60 credits by way of course work, comprehensive evaluations, and a Management Skills Project/ Field Project to be in compliance with the Sri Lanka Qualification Framework (SLQF) exit level 10 requirements.

Credit Structure

Course Type	No. of Courses	Credit per Course	Total credits
Foundation	03	02	06
Management Core Courses	08	02	16
Technical Core Courses	07	02	14
Contemporary Issues in Tax Administration	01	03	03
Electives	03	02	06
Final Project	01	15	15
Total	23		60

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

MBA-T Students

The Postgraduate Institute of Management (PIM) launched the Master of Business Administration in Taxation (MBA-T) as an addition to its range of signature programmes, in the year 2015. Having successfully concluded the training of three batches of officers of the Department of Inland Revenue (IRD), we are presently in the midst of training the forth batch of IRD officers. The aim of launching this signature programme was to enhance the managerial capabilities of the officials of the IRD, and in turn contribute to a better administration and higher performance in the IRD. Further, this qualification will serve as a requirement for the career development of these officers within the IRD.

Meanwhile, the PIM has decided, as mentioned in our previous handbook to open this precious programme also for the public to broaden the academic and practical aspects of graduates/professionals for whom the proposed programme will serve as a comprehensive course awarded with a qualification certifying that the scholars have undergone advanced academic studies in taxation, such as, international taxation, transfer pricing, indirect taxation. This will also serve as an aid for career change and the progression of the recipient and open avenues to pursue in advanced taxations course structures conducted internationally. Further, the recipients will be able to demonstrate critical awareness in advanced aspects of taxation and related functional disciplines, and apply relevant techniques in their roles as managerial professionals. They will also deal with practical case studies systematically on complex taxation and related issues systematically. The entire programme is designed in such a way that the ultimate objective at the end of the programme is to bring out an ethical tax professional, well versed in all aspects of taxation.

Who Should Apply

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

1. One of the following qualifications:
 - a) A Bachelor's Degree, from a recognized university with at least a second class (upper division) pass, in business/ public administration/commerce/ management studies.
 - b) A Bachelor's Degree from a recognized university, and at least three years' work experience in a managerial capacity at an organization acceptable to the Institute or teaching/research experience relevant to the programme of study.
 - c) A professional qualification recognized by the Institute as being equivalent to a Bachelor's Degree of a university, and three years' work experience in a managerial capacity at an organization acceptable to the Institute, or teaching/research experience relevant to the programme of study.
 - d) Any other qualification acceptable to the institute.
2. A good knowledge of English is compulsory.

Programme Duration and Extensions

The normal period of study (effective from the date of registration) for the MBAT is two years.

Under special or mitigating circumstances acceptable to the Board of Study of the Institute a student may, upon request, be granted extension of registration beyond the normal period of study stipulated for the programme. The maximum period of study

for the MBAT is five years from the date of first registration in the programme of study. Students receiving extensions must pay a programme fee for the extended period.

Cancellation of Registration

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

Student Discipline

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

Residential Workshops

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

Postgraduate Diploma Option

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

Further Information for Students

Detailed information regarding all the policies and procedures and regulations governing the programme is given in the Student Handbook, which is given free to registered students.

It is the responsibility of the students to understand and follow the information given in this Handbook.

Time Tables

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

The time table will be announced at the inauguration of the programme.

Grading System

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

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

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

Excellence in Performance

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

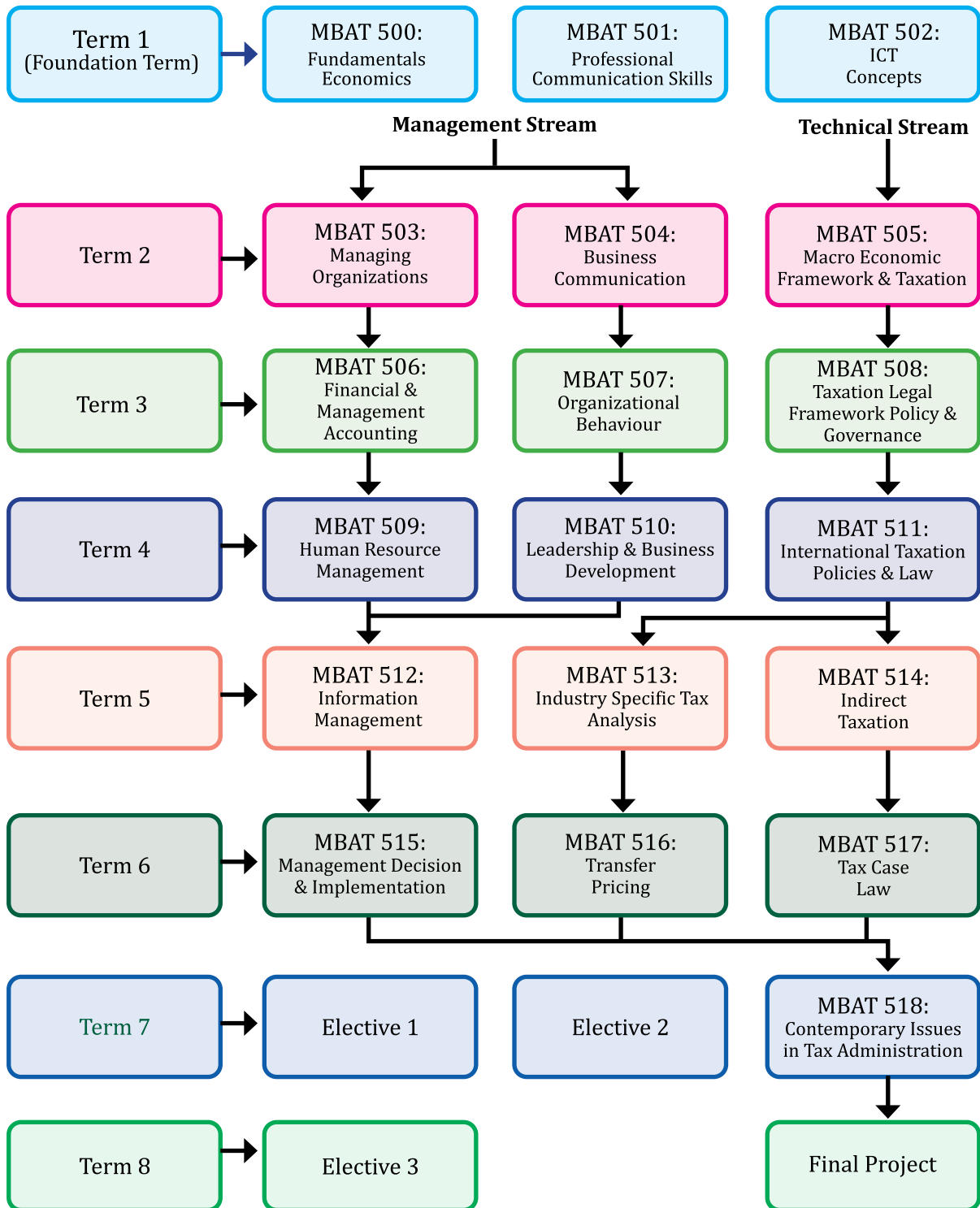
Faculty

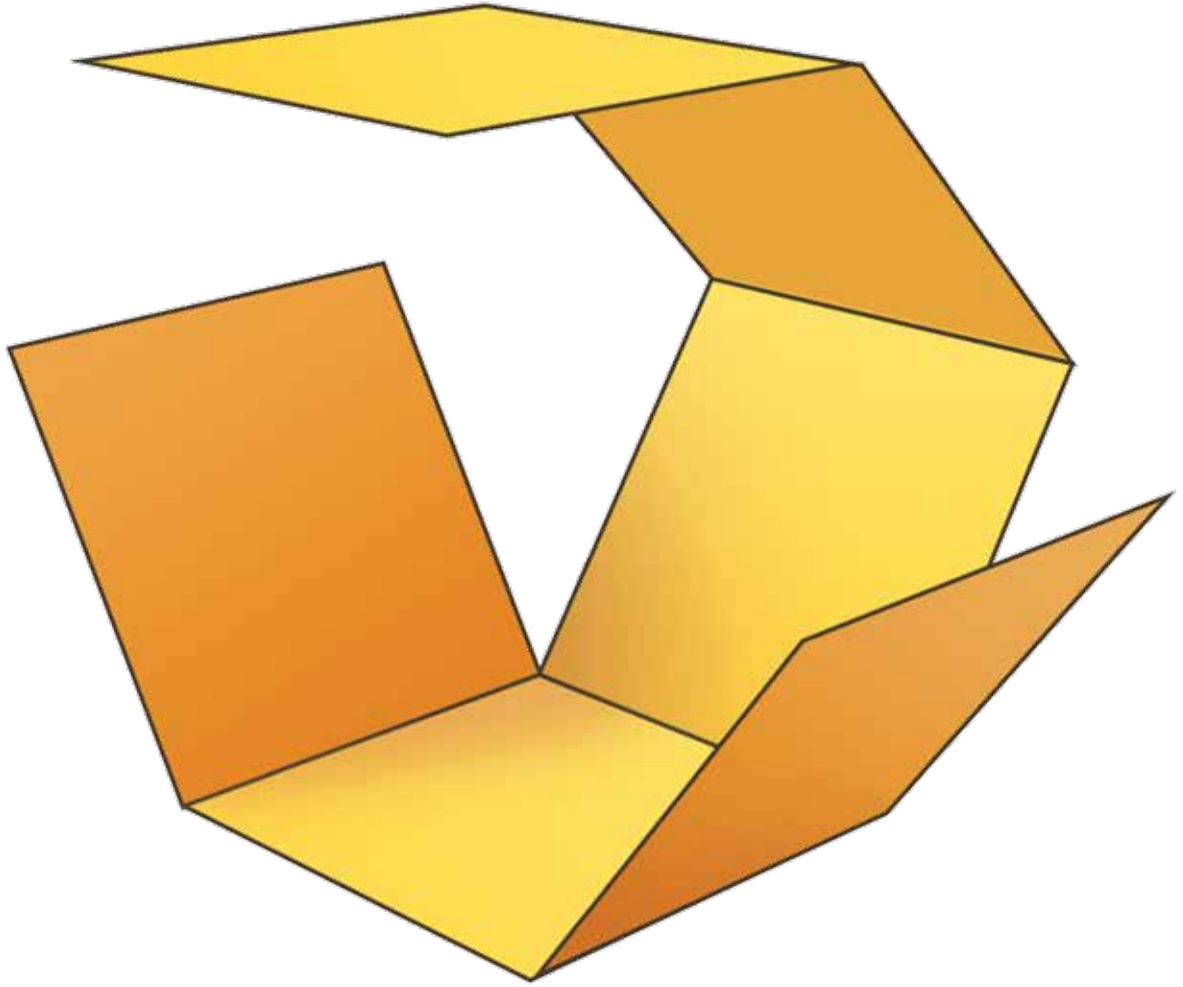
The management component of the programme will be conducted by the Core Faculty of the PIM. The technical core courses in Taxation will be delivered by industry experts who are members of the PIM visiting faculty.

Duration

The programme will span a period of 2 years (8 terms).

PROGRAMME STRUCTURE: MBAT





M B A

TAXATION

C U R R I C U L U M

MBAT 500: Fundamentals of Economics (Foundation Course – 2 Credits)

This course will cover the topics: An overview of the Sri Lankan economy; Key socio-economic indicators; Basic economic questions facing societies; Different economic systems; Role of government in a market economy and need for government intervention; Fiscal policy; Tax structure; Role of IRD and its contribution to government revenue; How taxes are used to promote growth and promote economic stability. The learning highlights of this course are: Rationale for government intervention; Fiscal policy- sources of revenue.

MBAT 501: Professional Communication Skills (Foundation Course – 2 Credits)

Communication has become the life-blood in the modern work place. Unlike in the past, today all employees irrespective of their hierarchical positions are required to possess a high competency in all the communication skills: reading, writing, speaking, listening and using non-verbal language. Those who are adept at persuasive speaking and writing have distinctly better chances of progressing up the career ladder. This course is designed to impart participants with a good knowledge of English grammar enabling them to speak confidently and write professionally.

MBAT 502: ICT Concepts (Foundation Course – 2 Credits)

The learning environment at the PIM is highly supported by the right balance between technology and relevant subject matter. This course simply provides the Information Technology component necessary for the survival of the PIM participants throughout their study programme and beyond. In this module, participants will be highly familiarized with the comprehensive usage of the “PIM Learning Portal – Prajna” by providing hands on exposure to advanced activities supported by the system. These activities include submitting assignments online, participating in online discussion forums, sitting online examinations, providing participants feedback online etc.

Advanced use of Word Processing applications for professional and academic work, analytical facilities provided by electronic spreadsheet applications, advantages of using databases for data resource management, maximizing productivity by balancing time, cost and quality using electronic project management software, and the advanced use of electronic presentation application will be the key topics of this course. The latter part of the course will be conducted at the PIM’s state-of-the-art IT Centre, for the participants to provide the desired exposure to an actual practical environment.

MBAT 503: Managing Organizations (Management Course - 2 credits)

Management is fundamental to most activities we do. This course focuses on fundamentals of managing organizations in the contemporary world. A typical manager works long hours,

and faces increased complexities posed by globalization, domestic competition, government regulation and stakeholder pressure. This task is further complicated by rapid change, restructuring processes, and both minor and major crises. The manager's job is not only unpredictable and fraught with discontinuity and challenges, but it is also filled with opportunities to make a real difference for the benefit of the organization and the people it serves.

The learning highlights are: Recognize the key fundamentals of managing organizations; Reflect on the main challenges associated with managing organizations; Realize the applicability of the basic concepts learnt to the current issues faced by one's workplace; Reinforce the way how one professionally plays the managerial roles in utilizing management skills in one's workplace.

MBAT 504: Business Communication (Management Course - 2 credits)

This course aims at enhancing the communication capabilities of the participants. The key subject areas covered are: communication in organizations, classification of information and typologies, topics and themes, professional and business writing, writing of management reports, executive oral presentation skills, inter-cultural communication; listening skills, creative thinking, negotiation skills, conducting executive meetings.

Advance Report Writing shall become an integral part of this course. Students shall be taught on report writing: collecting data and information required for the report, doing an initial draft, and revising and fine-tuning the draft for its focus and readability. The course will also address common errors in report writing and sensitizing participants to avoid such pitfalls. Among the learning highlights will be overcoming communication barriers, creative and critical thinking, executive presentations and negotiating, conducting meetings and report writing. This course will also be linked to the writing of the final project report.

MBAT 505: Macro-Economic Framework and Taxation (Technical Course – 2 credits)

Development promotion and impact assessment require a good understanding of macro-economic variables. Indicators such as GDP growth, balance of payments position, budgetary out turn, inflationary trends, as well as exchange rate and interest rate changes reflect public policy and management. Even those who are solely engaged in service delivery functions such as issuing of licenses and permits contribute, at least indirectly, to these variables. In any case, the whole system of development planning, including those at the sectorial, project or regional levels, is based on the framework of macro-economic variables.

MBAT 506: Financial and Management Accounting (Management Course – 2 credits)

Taxation and Accounting are closely interconnected. A Tax Consultant should not only be conversant with theories and computations of tax returns but should also possess a fair knowledge on Financial Reporting. Knowledge on Financial Reporting, shall provide a professional tax consultant an understanding of the financial position and its movement. This will pave the way for prudential tax planning and healthy maintenance of tax cost. Participants not qualified in the field of accounting shall benefit by following this course; Qualified accountants will be offered an opportunity to refresh the accounting practices.

Unlike in the past, a tax professional in an organization should cater not only to the preparation of financial statements but also to the core business of the organization. The challenge faced by a tax professional is to understand the business vibes, maintain the accounting standards and also meet the government expectations in terms of tax revenue. The analytical theories in management accounting shall sharpen the decision making of a tax consultant. The tax consultant shall have a 360 degree view before a decision is made on account of business.

Cost analysis theories in management accounting shall assist the tax consultant to figure out the impact of taxation in comparison with production and administration costs of an organization.

MBAT 507: Organizational Behaviour (Management Course – 2 credits)

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

The learning highlights are: Recognize the key fundamentals of organizational behaviour; Reflect on the main behavioural insights related to an individual as well as in interactive teams; Reach individuals, interactive teams and institutions with confidence; Realize the importance of economic and ecological concerns and the humane aspects of business activities.

MBAT 508: Taxation Legal Framework Policy and Governance (Technical Course – 2 credits)

In general, the basic legal framework calls for taxation according to the rule of law. It is vital to understand the basic framework of the judicial system of a country to interpret the provisions of the laws enacted taxation purposes. The intricacies of wordings and punctuation marks of legal provision relevant for taxation can be better construed if participants are provided with a sense of understandings on legal framework and policy. The fundamentals of this framework are: A tax can be levied only if a statute lawfully enacted so provides; A tax must be applied impartially; Revenue raised by a tax can be used only for lawful public purposes, not for the king's private ends; Recognize and reflect on the fundamentals of Taxation and Governance; Reach diverse organizations, industries and situations with confidence in Taxation and Governance.

The rule of law contemplates that these principles will be enforced by independent courts. The role of the courts is often referred to in this course. Tax laws must be drafted in the context of this legal framework. This course reviews the principles underlying the framework in general terms, and on a comparative basis. Also it is vital to explore the convergence and divergence in the debate over taxation and governance.

MBAT 509: Human Resource Management (Management Course – 2 credits)

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

The learning highlights are; Recognize the key fundamentals of HRM; Reflect on the main challenges associated with HRM; Reach diverse organizations, industries and situations with confidence; Realize the applicability of concepts; Learnt the current issues faced by one's workplace; Reinforce the way how one professionally applies the key lessons of HRM in playing a people manager role in one's workplace.

MBAC 510: Leadership and Business Development (Management Course – 2 credits)

This module aims at strengthening the leadership capabilities of the candidates whilst enhancing their business development ability. The areas covered are: leadership in high performance organizational cultures, historical, modern and postmodern leadership theories, entrepreneurship development, ethical dimension of exemplary leaders; building a leadership pipeline for succession, emergent leadership in crisis and disaster management; business modeling and business planning, building a high performance culture of commitment and competence, business incubators, design and creation of strategic business units, innovation and creativity in organizations.

Among the learning highlights, designing a leadership pipeline, guidelines for ethical practice, business modeling, development of business plan, business leader characteristics and behaviours appear prominently.

MBAT 511: International Taxation Policies and Law (Technical Course – 2 credits)

The globalization of trade and investment profoundly affects the practices and policies of international taxation. Tax advisors, tax professionals and government tax officials increasingly operate in a multinational world in which knowledge of only domestic rules is inadequate. For those who expect international tax law to play an important role in their professional careers, this core course is a must. The course provides students a firm grounding in the international tax systems, and offers subjects that reflect the globalization of tax law principles and practices. Students will be benefited by way of several sessions on international tax law available including modules on international taxation, tax treaties, international tax policy, and regional systems of taxation. There shall be an introduction to basic concepts in Transfer Pricing procedures including the relevance of OECD, intangibles, financial transactions and advanced pricing agreements.

MBAT 512: Information Management (Management Course – 2 credits)

This course aims at strengthening the ICT awareness and capability of participants. The topics covered are: business and ICT, the business value of ICT, the use of ICT for competitive advantage, ICT strategy vis-a-vis business strategy, DMS and data warehouses, the Internet and e-Business, knowledge management in organizations, intra-organizational and global information systems, enterprise information systems, security and control. The learning highlights include: enterprise systems, business impact of the internet, effective selection and implementation of ICT systems, ROI on ICT investments. This will also cover how IT can be used to streamline tax revenue in a country like Sri Lanka.

MBAT 513: Industry Specific Tax Analysis (Technical Course - 2 credits)

The subject attempts to discuss the Tax Impact on the different Industries (i.e. Manufacturing, Services, Transportation, Telecommunication, Banking etc.). Tax treatment on different industries vary as per the respective provisions available in the tax statutes. The participants are expected to have an overall knowledge on the tax implications of different industries ranging from Individual employees to Multi-National Companies. The module shall provide an understanding on ascertaining the tax treatment on each industry capturing both Direct and Indirect taxes.

The course sets out to undertake the study of tax implications arising from specific industries established in the Sri Lankan economy including agriculture, trade, manufacturing, services and SMEs etc. These various industries are encountered with different direct and indirect taxes.

Tax implications cropping up in the usage of financial instruments and recent developments visible in adopting of accounting standards in the caliber of IFRS would also be discussed under this course.

MBAT 514: Indirect Taxation in Sri Lanka (Technical Course - 2 credits)

In the recent past, the government of Sri Lanka unveiled its economic policy laying down its intention to reduce the gap between direct and indirect taxation to 60:40. It is, therefore, evident that indirect taxation, has a greater impact on both economy and the government. Hence, it is expected that participants shall have a role to play in the process of finding out the ways and means to balance indirect and direct taxes in order to bring out a sustainable economy. Further, it is prudent to understand the government policies and the mechanism of imposing, operating and managing indirect taxes. Understanding the intricacies of indirect taxes would empower the participants to interpret the provisions of the respective tax statutes accurately, and analyse the operation and management of the respective taxes in order to find out suitable indirect tax structure for the economy. Also it is vital to have fair amount of knowledge on a few indirect taxes operated in other economies. A study on such other taxes shall help the participant derive the underlying policies and principles behind the taxes outside Sri Lanka.

This course shall contain an in-depth learning of indirect taxes operated in Sri Lanka, and shall mainly focus on the impact of indirect tax on the Sri Lankan economy and its operational process. The impact and other types of indirect taxes operated in other economies, practical issues faced by the public in relation to the provisions of the indirect tax statutes, and tax planning in relation to indirect taxes. The study of indirect taxes are always in conjunction with the basic attributes such as type of taxes, nature of tax, tax collection methodology, tax liability, tax evasion, investment and savings and social coverage.

MBAT 515: Management Decisions and Implementation (Management Course - 2 credits)

The prime objective of this module is to emphasize the vital roles that have been entrusted with the individual participants of this programme at their respective organizations with regard to error-free decision making and implementing them efficiently. Unlike in the past, accurate, timely decision making has an overwhelming demand, and most of the organizations rely on individuals with capacities in such caliber. The practice of decision making solely being left with Board of Directors or Top Management of an organization is obsolete nowadays, and the decision making process has been decentralized from top management cascading up to level of a minor employee of an organization. Many organizations have provided avenues in this process where speak up policy, web based suggestions corner, implementing cost saving committees etc. have been formed in organizations to encourage participation of every employee in the decision making process. Incorrect, invalid, late decision makings have set out many bad experiences in organizations and, therefore, decision making is a vital process in today's business world. Hence, improving the participant's skills in the decision making process and upgrading the

talents in each and every participant towards foreseeing the consequences of the potential decisions that are going to be made, are the core components of this course.

MBAT 516: Transfer Pricing (Technical Course – 2 credits)

Transfer Pricing has become an increasingly interesting subject with the spread of commercial transactions under globalization. It continues to be a burning issue on many fronts. With globalization, the quantum of international trade has grown many folds. Many multinationals and other groups of companies tend to find avenues to reduce taxation by having establishments in tax havens or in countries where lower rate taxes exist. This has opened doors to many studies in price manipulations and profits shifting globally; some of the price manipulations are to derive the economies of value whereas some are merely with the intention of tax reduction stemming from fictitious transactions. All these have cumulated to a comprehensive technical study under this course structure. It will examine the legal framework for transfer pricing and the role of the OECD Transfer Pricing Guidelines. The course shall also focus on issues faced in audits and complex issues such as intangibles and BEPs.

The objectives of this course are basically two-folds. Firstly, the students are required to understand the fundamental Transfer Pricing issues and practices in the current and evolving world of business and government. Secondly, they must acquire practical skills of a Transfer Pricing specialist who is responsible for the management of Transfer Pricing issues.

MBAT 517: Tax Case Law (Technical Course - 2 credits)

Legal case laws set out precedence to the similar or equal type of transactions or incidents taken place at present. In the field of taxation, the case laws already decided and concluded provide a fertile ground for the tax consultants to construct their arguments in the process of tax appeals. The Tax Appellate procedure in Sri Lanka begins at Inland Revenue and un-resolved matters cascade to the Tax Appeals Commission and any further unresolved matters finally spill over to the courts system ending at the Supreme Court of Sri Lanka. Tax Case Laws in between the Tax Appellate Procedure provide ample ammunition to enrich the arguments, and support similar types of transactions or incidents.

An understanding of the basic legal procedures affiliated with the case laws (i.e. application for writs from a competent court in Sri Lanka) strengthen the skills adding value to the Tax Appellate Procedure. The course shall critically analyse the areas of capital and revenue expenditure, carrying on a business or determining an isolated transaction with no commercial value, distinguishing income and other sources, employment income and services rendered in the course of employment, transfer pricing and profit shifting, burden of proof, glimpse of the Tax Appeal Commission etc.

MBAT 518: Contemporary Issues in Tax Administration **(Technical Course – 3 credits)**

This course structure provides insights into the areas of the issues cropped up in the field of taxation and specifically “Income Tax”. Participants are expected to actively participate in debating over contemporary tax issues and brain storm to bring about possible solutions that are viable and actionable within the legal framework. Also a flashback on technical modules shall be reviewed deriving the inference out of associated problems encountered. Tax Planning, Tax Avoidance, Tax Incentives and their economic impact, issues cropped up in Tax Administration procedure covering assessments, appeals, defaults and objections would be discussed in details in order to arrive at a common understanding.

The treatment of the material in this course by participants from various academic disciplines and with differing geographical perspectives also gives distinct and instructive insights into widely recognized and enduring taxation problems within the above-mentioned subject areas. Further, an appreciation and understanding of the multi-faceted approaches which may be adopted for problem solving, and which are evident in this course, can enhance the prospects of the ultimate resolution of these problems.

This course also extends to the extent that the seeds of the expected final project of the individual participant can be planted here as an initiative

Final Project

MBAT 519: Management Skills Research Project (MSRP) (15 credits) - Option - 1

Through MSP, the student will demonstrate his/her knowledge and understanding in a chosen area of study via a survey of existing knowledge, and identification of a process/ operation or a management problem requiring solutions in a practical setting, and demonstrate competency in a chosen area(s) by designing a project, implementing it and reporting the results obtained. Students are advised to identify a suitable problem early in their study programme, and then use the skills assignments available in the required courses to prepare for the project to be undertaken in the last term of study.

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

MBAT 520: Management Field Research Project (MFRP) (15 Credits) - Option - 2

The MFP is evaluated under two components

- (a) Field project identifying a problem in the Inland Revenue Department (IRD)/ Organization, analyzing it, developing a study-framework to resolve the problem through comprehensive solution development, and providing a cost-benefit analysis as well as recommendations/plan of implementation, which carries 13 credits;
- (b) Following a reading course supporting a deeper theoretical understanding of the problem/development of study framework /solutions which can effectively contribute to the literature review of component (a) above , carries 2 credits.

Both components (a and b) together will carry 15 credits for an MFP project and a student must be successful in both sections (a) and (b) to obtain 15 credits for the MFP ; notional hours combining (a) and (b) will be 1500 hrs.

Requirements regarding component (a) above:

Approval of the management field project proposal; submission of the project during the last term of study; and oral examination of the project (approximately half an hour).

ELECTIVE COURSES

ELECTIVES - MANAGEMENT	
<p>MBAT 600: Entrepreneurship <i>(Elective Course - 2 Credits)</i></p>	<p>The knowledge on entrepreneurial aspects would be highly advantageous to the participants.</p> <p>This course makes students to familiarised with the key concepts, theories and application, reflecting the breadth and diversity of entrepreneurship. An entrepreneur is a person who develops a business plan, executes it and maintains the same while facing the risk components associated with entrepreneurship. Entrepreneurs are risk takers and always exposed to the possible risks associated with the business. Therefore, risk identification, quantification and action plan for risk mitigation are inevitable components for an entrepreneur. The entrepreneurial techniques always revolve around developing a business plan, hiring human resources, acquiring financial and material resources, providing leadership, risk taking and risk mitigating. Entrepreneurs are always promoted by the government with the view to minimising unemployment, expanding in economic development, enhancing GDP, encouraging the development of small and medium scale enterprises and, promoting foreign currency inflow through export oriented entrepreneurs.</p>

<p>The rising influence of business in the utilization of limited resources and the reality of climate change led extreme weather impacts supply chains and corporate strategy in a significant manner. The United Nations initiated, Paris Agreement ratified by 194 nations in December 2015, made a commitment to achieving the 17 UN sustainable development goals 2016-2030. The global agenda for nations to pursue sustainable development is only possible if business 'Embeds Sustainability in Corporate Strategy'. However, business leaders and strategists have not been exposed to the subject of sustainability and this has led to many corporate strategies not embedding sustainability in corporate strategy.</p> <p>Sustainability prepares future business leaders to be competent and enlightened on the global agenda of sustainable development and how every business has an opportunity to 'Embed Sustainability in Corporate Strategy' by creating new sustainable blue ocean market spaces that meet the needs of consumers and business in a strategic and sustainable manner. Most of the enlightened businesses have already done so; Unilever, General Electric, Apple, Amazon, Google, Tesla, IKEA.</p>	<p>MBAT 601: Strategic Corporate Sustainability <i>(Elective Course - 2 credits)</i></p>
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MBAT 602:
**Public-Private
Partnerships and
Joint Ventures**
*(Elective Course - 2
credits)*

In the recent past many projects of the government have been initiated in conjunction with the private sector. The Strategic Development Act was brought in by the government to encourage the private sector to step into the projects with government, and obtain tax and other reliefs. Many private organizations have stepped into the projects commenced recently by the government, providing the services in the nature of constructions, power supply, logistic services, telecommunication services, consultancy services (architectural, interior planning, designing, engineering etc.), management services etc.

Many of the projects have been provided with a bundle of concessions including tax. The private sector clients engaged in the respective projects are in need of tax consultancy to distinguish the goods or services falling under tax concessions and other ongoing business transactions. It has also become tedious to find out whether the exemption provisions provided in another act overrules the Inland Revenue Act.

Public Private Partnership extends to the level that an arrangement between the government or statutory entity or Government owned entity reaching out for a consensus to form a partnership for the purpose of jointly carrying out a task with the private sector.

ELECTIVES - TECHNICAL

**MBAT 603:
Auditing,
Investigation
& Taxation of
Digital Economy
(Elective Course – 2
credits)**

Due to the changing nature of the businesses and the increasing trend on dependencies on information technology, the need for taxation of digital transactions has been arisen. This course covers role of tax audit and investigation with the role of tax authorities, tax auditor/ tax accountant/tax consultant etc. to mitigate tax revenue leakages in both physical or digital economy.

This elective course emphasizes the need of audits and investigation for taxation of domestic and international transactions to mitigate the tax evasion through aggressive tax planning. The course will also discuss the use of forensic auditing tools and techniques to detect manipulation of financial statements and combat tax frauds, and also to identify the tax fraud-detecting measures used by the forensic accountant with accounting and auditing firms.

While providing an overview of the tax auditing and investigation process, the course addresses the following areas:

- Tax planning, aggressive tax planning, tax avoidance, tax evasion and tax frauds
- Anti-avoidance provisions in taxation.
- Tax Audits and Investigation
- Forensic Accounting, Forensic Investigation and Forensic Auditing
- Forensic Auditing tools and techniques
- Audits and Investigation in taxation
- Use of Forensic Investigation and Auditing in Taxation
- Taxation of Digital Transactions
- Digital Service Taxes
- Forensic Auditing for Digital Taxation.

A robust and sustainable tax system requires good tax administration. How a tax system is administered affects its yield, its incidence, and its efficiency. The 'smartest' development policy needs to be underpinned by 'smart' tax policy. However, the best tax policy in the world is worth little if it cannot be implemented effectively. What can be done, to a considerable extent, inevitably determines what is done.

This course, is designed to broaden participants' knowledge of the main challenges governments face in designing, administering, and monitoring a modern tax system. It provides an overview of policy design principles and their implications for tax administration— establishing linkages between tax policy and administration and showing how functions feed into one another; Reviews design issues for major taxes that form modern tax systems. Discusses the organization and operations of tax administrations with special reference to the Inland Revenue Act No.24 of 2017 (as amended) and Value Added Tax Act no.14 of 2002 (as amended).

**MBAT 604:
Statutory
Application
and Practical
Implications
of Tax
Administration
(Elective Course – 2
credits)**

**MBAT 605:
Tax Professionals
and Ethical Tax
Practices**
*(Elective Course – 2
credits)*

This elective course identifies the duties, rights, responsibilities, and professional ethics of role players in the tax world either national and international level or developed and developing countries and the importance of professional ethics for better tax system.

Course will emphasize the ethical issues involved in the tax field, irrespective of taxpayers, tax advisors, tax accountants, tax auditors, tax agents, tax officials or tax policy makers. The course will address on related issues, including corporate social responsibility, and on the limits of acceptable tax avoidance in Tax Practice and Tax profession. It is an opportunity for tax professionals (or potential tax professionals) to work through and think through some of the potential ethical issues they will face (or may already have faced) in practice in the field of taxation.

- Tax profession and Tax professionals
- Role of legislator in ethical tax system
- Tax officials, delegation of power, confidentiality, and duties of tax officials
- Taxpayer's rights, responsibilities, and ethics
- Role of tax accountants, tax auditors and tax advisors/consultant/agent in ethical tax system
- Agreement between taxpayers and tax consultants
- Tax Appeal Commission (TAC) and its role
- Duties of Tax Adjudicator in better tax system
- Ethical issues involved in the tax world
- Solutions for ethical issues

CENTRE FOR QUALITY ASSURANCE AND ACCREDITATION

Quality assurance has been given very high priority within the University system in Sri Lanka at present. It is mandatory to establish internal quality assurance systems at a high level of functionality in all universities and higher education institutes. The Centre for Quality Assurance and Accreditation (CQAA) was established at the PIM in July 2021 to plan, develop, facilitate and monitor internal quality assurance activities as required by the UGC. This center is also responsible to work with local and international accreditation bodies to enhance recognition and acquire accreditation to study programmes offered by the PIM.

Functions of the CQAA include coordinating all quality assurance activities within the PIM, liaising with the Quality Assurance and Accreditation Council (QAAC) of the University Grant Commission and the Centre for Quality Assurance (IQAU) of the University of Sri Jayewardenepura as well as with international accreditation bodies, preparing self-evaluation reports for external quality assurance reviews, providing guidance to all staff members on quality assurance, monitoring the implementation of quality assurance activities within the PIM, facilitating the sharing of good practices among staff members, and preparing policies, guidelines and manuals relevant to quality assurance in collaboration with the academic and administrative staff of the Institute.

The Head of the CQAA reports to the Director of the Institute. The operational team of the CQAA is the Quality Assurance and Accreditation Committee (QAAC). This committee ensures the implementation of quality assurance activities within the PIM. The composition of the QAAC is Head/CQAA (Chairman), four members of the academic staff nominated by the Director, Deputy Bursar, Senior Assistant Registrar, Senior Manager/IT and the Assistant Librarian (Secretary). The QAAC meets once a month to identify quality gaps and recommend remedial measures, identify good practices, and inculcate them within the entire Institute and monitor the progress of quality assurance activities of the Institute.

PIM RESEARCH CENTRE

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

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

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

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

PIM GENESIS

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

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

The PIM intends to increase the number of entrepreneurs generating from the Institute. In practice, many students face several issues in starting up their new business ventures; as such, the main objective of the Genesis is to provide solutions to these issues and encourage more students to take part in entrepreneurial projects to build the entrepreneurial spirit in the short term, and to contribute to the Nation's economic growth in the long term. The business incubator coaches and mentors through lean startup methodologies using the vast supportive ecology available to the Institute through its competent academic staff, alumni well placed in industry and its linked social communities connected to almost all the industries and academia in Sri Lanka.

The Genesis also partners with local universities who through their specialization do fundamental research for the purpose of commercialization of innovations that arise from such research. It is also linked to a growing number of industry incubators to support projects of their genre being incubated.

The PIM Genesis has Memoranda of Understanding with the Sri Lanka Womens' Chamber of Commerce and Industry for mentoring their entrepreneurs; and with LOLC Finance PLC., for the purpose of training and developing its micro-clients.

The Mentor of the PIM Genesis reports to the Director of the PIM. The Genesis Team ensures all entrepreneurship start-up, mentoring, coaching, and development activities within the PIM. The composition of Genesis consists of the Mentor, an Academic Advisor, a Facilitator, and two coordinators. The Team meets once a month to schedule activities on a monthly and annual basis.

INTERNATIONAL COOPERATION

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

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

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

The UNSW is a founder member of the Group of Eight and one of Australia's leading research intensive universities. It was ranked 43rd in the 2020 QS World University Rankings. The UNSW was recognized in the '2012 Excellence in Research for Australia Report', which assessed the University's performance in all broad fields of research as "at, above or well above" world standard. UNSW research strengths span a broad and diverse range of disciplines. The UNSW and the PIM undertake joint academic research projects in areas of mutual interest, exchange of faculty and promotion of PhD Programme of the PIM.

Master Graduates and Faculty Members undertake PhD Programmes at the UNSW, Canberra. The UNSW also awards scholarships to outstanding students.

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Visiting Faculty, Postgraduate Institute of Management

PIM ALUMNI ASSOCIATION



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

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

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

The Vision and Mission of the PIMA are as follows:

Vision

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

Mission

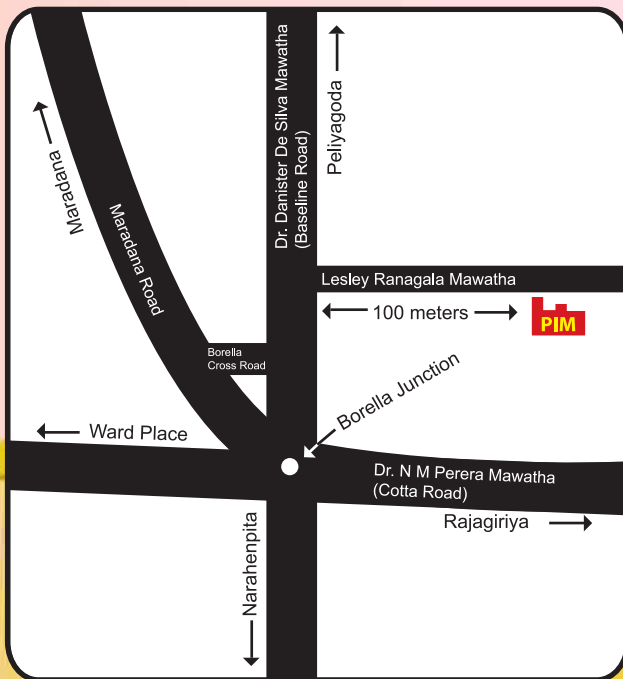
To bring together and develop PIM Alumni through unique continuous professional development programmes to forge links with the country's business and public sector communities through unique public interest programmes.





The first MBAT-IRD (Inland Revenue Dept) batch at the Kasetsart University, Bangkok, Thailand.





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Nation's Management Mentor